

# THE FIVE PRACTICES AND TEN COMMITMENTS OF EXEMPLARY LEADERSHIP®



- ❑ Find your voice by clarifying your personal values
- ❑ Set the example by aligning actions with shared values



- ❑ Envision the future by imagining exciting and ennobling possibilities
- ❑ Enlist others in a common vision by appealing to shared aspirations



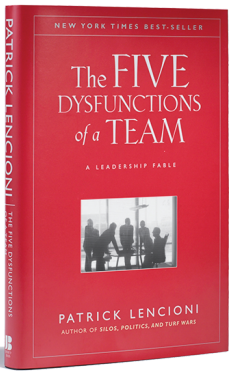
- ❑ Search for opportunities by seeking innovative ways to change, grow, and improve
- ❑ Experiment and take risks by constantly generating examples by aligning actions with shared values and learning from mistakes



- ❑ Foster collaboration by promoting cooperative goals and building trust
- ❑ Strengthen others by sharing power and discretion



- ❑ Recognize contributions by showing appreciation for individual excellence
- ❑ Celebrate the values and victories by creating a spirit of community



# THE FIVE DYSFUNCTIONS OF A TEAM



## #1: Absence of Trust

The fear of being vulnerable with team members prevents the building of trust within the team.

## #2: Fear of Conflict

The desire to preserve artificial harmony stifles the occurrence of productive, ideological conflict.

## #3: Lack of Commitment

The lack of clarity or buy-in prevents team members from making decisions they will stick to.

## #4: Avoidance of Accountability

The need to avoid interpersonal discomfort prevents team members from holding one another accountable for their behaviors and performance.

## #5: Inattention to Results

The pursuit of individual goals and personal status erodes the focus on collective success.

## Five Dysfunctions of a Team ® Team Assessment

### INSTRUCTIONS

Using the scale below, indicate how each statement applies to your team. Please briefly evaluate the statements without overthinking your answers.

3 = Usually                      2 = Sometimes                      1 = Rarely

- \_\_\_ 1. Team members are passionate and unguarded in their discussions 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 can 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 potentially damaging to the team.
- \_\_\_ 5. Team members willingly make sacrifices (such as budget, turf, head count) in their individual departments for the good of the team.
- \_\_\_ 6. Team members openly admit their weaknesses and mistakes.
- \_\_\_ 7. Team meetings 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 team meetings, the most important—and most difficult—issues are put on the table to be resolved.
- \_\_\_ 11. Team members are deeply concerned about the prospect of letting down their peers.
- \_\_\_ 12. Team members know about one another's personal lives and are comfortable about 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 own contributions but are quick to point out the contributions of other.

### SCORING BY THE FIVE DYSFUNCTIONS

Combine your scores for the 15 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
Statements 4. _____ 6. _____ 12. _____	Statements 1. _____ 7. _____ 10. _____	Statements 3. _____ 8. _____ 13. _____	Statements 2. _____ 11. _____ 12. _____	Statements 5. _____ 9. _____ 15. _____
<hr/> TOTAL	<hr/> TOTAL	<hr/> TOTAL	<hr/> TOTAL	<hr/> TOTAL

Scores of **8 – 9** indicate that the dysfunction is probably not an issue for your team.

Scores of **6 – 7** indicate the dysfunction could be a problem.

Scores of **3 – 5** indicate the dysfunction is needs to be addressed.

**Source:** *Five Dysfunctions of the Team* by Patrick Lencioni