The Five Dysfunctions of a Faculty Team  
*credit to: Patrick Lencioni*

Instructions: Use the scale below to indicate how each statement applies to your Faculty Team. It is important to evaluate the statements honestly without overthinking your answers.

**Scale: 3 = Usually 2 = Sometimes 1 = Rarely**

1. \_\_\_\_\_ Team members are passionate and unguarded in the discussion of issues.
2. \_\_\_\_\_ Team members call out one another’s deficiencies or unproductive behaviors.
3. \_\_\_\_\_ Team members know what their peers are working on and how they each contribute to the collective good of the team.
4. \_\_\_\_\_ Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.
5. \_\_\_\_\_ Team members willingly make sacrifices in their work or areas of expertise for the good of the team.
6. \_\_\_\_\_ Team members openly admit their weaknesses and mistakes.
7. \_\_\_\_\_ Team members are compelling and not boring.
8. \_\_\_\_\_ Team members leave meetings confident that their peers are completely committed to the decisions that were agreed on, even if there was initial disagreement.
9. \_\_\_\_\_ Morale is significantly affected by the failure to achieve team goals.
10. \_\_\_\_\_ During faculty meetings, the most important and difficult issues are put on the table to be resolved.
11. \_\_\_\_\_ Team members are deeply concerned about the prospect of letting down their faculty peers.
12. \_\_\_\_\_ Team members know about one another’s personal lives and are comfortable discussing them.
13. \_\_\_\_\_ Team members end discussions with clear and specific resolutions and calls to action.
14. \_\_\_\_\_ Team members challenge one another about their plans and approaches.
15. \_\_\_\_\_ Team members are slow to seek credit for their contributions, but quick to point out those in others.

**Scoring:** *Combine your scores for the preceding statements as indicated below:*

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| --- | --- | --- | --- | --- |
| Dysfunction 1:  **Absence of Trust** | Dysfunction 2:  **Fear of Conflict** | Dysfunction 3:  **Lack of Commitment** | Dysfunction 4:  **Avoidance of Accountability** | Dysfunction 5:  **Inattention to Results** |
| Statement 4 \_\_\_  Statement 6 \_\_\_  Statement 12 \_\_\_ | Statement 1 \_\_\_  Statement 7 \_\_\_  Statement 10 \_\_\_ | Statement 3 \_\_\_  Statement 8 \_\_\_  Statement 13 \_\_\_ | Statement 2 \_\_\_  Statement 11 \_\_\_  Statement 14 \_\_\_ | Statement 5 \_\_\_  Statement 9 \_\_\_  Statement 15 \_\_\_ |
| **Total: \_\_\_\_** | **Total: \_\_\_\_** | **Total: \_\_\_\_** | **Total: \_\_\_\_** | **Total: \_\_\_\_** |

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Members of teams with an absence of trust:

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| * Conceal their weaknesses and mistakes from one another * Hesitate to ask for help * Do not provide constructive, person or team enhancing feedback * Hesitate to offer help outside of their defined areas of responsibility * Jump to conclusions about the intentions and aptitudes of others without any attempt to clarify them * Fail to recognize and tap into one another’s skills/expertise and experience * Waste time and energy managing their behaviors for effect (i.e, personal vs team gain) * Hold grudges * Dread meetings and find reasons to avoid spending time with the team |

Teams that fear conflict:

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| * Have boring meetings * Create environments where back-channel politics and personal attacks thrive * Ignore controversial topics that are critical to team success * Fail to tap into all the opinions and perspectives of team members * Waste time and energy with posturing and interpersonal risk management |

A team that fails to commit:

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| * Creates ambiguity among the team about direction and priorities * Watches windows of opportunity close due to excessive analysis and unnecessary delay * Breeds lack of confidence and fear of failure * Revisits discussions and decisions over and over again * Encourages second guessing among faculty team members |

A team that avoids accountability:

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| * Creates resentment among faculty team members who have different standards of performance * Encourages mediocrity * Misses deadlines and key deliverables * Places an undue burden on the Program Director as the sole source of discipline/correction |

A team that is not focused on mission or results:

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| * Stagnates and fails to grow * Rarely comes out in a “win” position (organizationally, clinically, recruiting, etc) * Loses achievement-oriented faculty to other programs * Encourages team members to focus on their own careers and individual goals * Is easily distracted from mission and goals |