

5 DYSFUNCTIONS — OF A TEAM —

A Sample Team

A Sample Company

Completed: August 06, 2026

Original Assessment: August 06, 2026



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Introduction

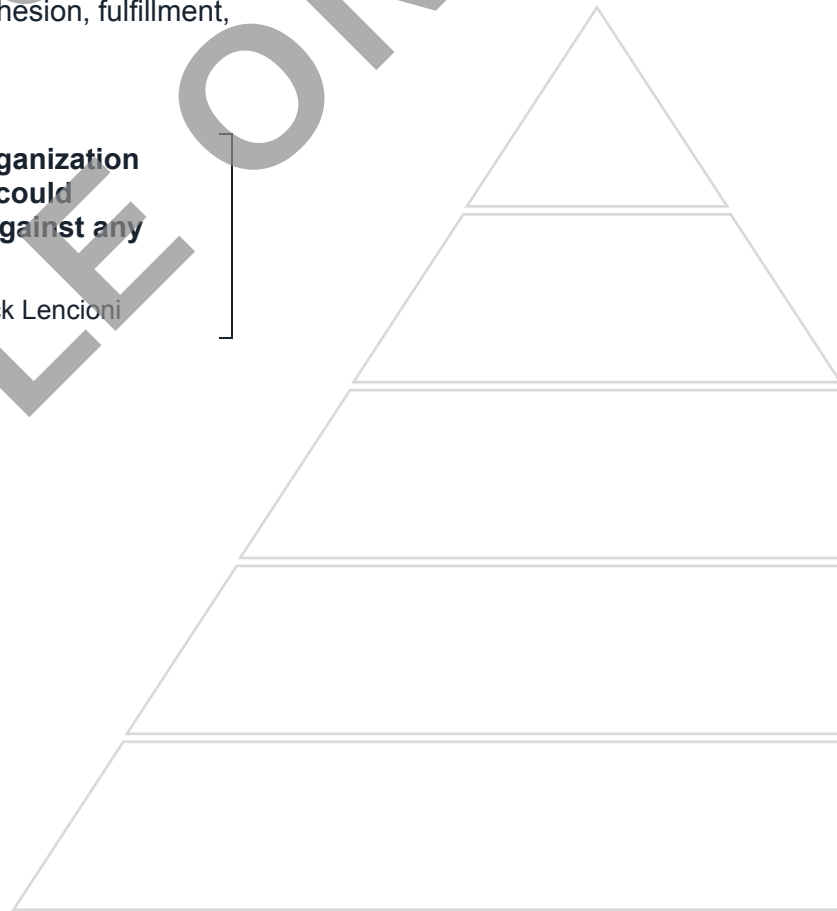


The Online Team Assessment Progress Report provides a side-by-side comparison of your team scores from the current and previous assessments. This report is designed to give your team insight into the progress you've made since your last assessment and to further discuss and develop the behaviors of a cohesive team. While the results are presented in a quantitative and data-driven way, the primary value of the report comes from the qualitative perspective it provides for your team, and the discussion it provokes around specific issues.

Remember, creating a cohesive team is simple but difficult. Teams who intentionally and repeatedly focus on overcoming the five dysfunctions will experience higher degrees of cohesion, fulfillment, and success.

"If you could get all the people in an organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time."

– *The Five Dysfunctions of a Team*, by Patrick Lencioni



The Five Behaviors

BEHAVIOR #1:

ABSENCE OF TRUST

This occurs when team members are reluctant to be vulnerable with one another, and are thus unwilling to admit their mistakes, acknowledge their weaknesses or ask for help. Without a certain comfort level among team members, a foundation of trust is impossible.

BEHAVIOR #2:

FEAR OF CONFLICT

Trust is critical because without it, teams are unlikely to engage in unfiltered, passionate debate about key issues. This creates two problems. First, stifling conflict actually increases the likelihood of destructive, back-channel sniping. Second, it leads to sub-optimal decision-making because the team is not benefiting from the true ideas and perspectives of its members.

BEHAVIOR #3:

LACK OF COMMITMENT

Without conflict, it is extremely difficult for team members to truly commit to decisions because they don't feel that they are part of the decision. This often creates an environment of ambiguity and confusion in an organization, leading to frustration among employees, especially top performers.

BEHAVIOR #4:

AVOIDANCE OF ACCOUNTABILITY

When teams don't commit to a clear plan of action, peer-to-peer accountability suffers greatly. Even the most focused and driven individuals will hesitate to call their peers on counterproductive actions and behaviors if they believe those actions and behaviors were never agreed upon in the first place.

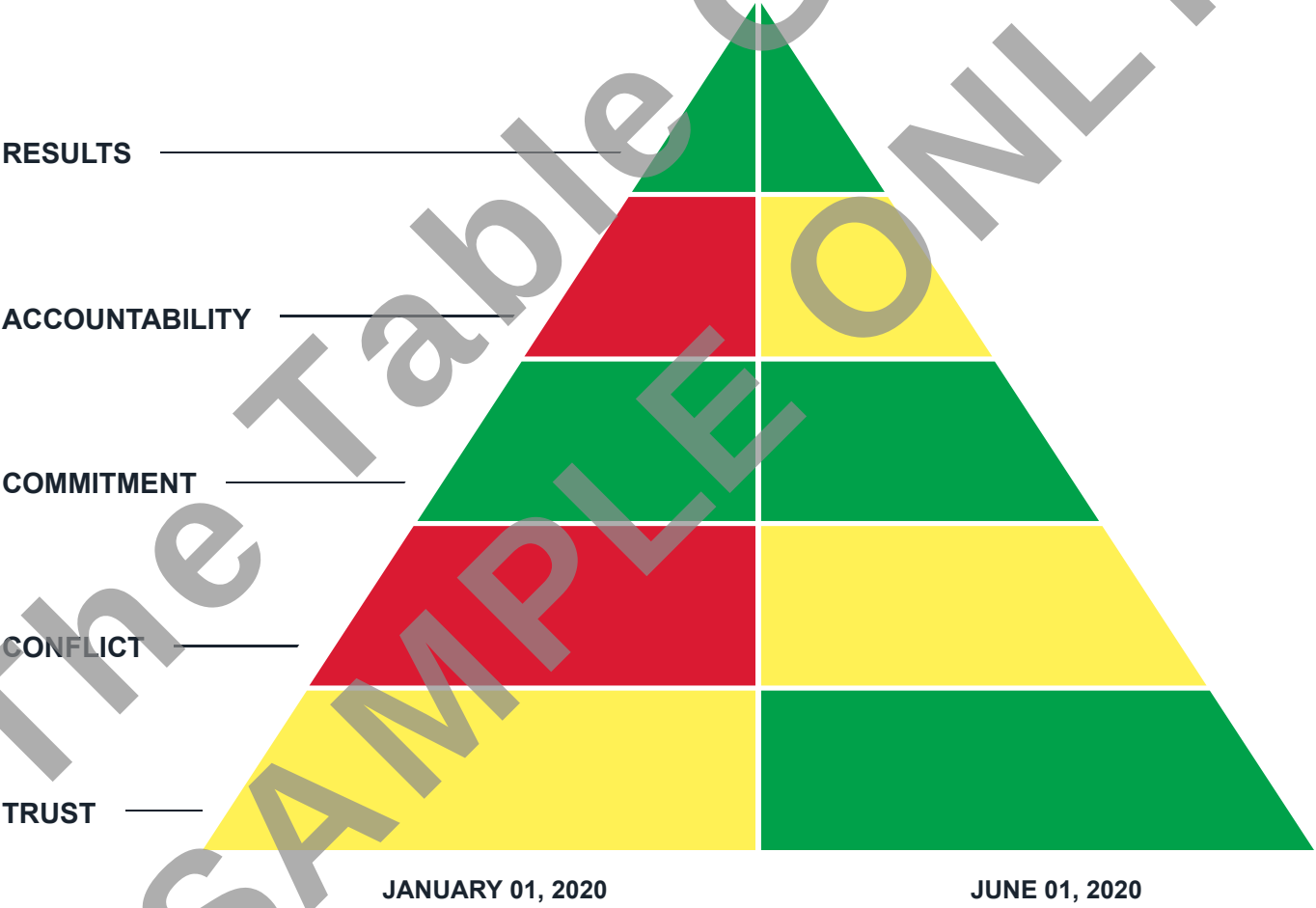
BEHAVIOR #5:

INATTENTION TO RESULTS

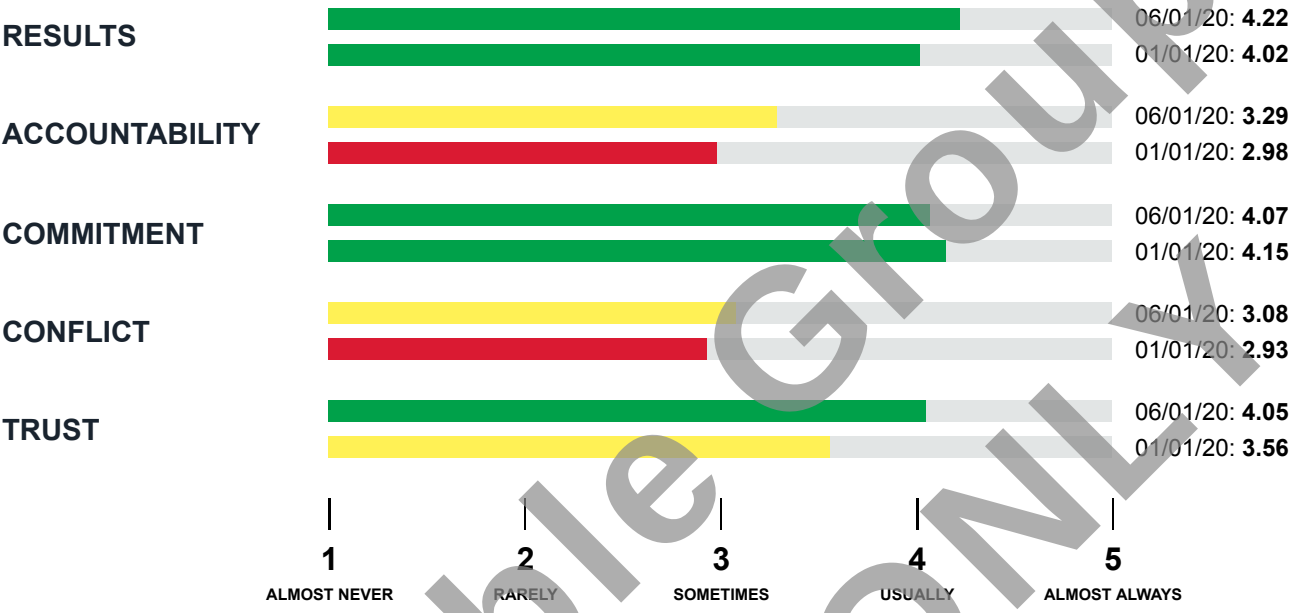
When team members are not holding one another accountable, they increase the likelihood that individual ego and recognition will become more important than collective team results. When this occurs, the business suffers and the team starts to unravel.

Team Summary

- HIGH (4 & ABOVE)
- MEDIUM (3 — 3.99)
- LOW (LESS THAN 3)



The Five Behaviors



RESULTS
Your team scores high on results. This is the same as your previous score.

ACCOUNTABILITY
Your team scores medium on accountability. This is an improvement from your previous score.

COMMITMENT
Your team scores high on commitment. This is the same as your previous score.

CONFLICT
Your team scores medium on conflict. This is an improvement from your previous score.

TRUST
Your team scores high on trust. This is an improvement from your previous score.

Areas of Greatest Improvement



The questions listed below represent the top 5 areas where your team made the most improvement relative to other questions.

22. Team members willingly apologize to one another.

BEHAVIOR: TRUST

Your team's score improved by 1.00 pt for this statement.

AVG. SCORE 06/01/20: **4.25**

AVG. SCORE 01/01/20: **3.25**

08. Team members point out one another's behaviors that hold the team back.

BEHAVIOR: ACCOUNTABILITY

Your team's score improved by 0.88 pts for this statement.

AVG. SCORE 06/01/20: **3.38**

AVG. SCORE 01/01/20: **2.50**

01. Team members admit their mistakes.

BEHAVIOR: TRUST

Your team's score improved by 0.87 pts for this statement.

AVG. SCORE 06/01/20: **3.75**

AVG. SCORE 01/01/20: **2.88**

14. When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.

BEHAVIOR: RESULTS

Your team's score improved by 0.87 pts for this statement.

AVG. SCORE 06/01/20: **4.75**

AVG. SCORE 01/01/20: **3.88**

16. Team members are quick to confront peers about problems in their respective areas of responsibility.

BEHAVIOR: ACCOUNTABILITY

Your team's score improved by 0.75 pts for this statement.

AVG. SCORE 06/01/20: **3.75**

AVG. SCORE 01/01/20: **3.00**

Areas of Greatest Decline



The questions listed below represent the top 2 areas where your team fell behind relative to other questions.

19. **Team members end discussions with clear and specific resolutions and calls to action.**

BEHAVIOR: **COMMITMENT**

Your team's score declined by 0.25 pts for this statement.

AVG. SCORE 06/01/20: **4.13**

AVG. SCORE 01/01/20: **4.38**

11. **Team members leave meetings confident that everyone is committed to the decisions that were agreed upon.**

BEHAVIOR: **COMMITMENT**

Your team's score declined by 0.25 pts for this statement.

AVG. SCORE 06/01/20: **3.63**

AVG. SCORE 01/01/20: **3.88**

The Strongest Areas



The questions listed below represent the top 5 areas where your team scored highest relative to other questions in the assessment, along with the corresponding score in the original assessment. Understanding and continuing to leverage your team's strengths is as important as identifying and correcting its weaknesses.

14. **When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.**

BEHAVIOR: RESULTS

AVG. SCORE 06/01/20: 4.75
AVG. SCORE 01/01/20: 3.88

24. **The team is clear about its direction and priorities.**

BEHAVIOR: COMMITMENT

AVG. SCORE 06/01/20: 4.50
AVG. SCORE 01/01/20: 4.50

03. **Team members are quick to point out the contributions and achievements of others.**

BEHAVIOR: RESULTS

AVG. SCORE 06/01/20: 4.50
AVG. SCORE 01/01/20: 4.00

28. **The team is aligned around common objectives.**

BEHAVIOR: COMMITMENT

AVG. SCORE 06/01/20: 4.38
AVG. SCORE 01/01/20: 4.38

09. **The team has a reputation for consistently achieving its objectives.**

BEHAVIOR: RESULTS

AVG. SCORE 06/01/20: 4.38
AVG. SCORE 01/01/20: 4.38

The Weakest Areas



The questions listed below represent the bottom 5 areas where your team scored lowest relative to other questions in the assessment, along with the corresponding score in the original assessment. To improve the cohesiveness of your team, it is critical that you understand and address these areas.

07. Team members voice their opinions even at the risk of causing disagreement.

BEHAVIOR: **CONFLICT**

AVG. SCORE 06/01/20: **2.00**

AVG. SCORE 01/01/20: **2.00**

23. Team members communicate unpopular opinions to the group.

BEHAVIOR: **CONFLICT**

AVG. SCORE 06/01/20: **2.50**

AVG. SCORE 01/01/20: **2.50**

26. All members of this team are held to the same high standards.

BEHAVIOR: **ACCOUNTABILITY**

AVG. SCORE 06/01/20: **2.75**

AVG. SCORE 01/01/20: **2.75**

12. During discussions, team members challenge one another about how they arrived at their conclusions and opinions.

BEHAVIOR: **CONFLICT**

AVG. SCORE 06/01/20: **2.88**

AVG. SCORE 01/01/20: **2.88**

21. The team ensures that members feel pressure from their peers and the expectation to perform.

BEHAVIOR: **ACCOUNTABILITY**

AVG. SCORE 06/01/20: **3.00**

AVG. SCORE 01/01/20: **3.00**

Areas of Key Differences



The questions listed below represent the areas where your team members' scores differed from each other in a significant manner. Each question indicates an area that needs to be better understood across the team. The numbers below each question identify the distribution of responses within the team. If there are no questions listed below, each member of your team answered consistently.

* Statements 1 , 15 , 21 , 23 and 26 were previously in your Areas of Key Differences section.

* **26. All members of this team are held to the same high standards.**

Number of team members in each category:

2	2	0	4	0
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

BEHAVIOR: **ACCOUNTABILITY**

AVG. SCORE: **2.75**

* **23. Team members communicate unpopular opinions to the group.**

Number of team members in each category:

2	2	3	0	1
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

BEHAVIOR: **CONFLICT**

AVG. SCORE: **2.50**

Areas of Key Differences



(Continued from the previous page.)

*** 15. Team members willingly make sacrifices in their areas for the good of the team.**

Number of team members in each category:

1	0	0	4	3
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

BEHAVIOR: RESULTS

AVG. SCORE: 4.00

*** 21. The team ensures that members feel pressure from their peers and the expectation to perform.**

Number of team members in each category:

1	2	1	4	0
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

BEHAVIOR: ACCOUNTABILITY

AVG. SCORE: 3.00

*** 01. Team members admit their mistakes.**

Number of team members in each category:

0	1	3	1	3
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

BEHAVIOR: TRUST

AVG. SCORE: 3.75

Team Culture Questions



The Five Dysfunctions of a Team model is the foundation for building cohesive and effective teams. However, the expression of these behaviors can vary from team to team depending on the team's unique culture. This section is intended to help tee up conversations to help your team overcome the five dysfunctions.

No comparative analysis is included in the team culture section.

BUILDING TRUST

WHAT IS NEEDED TO BUILD TRUST?

As part of the assessment, you and your team members were asked to identify specific areas to build more trust. The number of team members who selected each response appears below. You and your team members had the option to select all that apply.

There would be more trust on our team if people:

7	Let go of grudges
5	Were more forthright with information
4	Would give credit where credit is due
4	Understood each other's working styles
3	Admitted their mistakes
2	Spent more time together
2	Readily apologized
2	Got to know each other on a personal level
1	Reduced the amount of gossiping
0	Shared professional failures and successes

Team Culture Questions



(Continued from the previous page.)

MASTERING CONFLICT

WHAT IS ACCEPTABLE BEHAVIOR DURING CONFLICT?

As part of the assessment, you and your team members were asked whether certain behaviors or actions are acceptable while engaging in conflict and how many of you display them at work.

RESPONSE TO CONFLICT:	UNACCEPTABLE	TOLERABLE	PERFECTLY ACCEPTABLE	# OF TEAM MEMBERS WHO ADMIT THEY DO THIS AT WORK
Raising your voice when you get passionate	6	2	0	6
Expressing anger through indirect actions rather than voicing it directly	4	3	1	7
Avoiding someone when you're angry	4	3	1	3
Excluding other team members from difficult conversations	3	3	2	3
Using strong language when you're upset	3	2	3	4
Going beyond the meeting end time to resolve an issue	3	2	3	3
Being outwardly emotional	2	5	1	3

Team Culture Questions



(Continued from the previous page.)

ACHIEVING COMMITMENT

WHAT PREVENTS TEAM MEMBERS FROM COMMITTING TO DECISIONS?

As part of the assessment, you and your team members had an opportunity to identify reasons that could be contributing to the lack of commitment. The number of team members who selected each option appears next to the corresponding bar. You and your team members had the option to select all that apply.

I sometimes don't buy-in to the team's decisions because:

Decisions are counter to my personal goals



6 OUT OF 8

There is not enough time during meetings



4 OUT OF 8

I don't have all the information



4 OUT OF 8

We are not clear about priorities



3 OUT OF 8

I don't trust my team to follow through



3 OUT OF 8

Team Culture Questions



(Continued from the previous page.)

EMBRACING ACCOUNTABILITY

WHAT WOULD IMPROVE YOUR TEAM'S ABILITY TO HOLD ONE ANOTHER ACCOUNTABLE?

As part of the assessment, you and your team members had an opportunity to identify areas where it would be possible to hold one another accountable more. The number of team members who selected each response appears below. You and your team members had the option to select all that apply.

Our ability to hold one another accountable could improve if we challenged one another to:

- | | |
|---|--|
| 4 | Spend more time together |
| 4 | Call one another on unproductive behaviors |
| 4 | Give one another feedback |
| 3 | Follow through on personal commitments |
| 3 | Have clearer priorities and goals |
| 3 | Be more direct |
| 2 | Publicly share goals |
| 2 | Review progress against goals during team meetings |
| 1 | Have more productive meetings |
| 1 | Address missed deadlines immediately |

Team Culture Questions



(Continued from the previous page.)

FOCUSING ON RESULTS

WHAT IS NEEDED TO FOCUS ON RESULTS?

As part of the assessment, you and your team members had an opportunity to identify what you believe might be a distraction from achieving results. The number of team members who selected each option appears next to the corresponding bar. You and your team members had the option to select all that apply.

Some distractions that keep us from focusing on results are:

Vague or shifting goals



5 OUT OF 8

Emphasis on career status or progression



4 OUT OF 8

Lack of drive and urgency



4 OUT OF 8

Insufficient/ineffective processes and structure



4 OUT OF 8

More emphasis on personal goals than team goals



3 OUT OF 8

Lack of shared rewards



1 OUT OF 8

Trust

01. Team members admit their mistakes.



06. Team members acknowledge their weaknesses to one another.



10. Team members ask for help without hesitation.



13. Team members ask one another for input regarding their areas of responsibility.



17. Team members acknowledge and tap into one another's skills and expertise.



22. Team members willingly apologize to one another.



31. Team members are unguarded and genuine with one another.



32. Team members can comfortably discuss their personal lives with one another.



Conflict

02. Team members are passionate and unguarded in their discussion of issues.



04. Team meetings are interesting and compelling (not boring).



05. During team meetings, the most important—and difficult—issues are discussed.



07. Team members voice their opinions even at the risk of causing disagreement.



12. During discussions, team members challenge one another about how they arrived at their conclusions and opinions.



18. Team members solicit one another's opinions during meetings.



23. Team members communicate unpopular opinions to the group.



27. When conflict occurs, the team confronts and deals with the issue before moving to another subject.



Commitment

11. Team members leave meetings confident that everyone is committed to the decisions that were agreed upon.



19. Team members end discussions with clear and specific resolutions and calls to action.



24. The team is clear about its direction and priorities.



28. The team is aligned around common objectives.



29. The team is decisive, even when perfect information is not available.



33. The team sticks to decisions.



37. Team members support group decisions even if they initially disagreed.



Accountability

08. Team members point out one another's behaviors that hold the team back.



16. Team members are quick to confront peers about problems in their respective areas of responsibility.



20. Team members question one another about their current approaches and methods.



21. The team ensures that members feel pressure from their peers and the expectation to perform.



26. All members of this team are held to the same high standards.



34. Team members consistently follow through on promises and commitments.



35. Team members offer unprovoked, constructive feedback to one another.



Results



Unlock your full Five Dysfunctions Progress Report

***Includes the following additional pages:**

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