

## Lencioni Team Audit

Use this quick scorecard to see where your current team or collaboration are in relation to the Lencioni team dysfunctions. Perhaps ask your team members to provide scores as well – do you all agree?

	Dysfunctional	Score	High Performance
<b>Trust</b>	We do not have a high level of trust in our team. We all have interests which if we don't stand up for, nobody else will. People push their own agenda and play politics to get what they want.	← →	The main focus is on the overall good of the team and people are willing to make compromises for the greater good. We invite others to discuss their opinions, feelings and needs, and listen carefully, respectfully and non-judgementally.
<b>Conflict</b>	Genuine conflict is avoided, or dealt with through personal attacks, sarcasm, blame or recrimination. Conflict is often the result of people over-reacting to events	← →	Genuine conflict is recognised and addressed through mature, constructive discussion. People have the courage to highlight problem issues but enough tact to avoid causing unnecessary offence
<b>Commitment</b>	We have cliques, individuals, not co-operating or working well with others. People push their own views, needs and agendas at the expense of others, and do not listen to others.	← →	We work well as a team. People are cooperative, helpful and supportive. People make genuine effort to look at issues from the team perspective and the impact on the wider picture.
<b>Accountability</b>	Low levels of participation and involvement in planning, decision making and problem solving. People are either not given a proper chance, or are unwilling to engage in the process.	← →	I am as quick to give praise, recognition and thanks, as I am to give criticism. When I give criticism, I make the effort to do so constructively and with sensitivity to people's feelings.
<b>Results</b>	Lack of regular and robust information on key goals. No regular forums for discussing progress. Blame-storming. Lack of action planning and follow-up.	← →	Robust information available regularly. Information is discussed constructively on a regular basis, actions are agreed, communicated and followed up.

Source: Dr Andy Kelly of The Leadership Factory