

PARTNERSHIP ASSESSMENT

Adapted from *Overcoming the Five Dysfunctions of a Team*, by Patrick Lencioni and
The “10 Hallmarks of a High Performing Leadership Team” (Western PA Educational Leadership Initiative)

Instructions: Use the scale below to indicate how each statement applies to your partnership. Be sure to evaluate the statements honestly and without over-thinking your answers.

3 = Usually 2 = Sometimes 1 = Rarely

- _____ 1. Leaders/Partners share and can articulate a common vision and values.
- _____ 2. Partnership meetings are highly structured, with clear agendas and articulated norms of engagement (including norms for decision-making, discussion, etc.).
- _____ 3. Leaders/Partners are passionate and unguarded in their discussion of issues.
- _____ 4. Leaders/Partners call out one another’s unproductive behaviors.
- _____ 5. Leaders/Partners know what each other is working on and how they contribute to the collective good of the partnership.
- _____ 6. Participation from all Leaders/Partners is expected and encouraged.
- _____ 7. Leaders/Partners share leadership based on knowledge and expertise.
- _____ 8. Leaders/Partners quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the partnership.
- _____ 9. Leaders/Partners willingly make sacrifices (such as budget, turf, etc) for the good of the partnership.
- _____ 10. Leaders/Partners openly admit their weaknesses and mistakes.
- _____ 11. Partnership meetings are compelling and energetic, not boring.
- _____ 12. Partnership meetings focus on robust, data-driven discussion of strategic issues.
- _____ 13. Leaders/Partners leave meetings confident that their peers are completely committed to the decisions agreed upon during the meeting, even if there was initial disagreement.
- _____ 14. Morale is significantly affected by the failure to achieve partnership goals.
- _____ 15. During partnership meetings, the most important and most difficult issues are put on the table to be resolved.
- _____ 16. Leaders/Partners are deeply concerned about the prospect of letting down their peers.
- _____ 17. Leaders/Partners know about one another’s personal lives and are comfortable discussing them.
- _____ 18. Leaders/Partners end discussions with clear and specific resolutions and calls to action.
- _____ 19. Leaders/Partners challenge one another about their plans and approaches.
- _____ 20. Leaders/Partners are slow to seek individual credit for their own contributions but quick to point out those of others/the partnership.

SCORING

Combine scores for the 20 statements according to Lencioni’s “5 Dysfunctions of a Team,” as indicated below:

Dysfunction 1: <i>Absence of Trust</i>	Dysfunction 2: <i>Fear of Conflict</i>	Dysfunction 3: <i>Lack of Commitment</i>	Dysfunction 4: <i>Avoidance of Accountability</i>	Dysfunction 5: <i>Inattention to Results</i>
8. _____ 13. _____ 17. _____ 20. _____	3. _____ 4. _____ 15. _____	1. _____ 6. _____ 7. _____ 11. _____ 16. _____	2. _____ 5. _____ 10. _____ 18. _____ 19. _____	9. _____ 12. _____ 14. _____
Average:	Average:	Average:	Average:	Average:

An average score of 2.0 or below indicates that this could be a problem area for your partnership.