

# THE FIVE BEHAVIORS OF A COHESIVE TEAM™

*Patrick Lencioni*

BASED ON THE NEW YORK TIMES BEST-SELLING BOOK  
*The Five Dysfunctions of a Team*

## **Kathryn Peterson**

With DecisionTech Leadership Team  
(6 people)  
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# The Five Behaviors of a Cohesive Team

## Are you part of a truly cohesive team?

As much effort as it takes to build a cohesive team, the process does not have to be complicated. In fact, keeping it simple is critical. Based on the best-selling book, *The Five Dysfunctions of a Team* by Patrick Lencioni, this report is designed to provide a clear, concise, and practical guide to improve your team.

Quite simply, a cohesive team needs to master five behaviors: building trust, mastering conflict, achieving commitment, embracing accountability, and focusing on results. Before you begin, bear in mind that **each behavior builds on the previous one, so the behaviors should not be addressed in isolation of one another.**

Take a look at the overview of the five behaviors below:

### Trust One Another

When team members are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.

### Engage in Conflict Around Ideas

When there is trust, team members are able to engage in unfiltered, constructive debate of ideas.

### Commit to Decisions

When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions.

### Hold One Another Accountable

When everyone is committed to a clear plan of action, they will be more willing to hold one another accountable.

### Focus on Achieving Collective Results

The ultimate goal of building greater trust, healthy conflict, commitment, and accountability is one thing: the achievement of results.



## What is All Types™?

Team members need to have a meaningful understanding of themselves and their peers, which is why this report gives insight into each team member's personality type using All Types™. So, what is it?

- The All Types assessment uses categories originated by Swiss Psychiatrist Carl Jung in the 1920s.
- His typological theory was further popularized in the 1940s by Isabel Briggs Myers and Katherine Briggs, in the 1950s by David Keirsey, and, more recently, by Linda Berens and others.
- Today, the All Types assessment combines Jung's insights with contemporary psychological measurement and theory.
- It has been woven into this experience to help organizations already using Jung's constructs benefit from Patrick Lencioni's model and enhance the team's ability to collaborate.

# 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.



## Summary of Your Team Survey Results

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



# Building Trust

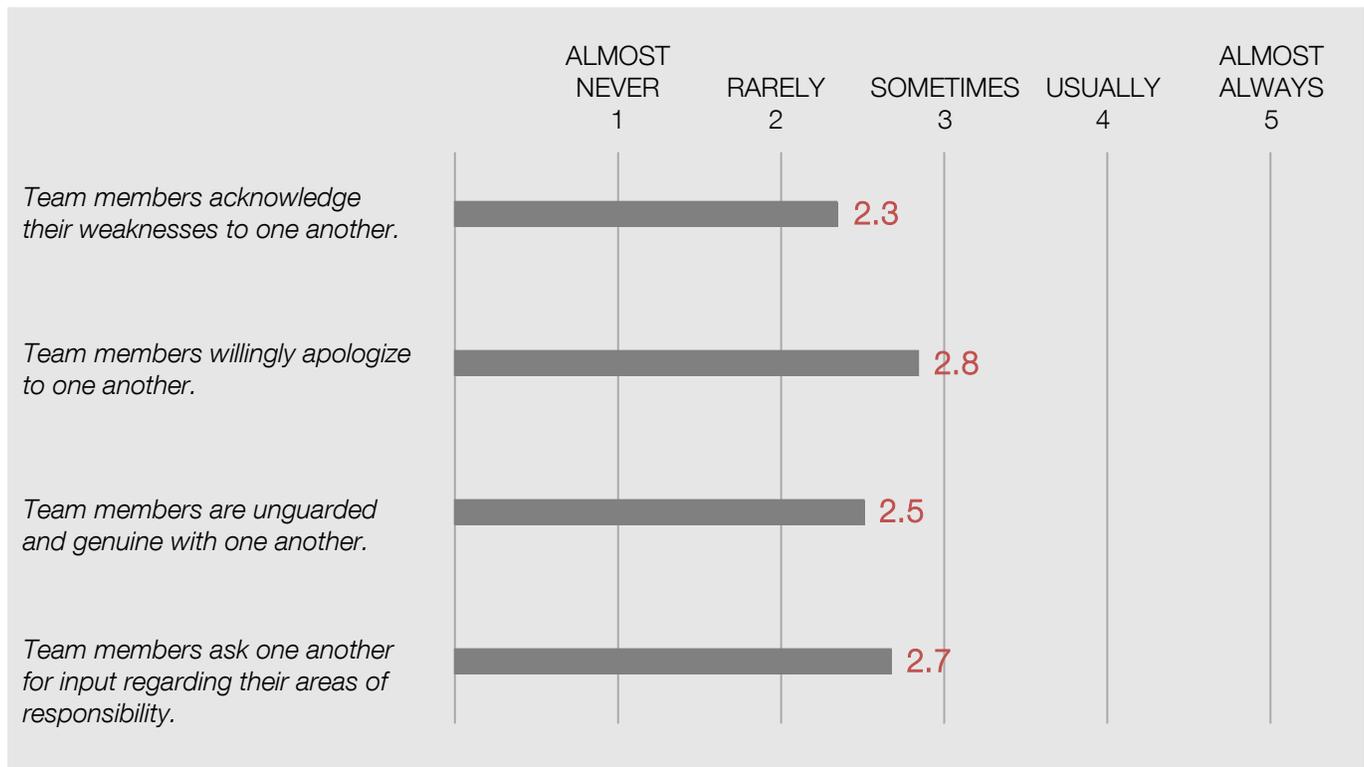
The first and foundational behavior of a cohesive team is trust. Unfortunately, the word trust is used—and misused—so often it may not impart the same meaning to everyone. The definition here isn't centered around the ability to predict a person's behavior based on past experience (a standard description). Rather, in the context of a cohesive team, **trust** means

- a willingness to be completely vulnerable with one another
- confidence among team members that their peers' intentions are good and that there is no reason to be protective or careful around the team

Trust lies at the heart of a functioning, cohesive team. No matter how a team scores on the assessment, teams should always begin with trust because there is no quality or characteristic that is more important for building a team.

## Team Survey Results

The following table reflects the team's responses to the trust-related questions from the team survey. The bars to the right of the questions reflect the team's **average score** on the five-point scale. The tables on pages 6-7 identify the distribution of responses within the team.



**Your Team's Survey Results for Trust: 2.58 = LOW**

# Your Team and Trust

Team members acknowledge their weaknesses to one another.

Almost Never	Rarely	Sometimes	Usually	Almost Always
1	2	3	0	0

Members of great teams don't waste time and energy putting on airs or pretending to be someone they're not. Everyone on the team knows that no one is going to hide his or her weaknesses, which helps build a deep and uncommon sense of trust.

However, Kathryn, your team members don't seem to be willing to admit to their weaknesses, at least not to each other. Rather, the members of this team probably hide their personal limitations for fear of what others might think. The only way for your team to begin to build real trust is for team members to come clean about who they are, warts and all.



Team members willingly apologize to one another.

Almost Never	Rarely	Sometimes	Usually	Almost Always
1	1	2	2	0

When great teams have vulnerability-based trust, they are completely comfortable being transparent and saying things like "I screwed up" or "your idea was better than mine." The level of trust on a team will improve greatly if members are able to set egos aside in order to move forward.

Although there was some disagreement, most of your team seems to see its members as uncomfortable apologizing to one another for mistakes. People may feel compelled to hide slip-ups and avoid "outing" themselves with direct apologies. Remember that a willingness to say "I'm sorry" is an important contributing factor to establishing trust on your team.





# Your Team and Trust

Team members are unguarded and genuine with one another.

Almost Never	Rarely	Sometimes	Usually	Almost Always
0	3	3	0	0

At the heart of vulnerability lies the willingness of people to abandon their pride and their fear and simply be themselves. While this can be a little threatening and uncomfortable at first, ultimately it becomes liberating for people who are tired of overthinking their actions and managing interpersonal politics at work.



However, this type of vulnerability is tough for a lot of teams. As it stands right now, Kathryn, the people on your team may have trouble letting down their guards and showing their true colors. This lack of transparency may hinder the team's ability to have a free exchange of ideas, which, in turn, may challenge the team's ability to build trust.

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

Almost Never	Rarely	Sometimes	Usually	Almost Always
1	1	3	1	0

When people trust that their teammates have their best interests in mind, they feel comfortable asking one another for input and opinions. They aren't worried about being exposed or shot down.



In the current environment, however, members of your team may be reluctant to ask for feedback. Team members may think that doing so will make them seem incapable of handling their own work, or maybe they're simply overconfident in their own ideas. Perhaps there is underlying tension that keeps people from sharing. Remember that seeking more input may lead to better ideas and solutions, which, in turn, will drive team success.

## How Do We Build Vulnerability-Based Trust? ▶▶▶

Using a behavioral tool like the one on the next page can give team members deeper insights into themselves and their peers. It can help people understand one another and get comfortable being transparent about personal limitations.

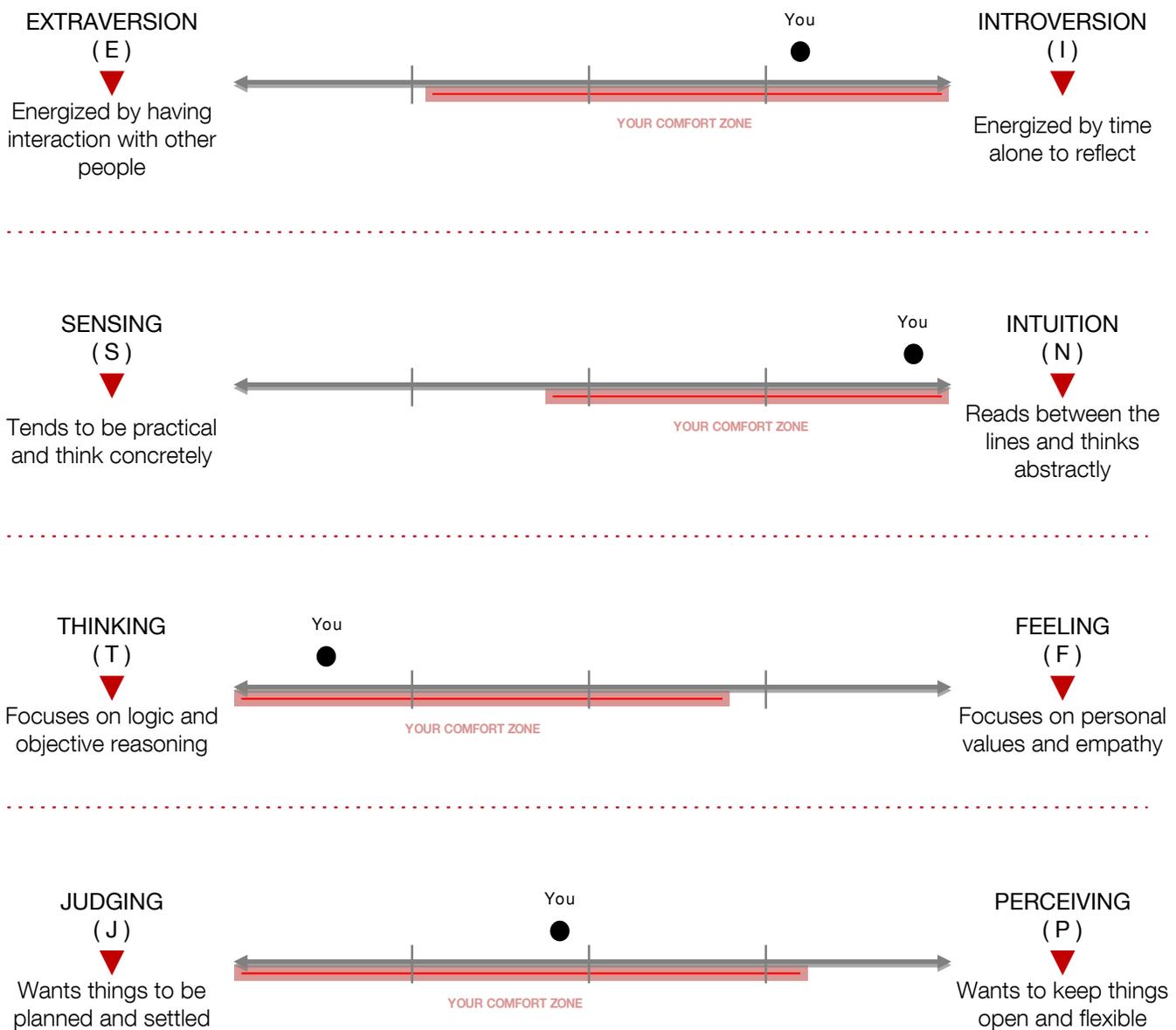


# Building Vulnerability-Based Trust

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. Understanding your personality type code can help you gain insight and empathy, qualities that allow a team to build trust. **You can see descriptions of all 16 types on page 37, the appendix.**

## Personality Dimensions

There are four dimensions that impact your personality type, and you will see them below along with your inclination. Your dot represents where you tend to be *most* comfortable on each continuum, but depending on the situation, your level of comfort may change. Knowing this, we can predict your probable comfort zone, as indicated below.



# Your Type and Story

## Your personality type: INTJ

Kathryn, if you are like most people with INTJ preferences, you are a naturally conceptual thinker. You thrive when implementing strategies and solving complex problems, and you tend to be especially skilled at anticipating the ripple effects of a plan. Most likely, you can both build theoretical models and translate theory into practice, and you tend to be good at putting together the big picture using the applicable parts. Though you enjoy developing systems, you'd rather leave the execution and routine to others.

You have an uncanny ability to envision solutions and anticipate outcomes, which can sometimes come to you in moments of deep reflection. You appreciate when others allow this process to take place rather than pushing you to make quick decisions. This is not to say that you don't have a sense of urgency or lose sight of the goal. In fact, you can be very task-oriented, sometimes even to the point of obsession.

Most likely, you prefer to make decisions carefully, focusing on the goals and the vision of where the team is going. You are probably keenly aware of the inner workings of the whole organization and its various subsystems. Above all, you trust your ability to rely on logic in any decision-making situation.

Like other INTJ's, your natural skepticism is evident in your tendency to ask why and question the status quo. You don't favor following routines, standard operating procedures, or going by the book. In fact, you are constantly evaluating and reevaluating to determine if something can be done better.

Most of your analysis happens internally, and you don't tend to over-communicate. At times, this may cause you to come across to others as mysterious or secretive. In your mind, you're being efficient in your communication style, which you value in others as well. In fact, when people tend to speak at length or become wordy, you may tune them out.

You are comfortable giving people directions about tasks and providing structure in a work context, but you may be less comfortable taking the initiative in striking up friendships. This means that you may be slow to develop relationships, and you may have fewer, deeper bonds rather than many casual acquaintances.

To others, you may seem cool and aloof at times, and you may not always take care of your or others' emotions. In a work context, you might not really like it when others rely on emotions to help make decisions. You prefer for discussions to be resolved logically and objectively.

Kathryn, like others with INTJ preferences, your most valuable contributions to the workplace may include your ability to anticipate and predict outcomes, your knack for seeing the forest *and* the trees, and your ability to develop complex systems and designs. In fact, these are probably some of the qualities that others admire most about you.

**INTJ**

### STRATEGIST

Introverted • Intuitive • Thinking • Judging

**STRENGTHS:**

pragmatic, conceptual, autonomous, tenacious, analytical

**STRESSORS:**

routine, redundancy, being sidetracked by others' needs and opinions, being told what to do or how to do things

**YOU VALUE:**

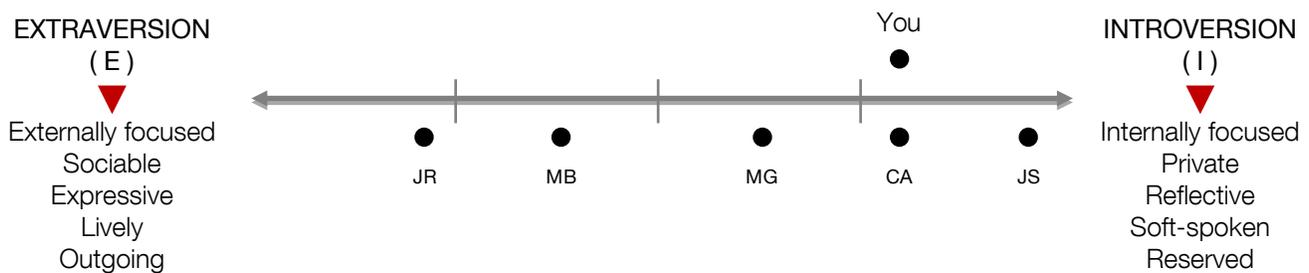
logic, ideas, ingenuity

# Your Team and the Dimensions

Below you will find more information on the Extraversion-Introversion and Sensing-Intuition continuum. For both, you can see where you and each of your team members fall (out of 6).

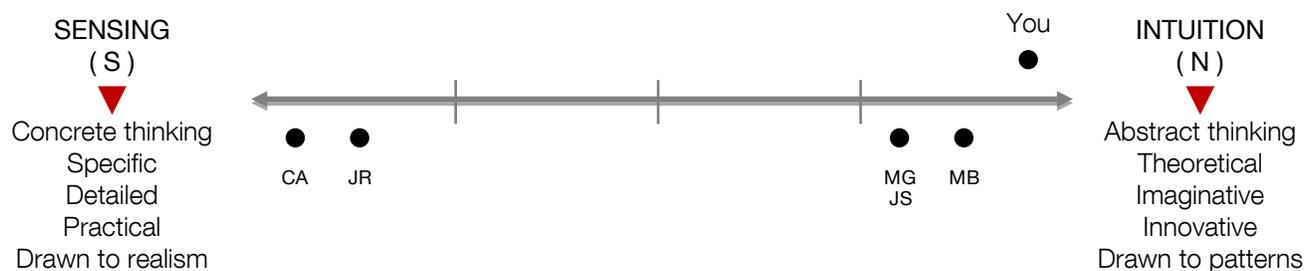
## Extraversion—Introversion

The mode of our personal energy and the attitude we have toward others is expressed in the Extraversion and Introversion processes. Extraverts tend to be more gregarious and initiate in relationships more comfortably than those who prefer Introversion. Introverts tend to wait for someone to make the first move and then to respond to that move.



## Sensing—Intuiting

A Sensing preference leads individuals to pay attention to the tangible realities of the past or present. An Intuiting preference inclines someone to pay attention to a vision of the future. Someone with a Sensing preference is likely to want to know if there is a real payoff soon, while for someone with an Intuiting preference, a promise in the future can go a long way.

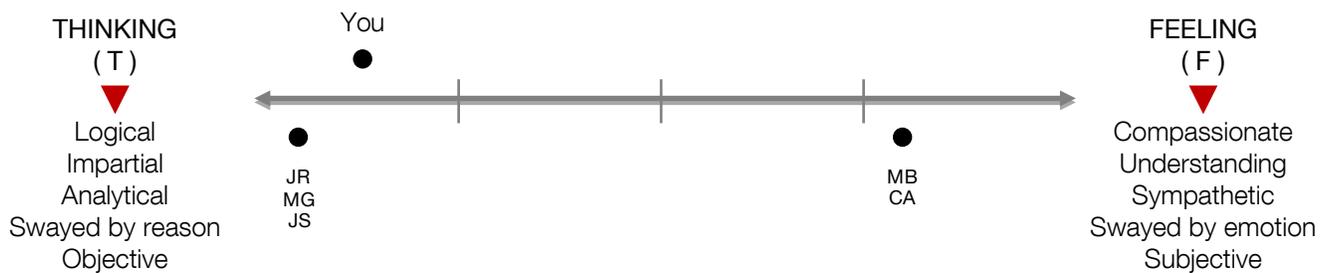


# Your Team and the Dimensions

Below you will find information on the Thinking-Feeling and Judging-Perceiving continuum. For both, you can see where you and each of your team members fall (out of 6).

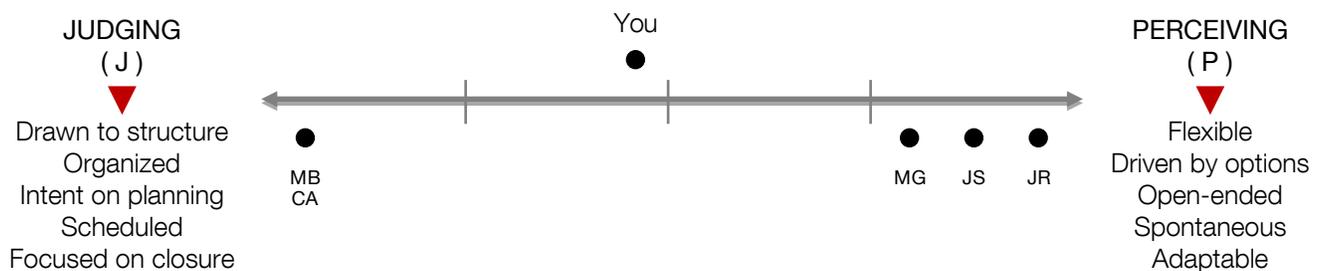
## Thinking—Feeling

The processes of Thinking and Feeling are more easily controlled and directed at will. Thinking revolves around the objective and impersonal, while Feeling focuses on values and people. Both of these ways of selecting what to do or not to do are necessary and useful—it is a matter of preference and what people are more comfortable with.



## Judging—Perceiving

Those who prefer Judging tend to be more structured and usually have a need to finish whatever they're working on. They are apt to report a sense of urgency until they make a pending decision and then be at rest after it is made. Those with a Perceiving preference are usually delighted to switch mid-stream and do something else. They are apt to consider new possibilities and, after a decision is made, keep options open.





# 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 number of people (out of 6) who selected each response appears in the corresponding box below. Note: You had the option to select all that apply.

*There would be more trust on our team if people:*

- |                            |  |                            |  |
|----------------------------|--|----------------------------|--|
| <input type="checkbox"/> 5 | Reduced the amount of gossiping        | <input type="checkbox"/> 2 | Got to know each other on a personal level |
| <input type="checkbox"/> 4 | Admitted their mistakes                | <input type="checkbox"/> 1 | Readily apologized                         |
| <input type="checkbox"/> 3 | Let go of grudges                      | <input type="checkbox"/> 1 | Spent more time together                   |
| <input type="checkbox"/> 3 | Understood each other's working styles | <input type="checkbox"/> 0 | Shared professional failures and successes |
| <input type="checkbox"/> 3 | Were more forthright with information  | <input type="checkbox"/> 0 | Would give credit where credit is due      |

## Points of Discussion

1. A number of group members felt that there might be more trust on the team if the amount of gossiping was reduced. How has this hurt trust in the past? Are people ready to let go of that past? What is it going to take to reduce gossiping?
  
2. Trust might also improve if people more readily admitted their mistakes. Why would not admitting mistakes be an obstacle to trust? How valuable would it be to the group's effectiveness?

