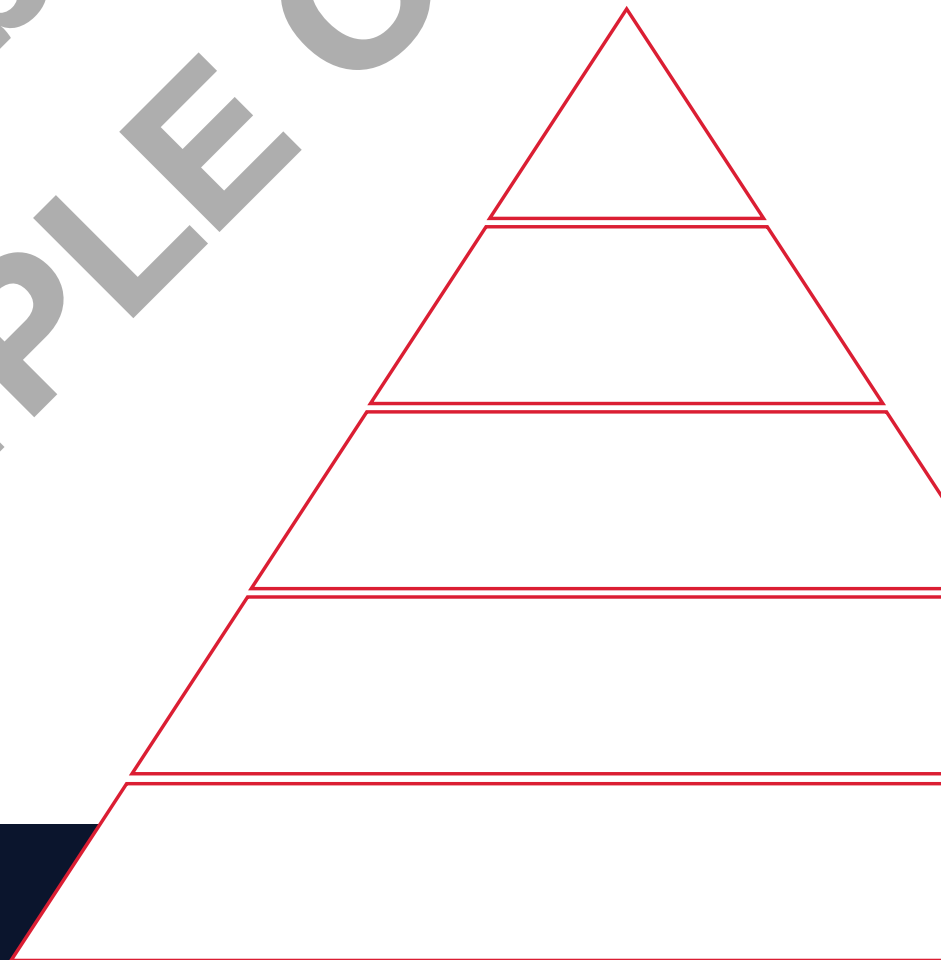


5 DYSFUNCTIONS — OF A TEAM —

A Sample Team

A Sample Company

Completed: February 02, 2026



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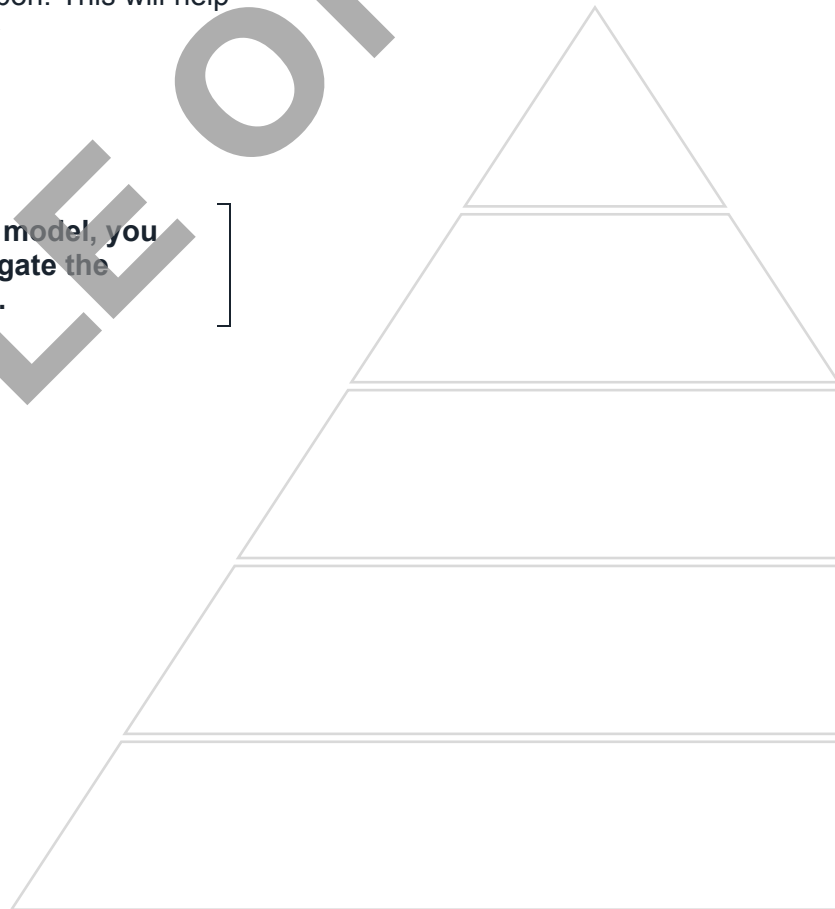
Introduction



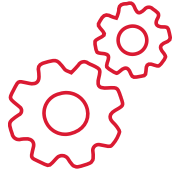
The primary purpose of this report is to provide your team with a sense of its strengths and areas for improvement. While the Assessment itself is certainly quantitative and data-driven, its most important aspect is the qualitative perspective it provides for your team and the discussion that it provokes around specific issues.

If you have not yet read the book, *The Five Dysfunctions of a Team*, the following pages are included to give you a summary of the teamwork model that this Assessment is based upon. This will help you interpret your team's results.

***If you are familiar with the dysfunctions model, you can skip ahead to page 5, and investigate the interpretations of your scores.**



The Model



Like it or not, all teams are potentially dysfunctional. This is inevitable because they are made up of fallible, imperfect human beings. From the basketball court to the executive suite, politics and confusion are more the rule than the exception.

But the power of teamwork is great. The founder of a billion dollar company best expressed that power when he once said, "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."

Whenever a group of leaders hears this adage, they immediately nod their heads, but in a desperate sort of way. They seem to grasp the truth of it while simultaneously surrendering to the impossibility of actually making it happen.

Fortunately, the causes of dysfunction are both identifiable and curable. However, they don't die easily. Making a team functional and cohesive requires extraordinary levels of courage and discipline.

The following section provides an overview of the five behavioral challenges all teams must continuously work to avoid.

Fortunately, the causes of dysfunction are both identifiable and curable. However, they don't die easily. Making a team functional and cohesive requires extraordinary levels of courage and discipline.

The Five Dysfunctions

01 DYSFUNCTION #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.

02 DYSFUNCTION #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.

03 DYSFUNCTION #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.

04 DYSFUNCTION #4:

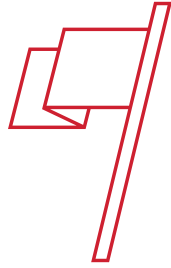
AVOIDANCE OF ACCOUNTABILITY

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.

05 DYSFUNCTION #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.



The Rewards

Striving to create a functional, cohesive team is one of the few remaining competitive advantages available to any organization looking for a powerful point of differentiation.

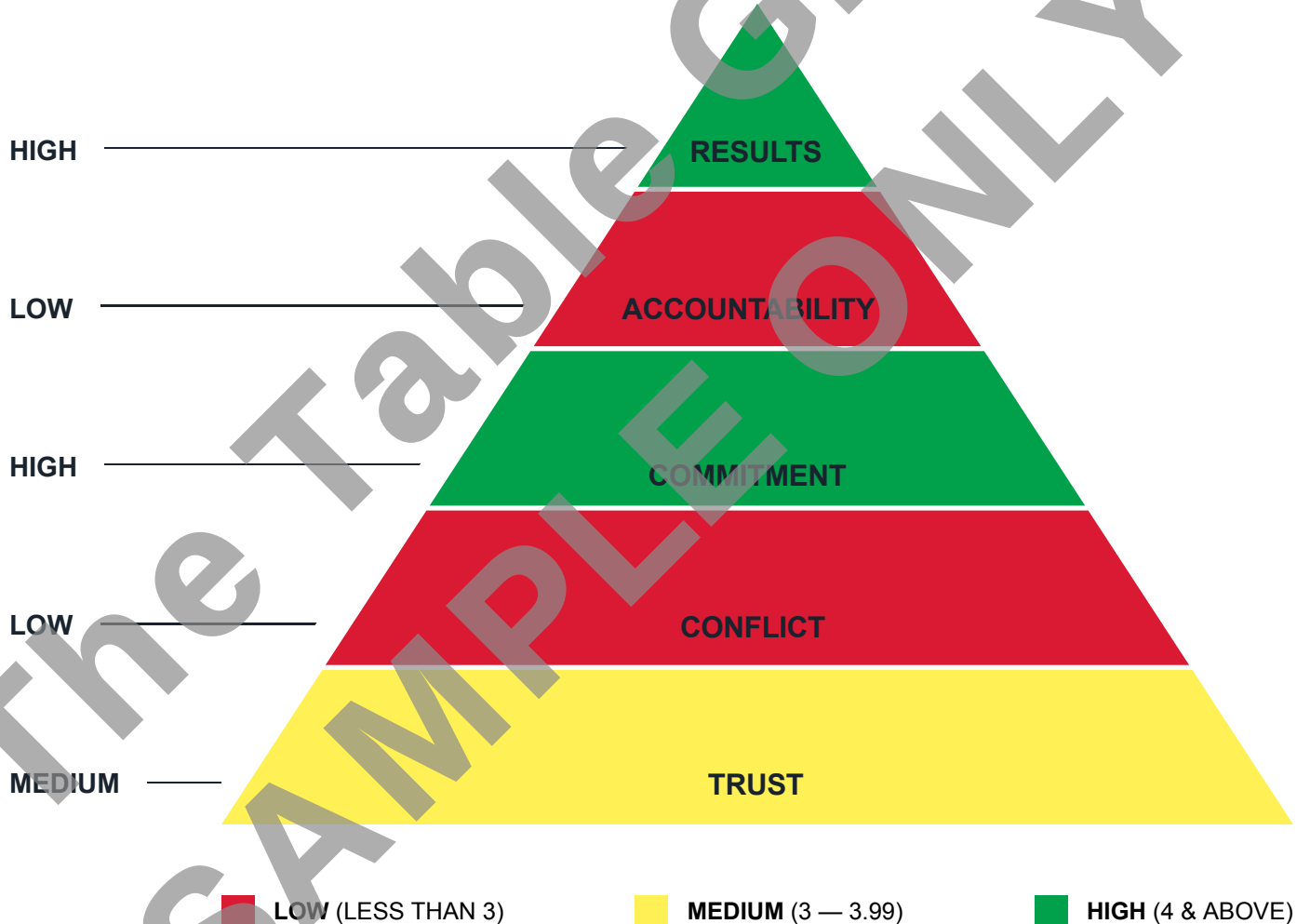
Functional teams get more accomplished in less time than other teams because they avoid wasting time on the wrong issues and revisiting the same topics again and again. They also make higher quality decisions and stick to those decisions by eliminating politics and confusion among themselves and the people they lead. Finally, functional teams keep their best employees longer because “A” players rarely leave organizations where they are part of, or being led by, a cohesive team.

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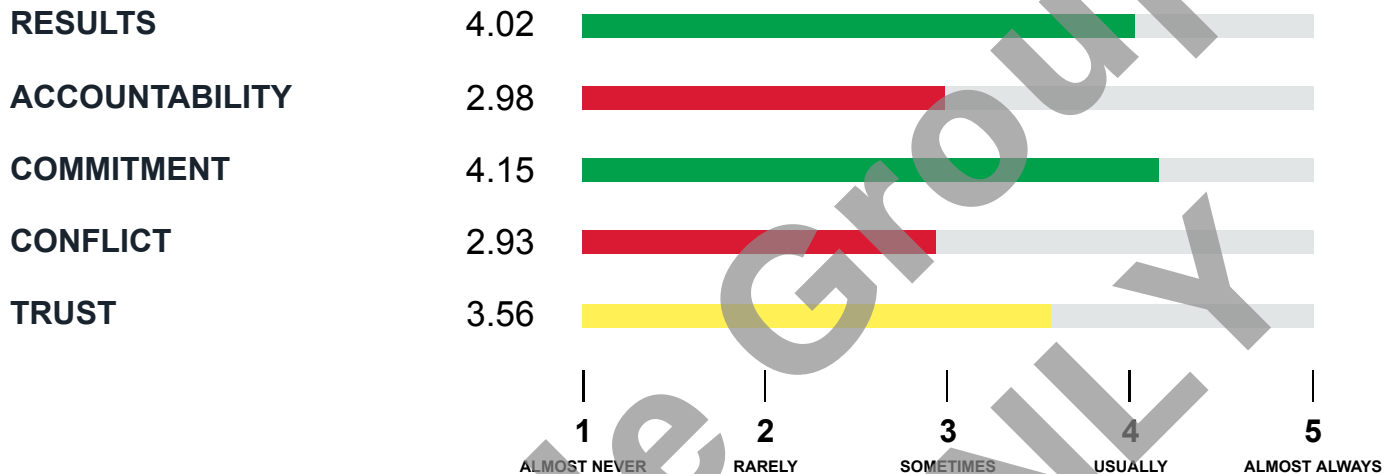


Team Summary

Your assessment scores indicate that results and commitment are likely areas of strength for your team, while trust is potentially an area for improvement, and accountability and conflict are areas of likely concern.



The Five Behaviors



TRUST

Your score in this area was medium, which indicates that your team may need to get more comfortable being vulnerable and open with one another about individual strengths, weaknesses, mistakes and needs for help.

CONFLICT

Your score in this area was low, which indicates that your team is not comfortable engaging in unfiltered discussion around important topics.

COMMITMENT

Your score in this area was high, which indicates that your team is able to buy-in to clear decisions leaving little room for ambiguity and second-guessing.

ACCOUNTABILITY

Your score in this area was low, which indicates that your team hesitates to confront one another about performance and behavioral concerns.

RESULTS

Your score in this area was high, which indicates that your team values collective outcomes more than individual recognition and attainment of status.

The Strongest Areas



The questions listed below represent the top 6 areas where your team scored highest relative to other questions. Understanding and continuing to leverage your team's strengths is as important as identifying and correcting its weaknesses. Please note that questions with an average score above a 4.50 are areas where your team scored particularly high.

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

BEHAVIOR: COMMITMENT

AVG. SCORE: 4.50

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

BEHAVIOR: COMMITMENT

AVG. SCORE: 4.38

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

BEHAVIOR: COMMITMENT

AVG. SCORE: 4.38

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

BEHAVIOR: RESULTS

AVG. SCORE: 4.38

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

BEHAVIOR: COMMITMENT

AVG. SCORE: 4.13

30. **Team members value collective success more than individual achievement.**

BEHAVIOR: RESULTS

AVG. SCORE: 4.13

The Weakest Areas



The questions listed below represent the bottom 8 areas where your team scored lowest relative to other questions. To improve the cohesiveness of your team, it is critical that you understand and address these areas. Please note that questions with an average score below a 3.00 are areas where your team scored particularly low.

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

BEHAVIOR: CONFLICT

AVG. SCORE: 2.00

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

BEHAVIOR: CONFLICT

AVG. SCORE: 2.50

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

BEHAVIOR: ACCOUNTABILITY

AVG. SCORE: 2.50

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

BEHAVIOR: ACCOUNTABILITY

AVG. SCORE: 2.75

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

BEHAVIOR: CONFLICT

AVG. SCORE: 2.88

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

BEHAVIOR: CONFLICT

AVG. SCORE: 2.88

The Weakest Areas



(Continued from the previous page.)

01. Team members admit their mistakes.

BEHAVIOR: TRUST

AVG. SCORE: 2.88

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

BEHAVIOR: ACCOUNTABILITY

AVG. SCORE: 2.88

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.

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

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

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.)

01. Team members admit their mistakes.

Number of team members in each category:

1	2	3	1	1
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS
BEHAVIOR: TRUST				AVG. SCORE: 2.88

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

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.

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:

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

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
Avoiding someone when you're angry	5	2	1	7
Excluding other team members from difficult conversations	5	0	3	3
Being outwardly emotional	4	4	0	5
Raising your voice when you get passionate	3	3	2	4
Using strong language when you're upset	2	2	4	5
Going beyond the meeting end time to resolve an issue	1	4	3	6
Expressing anger through indirect actions rather than voicing it directly	1	1	6	4

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:

We are not clear about priorities



4 OUT OF 8

I don't trust my team to follow through



4 OUT OF 8

I don't have all the information



4 OUT OF 8

There is not enough time during meetings



2 OUT OF 8

Decisions are counter to my personal goals



2 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:

- | | |
|---|--|
| 5 | Address missed deadlines immediately |
| 4 | Have clearer priorities and goals |
| 4 | Have more productive meetings |
| 4 | Give one another feedback |
| 3 | Spend more time together |
| 3 | Publicly share goals |
| 3 | Be more direct |
| 3 | Follow through on personal commitments |
| 3 | Call one another on unproductive behaviors |
| 2 | Review progress against goals during team meetings |

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



More emphasis on personal goals than team goals



Lack of shared rewards



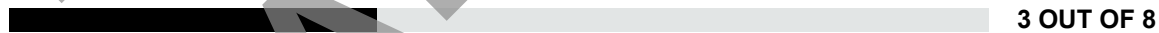
Lack of drive and urgency



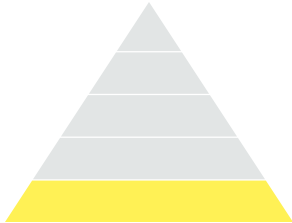
Insufficient/ineffective processes and structure



Emphasis on career status or progression

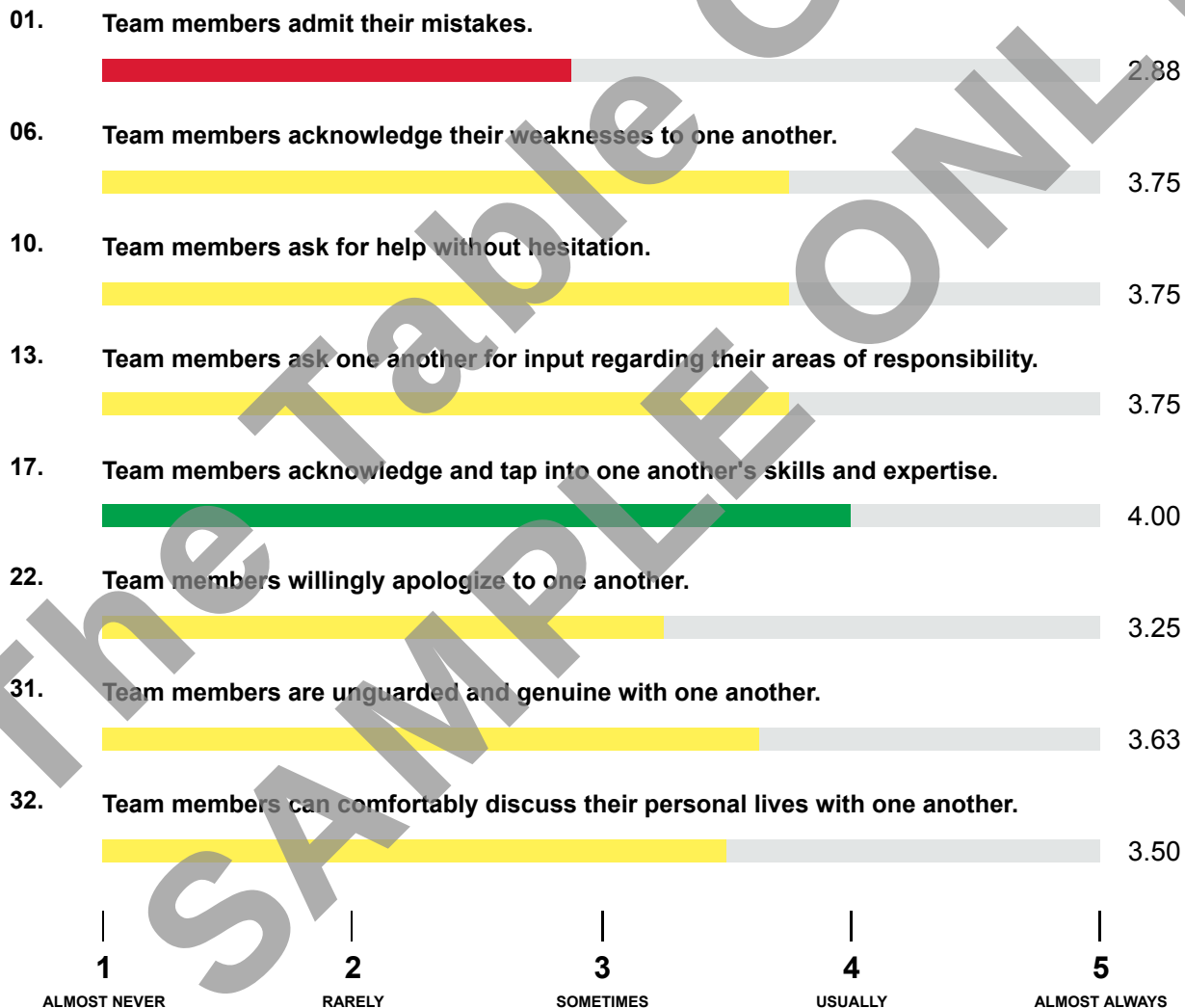


Trust



YOUR TEAM'S AVERAGE SCORE: 3.56

While your team scored medium in trust, it is recommended that you consider using many of the suggestions in the 'Tips & Exercises' section of this report. Please note that by increasing your trust score, your team will have more success in overcoming the other dysfunctions.

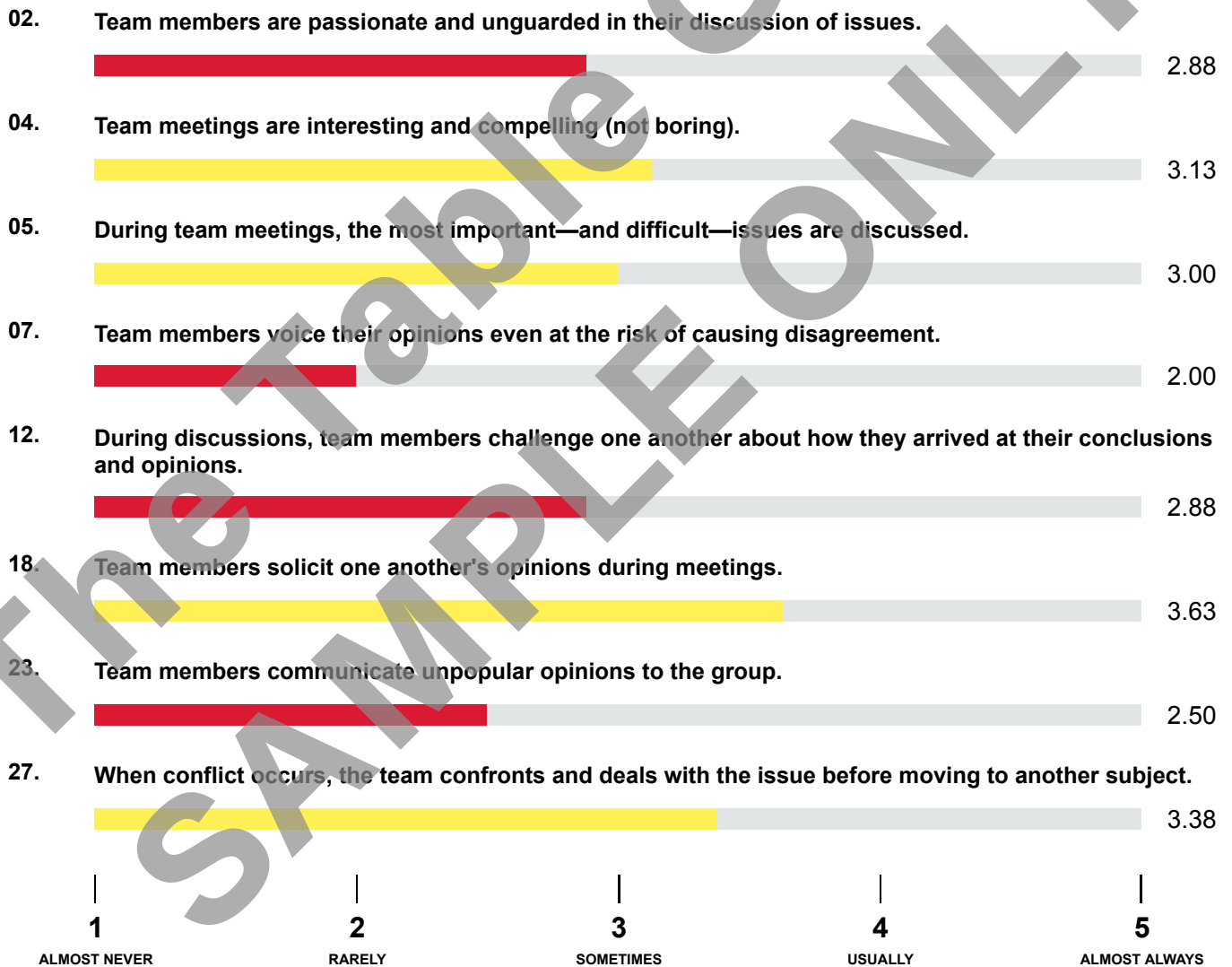


Conflict

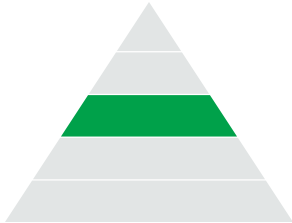


YOUR TEAM'S AVERAGE SCORE: 2.93

Because your team scored low in conflict, it is recommended that you consider using many of the suggestions in the 'Tips & Exercises' section of this report.

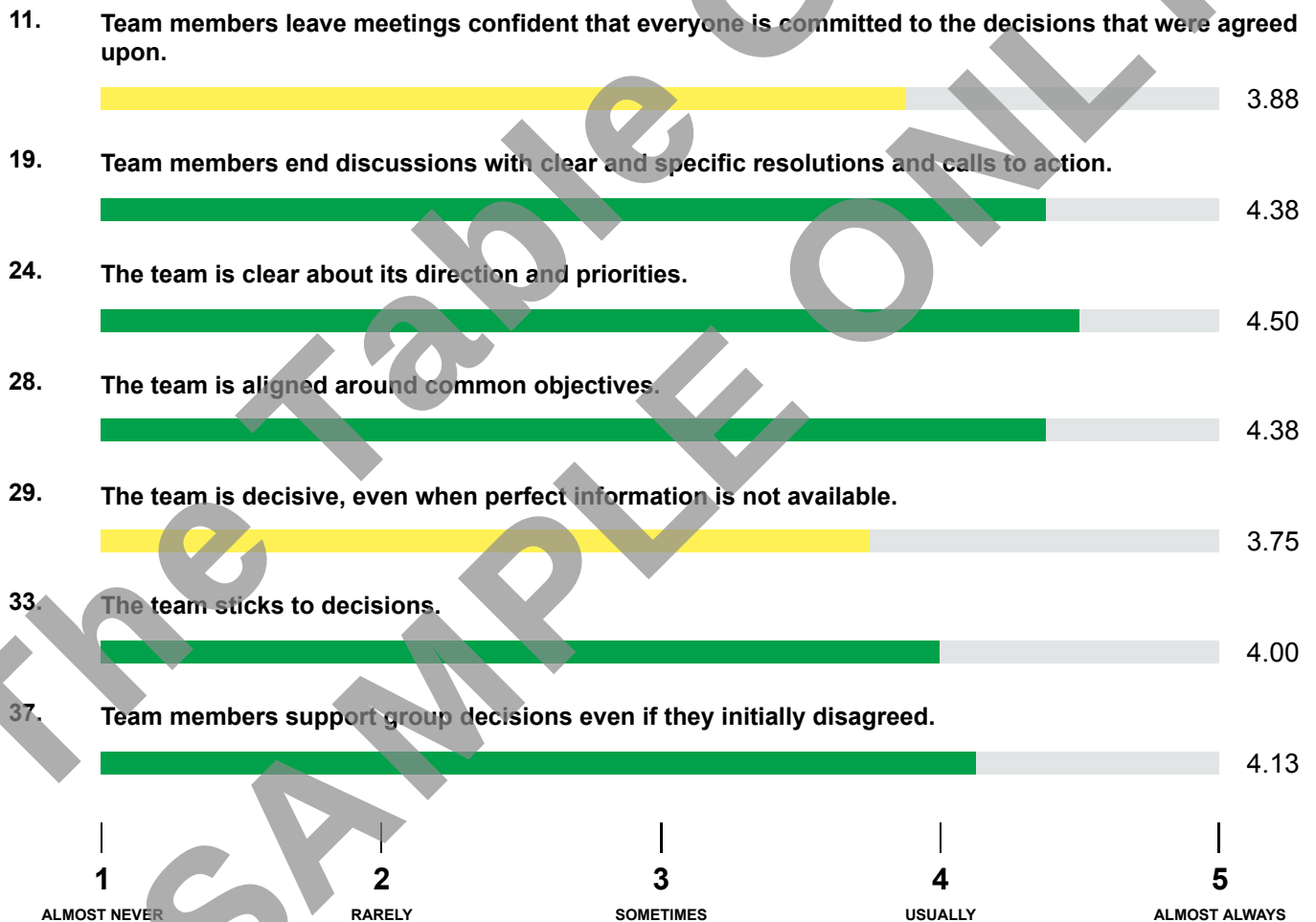


Commitment

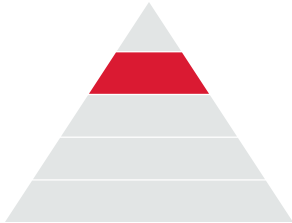


YOUR TEAM'S AVERAGE SCORE: 4.15

Though your team scored high in commitment, it is recommended that you consider one or more of the exercises in the 'Tips & Exercises' section of this report to maintain current levels.

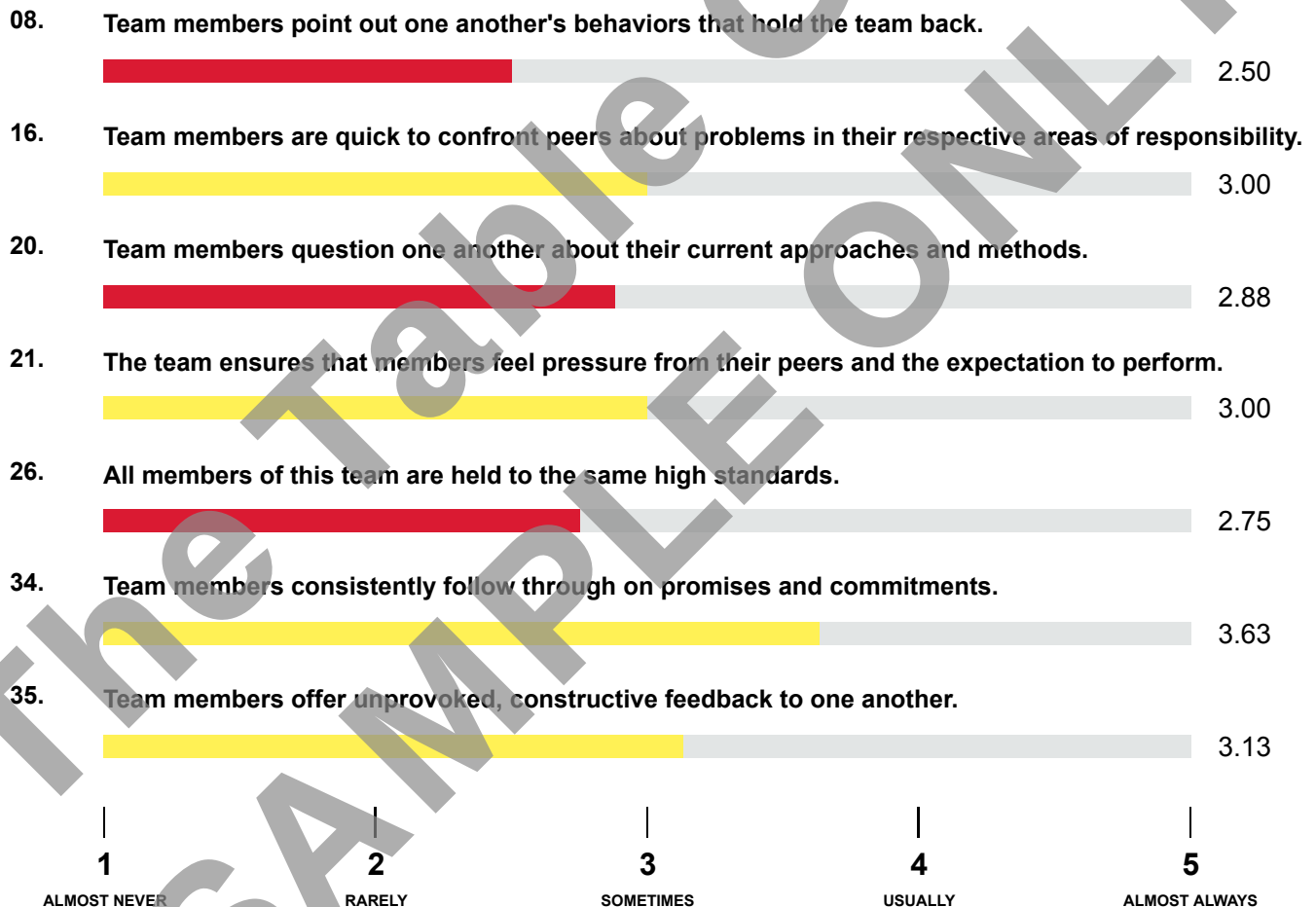


Accountability



YOUR TEAM'S AVERAGE SCORE: 2.98

Because your team scored low in accountability, it is recommended that you consider using many of the suggestions in the 'Tips & Exercises' section of this report.





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Item Rankings

Tips & Exercises

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