**Common Board Dysfunctions Assessment**

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| **Instructions:** Use the scale below to indicate the extent to which each statement applies to your board. Be sure to evaluate the statements honestly and without over-thinking your answers.  **Score 3 for ‘Usually’| Score 2 for ‘Sometimes’| Score 0 for ‘Rarely’** |

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| --- | --- | --- |
| Number | Statement | Score |
| 1 | Board members are passionate and unguarded in their discussion of issues. |  |
| 2 | Board members call out one another’s deficiencies or unproductive behaviours. |  |
| 3 | Board members know what their peers are working on and how they contribute to the collective good of the team. |  |
| 4 | Board members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the board. |  |
| 5 | Board members willingly make sacrifices (such as budget, turf, head count) in their committees or areas of expertise for the good of the board. |  |
| 6 | Board members openly admit their weaknesses and mistakes. |  |
| 7 | Board meetings are compelling, not boring. |  |
| 8 | Board members leave meetings confident that their peers are completely committed to the decisions agreed upon during the during the meetings, even if there was initial disagreement. |  |
| 9 | Morale is significantly affected by the failure to achieve board goals. |  |
| 10 | During board meetings, the most important and most difficult issues are put on the table to be resolved. |  |
| 11 | Board members are deeply concerned about the prospect of letting down their peers |  |
| 12 | Board members know about one another’s personal lives and are comfortable discussing them. |  |
| 13 | Board members end discussions with clear and specific resolutions and calls to action. |  |
| 14 | Board members challenge one another about their plans and approaches. |  |
| 15 | Board members are slow to seek credit for their own contributions but quick to point out those of others. |  |

**INDIVIDUAL SCORING -** Combine your scores for the 15 statements (S) as indicated below.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Dysfunction 1 | | Dysfunction 2 | | | Dysfunction 3 | | | Dysfunction 4 | | | Dysfunction 5 | | |
| Absence of Trust | | Fear of Conflict | | | Lack of Commitment | | | Avoidance of Accountability | | | Inattention to Results | | |
| S. 4 |  | | S. 1 |  | | S. 3 |  | | S. 2 |  | | S. 5 |  | |
| S. 6 |  | | S. 7 |  | | S. 8 |  | | S. 11 |  | | S. 9 |  | |
| S. 12 |  | | S. 10 |  | | S. 13 |  | | S. 14 |  | | S. 15 |  | |
| Total |  | |  |  | |  |  | |  |  | |  |  | |

**A score of 8 or 9** indicates that the named dysfunction is probably *not a problem* for your board.

**A score of 6 or 7** indicates that the named dysfunction *could be a problem*.

**A score of 3 to 5** indicates that the named dysfunction *needs to be addressed*.

