

THE FIVE
BEHAVIORS
OF A COHESIVE
TEAM™

Objectives

Increase cohesion on the team by...

- ▲ Establishing how the team is doing on each behavior of The Five Behaviors of a Cohesive Team™ model
- ▲ Exploring how each of the five behaviors currently plays out on the team and identifying what needs to change



A circular arrangement of hands of various skin tones, symbolizing teamwork and unity. The hands are stacked in a ring, with fingers interlaced, creating a sense of collective strength and support. The background is plain white, making the hands the central focus.

**How do we
create a
cohesive team?**

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The Five Behaviors of a Cohesive Team™ Assessment



Team Survey Results



Profile: Page 4

A quick overview of your team's scores for each of the five behaviors

The Five Behaviors and Your Team

Remember, the five behaviors can be mistakenly interpreted as five distinct issues that can be addressed in isolation of one another. But in reality they form an interrelated model, and neglecting even one of the behaviors can be potentially harmful to the success of a team. Below are your team's results for each behavior, based on the team's responses to the assessment questions.

- LOW**
1.00-3.24
- MEDIUM**
3.25-3.75
- HIGH**
3.76-5.00



Summary of Your Team Survey Results

Your assessment scores indicate that all five behaviors are potentially areas for improvement for your team.

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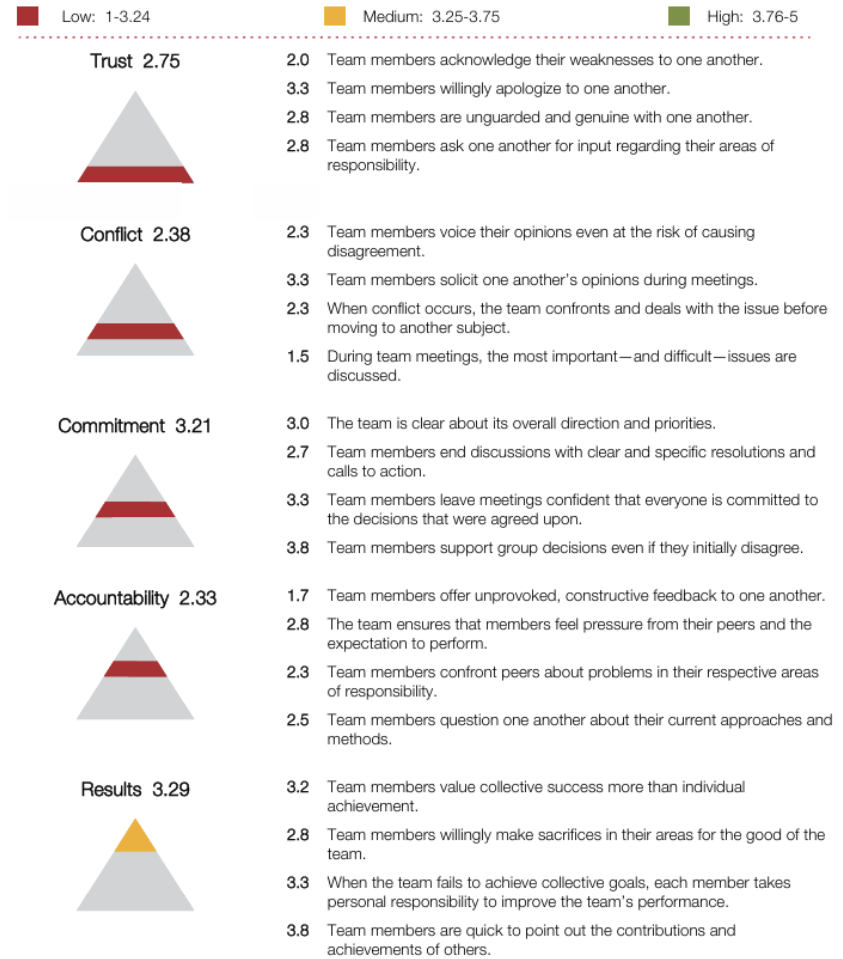
Team Averages (by behavior)



Profile: Page 37

A quick overview of your team's scores for each item used to assess the five behaviors

Appendix: Team Averages



Percentile Ranking



	Your Team's Average Score	Percentile
Trust	2.75	21 %
Conflict	2.38	1 %
Commitment	3.21	24 %
Accountability	2.33	3 %
Results	3.29	44 %

Trust

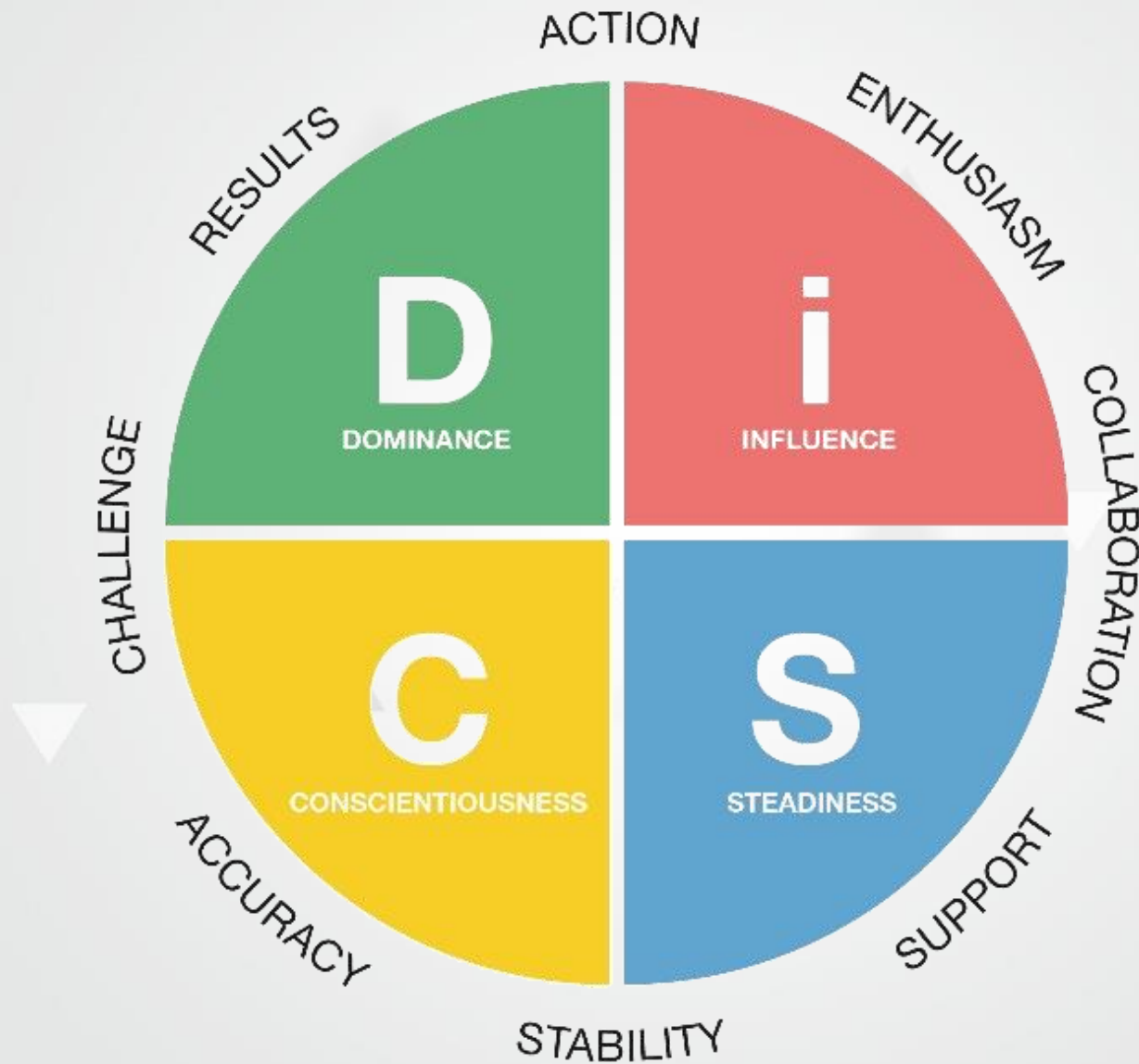
Great teams...

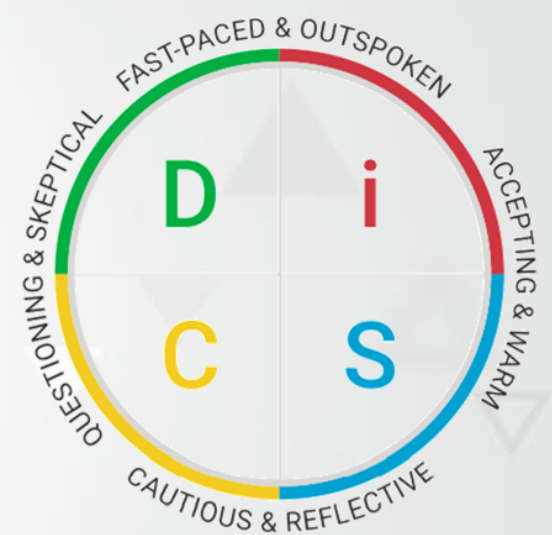
- ▲ Q: In a survey of 4,000 people, 84% said they would trust their coworkers more if they...WHAT?
- ▲ A: Admitted their mistakes.

TRUST

Personal Histories

The DiSC Model





DiSC Principles

- ▲ DISC does not measure character, education, or skills.
- ▲ Every style is valuable—there is no right or wrong.
- ▲ Designed for dialogue, not diagnosis.
- ▲ We all have blind spots. Self-awareness brings clarity and drives change.
- ▲ Focus is on the Platinum Rule: Treat others the way they wish to be treated.

Everything DiSC®



Profile Page 8

Four Basic Styles:

- ▲ Dominance (D)
- ▲ Influence (i)
- ▲ Steadiness (S)
- ▲ Conscientiousness (C)

Building Vulnerability-Based Trust

Sometimes it's during the process of coming clean about weaknesses that the biggest breakthroughs happen among team members. Giving people as much information as possible about who a person is and why this person might act the way he or she does will greatly reduce the likelihood of unfair judgments. DiSC® can help people gain insight and empathy, qualities that allow a team to build trust.

Everything DiSC®

The Everything DiSC® model is made up of four basic styles: Dominance (D), influence (i), Steadiness (S), and Conscientiousness (C). Each style is divided into three regions. The picture below illustrates the 12 different styles.

Dominance (D)

- Direct
- Results-oriented
- Firm
- Strong-willed
- Forceful

Influence (i)

- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

Conscientiousness (C)

- Analytical
- Reserved
- Precise
- Private
- Systematic

Steadiness (S)

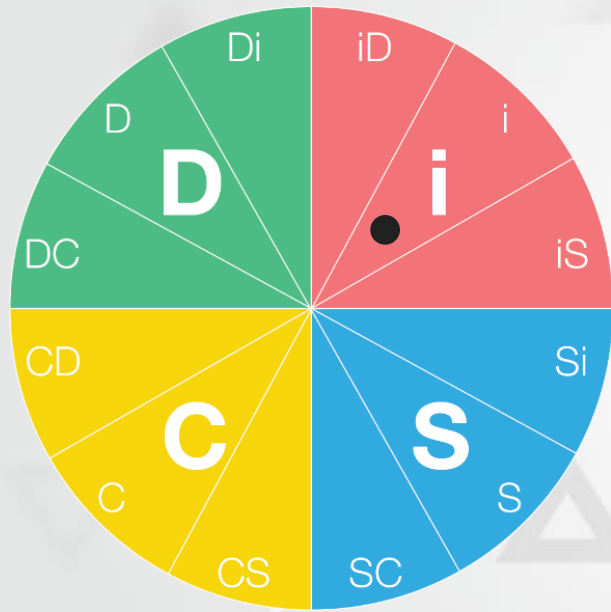
- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

Keep in mind that everyone is a blend of all four styles, but most people tend strongly toward one or two styles. Whether a person is in the center of one style or in a region that borders two, no location is better than another. All DiSC® styles are equal and valuable in their own ways.

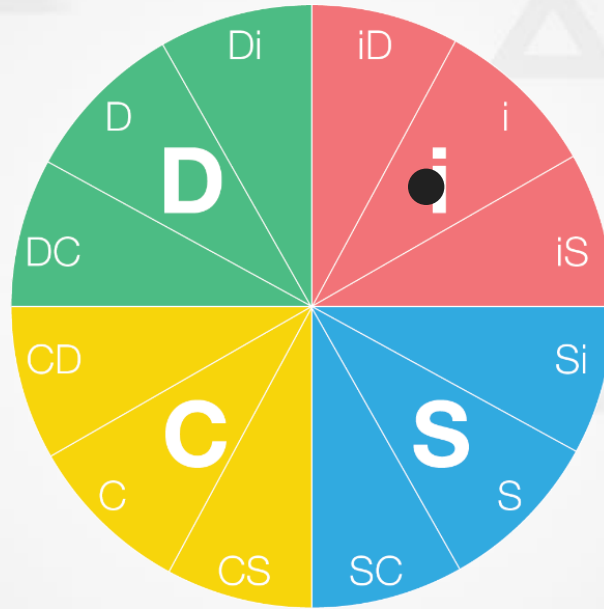
Your DiSC Style and Story ▶▶▶

Next, you will learn your DiSC style and read your story, which will lay the groundwork for learning, sharing, and building vulnerability-based trust.

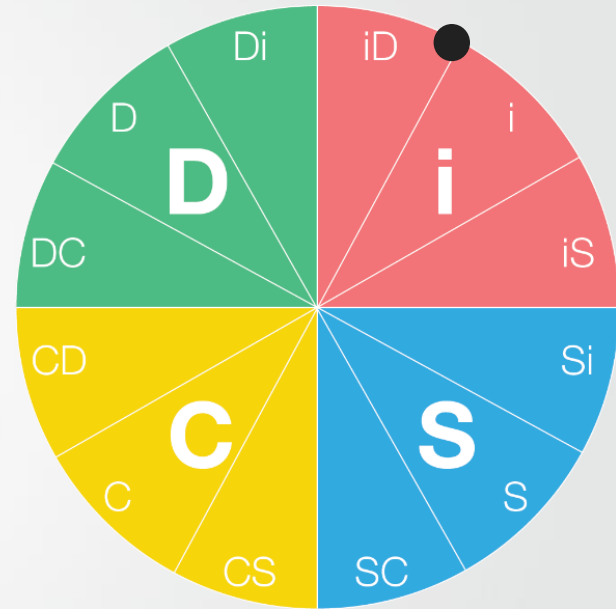
Your Inclination



Slight

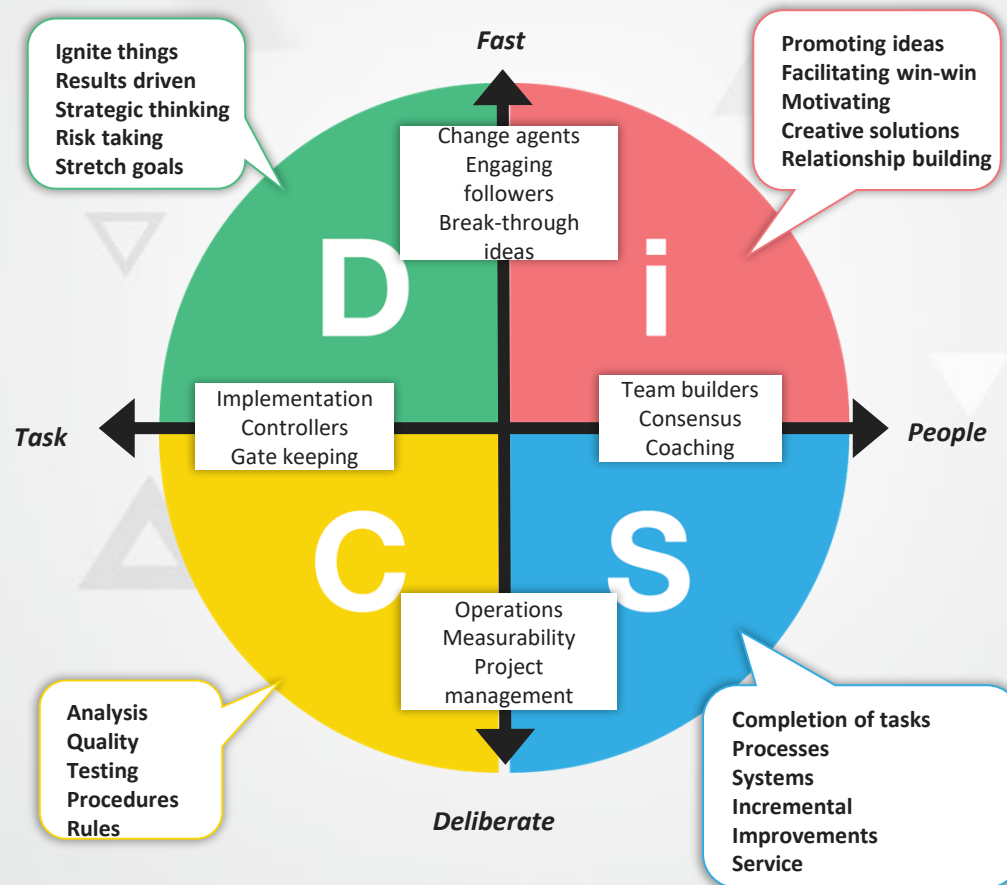


Moderate



Strong

Showing up in Leadership



Your DiSC[®] Style

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▲ Share words or phrases that

✓ = like you

X = not like you

? = not sure

The Impact of Your DiSC Style

Your DiSC style: S

Because you have an S style, Genghis, you're probably a cooperative person who takes pride in doing your part to help the team. Even if you're competitive, you don't need to win to feel good about yourself. In fact, when you receive credit for a job well done, you're probably quick to share it with others.

You probably tend to be quite accommodating, and you find it important to maintain the approval of others. Consequently, you may put a lot of energy into catering to other people. In fact, you may have difficulty saying no, and you may fail to let people know when you've been inconvenienced.

You tend to have a strong need for harmony, so conflict is probably difficult for you. Most likely, you're troubled by the idea of hurting someone's feelings, and you may spend time dwelling on incidents that other people wouldn't think twice about. In group situations, you often play the role of peacemaker, but when things become heated, you may shut down and simply wait for the tension to pass.

Because your self-esteem isn't primarily tied to accomplishments, you're probably fine working quietly behind the scenes. When you like to feel appreciated, you may get embarrassed if the praise is too public or gushing. And, because you often downplay your own performance, others may fail to recognize your contributions altogether.

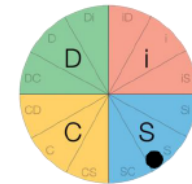
You tend to be very accepting of both people and ideas. In fact, because you're instinctively trusting, you usually give people the benefit of the doubt. Likewise, when people present new ideas, you try to keep an open mind and show support. And, if someone fails to meet your expectations, you'd often rather redo the work than give negative feedback because you don't want to damage the relationship.

You tend to be soft-spoken, and your fear of speaking out of turn may cause you to keep ideas to yourself. And, because you tend to speak hesitantly and qualify your statements, others may find your ideas unconvincing. However, because filtering your responses comes so naturally to you, you may not realize how much more efficient it would be to say exactly what you're thinking.

Compared to others, you probably have more patience for long, routine projects. You show steadiness and consistency, and you want to be known as someone people can count on. Because you don't want to let anyone down, you like to have a clear understanding of what's expected of you. You probably feel most secure when you've perfected a set of specialized skills that you can perform reliably.

You tend to be on the careful side, avoiding risk when possible. Because you assume that rules and traditions are there for a reason, you dislike shortcuts. When considering bold changes, you may focus more on the possibility of failure than on potential benefits. You may require a great deal of certainty before making major decisions, and this indecisiveness can stand in the way of progress.

Genghis, like others with the S style, your most valuable contributions to the workplace may include your acceptance of others, your dependability, and your ability to be a team player. In fact, these are probably some of the qualities that others admire most about you.

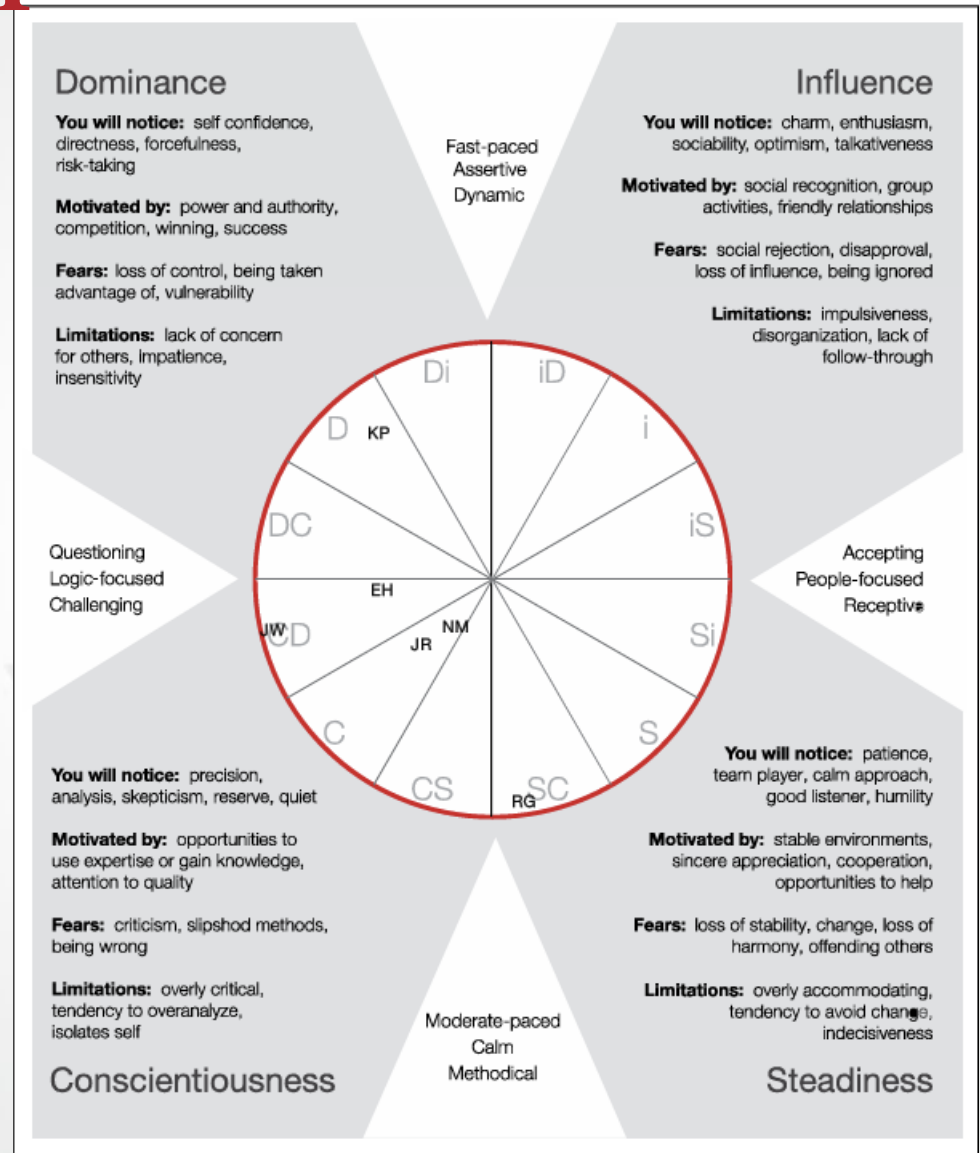


Your dot location is near the edge of the circle, so you probably relate well to the characteristics associated with the S style.

DiSC[®] Team Map

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Each member's DiSC[®] style is shown on the circle





Building Trust



Trust

Great teams...

- ▲ Trust one another on a fundamental, emotional level
- ▲ Are vulnerable with each other about their **weaknesses, mistakes, and fears**
- ▲ Can be completely open with one another, without filters



TRUST

Two Types of Trust



Personal Histories

- ▲ Where did you grow up?
- ▲ How many siblings do you have and where do you fall in the sibling order (oldest, youngest, etc.)?
- ▲ What was an important or unique challenge of your childhood—of being a kid?

Activity

Trust-Building Behaviors

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How will we use DiSC to build trust?

How can we more intentionally share successes & failures?

How can we intentionally spend time together?



Building Trust

What is needed to achieve trust?

As part of the assessment, you and your team members also had an opportunity to identify specific areas for the team to focus on in the interest of building trust. The following are the responses chosen by your team, along with the number of team mates who selected the option (indicated to the left of the response). Note: You had the option to select all that apply.

There would be more trust on our team if people:

8	Spent more time together	0	Let go of grudges
8	Got to know one another on a personal level	0	Admitted their mistakes
6	Shared professional failures and successes	0	Readily apologized
5	Understood one another's working styles	0	Were more forthright with information
3	Reduced the amount of gossiping	0	Would give credit where credit is due

Points of Discussion

- Members of your team chose "Apologizing" as a way to help achieve trust. What factors make it difficult to apologize?
- Members of your team chose "Letting go of grudges" as a way to help achieve trust. What are the long-term effects on the team if individuals are holding onto grudges?



Mastering Conflict



Conflict

Great teams...

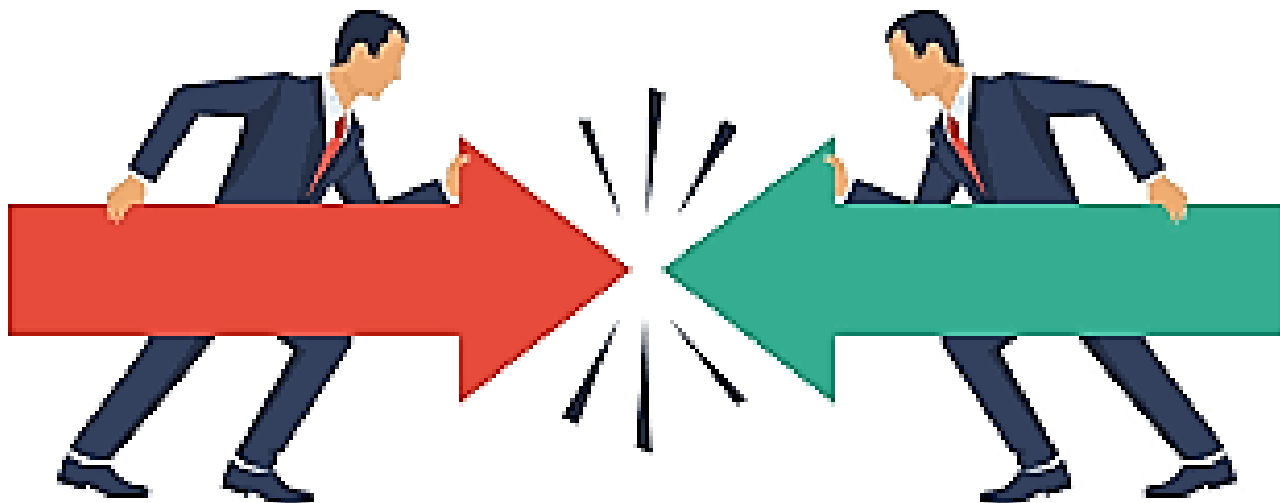
- ▲ Are not afraid to engage in passionate dialogue around issues
- ▲ Do not hesitate to disagree with, challenge, and question one another to find the best answers



Conflict

Great teams...

- ▲ Agree conflict is the EXPECTATION, not the exception.
- ▲ Engage in Productive Conflict—focused on ideas, rather than interpersonal issues.



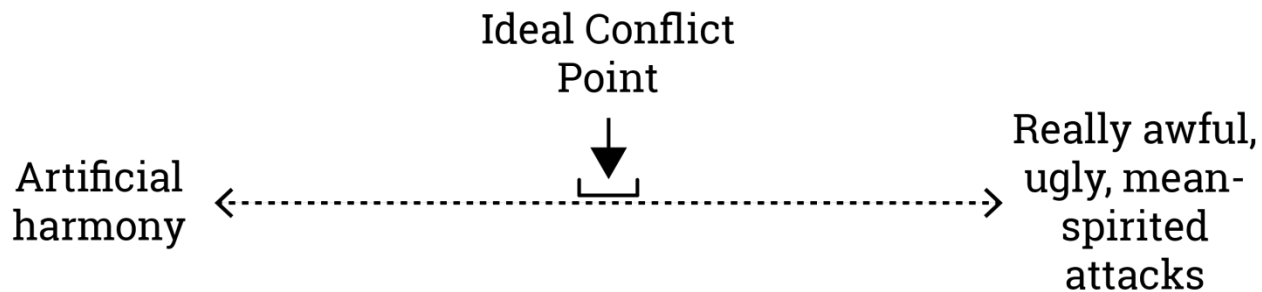


Conflict Continuum



Conflict Continuum

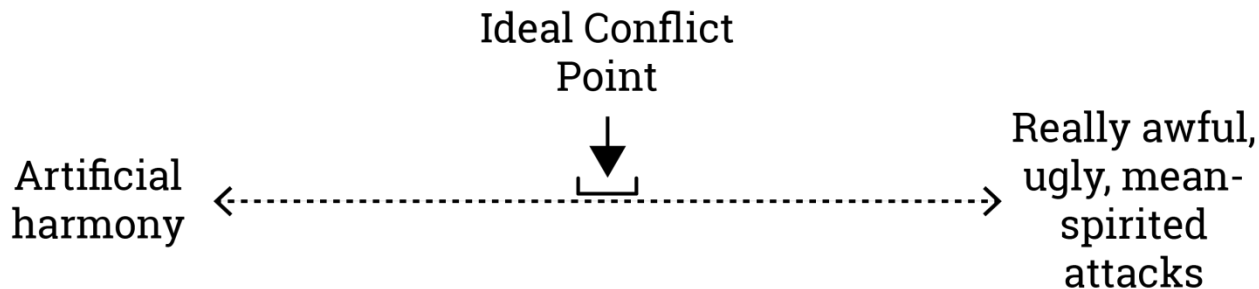
- ▲ Place an X where you think the team falls on the continuum



Activity

Conflict Continuum

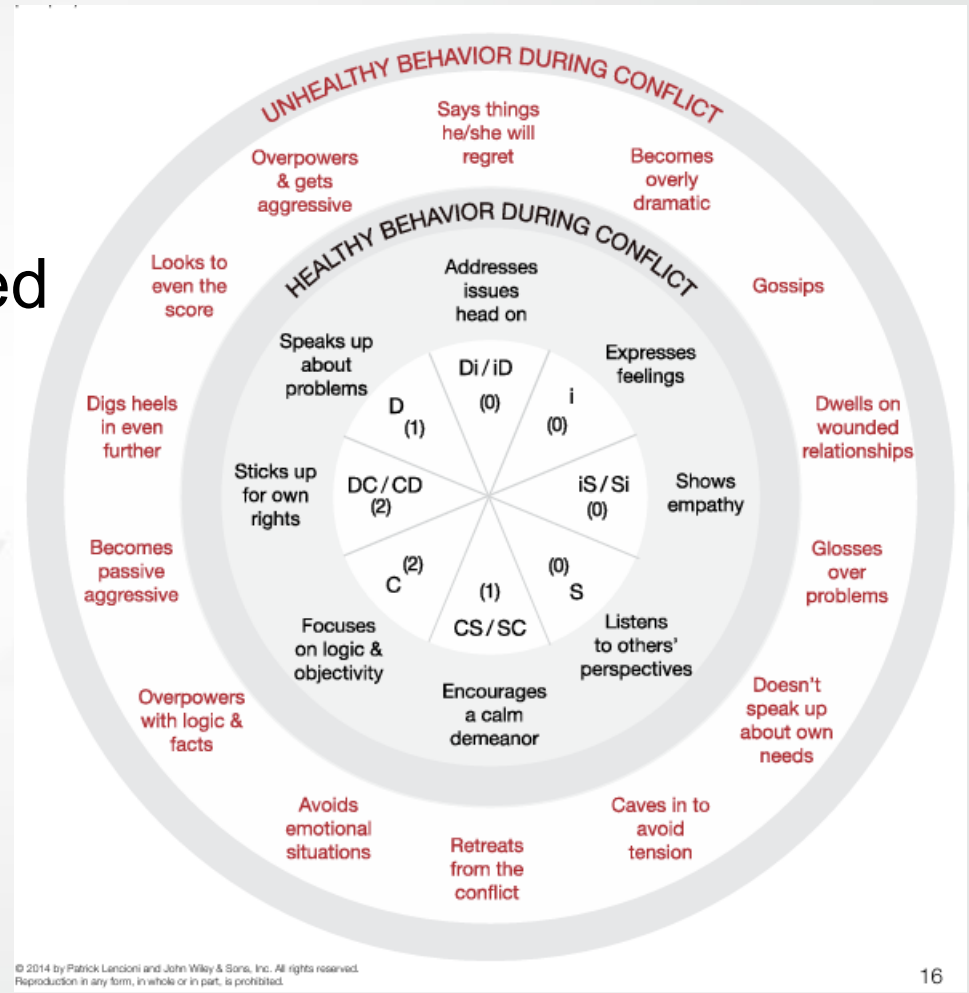
- ▲ Where does the team fall?
- ▲ What can be done to move the team closer to the ideal point of constructive conflict? (*ideas on p.15*)



Healthy and Unhealthy Conflict

Profile: **Page 16**

- ▲ Healthy and unhealthy conflict behaviors based on DiSC[®] styles
- ▲ Find a partner
- ▲ Share one unhealthy behavior and one healthy behavior you have engaged in



Conflict Behaviors

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On your own, review the conflict behaviors that are acceptable and unacceptable on this team

Response to Conflict	Unacceptable	Tolerable	Perfectly Acceptable	Number of team members who admit they do this at work
Raising your voice when you get passionate	1	1	4	2
Going beyond the meeting end time to resolve an issue	0	3	3	3
Using strong language when you're upset	1	3	2	2
Avoiding someone when you're angry	0	4	2	4
Excluding other team members from difficult conversations	4	1	1	4
Being outwardly emotional	3	1	2	2
Expressing anger through indirect actions rather than voicing it directly	5	1	0	0

Conflict Behaviors

- ▲ What are some of the group's top unhealthy behaviors?
- ▲ What effect do these behaviors have on the group?
- ▲ What guidelines could the team enact to ensure language is appropriate for productive conflict?
- ▲ What ground rules can the team agree upon regarding avoidance of others?

Debrief



Achieving Commitment



Commitment

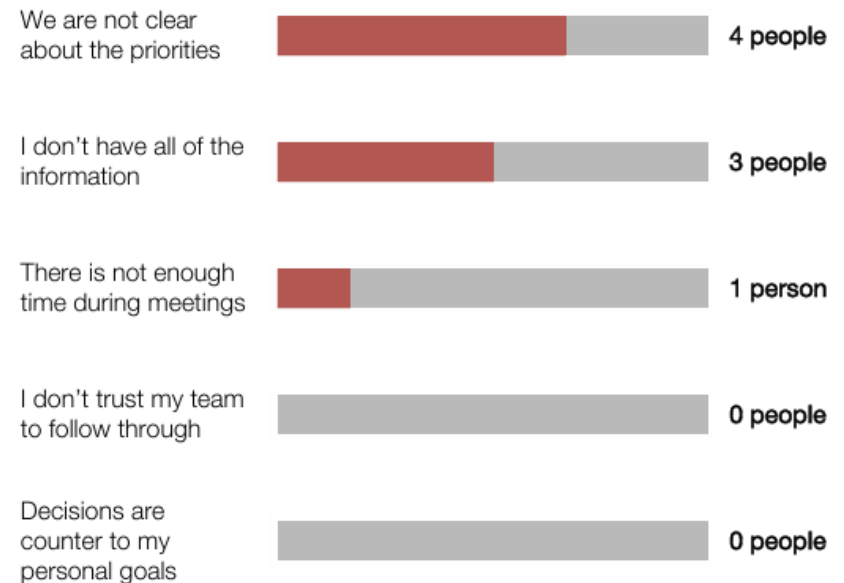
- ▲ When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions
- ▲ It's not necessary to achieve consensus, but **clarity** and **buy-in** are key to commitment

Commitment Behaviors

Profile: **Page 22**

Review the reasons team members gave for lack of commitment

1. What needs to be more clear?
2. How can the team do a better job at clarifying its priorities?



Top Priority

What is the single most important thing that must get done in the next 3 months in order for us to succeed?



Activity

