

The Team Health Checklist:

An excerpt from *The Five Dysfunctions of a Team*, by Patrick Lencioni

Dysfunctional Team	Healthy Team
Absence of Trust: <ul style="list-style-type: none"> ○ Conceal weaknesses and mistakes ○ Hesitate to ask for help or offer constructive criticism ○ Hold grudges ○ Dread meetings ○ Find reasons to avoid spending time together 	Trusting Teams: <ul style="list-style-type: none"> ○ Admit weaknesses and mistakes ○ Ask for help ○ Accept questions and input about their areas of responsibilities ○ Give the benefit of the doubt ○ Focus on results, not politics ○ Offer and accept apologies without hesitation ○ Look forward to meetings and other opportunities to work together
Fear of Conflict: <ul style="list-style-type: none"> ○ Team meetings are boring ○ Back channel politics and personal attacks are permitted ○ Ignore controversial topics ○ Waste time posturing and managing personal risk 	Healthy Conflict: <ul style="list-style-type: none"> ○ Have lively, interesting meetings ○ Extract and exploit the ideals of all team members ○ Solve real problems quickly ○ Minimize politics ○ Put critical topics on the table for discussion
Failure to Commit: <ul style="list-style-type: none"> ○ 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 again and again ○ Encourages second-guessing among team members 	Strong Commitments: <ul style="list-style-type: none"> ○ Creates clarity around direction and priorities ○ Aligns the entire team around common objectives ○ Develops an ability to learn from mistakes ○ Takes advantage of opportunities before competitors do ○ Moves forward without hesitation ○ Changes direction without hesitation or guilt
Avoiding Accountability: <ul style="list-style-type: none"> ○ Creates resentment among team members who have different standards of performance ○ Encourages mediocrity ○ Misses deadlines ○ Places an undue burden on the team leader as the sole source of discipline 	Effective Accountability: <ul style="list-style-type: none"> ○ Ensures that poor performers feel pressure to improve ○ Identifies potential problems quickly by questioning one another's approaches without hesitation ○ Establishes respect among team members who are held to the same high standards ○ Avoids excessive bureaucracy around performance management and corrosive action
Not Focused on Results: <ul style="list-style-type: none"> ○ Stagnates/fails to grow ○ Rarely defeats competitors ○ Loses achievement-oriented employees ○ Encourages team members to focus on their own careers and individual goals ○ Is easily distracted 	Collective Results: <ul style="list-style-type: none"> ○ Retains achievement-oriented employees ○ Minimizes individualistic behavior ○ Enjoys success and suffers failures acutely ○ Benefits from individuals who subjugate their own goals/interests for the good of the team ○ Avoids distractions