

A Quick Assessment of the Five Dysfunctions of *Your* Board¹

Instructions: Use the scale below to indicate the extent to which each statement applies to your board. Be sure to evaluate the statements honestly and without over-thinking your answers.

Score 3 for Usually

Score 2 for Sometimes

Score 0 for Rarely

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

¹ Adapted from *Overcoming the Five Dysfunctions of a Team: A Field Guide for Leaders, Managers and Facilitators*, by Patrick Lencioni

INDIVIDUAL SCORING

Combine your scores for the fifteen statements as indicated below.

| 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 1 ____ | Statement 3 ____ | Statement 2 ____ | Statement 5 ____ |
| Statement 6 ____ | Statement 7 ____ | Statement 8 ____ | Statement 11 ____ | Statement 9 ____ |
| Statement 12 ____ | Statement 10 ____ | Statement 13 ____ | Statement 14 ____ | Statement 15 ____ |
| Total: | Total: | Total: | Total: | Total: |

A score of 8 or 9 indicates that the named dysfunction is probably *not a problem* for your board.

A score of 6 or 7 indicates that the named dysfunction *could be a problem*.

A score of 3 to 5 indicates that the named dysfunction *needs to be addressed*.

For definitions of the five dysfunctions and assistance in addressing them, please consult *Overcoming the Five Dysfunctions of a Team: A Field Guide for Leaders, Managers and Facilitators*, by Patrick Lencioni. To order a copy, click [here](#) or visit the “Books & other readings we wouldn’t be without” section of our website at www.boardwalkconsulting.com/Resources.aspx#7.