WORKSHEET + WORKED EXAMPLE

Five Questions for a Stronger Team

A five-part team conversation and one agreement to strengthen.

25 minutes | Lencioni informed · Trust / Conflict / Commitment / Accountability / Results

Use it in three moves

1. Invite concrete examples from the team. Choose a way to contribute that does not require public disclosure.

2. Explore the five questions and look for connections. A missed commitment may begin with an unclear decision or missing support.

3. Agree one observable change to try. Name your own part in making it possible and a time to hear whether it helped.

Trust · Can we admit limits and ask for help?

Invite examples without requiring personal disclosure. Leaders can model a real uncertainty.

Conflict · Can we examine different views?

Distinguish disagreement about the work from hostility. Provide ways to contribute beyond speaking fastest.

Commitment · Do we know what was decided?

Agreement to act need not mean everyone preferred the decision. State who decides and what remains open.

Five Questions for a Stronger Team

YOUR WORKING NOTES / CONTINUED

Accountability · Can we discuss a missed agreement?

Make expectations, support, and repair visible. Avoid public shaming or assumptions about effort.

Results · Are we serving the shared outcome?

Watch whether local wins undermine the team's purpose. Include quality and the recipient's experience.

Choose one agreement to test

Invite the team's account, choose an owner and review, and protect sensitive notes.

A question for me

What would someone risk by giving a different account of this team?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

Trust · Can we admit limits and ask for help?

I missed a dependency in the last plan. I want people to be able to flag those gaps earlier without embarrassment.

Conflict · Can we examine different views?

Collect concerns in writing before discussing the proposal. Ask what evidence supports different views.

Commitment · Do we know what was decided?

After the discussion, record the chosen trial, its boundaries, and the questions that will be revisited.

Accountability · Can we discuss a missed agreement?

If the handoff is missed, ask what happened and what needs to change. The lead owns removing the access blocker.

Results · Are we serving the shared outcome?

Track resolved requests rather than each group's handoff count, with a check on repeat problems.

Choose one agreement to test

For the next two decisions, publish the decision boundary and a written route for concerns. Review whether missing information surfaced earlier.

The thinking behind it

An honest team conversation depends on what happens afterward. Choose one change in the conditions, not an agreement to have a better attitude.

Patrick Lencioni's Five Dysfunctions of a Team describes absence of trust, fear of conflict, lack of commitment, avoidance of accountability, and inattention to results. This original conversation turns those themes into practical questions; it is not the proprietary team assessment or a score of team health.

The Table Group · Five Dysfunctions

Read You Have a Culture Problem by Nic Payne