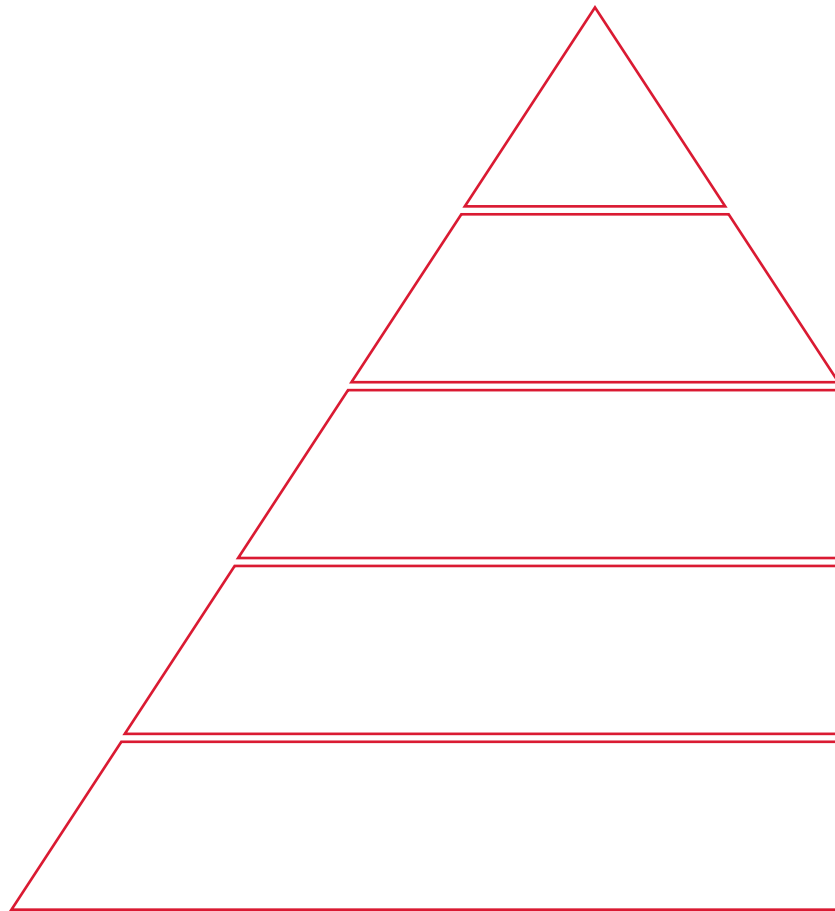# ⊕ tablegroup

Team Assessment Report

BASED ON THE MODEL IN THE BEST-SELLING BOOK, *THE FIVE DYSFUNCTIONS OF A TEAM*

Iowa Soccer Association from Iowa Soccer Association | 03-19-2021

Introduction

The primary purpose of this report is to provide your team with a sense of its strengths and areas for improvement. While the Assessment itself is certainly quantitative and data-driven, its most important aspect is the qualitative perspective it provides for your team and the discussion that it provokes around specific issues.

If you have not yet read the book, *The Five Dysfunctions of a Team*, the following pages are included to give you a summary of the teamwork model that this Assessment is based upon. This will help you interpret your team's results.

*If you are familiar with the dysfunctions model, you can skip ahead to page 5, and investigate the interpretations of your scores.

The Model
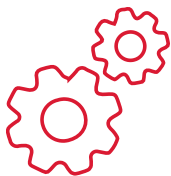
Like it or not, all teams are potentially dysfunctional. This is inevitable because they are made up of fallible, imperfect human beings. From the basketball court to the executive suite, politics and confusion are more the rule than the exception.

But the power of teamwork is great. The founder of a billion dollar company best expressed that power when he once said, "If you could get all the people in an organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time."

Whenever a group of leaders hears this adage, they immediately nod their heads, but in a desperate sort of way. They seem to grasp the truth of it while simultaneously surrendering to the impossibility of actually making it happen.

Fortunately, the causes of dysfunction are both identifiable and curable. However, they don't die easily. Making a team functional and cohesive requires extraordinary levels of courage and discipline.

The following section provides an overview of the five behavioral challenges all teams must continuously work to avoid.

> **Fortunately, the causes of dysfunction are both identifiable and curable. However, they don't die easily. Making a team functional and cohesive requires extraordinary levels of courage and discipline.**

The Five Dysfunctions

DYSFUNCTION #1:

01

ABSENCE OF TRUST

This occurs when team members are reluctant to be vulnerable with one another, and are thus unwilling to admit their mistakes, acknowledge their weaknesses or ask for help. Without a certain comfort level among team members, a foundation of trust is impossible.

DYSFUNCTION #2:

02

FEAR OF CONFLICT

Trust is critical because without it, teams are unlikely to engage in unfiltered, passionate debate about key issues. This creates two problems. First, stifling conflict actually increases the likelihood of destructive, back channel sniping. Second, it leads to sub-optimal decision-making because the team is not benefiting from the true ideas and perspectives of its members.

DYSFUNCTION #3:

03

LACK OF COMMITMENT

Without conflict, it is extremely difficult for team members to truly commit to decisions because they don't feel that they are part of the decision. This often creates an environment of ambiguity and confusion in an organization, leading to frustration among employees, especially top performers.

DYSFUNCTION #4:

04

AVOIDANCE OF ACCOUNTABILITY

When teams don't commit to a clear plan of action, peer-to-peer accountability suffers greatly. Even the most focused and driven individuals will hesitate to call their peers on counterproductive actions and behaviors if they believe those actions and behaviors were never agreed upon in the first place.

DYSFUNCTION #5:

05

INATTENTION TO RESULTS

When team members are not holding one another accountable, they increase the likelihood that individual ego and recognition will become more important than collective team results. When this occurs, the business suffers and the team starts to unravel.
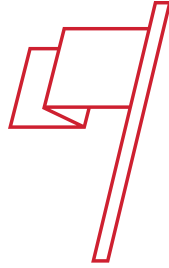
The Rewards

Striving to create a functional, cohesive team is one of the few remaining competitive advantages available to any organization looking for a powerful point of differentiation.

Functional teams get more accomplished in less time than other teams because they avoid wasting time on the wrong issues and revisiting the same topics again and again. They also make higher quality decisions and stick to those decisions by eliminating politics and confusion among themselves and the people they lead. Finally, functional teams keep their best employees longer because "A" players rarely leave organizations where they are part of, or being led by, a cohesive team.

Functional teams get more accomplished in less time than other teams because they avoid wasting time on the wrong issues and revisiting the same topics again and again.

Team Summary

Your assessment scores indicate that results, accountability, commitment, conflict and trust are areas of likely concern for your team..

LOW ——————————————————— RESULTS

LOW ——————————————— ACCOUNTABILITY

LOW ——————————— COMMITMENT

LOW ———————— CONFLICT

LOW ————— TRUST

■ **LOW** (LESS THAN 3) ■ **MEDIUM** (3 — 3.99) ■ **HIGH** (4 & ABOVE)

The Five Behaviors

RESULTS	2.59	
ACCOUNTABILITY	2.34	
COMMITMENT	2.50	
CONFLICT	2.34	
TRUST	2.45	
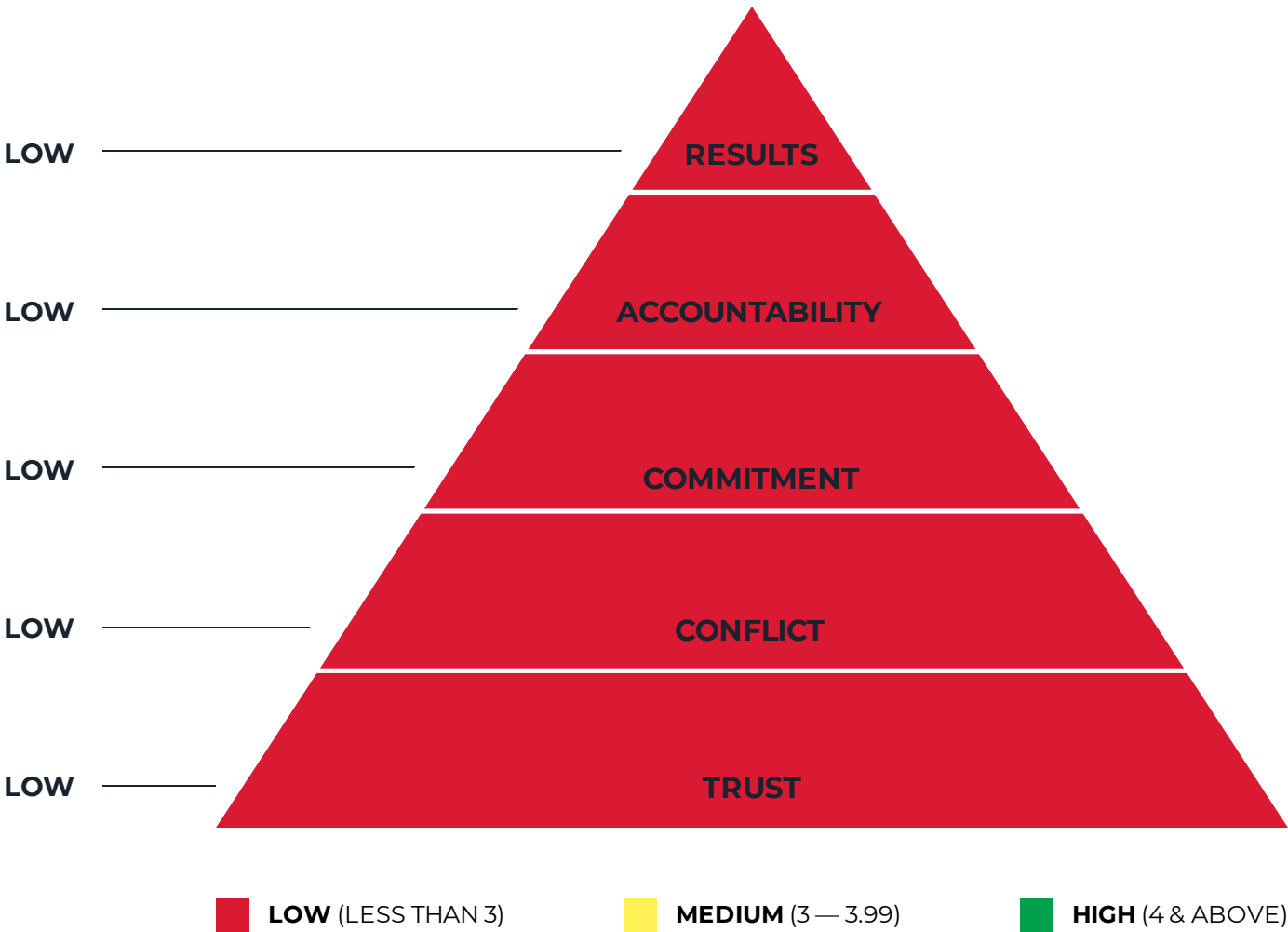
1	2	3	4	5
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS
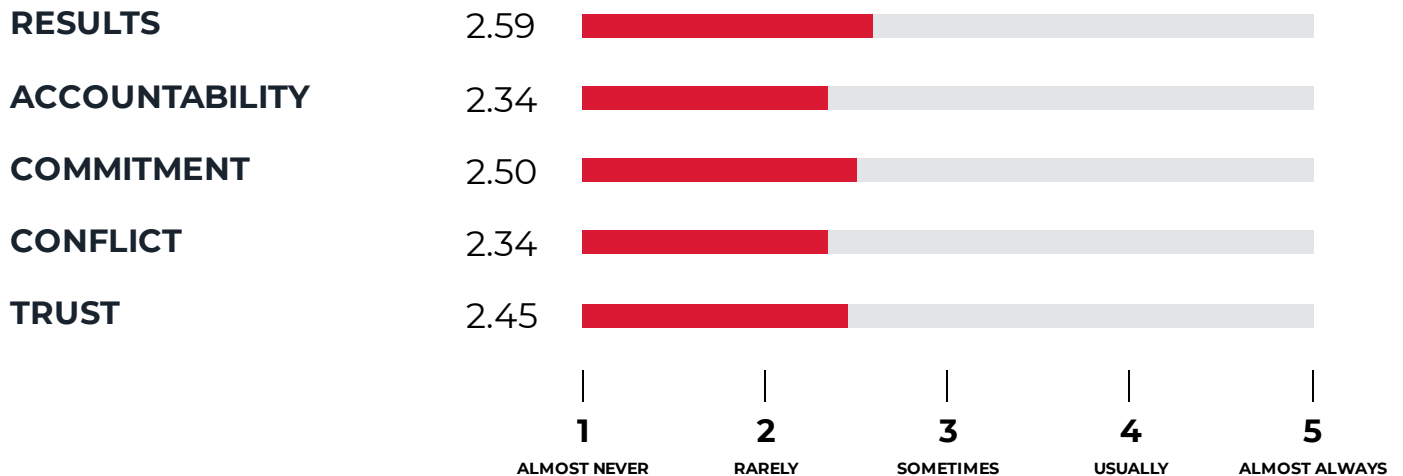
TRUST

Your score in this area was low, which indicates that your team lacks necessary levels of openness and vulnerability about individual strengths, weaknesses, mistakes and needs for help.

CONFLICT

Your score in this area was low, which indicates that your team is not comfortable engaging in unfiltered discussion around important topics.

COMMITMENT

Your score in this area was low, which indicates that your team is not able to buy-in to clear decisions, leaving room for ambiguity and second-guessing.

ACCOUNTABILITY

Your score in this area was low, which indicates that your team hesitates to confront one another about performance and behavioral concerns.

RESULTS

Your score in this area was low, which indicates that your team needs to place greater value on the collective achievement of outcomes, rather than individual or departmental recognition and ego.

The Strongest Areas

The questions listed below represent the top 7 areas where your team scored highest relative to other questions. Understanding and continuing to leverage your team's strengths is as important as identifying and correcting its weaknesses. Please note that questions with an average score above a 4.50 are areas where your team scored particularly high.

25. **Team members are humble regarding their own contributions to the team.**

BEHAVIOR: **RESULTS**   AVG. SCORE: **3.10**

37. **Team members support group decisions even if they initially disagreed.**

BEHAVIOR: **COMMITMENT**   AVG. SCORE: **3.00**

13. **Team members ask one another for input regarding their areas of responsibility.**

BEHAVIOR: **TRUST**   AVG. SCORE: **2.90**

02. **Team members are passionate and unguarded in their discussion of issues.**

BEHAVIOR: **CONFLICT**   AVG. SCORE: **2.90**

32. **Team members can comfortably discuss their personal lives with one another.**

BEHAVIOR: **TRUST**   AVG. SCORE: **2.80**

20. **Team members question one another about their current approaches and methods.**

BEHAVIOR: **ACCOUNTABILITY**   AVG. SCORE: **2.80**

(Continued from the previous page.)

33.   **The team sticks to decisions.**

BEHAVIOR: **COMMITMENT**   AVG. SCORE: **2.80**

The questions listed below represent the bottom 5 areas where your team scored lowest relative to other questions. To improve the cohesiveness of your team, it is critical that you understand and address these areas. Please note that questions with an average score below a 3.00 are areas where your team scored particularly low.

06. **Team members acknowledge their weaknesses to one another.**

BEHAVIOR: **TRUST**	AVG. SCORE: **1.70**

04. **Team meetings are interesting and compelling (not boring).**

BEHAVIOR: **CONFLICT**	AVG. SCORE: **1.90**

26. **All members of this team are held to the same high standards.**

BEHAVIOR: **ACCOUNTABILITY**	AVG. SCORE: **1.90**

08. **Team members point out one another's behaviors that hold the team back.**

BEHAVIOR: **ACCOUNTABILITY**	AVG. SCORE: **1.90**

14. **When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.**

BEHAVIOR: **RESULTS**	AVG. SCORE: **1.90**

Areas of Key Differences

!

The questions listed below represent the areas where your team members' scores differed from each other in a significant manner. Each question indicates an area that needs to be better understood across the team. The numbers below each question identify the distribution of responses within the team. If there are no questions listed below, each member of your team answered consistently.

30. **Team members value collective success more than individual achievement.**
Number of team members in each category:

4	1	2	3	0
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

BEHAVIOR: **RESULTS**   AVG. SCORE: **2.40**

36. **Team members place more importance on team results than on titles and status.**
Number of team members in each category:

2	3	2	2	1
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

BEHAVIOR: **RESULTS**   AVG. SCORE: **2.70**

22. **Team members willingly apologize to one another.**
Number of team members in each category:

3	3	2	2	0
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

BEHAVIOR: **TRUST**   AVG. SCORE: **2.30**

Areas of Key Differences

(Continued from the previous page.)

11. **Team members leave meetings confident that everyone is committed to the decisions that were agreed upon.**

Number of team members in each category:

3	3	2	2	0
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

BEHAVIOR: **COMMITMENT** AVG. SCORE: **2.30**

03. **Team members are quick to point out the contributions and achievements of others.**

Number of team members in each category:

2	2	3	3	0
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

BEHAVIOR: **RESULTS** AVG. SCORE: **2.70**

Team Culture Questions

The Five Dysfunctions of a Team model is the foundation for building cohesive and effective teams. However, the expression of these behaviors can vary from team to team depending on the team's unique culture. This section is intended to help tee up conversations to help your team overcome the five dysfunctions.

BUILDING TRUST

WHAT IS NEEDED TO BUILD TRUST?

As part of the assessment, you and your team members were asked to identify specific areas to build more trust. The number of team members who selected each response appears below. You and your team members had the option to select all that apply.

There would be more trust on our team if people:

9	Understood each other's working styles
8	Were more forthright with information
7	Admitted their mistakes
6	Reduced the amount of gossiping
5	Would give credit where credit is due
5	Let go of grudges
5	Spent more time together
5	Shared professional failures and successes
4	Readily apologized
3	Got to know each other on a personal level

Team Culture Questions

(Continued from the previous page.)

MASTERING CONFLICT
WHAT IS ACCEPTABLE BEHAVIOR DURING CONFLICT?

As part of the assessment, you and your team members were asked whether certain behaviors or actions are acceptable while engaging in conflict and how many of you display them at work.

RESPONSE TO CONFLICT:	UNACCEPTABLE	TOLERABLE	PERFECTLY ACCEPTABLE	# OF TEAM MEMBERS WHO ADMIT THEY DO THIS AT WORK
Expressing anger through indirect actions rather than voicing it directly	9	1	0	5
Excluding other team members from difficult conversations	6	3	1	7
Using strong language when you're upset	5	5	0	5
Being outwardly emotional	3	3	4	7
Avoiding someone when you're angry	2	8	0	7
Raising your voice when you get passionate	2	7	1	6
Going beyond the meeting end time to resolve an issue	0	3	7	8

Team Culture Questions

(Continued from the previous page.)

ACHIEVING COMMITMENT

WHAT PREVENTS TEAM MEMBERS FROM COMMITTING TO DECISIONS?

As part of the assessment, you and your team members had an opportunity to identify reasons that could be contributing to the lack of commitment. The number of team members who selected each option appears next to the corresponding bar. You and your team members had the option to select all that apply.

I sometimes don't buy-in to the team's decisions because:

We are not clear about priorities

9 OUT OF 10

I don't trust my team to follow through

6 OUT OF 10

I don't have all the information

4 OUT OF 10
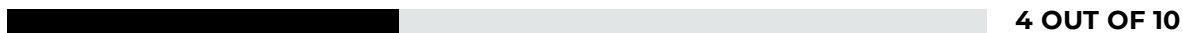
There is not enough time during meetings

2 OUT OF 10
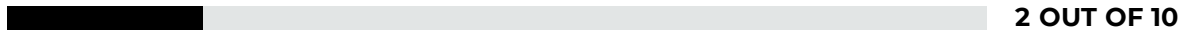
Decisions are counter to my personal goals

0 OUT OF 10

Team Culture Questions

(Continued from the previous page.)

EMBRACING ACCOUNTABILITY

WHAT WOULD IMPROVE YOUR TEAM'S ABILITY TO HOLD ONE ANOTHER ACCOUNTABLE?

As part of the assessment, you and your team members had an opportunity to identify areas where it would be possible to hold one another accountable more. The number of team members who selected each response appears below. You and your team members had the option to select all that apply.

Our ability to hold one another accountable could improve if we challenged one another to:

10	Have clearer priorities and goals
8	Review progress against goals during team meetings
8	Be more direct
7	Have more productive meetings
7	Follow through on personal commitments
7	Address missed deadlines immediately
5	Publicly share goals
5	Give one another feedback
5	Call one another on unproductive behaviors
3	Spend more time together

Team Culture Questions

(Continued from the previous page.)

FOCUSING ON RESULTS
WHAT IS NEEDED TO FOCUS ON RESULTS?

As part of the assessment, you and your team members had an opportunity to identify what you believe might be a distraction from achieving results. The number of team members who selected each option appears next to the corresponding bar. You and your team members had the option to select all that apply.

Some distractions that keep us from focusing on results are:

Insufficient/ineffective processes and structure

10 OUT OF 10

Vague or shifting goals

7 OUT OF 10

Lack of drive and urgency

7 OUT OF 10

Emphasis on career status or progression
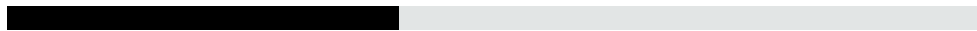
4 OUT OF 10

More emphasis on personal goals than team goals
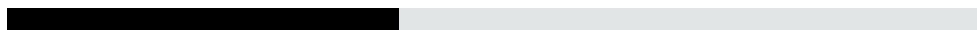
4 OUT OF 10

Lack of shared rewards
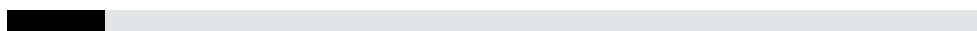
1 OUT OF 10

Trust
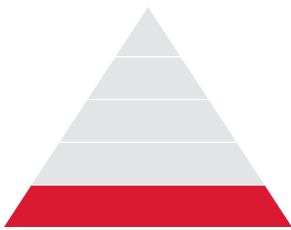
YOUR TEAM'S AVERAGE SCORE: 2.45

Because your team scored low in trust, it is recommended that you consider using many of the suggestions in the 'Tips & Exercises' section of this report. Please note that by increasing your trust score, your team will have more success in overcoming the other dysfunctions.

01. **Team members admit their mistakes.**

2.50

06. **Team members acknowledge their weaknesses to one another.**

1.70

10. **Team members ask for help without hesitation.**

2.60

13. **Team members ask one another for input regarding their areas of responsibility.**

2.90

17. **Team members acknowledge and tap into one another's skills and expertise.**

2.60

22. **Team members willingly apologize to one another.**

2.30

31. **Team members are unguarded and genuine with one another.**

2.20

32. **Team members can comfortably discuss their personal lives with one another.**

2.80

1	2	3	4	5
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

Conflict

YOUR TEAM'S AVERAGE SCORE: 2.34

Because your team scored low in conflict, it is recommended that you consider using many of the suggestions in the 'Tips & Exercises' section of this report.

02. Team members are passionate and unguarded in their discussion of issues.

2.90

04. Team meetings are interesting and compelling (not boring).

1.90

05. During team meetings, the most important—and difficult—issues are discussed.

2.10

07. Team members voice their opinions even at the risk of causing disagreement.

2.10

12. During discussions, team members challenge one another about how they arrived at their conclusions and opinions.

2.50

18. Team members solicit one another's opinions during meetings.

2.60

23. Team members communicate unpopular opinions to the group.

2.60

27. When conflict occurs, the team confronts and deals with the issue before moving to another subject.

2.00

1	2	3	4	5
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

Commitment

YOUR TEAM'S AVERAGE SCORE: 2.50

Because your team scored low in commitment, it is recommended that you consider using many of the suggestions in the 'Tips & Exercises' section of this report.

11. Team members leave meetings confident that everyone is committed to the decisions that were agreed upon.

2.30

19. Team members end discussions with clear and specific resolutions and calls to action.

2.70

24. The team is clear about its direction and priorities.

2.00

28. The team is aligned around common objectives.

2.30

29. The team is decisive, even when perfect information is not available.

2.40

33. The team sticks to decisions.

2.80

37. Team members support group decisions even if they initially disagreed.

3.00

1	2	3	4	5
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

Accountability

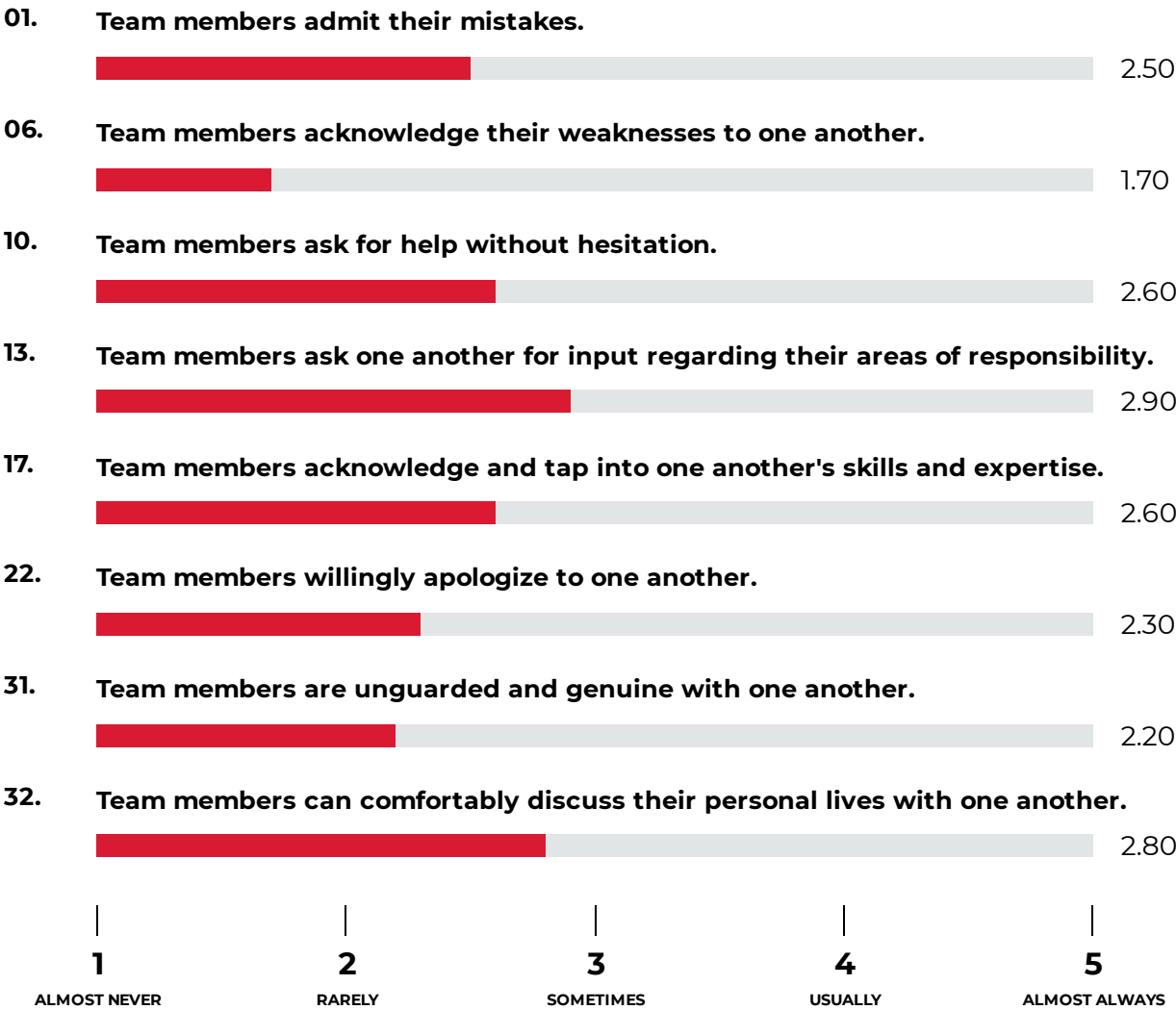**YOUR TEAM'S AVERAGE SCORE: 2.34**

Because your team scored low in accountability, it is recommended that you consider using many of the suggestions in the 'Tips & Exercises' section of this report.

08. **Team members point out one another's behaviors that hold the team back.**

1.90

16. **Team members are quick to confront peers about problems in their respective areas of responsibility.**

2.10

20. **Team members question one another about their current approaches and methods.**

2.80

21. **The team ensures that members feel pressure from their peers and the expectation to perform.**

2.50

26. **All members of this team are held to the same high standards.**

1.90

34. **Team members consistently follow through on promises and commitments.**

2.70

35. **Team members offer unprovoked, constructive feedback to one another.**

2.50

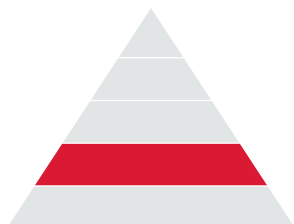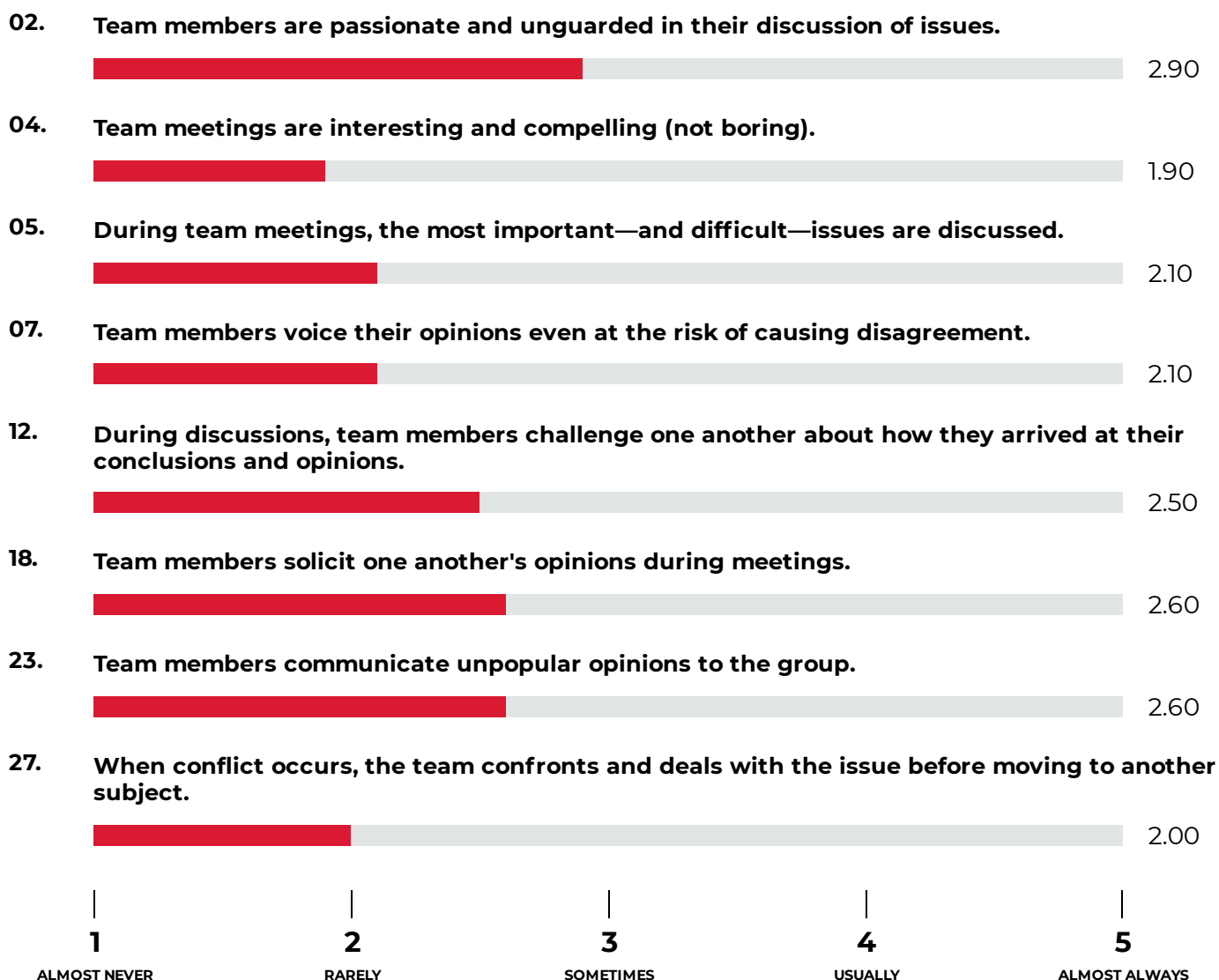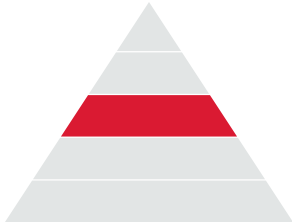| 1	2	3	4	5
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

Results

YOUR TEAM'S AVERAGE SCORE: 2.59

Because your team scored low in results, it is recommended that you consider using many of the suggestions in the 'Tips & Exercises' section of this report.
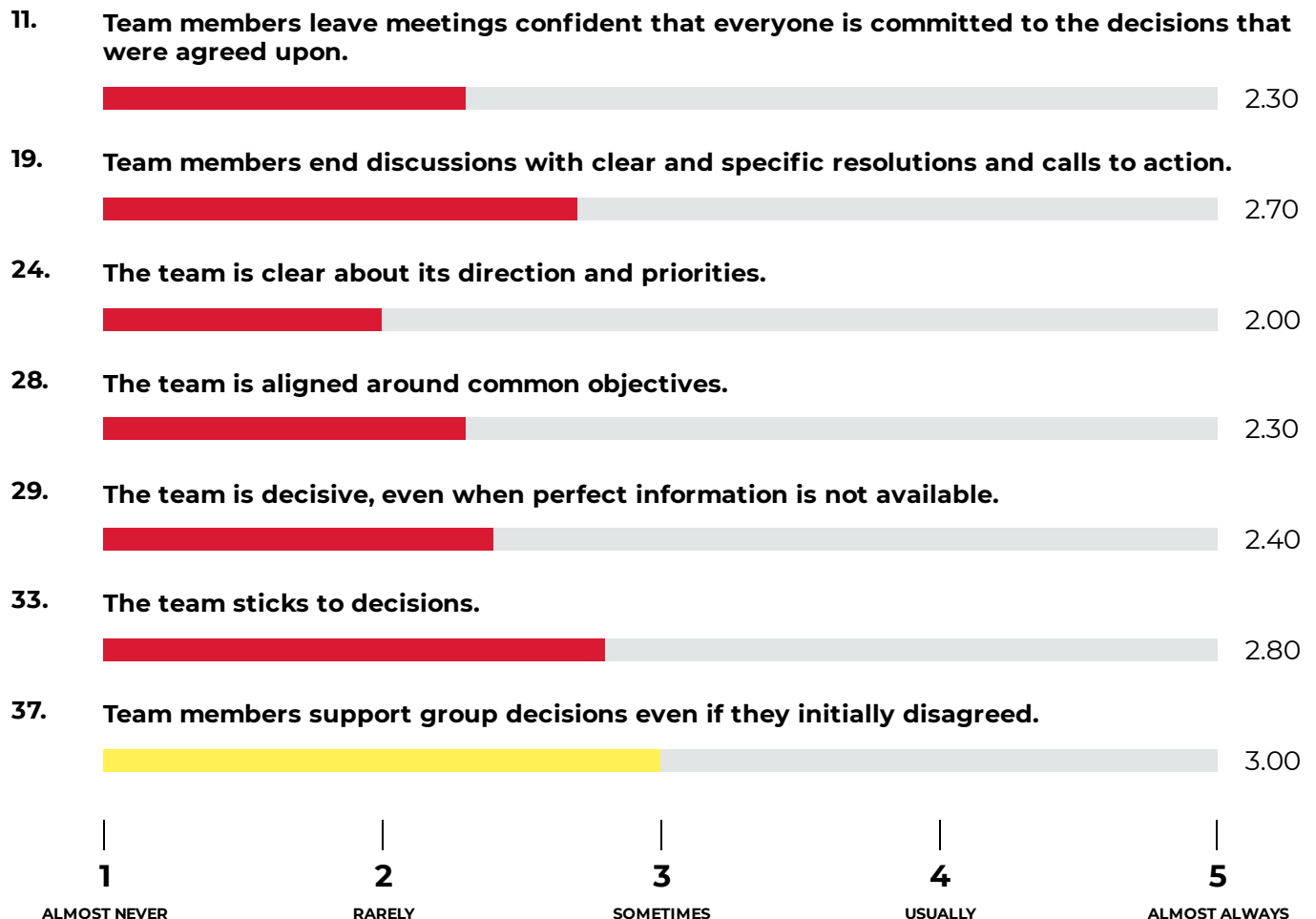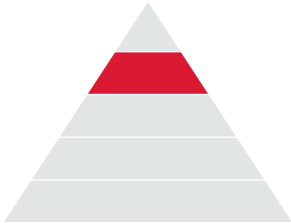
03. **Team members are quick to point out the contributions and achievements of others.**

2.70

09. **The team has a reputation for consistently achieving its objectives.**

2.60

14. **When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.**

1.90

15. **Team members willingly make sacrifices in their areas for the good of the team.**

2.70

25. **Team members are humble regarding their own contributions to the team.**

3.10

30. **Team members value collective success more than individual achievement.**

2.40

36. **Team members place more importance on team results than on titles and status.**

2.70

1	2	3	4	5
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

Item Ranking

These pages shows the ranking, from the most frequent to least frequent, of all 37 statements. A dotted red line separates the 10 least frequent behaviors from the others.

25. **Team members are humble regarding their own contributions to the team.**

BEHAVIOR: **RESULTS**   AVG. SCORE: **3.10**

37. **Team members support group decisions even if they initially disagreed.**

BEHAVIOR: **COMMITMENT**   AVG. SCORE: **3.00**

13. **Team members ask one another for input regarding their areas of responsibility.**

BEHAVIOR: **TRUST**   AVG. SCORE: **2.90**

02. **Team members are passionate and unguarded in their discussion of issues.**

BEHAVIOR: **CONFLICT**   AVG. SCORE: **2.90**

32. **Team members can comfortably discuss their personal lives with one another.**

BEHAVIOR: **TRUST**   AVG. SCORE: **2.80**

20. **Team members question one another about their current approaches and methods.**

BEHAVIOR: **ACCOUNTABILITY**   AVG. SCORE: **2.80**

33. **The team sticks to decisions.**

BEHAVIOR: **COMMITMENT**   AVG. SCORE: **2.80**

19. **Team members end discussions with clear and specific resolutions and calls to action.**

BEHAVIOR: **COMMITMENT**   AVG. SCORE: **2.70**

03. **Team members are quick to point out the contributions and achievements of others.**

BEHAVIOR: **RESULTS**   AVG. SCORE: **2.70**

15. **Team members willingly make sacrifices in their areas for the good of the team.**

BEHAVIOR: **RESULTS**   AVG. SCORE: **2.70**

Item Ranking

(Continued from the previous page.)

36. **Team members place more importance on team results than on titles and status.**

BEHAVIOR: **RESULTS**   AVG. SCORE: **2.70**

34. **Team members consistently follow through on promises and commitments.**

BEHAVIOR: **ACCOUNTABILITY**   AVG. SCORE: **2.70**

17. **Team members acknowledge and tap into one another's skills and expertise.**

BEHAVIOR: **TRUST**   AVG. SCORE: **2.60**

23. **Team members communicate unpopular opinions to the group.**

BEHAVIOR: **CONFLICT**   AVG. SCORE: **2.60**

18. **Team members solicit one another's opinions during meetings.**

BEHAVIOR: **CONFLICT**   AVG. SCORE: **2.60**

10. **Team members ask for help without hesitation.**

BEHAVIOR: **TRUST**   AVG. SCORE: **2.60**

09. **The team has a reputation for consistently achieving its objectives.**

BEHAVIOR: **RESULTS**   AVG. SCORE: **2.60**

35. **Team members offer unprovoked, constructive feedback to one another.**

BEHAVIOR: **ACCOUNTABILITY**   AVG. SCORE: **2.50**

12. **During discussions, team members challenge one another about how they arrived at their conclusions and opinions.**

BEHAVIOR: **CONFLICT**   AVG. SCORE: **2.50**

21. **The team ensures that members feel pressure from their peers and the expectation to perform.**

BEHAVIOR: **ACCOUNTABILITY**   AVG. SCORE: **2.50**

Item Ranking

(Continued from the previous page.)

01. **Team members admit their mistakes.**

BEHAVIOR: **TRUST**   AVG. SCORE: **2.50**

29. **The team is decisive, even when perfect information is not available.**

BEHAVIOR: **COMMITMENT**   AVG. SCORE: **2.40**

30. **Team members value collective success more than individual achievement.**

BEHAVIOR: **RESULTS**   AVG. SCORE: **2.40**

28. **The team is aligned around common objectives.**

BEHAVIOR: **COMMITMENT**   AVG. SCORE: **2.30**

11. **Team members leave meetings confident that everyone is committed to the decisions that were agreed upon.**

BEHAVIOR: **COMMITMENT**   AVG. SCORE: **2.30**

22. **Team members willingly apologize to one another.**

BEHAVIOR: **TRUST**   AVG. SCORE: **2.30**

31. **Team members are unguarded and genuine with one another.**

BEHAVIOR: **TRUST**   AVG. SCORE: **2.20**

- -

05. **During team meetings, the most important—and difficult—issues are discussed.**

BEHAVIOR: **CONFLICT**   AVG. SCORE: **2.10**

16. **Team members are quick to confront peers about problems in their respective areas of responsibility.**

BEHAVIOR: **ACCOUNTABILITY**   AVG. SCORE: **2.10**

Item Ranking

(Continued from the previous page.)

07. **Team members voice their opinions even at the risk of causing disagreement.**

BEHAVIOR: **CONFLICT**   AVG. SCORE: **2.10**

24. **The team is clear about its direction and priorities.**

BEHAVIOR: **COMMITMENT**   AVG. SCORE: **2.00**

27. **When conflict occurs, the team confronts and deals with the issue before moving to another subject.**

BEHAVIOR: **CONFLICT**   AVG. SCORE: **2.00**

04. **Team meetings are interesting and compelling (not boring).**

BEHAVIOR: **CONFLICT**   AVG. SCORE: **1.90**

26. **All members of this team are held to the same high standards.**

BEHAVIOR: **ACCOUNTABILITY**   AVG. SCORE: **1.90**

08. **Team members point out one another's behaviors that hold the team back.**

BEHAVIOR: **ACCOUNTABILITY**   AVG. SCORE: **1.90**

14. **When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.**

BEHAVIOR: **RESULTS**   AVG. SCORE: **1.90**

06. **Team members acknowledge their weaknesses to one another.**

BEHAVIOR: **TRUST**   AVG. SCORE: **1.70**