THE FIVE BEHAVIORS OF A COHESIVE TEAM™

Patrick Lencioni

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

Annotated Team Report

With DecisionTech Leadership Team
(6 People)
Thursday, April 27, 2017

This report is provided by:

Annette Matthies
Aspen Edge Consulting, LLC

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The Question Ranking and Percentiles (pages 38–41) don't appear in participant profiles.

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Introduction & Profile Page 3

This Annotated Team Report will take you through the report page by page. The team information that appears on the profile pages in this report is accurate—it is **the same information that appears in participant reports.** Participant reports also contain information that is unique to their individual Types.

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.

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To better understand the model, read (and suggest participants read) Patrick Lencioni's The Five Dysfunctions of a Team and/or The Advantage.

Use extra space for your own notes

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Profile Page 4

This page gives an overall score for each of the behaviors. Let people know that they'll get to see exactly how these scores were derived as they go through the report. Some other things to keep in mind:

- You can use this image to help plan how to use your time. However, all of the behaviors should get at least some attention. It's not a good idea to completely skip over any of them. Also, plan to devote a little extra time to Trust, since that's where participants will be introduced to Types.
- The high, medium, and low categories are provided as guidelines to help gauge the team's relative strengths and weaknesses. Although teams may be tempted to focus on the "score" for each behavior, we suggest emphasizing the highs and lows. This will help team members determine where their developmental efforts can best be spent.

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.

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5. RESULTS

This team may need to place greater value on the collective achievement of outcomes, rather than individual or departmental recognition and ego.

4. ACCOUNTABILITY

This team may hesitate to confront one another about performance and behavioral concerns.

3. COMMITMENT

This team may struggle at times to buy in to decisions. This could be creating ambiguity within the organization.

2. CONFLICT

This team may need to learn to engage in more unfiltered discussion around important topics.

1. TRUST

This team may lack necessary levels of openness and vulnerability about individual strengths, weaknesses, mistakes, and needs for help.

↑

Scoring Interpretation

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Profile Page 5

This page introduces Trust and includes a snapshot of the team's results. Treat this as an overview and spend more time on the next two pages as they will show the scores broken down even further.

Building Trust

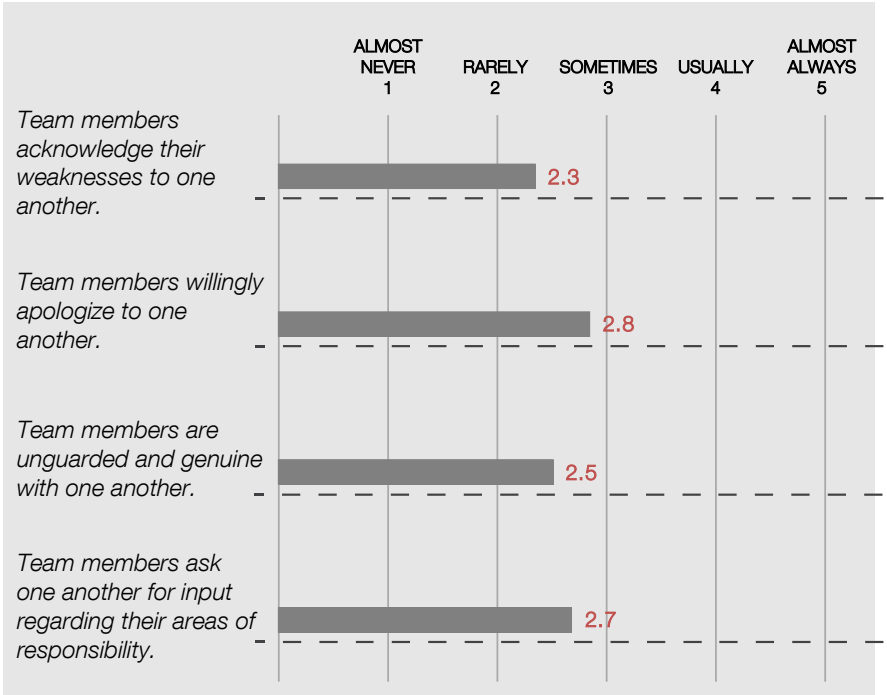
The first and foundational behavior of a cohesive team is trust. Unfortunately, the word trust is used—and misused—so often it may not impart the same meaning to everyone. The definition here isn't centered around the ability to predict a person's behavior based on past experience (a standard description).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

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FACILITATION
Do the "Video Review" activity before launching into this page.

For a deeper understanding of vulnerability-based trust, see pp. 195-202 in The Five Dysfunctions of a Team by Patrick Lencioni.

NORMATIVE DATA

(Averages based on responses from over 6,400 people)

2.81

3.35

3.34

3.33

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Profile Page 6

The text on this page is specific to your team. It will help people get their heads around what it means to have vulnerability-based trust and what's necessary to achieve it.

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, DecisionTech Leadership Team, 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.

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Profile Page 7

Like page 6, the text on this page is specific to the team, based on how it responded to the statements.

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, DecisionTech Leadership Team, 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.

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AREA OF AGREEMENT

Team members seem to have a lot of agreement in this area.

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Profile Page 8

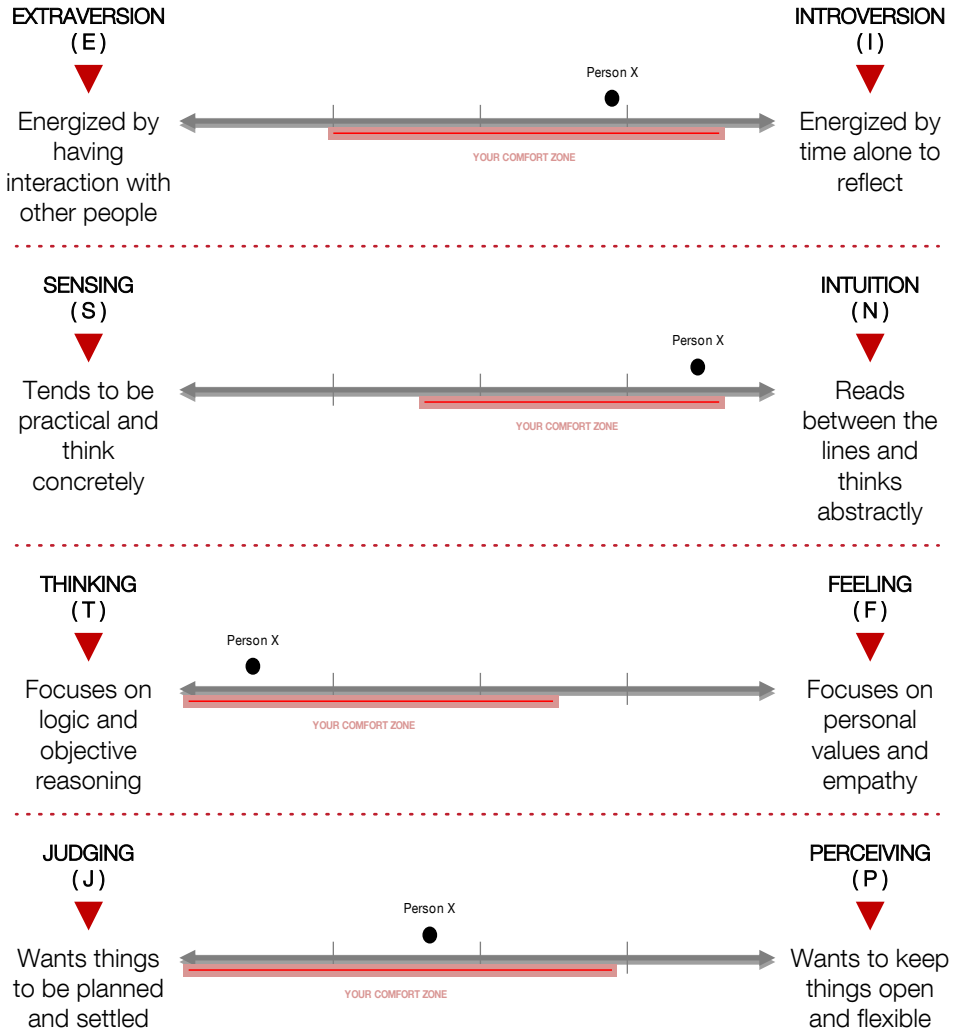
This page introduces the All Types model. Since understanding each other—personalities and behavioral styles—can help build trust, All Types provides a solid foundation for the topic of vulnerability-based trust. Types will be woven throughout the rest of the report, so be sure to spend some time familiarizing participants with it.

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.



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FACILITATION
The "Personal Histories" activity will help reinforce the concept of vulnerability.

Each person's dot location and comfort zone is personalized based on his or her assessment results.

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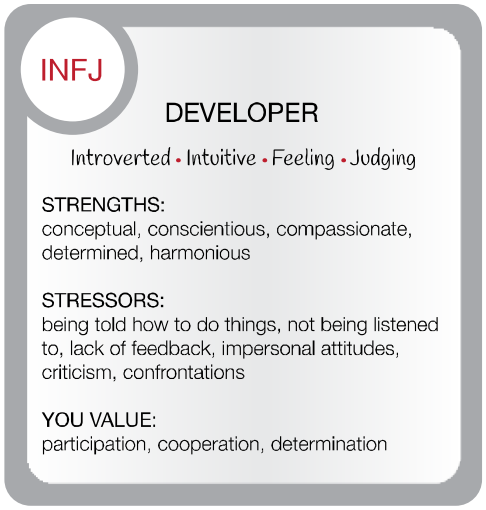
Profile Page 9

This page is personalized based on each team member's individual type code. Everyone will receive their own narrative to provide insight about their personality. Hopefully, people will have some "aha" moments that they will be willing to share with the group.

Your Type and Story

Your Type Code: INFJ

John Doe, because you are an INFJ, you likely have a good deal of intuition and foresight. You're probably good at dealing with complexity in people and issues by trusting your inspirations and ideas about what's right. While you tend to be both private and complex, you likely bring a quiet enthusiasm to projects and assignments.



Most likely, you enjoy predictability and order in what you do, and you tend to enjoy the opportunity to complete whatever you set out to accomplish. Starting too many projects out of sequence is not your idea of effectiveness. In fact, you aren't likely to take kindly to abrupt interruptions—even though you may not outwardly express much dissatisfaction or frustration.

Like other INFJs, you are probably a terrific listener. You can get so involved and empathic when understanding people from their perspectives that you may finish people's sentences or thoughts with surprising accuracy. Such deep empathy sometimes leads you to burden yourself with other people's problems. For this very reason, you may seem aloof and distant as a means of self-preservation.

PERSONALIZED FEEDBACK

It is probably critically important for you to like and be liked by whomever you associate with. But, if you have a feeling of hostility or dislike for someone, you covertly or overtly refuse to engage with them. Still, your distaste may not be easily perceived since you are always cordial and polite. You prefer one-on-one relationships, and you use your constant search for meaning and interpersonal warmth to organize, counsel, and inspire. Because you are so genuine and devoted, you probably work exceptionally well with people.

John Doe, like others with the INFJ type, your most valuable contributions to the workplace may include your dedication, originality, insight, acceptance of others, and gracious communication style. In fact, these are probably some of the qualities that others admire most about you.

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To see each team member's type code, refer to page 37 (which appears in participant profiles as well).

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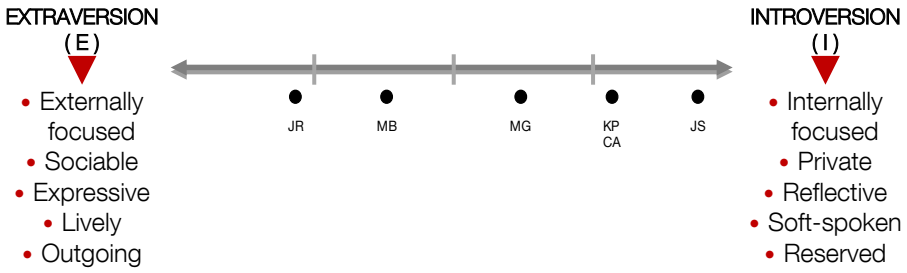
Profile Page 10

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

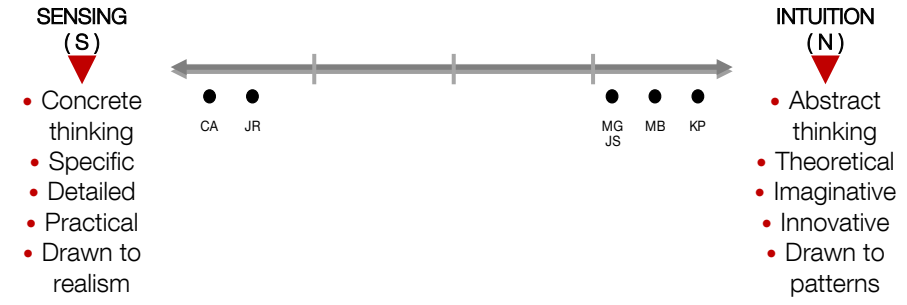
The mode of our personal energy and the attitude we have toward others is expressed in the Extraversion and Introversion processes. Extraverts tend to be more gregarious and initiate in relationships more comfortably than those who prefer Introversion. Introverts tend to wait for someone to make the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



All of the team members are represented on the continua.

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.



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Profile Page 11

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).

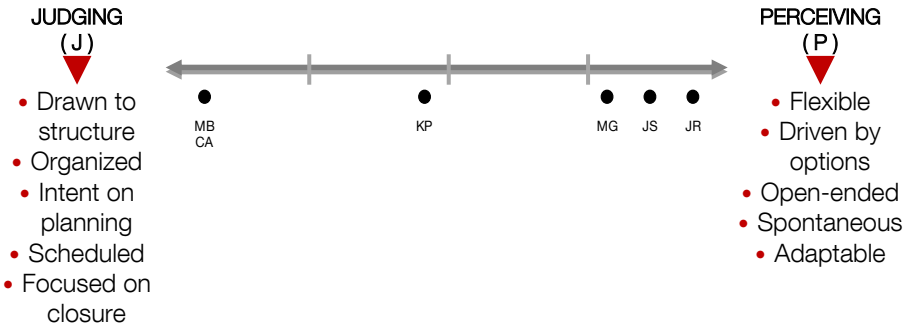
Thinking—Feeling

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.

All of the team members are represented on the continua.

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.



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Profile Page 12

The next two pages wrap up the Trust portion of the report. This page gives an opportunity for some rich discussion. You can let team members have a free discussion as they look over the top portion of the page, or if you need to move through the page more quickly, you can direct them to focus on the questions at the bottom.

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:

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

Each box contains the number of team members who endorsed each item. People could choose more than one.

The boxes are ordered from highest to lowest based on the number of endorsements from team members.

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?

These questions are tailored based on the team's responses to the survey above.

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Profile Page 13

This page is designed to pull the Trust section together and help the team decide on its next steps.

Taking Action to Build Trust

How does a team go about developing vulnerability-based trust? Unfortunately, it cannot be built overnight. It requires shared experiences over time, multiple instances of follow-through and credibility, and an in-depth understanding of the unique attributes of team members. However, taking a focused approach, a team can dramatically accelerate the process and build trust in relatively short order. Consider the importance of building trust, outlined below, as you create an action plan.

Without Trust, Team Members…	If a Team Is Trusting, Team Members…
• Conceal their weaknesses and mistakes from one another • Hesitate to ask for help or provide constructive feedback • Hesitate to offer help outside their own areas of responsibility • Jump to conclusions about the intentions and aptitudes of others • Hold grudges	• Admit their weaknesses and mistakes • Ask for help • Accept questions and input about their areas of responsibility • Give one another the benefit of the doubt before arriving at a negative conclusion • Offer and accept apologies without hesitation

The gray box illustrates both the absence and the presence of trust on a team.

Action Plan

Use the following questions to help build an action plan for your team.

These questions are tailored based on the team's responses to the Trust portion of the assessment (page 5).

1. Based on your team survey (on page 5), trust may be a stumbling block for this team. Why do you think this is so? What three things could the team do to improve the level of trust?

2. According to the team survey (on page 5), your team rated itself lowest on acknowledging weaknesses. What are some of the obstacles that keep people from doing this more openly? What steps can the team take to overcome these obstacles?

The Connection to Conflict ▶▶▶

When team members build a foundation of vulnerability-based trust, conflict simply becomes an attempt to find the best possible answer.

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Profile Page 14

This page introduces Conflict and includes a snapshot of the team's results. Treat this as an overview and spend more time on the next page as it will show the scores broken down even further.

Mastering Conflict

All great relationships, the ones that last over time, require productive conflict in order to grow. It's important to distinguish productive, ideological conflict from destructive fighting and interpersonal politics.

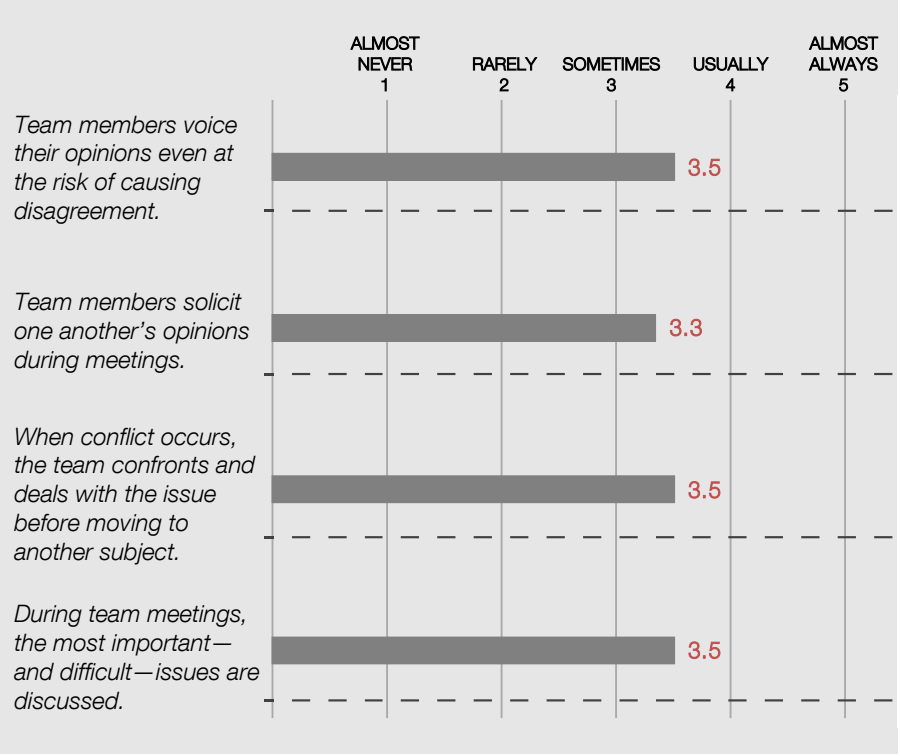
Productive conflict

- is focused on concepts and ideas
- avoids mean-spirited, personal attacks

Conflict is often considered taboo, especially at work, and people may spend inordinate amounts of time and energy trying to avoid the kind of passionate debates that are essential to any great team. Teams that engage in productive conflict know that the only purpose is to produce the best possible solution in the shortest period of time.

Team Survey Results

The following table reflects the team's responses to the conflict-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 page 15 identify the distribution of responses within the team.



Your Team's Survey Results for Conflict: 3.46 = MEDIUM

14

FACILITATION
Begin by doing the "Quick Quiz."

For a deeper understanding of productive conflict, see pp. 202–207 in The Five Dysfunctions of a Team by Patrick Lencioni.

NORMATIVE DATA

(Averages based on responses from over 6,400 people)

3.40

3.60

3.20

3.42

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Profile Page 15

Conflict on Your Team

Team members voice their opinions even at the risk of causing disagreement.

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

Your team seems to agree that members often voice opinions and debate important ideas. Occasionally, team members may withhold their opinions, perhaps to avoid conflict or to maintain diplomacy. A willingness to engage in productive conflict, however, makes it possible to resolve issues more quickly, which leads to higher-quality solutions without damaging team relationships.

AREA OF STRENGTH
This is one of the team's top three strengths (see page 35).

Team members solicit one another's opinions during meetings.

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

It seems that your team members solicit one another's opinions only some of the time. It may be that people are fearful of having their ideas shot down or are resistant to input. However, drawing out everyone's point of view is important and can help the team gain valuable insight. Furthermore, it will lay the foundation for making commitments.

When conflict occurs, the team confronts and deals with the issue before moving to another subject.

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

There isn't a consensus as to whether your team directly confronts conflict. It may be that some disagreements are handled differently than others, or perhaps some team members see smoothing over an issue as a way to deal with it. Nonetheless, by avoiding conflict, your team may waste more time by having to revisit unresolved issues.

AREA OF DISAGREEMENT
Scores varied significantly, so this area needs to be better understood across the team.

During team meetings, the most important—and difficult—issues are discussed.

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

It's often the most important issues that can be the touchiest and hardest to discuss. Generally, your team seems willing to take the risk of broaching these topics during meetings, although people may occasionally hold back to avoid hurting others' feelings or starting a battle. An open discussion, however, will help get to the heart of problems so you can resolve them and move forward.

AREA OF DISAGREEMENT
Scores varied significantly, so this area needs to be better understood across the team.

The Impact of Your INFJ Type

It's important to understand that different people participate in conflict in different ways. Because you have an INFJ type, you tend to ignore conflicts as long as you possibly can. The following describes how you may react to conflict:

- You would probably rather leave an argument than win.
- You may experience high levels of exhaustion from taking conflict personally.
- You may spare no energy resisting whatever is being argued.

PERSONALIZED FEEDBACK

The paragraph and bullet points are personalized based on participant type codes.

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FACILITATION
Do the "Video Review."

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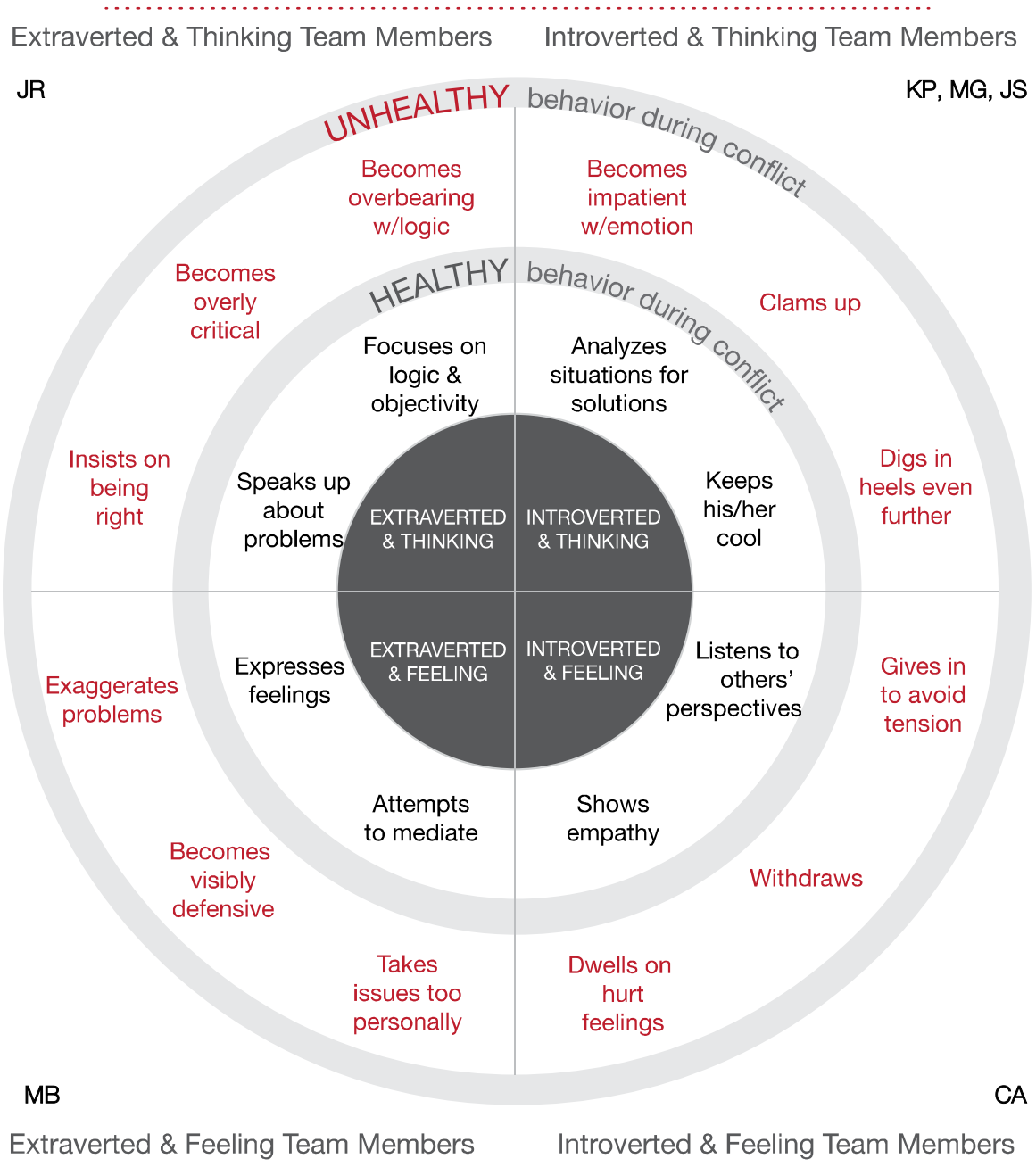
Profile Page 16

This page is designed to help teams candidly discuss healthy and unhealthy conflict, and acknowledge that we all handle tense situations differently. The unhealthy behaviors, in particular, are generalizations.

Conflict Team Map

Below are descriptions of healthy and unhealthy responses to conflict as they relate to the Introversion-Extraversion and Thinking-Feeling dimensions. While anyone can engage in these behaviors, you may be more likely to demonstrate the behaviors that are within your region. Your team members' initials appear in their style regions below.



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Profile Page 17

The conflict behaviors in the chart below are **intentionally left open for debate.** Different interpretations will spark an interesting and—hopefully—productive discussion that will produce understanding and boundaries.

Mastering Conflict

What is acceptable behavior during conflict?

In some cultures, there is very little direct disagreement and debate during meetings, while in others people tend to "get in one another's faces." In some families, parents and siblings rarely engage in raw, emotional dialogue, while in others people argue passionately and then make up with equal passion. Which is better on a team? The only thing that really matters is—are people holding back their opinions? Members of great teams do not.

As part of the assessment, you and your team members were asked whether you think certain behaviors or actions are acceptable while engaging in conflict at work and how many of you display them (last column). Here are the results of the team survey (6 people):

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	2	3	3
Going beyond the meeting end time to resolve an issue	0	3	3	6
Using strong language when you're upset	2	4	0	0
Avoiding someone when you're angry	3	3	0	4
Excluding other team members from difficult conversations	1	1	4	3
Being outwardly emotional	2	1	3	4
Expressing anger through indirect actions rather than voicing it directly	5	1	0	2

Points of Discussion

1. Why does "using strong language when you're upset" bother some people more than others? What guidelines could the team enact to ensure a balance between these different perspectives?

2. The team also disagreed about "avoiding someone when you're angry." Why do people see this issue differently? What ground rules can the team agree upon?

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FACILITATION
Do the "Conflict Related Behaviors" activity.

The "Number of team members who admit they do this at work" column is a separate head count. People had the option to own up to each conflict reaction—whether they thought it was acceptable or not.

These questions are tailored based on the team's responses to the survey above.

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Profile Page 18

This page is designed to pull the Conflict section together and help the team decide on its next steps.

Taking Action to Master Conflict

How does a team go about developing the ability and willingness to engage in healthy conflict? The first step is acknowledging that conflict can be productive, and that many teams have a tendency to avoid it. As long as some team members believe that conflict is undesirable and unnecessary, there is little chance that it will occur. Consider the importance of engaging in conflict, outlined below, as you create an action plan.

A Team That Fears Conflict…	A Team That Engages in Conflict…
• Has boring meetings • Creates environments where personal attacks thrive • Ignores controversial topics that are critical to team success • Fails to tap into all the opinions and perspectives of team members • Wastes time and energy with posturing and interpersonal risk management	• Has lively, interesting meetings • Extracts and exploits the ideas of all team members • Solves real problems quickly • Minimizes politics • Puts critical topics on the table for discussion

The gray box illustrates both the absence and the presence of productive conflict on a team.

Action Plan

Use the following questions to help build an action plan for your team.

1. Based on the team survey (page 14), your team does a reasonable job at handling conflict, but there's still room for improvement. What specific fears or behaviors are most likely preventing productive conflict?

2. What concrete benefits would the team see if it had healthy conflict more often?

These questions are tailored based on the team's responses to the Conflict portion of the assessment (page 14).

The Connection to Commitment ▶▶▶

By engaging in productive conflict and tapping into a variety of perspectives and opinions, team members can confidently commit and buy in to a decision knowing that they have benefited from everyone's ideas.

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Profile Page 19

This page introduces Commitment and includes a snapshot of the team's results. Treat this as an overview and spend more time on the next two pages as they will show the scores broken down even further.

Achieving Commitment

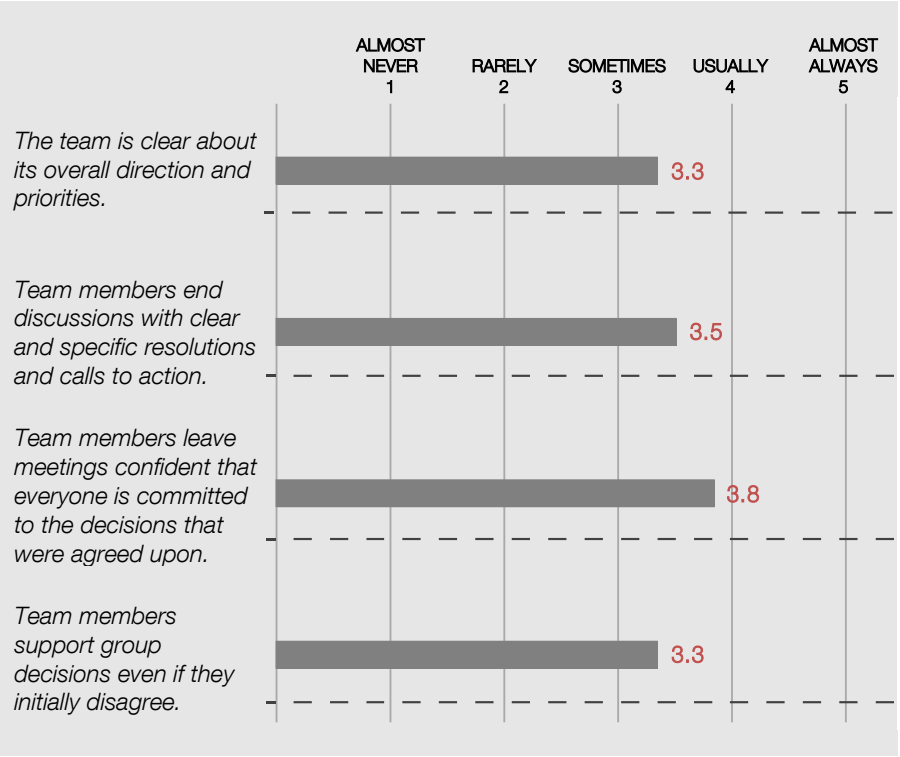
What do we mean by commitment? In the context of a cohesive team, **commitment** is

- clarity around decisions
- moving forward with complete buy-in from every member of the team, even those who initially disagreed with the decision

The bottom line is, if people don't commit, they're just half-heartedly going along with decisions. The two greatest causes of a lack of commitment are the desire for consensus and the need for certainty, which are just not possible in all situations. Great teams understand that they must be able to commit even when the outcome is uncertain and not everyone initially agrees.

Team Survey Results

The following table reflects the team's responses to the commitment-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 20 and 21 identify the distribution of responses within the team.



Your Team's Survey Results for Commitment: 3.50 = MEDIUM

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FACILITATION
Do the "Video Review" activity before launching into this page.

For a deeper understanding of commitment, see pp. 207–212 in The Five Dysfunctions of a Team by Patrick Lencioni.

NORMATIVE DATA

(Averages based on responses from over 6,400 people)

FACILITATION
Use the next two pages to do the "Clarity and Buy-in Teach Back" activity.

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Profile Page 20

The first two paragraphs on this page are specific to your team and how clarity helps generate commitment. The bottom part of the page ties "commitment with clarity" to the team member's type code.

Commitment with Clarity

The team is clear about its overall direction and priorities.

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

Team members will be unlikely to commit to decisions that seem vague or incomplete. After all, how can you really commit if you're not sure what you're *committing to*? Your team members seem to think that the team occasionally lacks clarity in its direction and priorities. There may not be a rallying cry that people can cling to, or it may be that some people put individual goals ahead of team goals. As a consequence, the team may sometimes suffer from a sense of confusion and misalignment.

Team members end meetings with clear and specific resolutions and calls to action.

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

At the end of every meeting, cohesive teams take a few minutes to ensure that everyone sitting at the table is walking away with the same understanding about what has been agreed to. It appears that team members leave meetings with a clear understanding of the next steps most of the time. This means that there are also times when team members may be confused. Making the effort to review commitments will likely lead to smoother and more successful implementations of team decisions.

The Impact of Your Type

John Doe, because you have an INFJ type, you like having a clear, predictable goal that you can work toward steadily. You are also patient with complicated situations and capable of concentration and dedication to get results. If you need more information, you will likely ask for it. But you may become discouraged if you are continually missing direction and feeling left in the dark. Consider how you might be affected by the level of clarity in a situation:

PERSONALIZED FEEDBACK

Consider how you might be affected by the level of clarity in a situation:

- You may come up with your own reasons for decisions if you aren't provided with the actual ones.
- You are concerned about the organization and its overall purpose, so you may feel dissatisfied and discontented if you are missing information.
- Since you are so attentive to the well-being of the people around you, you may find it stressful if others are confused or disgruntled by a lack of clarity.

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AREA OF AGREEMENT

Team members seem to have a lot of agreement in this area.

The paragraph and bullet points are personalized based on participant type codes.

Profile Page 21

The first two paragraphs on this page are specific to your team and how buy-in helps generate commitment. The bottom part of the page ties "commitment with buy-in" to the team member's type code.

Commitment with Buy-In

Team members leave meetings confident that everyone is committed to the decisions that were agreed upon.

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

Great teams move forward with complete buy-in from every member of the team. Members leave meetings confident that no one is quietly harboring doubts about whether to support the agreed-to actions. According to the assessment results, your team frequently achieves this alignment. Most likely, your team has a habit of openly airing doubts or concerns so that people feel a stronger commitment to final decisions. This may allow decisions and plans to take hold more quickly.

Team members support group decisions even if they initially disagree.

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

Commitment does not mean consensus. It's important to understand the danger of seeking consensus and find ways to achieve buy-in even when complete agreement is impossible. Reasonable human beings do not need to get their way in order to support a decision, but only need to know that their opinions have been heard and considered. Your assessment results indicate that your team is not always able to gain this sort of support for team decisions. Team members may feel that people are holding back their opinions or are not truly committed, even if they say they are. Remember--ensuring that everyone has an opportunity to be heard is key to obtaining commitment.

The Impact of Your Type

John Doe, because you have an INFJ type, whatever you decide to value or buy in to tends to be carefully selected and, as a result, often turns out to be both highly personal and very deeply thought out. When you buy in to a decision, you will likely be extremely dedicated and hardworking. On the flip side, you can be very perfectionistic and idealistic, and you may put off tasks rather than accept imperfect products and situations. Consider the conditions you might need to buy-in to decisions:

PERSONALIZED FEEDBACK

Consider the conditions you might need to buy in to decisions:

- You are likely to ask of any proposed change, "Is it good for people?"
- Harmony is incredibly important to you, so you are concerned with how a proposed change is accepted or rejected by the team.
- You are probably not a big fan of edicts and pronouncements—to you, meaningful and lasting change evolves over time.

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AREA OF STRENGTH

This is one of the team's top three strengths (see page 35).

AREA OF DISAGREEMENT

Scores varied significantly, so this area needs to be better understood across the team.

The paragraph and bullet points are personalized based on participant type codes.

Profile Page 22

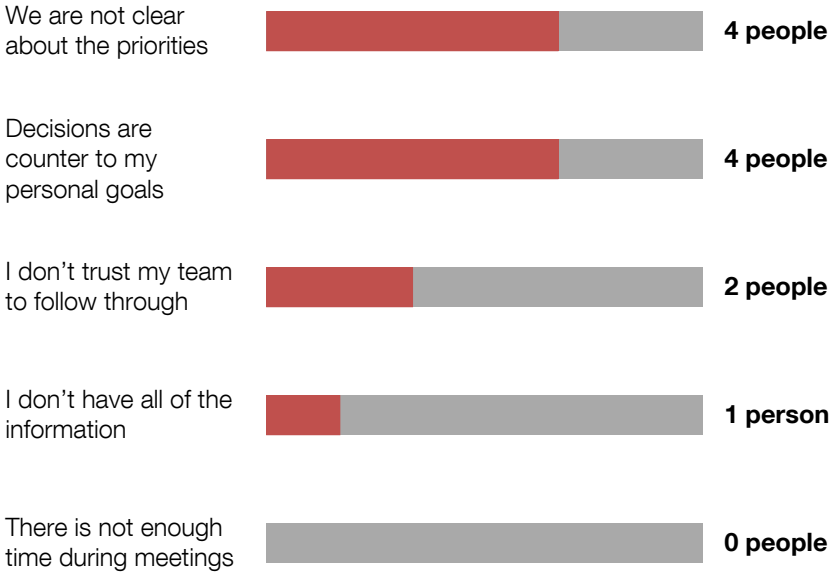
The next two pages wrap up the Commitment portion of the report. This page gives an opportunity for some rich discussion. You can let team members have a free discussion as they look over the top portion of the page, or if you need to move through the page more quickly, you can direct them to focus on the questions at the bottom.

Achieving Commitment

Why don't our team members commit?

As part of the assessment, you and your team members also had an opportunity to identify reasons that could be contributing to a lack of commitment. The number of people (out of 6) who selected each explanation appears next to the corresponding bar below. Note: You had the option to select all that apply.

I sometimes don't buy in to the team's decisions because:



The number of team members who endorsed each item appears on the right. People could choose more than one.

The options are ordered from highest to lowest based on the number of endorsements from team members.

Points of Discussion

1. Based on your team's responses above, some members of the team seem to believe the team is not clear about its priorities. How can the team do a better job at clarifying its priorities?

2. Commitment may also suffer because team decisions sometimes conflict with personal goals. How often do people speak up when they encounter this issue? How can the team do a better job at discussing this conflict of interest when it comes up?

These questions are tailored based on the team's responses to the survey above.

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Profile Page 23

This page is designed to pull the Commitment section together and help the team decide on its next steps.

Taking Action to Achieve Commitment

One of the greatest consequences for a team that does not commit to decisions is unresolvable discord. When a team fails to achieve buy-in from all team members, even if the disparities that exist seem relatively small, there will be a clash of priorities. And small gaps can become major disagreements. Consider the importance of commitment, outlined below, as you create an action plan.

A Team That Fails to Commit…

- Creates ambiguity among the team members about direction and priorities
- Misses opportunities due to excessive analysis and unnecessary delay
- Breeds lack of confidence and fear of failure
- Revisits discussions and decisions again and again
- Encourages second-guessing among team members

A Team That Commits…

- Creates clarity around direction and priorities
- Aligns the entire team around common objectives
- Develops an ability to learn from mistakes
- Moves forward without hesitation
- Changes direction without hesitation or guilt

The gray box illustrates both the absence and the presence of commitment on a team.

Action Plan

Use the following questions to help build an action plan for your team.

1. Based on the team survey (page 19), the overall level of buy-in on the team is fairly good but could stand to be improved. What three changes could increase the commitment on the team to an even higher level?

2. The team survey also suggests that your group has a moderate level of clarity around its decisions. Describe the areas that are currently unclear. List specific ways that clarity can be achieved.

These questions are tailored based on the team's responses to the Commitment portion of the assessment (page 19).

The Connection to Accountability ▶▶▶

If everyone is clearly committed to the team's priorities, they will be more willing to hold one another accountable.

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Profile Page 24

This page introduces Accountability and includes a snapshot of the team's results. Treat this as an overview and spend more time on the next four pages as they will show the scores broken down even further.

Embracing Accountability

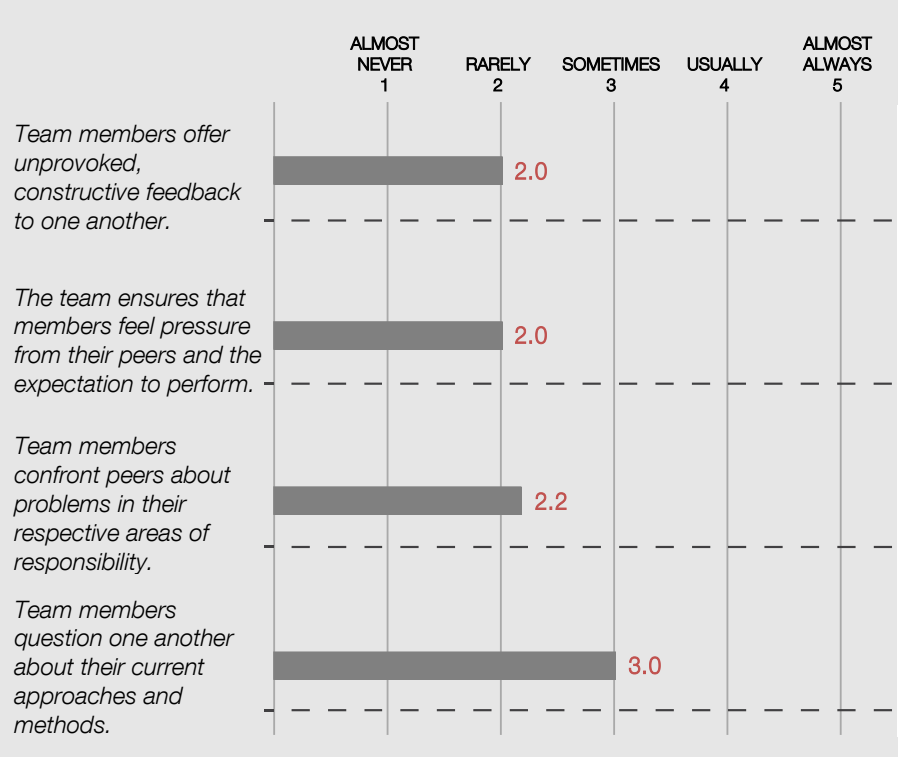
Accountability has become a buzzword—so overused and with so many different interpretations that it has lost much of its meaning. In the context of teamwork, however, **accountability** is

> *The willingness of team members to call their peers on performance or behaviors that might hurt the team*

The usual source of dysfunction in this area is the unwillingness of team members to tolerate the interpersonal discomfort that accompanies calling out a peer on his or her behavior. This includes the more general tendency to avoid difficult conversations. Functional teams overcome these natural inclinations, opting instead to "enter the danger" with one another.

Team Survey Results

The following table reflects the team's responses to the accountability-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 25-28 identify the distribution of responses within the team.



Your Team's Survey Results for Accountability: 2.29 = LOW

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FACILITATION
Do the "Video Review" activity before launching into this page.

For a deeper understanding of accountability, see pp. 212-216 in The Five Dysfunctions of a Team by Patrick Lencioni.

NORMATIVE DATA

(Averages based on responses from over 6,400 people)

FACILITATION
Use the next four pages to do the "Small-Group Report Outs" activity.

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Profile Page 25

The next four pages will take you through each question of the accountability portion of the assessment. Accountability tends to be difficult for most teams—you can see on the previous page that the average scores are a bit lower—so there is more feedback devoted to this behavior.

Your Team and Accountability

Team members offer unprovoked, constructive feedback to one another.

Almost Never	Rarely	Sometimes	Usually	Almost Always
1	4	1	0	0

Great teams are able to call out members' poor performance or unproductive behaviors. However, your team may have trouble in this area. Even team members who are particularly close to one another may hesitate to call one another out precisely because they fear jeopardizing that relationship. Ironically, this only causes relationships to deteriorate. The willingness to hold one another accountable in a constructive way is key to developing cohesiveness and can help a team avoid far more costly and difficult situations later.

What does it look like when team members . . .

***DON'T** call out poor performance:*

- Team members lack confidence and are paranoid about what others may not be saying.
- People feel a sense of unfairness when others perform at a subpar level.
- Passive-aggressive approaches start to thrive.

***DO** call out poor performance:*

- People know what others think so they don't have to waste time and energy wondering.
- Team members own their shortcomings and accept suggestions.
- There is an increased sense of being part of a team.

The Impact of Your Type

John Doe, because you have the INFJ type, you need and value approval of others and are motivated by positive feedback. For corrective feedback to be heard by you, it shouldn't begin with criticism since you're likely to take this as a personal offense. Instead, you need feedback to be authentic. If you know that you are appreciated, you are much more likely to hear the critique. When it comes to giving feedback to others, you are such a genuine communicator that you may be quite masterful at providing meaningful performance feedback. Still, others may have to ask for it, since you don't often provide unsolicited feedback.

PERSONALIZED FEEDBACK

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AREA OF AGREEMENT

Team members seem to have a lot of agreement in this area.

AREA OF WEAKNESS

This is one of the team's top three greatest challenges (see page 36).

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Profile Page 26

Your Team and Accountability

The team ensures that members feel pressure from their peers and the expectation to perform.

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

More than any policy or system, there is nothing like the fear of letting down respected teammates that motivates people to improve their performance. However, your team members don't seem comfortable applying appropriate pressure to each other. Perhaps people don't think it's right to push their peers, or maybe they're afraid that this sort of pressure will create unhealthy conflict. Nonetheless, peer pressure is a highly effective and efficient means of maintaining high standards on a team.

What does it look like when team members . . .

***DON'T** apply peer pressure:*

- Outside management or motivation may be needed to reach set goals.
- People aren't concerned with how their behavior affects their team members.
- Resentment builds.

***DO** apply peer pressure:*

- Team members feel trusted and respected by their peers.
- There is an extra prompt to get work done on time.
- People feel a responsibility to get things done right.

The Impact of Your Type

John Doe, your INFJ type suggests that you do your work in a predictable, orderly, and very personal fashion. You enjoy being responsible both to the organization and the people on your team. You probably see the value of rules, procedures, and systems that allow effective functioning of people. However, you are unlikely to insist on these rules or to do anything that would jeopardize harmony or interpersonal relationships. Therefore, while you are highly attuned to feeling pressure, you are much less likely to apply it.

PERSONALIZED FEEDBACK

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AREA OF WEAKNESS

This is one of the team's top three greatest challenges (see page 36).

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Profile Page 27

Your Team and Accountability

Team members confront peers about problems in their respective areas of responsibility.

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

On effective teams, members are able to confront one another when things aren't going well. Your team seems to agree that members are unwilling to challenge one another about what's being done, how time is spent, and whether enough progress is being made. It can be hard to hold people accountable when they are intimidating, defensive, or even overly accommodating. However, making the effort to confront issues head on will allow the team to more easily identify and resolve problems before they get out of hand.

What does it look like when team members . . .

DON'T challenge one another:

- There is limited understanding and interest in what other team members are doing.
- There are misconceptions among team members, causing an overall sense of disjointedness.
- People feel comfortable doing subpar work, knowing they won't be confronted.

DO challenge one another:

- People have a better understanding and appreciation for one another's roles.
- People continually check in with one another, ensuring they're on the same page.
- Better ideas emerge.

The Impact of Your Type

Like others with your INFJ type, John Doe, you are very idealistic, so you may expect that everyone will do their part to help the team succeed. You deal with others in a very sensitive manner, and you probably point out problems in a very soft, considerate way. However, you probably won't bother confronting team members who you do not trust, and if you expect your criticism to be met with aggression, you'll likely keep it to yourself, missing opportunities to contribute to better results.

PERSONALIZED FEEDBACK

This paragraph is personalized based on participant type codes.

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Profile Page 28

Your Team and Accountability

Team members question one another about their current approaches and methods.

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

When team members know that their colleagues are truly committed to a common goal, they can question one another without fearing defensiveness or backlash. After all, they're merely helping someone get back on track or seeking clarity about something that doesn't seem right. However, it doesn't appear that all the members of your team feel comfortable questioning one another about approaches and methods. It's possible that some team members fear confrontation, or perhaps expectations are not always clear, making it difficult to call someone out. Learning to hold each other accountable will benefit the team, allowing higher levels of respect and productivity.

What does it look like when team members . . .

DON'T question one another:

- Mistakes are made.
- Team members aren't clear about one another's roles and responsibilities, leading to misunderstandings.
- Team members fear stepping on one another's toes.

DO question one another:

- Team members understand how everything fits together.
- People are prepared to answer inquiries.
- Team members are able to adjust their behavior accordingly.

The Impact of Your Type

John Doe, since you have an INFJ type, you tend to be quite accurate in understanding how and what seems to motivate people. In fact, your desire to understand people and their processes is so important to you that you may often ask astute questions about the ways in which other team members approach their work. And because you are so warm and empathic, people usually like working with you and will probably respond positively to your queries and requests.

PERSONALIZED FEEDBACK

This paragraph is personalized based on participant type codes.

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Profile Page 29

The next two pages wrap up the Accountability portion of the report. This page gives an opportunity for some rich discussion. You can let team members have a free discussion as they look over the top portion of the page, or if you need to move through the page more quickly, you can direct them to focus on the questions at the bottom.

Embracing Accountability

What are your team's accountability needs?

As part of the assessment, you and your team members also had an opportunity to identify aspects of your team's practices that could use improvement—or areas where it would be possible and desirable to hold one another more accountable. The number of people (out of 6) who selected each improvement appears in the corresponding box below. Note: You had the option to select all that apply.

Our ability to hold one another accountable could improve if we challenged one another to:

5	Call one another on unproductive behaviors	1	Follow through on personal commitments
4	Give one another feedback	0	Address missed deadlines immediately
3	Have clearer priorities and goals	0	Be more direct
2	Review progress against goals during team meetings	0	Publicly share goals
1	Have more efficient and productive meetings	0	Spend more time together

Points of Discussion

1. One of the most frequently selected areas in the table above is "call one another on unproductive behaviors." What current problems are related to this issue? How comfortable are people challenging each other to do this more often?

2. Another highly selected area is "give one another feedback." How would the team benefit if people challenged each other to do this more often? How realistic is that goal for this team?

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FACILITATION
Do the "Value of Accountability" and "Giving and Receiving Feedback" activities before launching into this page.

Each box contains the number of team members who endorsed each item. People could choose more than one.

The boxes are ordered from highest to lowest based on the number of endorsements from team members.

These questions are tailored based on the team's responses to the survey above.

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Profile Page 30

This page is designed to pull the Accountability section together and help the team decide on its next steps.

Taking Action to Hold One Another Accountable

It must be clear to all team members that accountability is a shared team responsibility. As uncomfortable and difficult as it can often be, accountability helps a team and an organization avoid far more costly and difficult situations later. Consider the importance of accountability, outlined below, as you create an action plan.

A Team That Avoids Accountability…	A Team That Embraces Accountability…
• Creates resentment among team members who have different standards of performance • Encourages mediocrity • Misses deadlines and key deliverables • Places an undue burden on the team leader as the sole source of discipline	• Ensures that poor performers feel pressure to improve • Identifies potential problems quickly by questioning one another's approaches without hesitation • Establishes respect among team members who are held to the same high standards • Avoids excessive bureaucracy around performance management and corrective action

The gray box illustrates both the absence and the presence of accountability on a team.

Action Plan

Use the following questions to help build an action plan for your team.

1. Based on the team survey (page 24), it appears that accountability is difficult for this team right now. List three obstacles that prevent team members from confronting one another and applying peer pressure. List some specific benefits of engaging in these behaviors.

2. On the team survey (page 24), one of the areas where the group rated itself lowest is giving unprovoked, constructive feedback to one another. List some reasons why giving feedback may be so difficult on your team. What expectations or processes could your team put in place to make feedback feel less threatening or intimidating?

These questions are tailored based on the team's responses to the Accountability portion of the assessment (page 24).

The Connection to Results ▶▶▶

Holding teammates accountable for their contributions and behaviors will keep the team focused on collective results, rather than allowing attention to shift to other areas.

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Profile Page 31

This page introduces Results and includes a snapshot of the team's results. Treat this as an overview and spend more time on the next page as it shows the scores broken down even further.

Focusing on Results

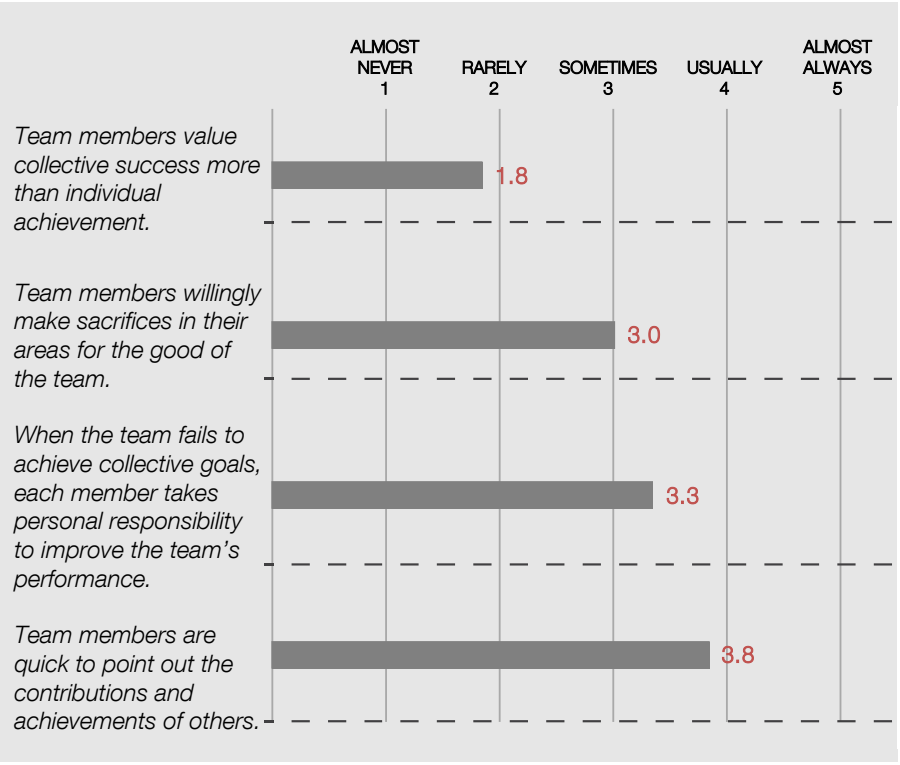
The ultimate goal of encouraging trust, productive conflict, commitment, and accountability is to achieve results. And yet, as it turns out, one of the greatest challenges to team success is the inattention to results. In the context of a cohesive team, **results**

- refer to the collective goals of the team
- are not limited to financial measures, but are more broadly related to expectations and outcome-based performance

But what would a team be focused on other than results? Team status and individual status are the prime candidates. A focus on team status occurs when merely being part of a group is satisfying enough, regardless of results. Individual status refers to the familiar tendency of people to focus on enhancing their own positions or career prospects at the expense of their team.

Team Survey Results

The following table reflects the team's responses to the results-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 page 32 identify the distribution of responses within the team.



Your Team's Survey Results for Results: 3.00 = LOW

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31

FACILITATION
Do the "Lack of Focus" activity before launching into this page.

For a deeper understanding of results, see pp. 216–220 in The Five Dysfunctions of a Team by Patrick Lencioni.

NORMATIVE DATA

(Averages based on responses from over 6,400 people)

3.56

3.40

3.23

3.54

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Profile Page 32

Your Team and Results

Team members value collective success more than individual achievement.

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

The members of your team seem to value personal achievement over group success. Though all human beings have an innate tendency toward self-preservation, a functional team must make the collective results of the group more important to each person than his or her own personal goals.

Team members willingly make sacrifices in their areas for the good of the team.

Almost Never	Rarely	Sometimes	Usually	Almost Always
0	1	4	1	0

Sometimes this means making sacrifices to help others who might be struggling. Yet, the members of your team may be so focused on their own responsibilities that they don't make themselves available to assist their teammates.

When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.

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

It appears that members of your team may not always take ownership of the team's overall performance. When something goes wrong, they may be tempted to assign blame or to feel that they are not personally responsible.

Team members are quick to point out the contributions and achievements of others.

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

Finally, a sense of camaraderie and team spirit can go a long way when it comes to results. Your team members regularly acknowledge and congratulate one another for a job well done, providing a healthy reminder that you're all working toward the same collective goal.

The Impact of Your Type

With your INFJ type, John Doe, you are people-oriented and often value the "greater good" for your team. You are probably very willing to make sacrifices for your coworkers and the welfare of your team. In fact, you may be so alert to and focused on the needs of others that you may jeopardize your own well-being. The more meaningfulness there is in a work situation, the more devoted and enthused you tend to be. You won't marginalize important human needs just to get the job done. Furthermore, you are masterful at giving praise whenever you find an appropriate opportunity. Most likely, you enjoy commending the performance of others.

PERSONALIZED FEEDBACK

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AREA OF WEAKNESS

This is one of the team's top three greatest challenges (see page 36).

AREA OF STRENGTH

This is one of the team's top three strengths (see page 35).

This paragraph is personalized based on participant type codes.

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Profile Page 33

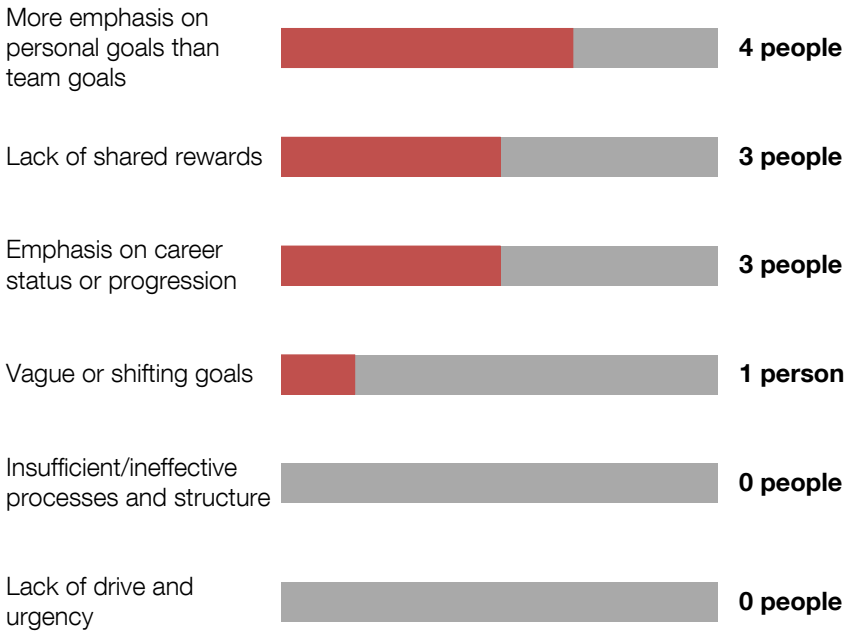
The next two pages will wrap up the Results portion of the report. This page gives an opportunity for some rich discussion. You can let the team have a free discussion as they look over the top portion of the page, or if you need to move through the page more quickly, you can direct them to focus on the questions at the bottom.

Common Distractions

What is needed to focus on results?

Teams have difficulty staying focused on results because of self-interest and self-preservation. As part of the assessment, you and your team members had an opportunity to identify what you believe might be a distraction from results for the people on your team. The number of people (out of 6) who selected each distraction appears next to the corresponding bar below. Note: You had the option to select all that apply.

Some distractions that keep us from focusing on results are:



Points of Discussion

1. On this team, it appears that personal goals may distract from team goals. Why is this the case? What will need to happen before each person can prioritize the team's goals?

2. Looking at the graph above, a lack of shared rewards may keep the team from focusing on results. In your group, what could "shared rewards" look like?

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FACILITATION
Do the "Video Review" and "Team Scoreboard" activities before launching into this page.

The number of team members who endorsed each item appears on the right. People could choose more than one.

The options are ordered from highest to lowest based on the number of endorsements from team members.

These questions are tailored based on the team's responses to the survey above.

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Profile Page 34

This page is designed to pull the Results section together and help the team decide on its next steps.

Taking Action to Achieve Results

There is no getting around the fact that the only measure of a great team is whether it accomplishes what it sets out to accomplish. Great teams ensure that all members, in spite of their individual responsibilities and areas of expertise, are doing whatever they can to help the team accomplish its goals. Consider the importance of focusing on collective results, outlined below, as you create an action plan.

A Team That Is Not Focused on Results…

- Stagnates/fails to grow
- Rarely defeats competitors
- Loses achievement-oriented employees
- Encourages team members to focus on their own careers and individual goals
- Is easily distracted

A Team That Focuses on Results…

- Retains achievement-oriented employees
- Minimizes individualistic behavior
- Enjoys success and suffers failure acutely
- Benefits from individuals who subjugate their own goals/interest for the good of the team
- Avoids distractions

The gray box illustrates both the absence and the presence of results on a team.

Action Plan

Use the following questions to help build an action plan for your team.

1. Based on the team survey (page 31), it appears that achieving results is difficult for this team right now. To what degree do team members feel that achieving results is a group effort rather than an individual effort? What specific changes can the team make to help team members feel motivated to achieve team results?

2. One of the areas where your team rated itself lowest is "valuing collective success more than individual success." Do team members call one another out when someone puts his or her personal needs above the team's needs? If not, what are some specific obstacles keeping them from doing so?

These questions are tailored based on the team's responses to the Results portion of the assessment (page 31).

Summary ▶▶▶

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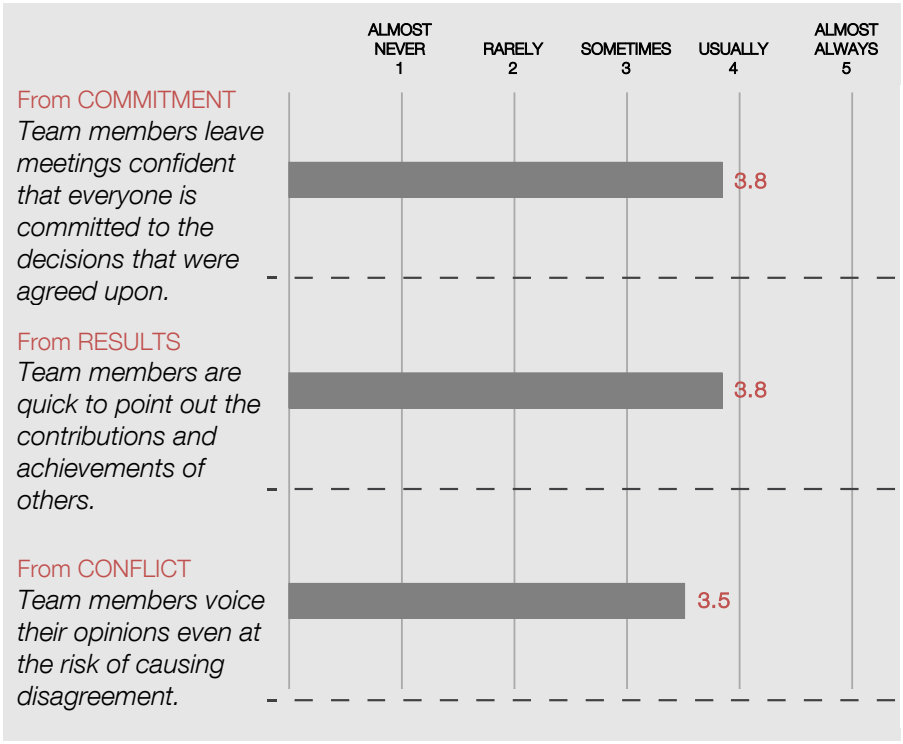
Profile Page 35

This page shows the top three areas where your team scored highest relative to other behavioral statements in the assessment. Understanding and continuing to leverage your team's strengths is as important as identifying and correcting its weaknesses.

Your Team's Strengths



NORMATIVE DATA

(Averages based on responses from over 6,400 people)

3.42

3.54

3.40

Recognizing Your Team's Strengths

Based on the assessment, your team members probably demonstrate many of the following strengths:

- Having confidence in the team's ability to act
- Making sure decisions are made so the group can keep moving
- Maintaining high team morale
- Creating a sense of camaraderie
- A willingness to engage in productive conflict
- Openly debating important issues

Points of Discussion

1. Your team rated commitment to decisions as one of its highest areas. To what degree does this mean that people feel that their opinions have been heard on a given topic?
2. An area that was higher for your team involves pointing out one another's contributions. What are the benefits of this practice? For example, does it make the team more efficient? More productive?
3. One of your team's strengths is people's willingness to voice opinions even if it might cause disagreements. To what degree does this come naturally to the team, versus requiring conscious effort?

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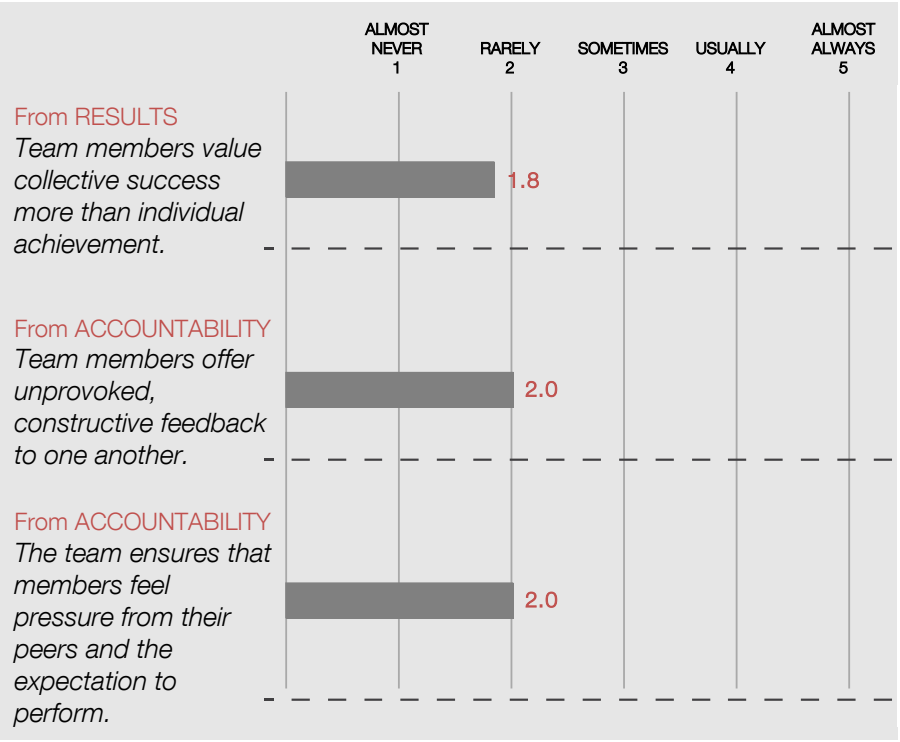
Profile Page 36

This page shows the three areas where your team scored lowest relative to other behavioral statements in the assessment. To improve the cohesiveness of your team, you and your team must understand and address these areas.

Overcoming Your Team's Challenges



NORMATIVE DATA

(Averages based on responses from over 6,400 people)

3.56

3.08

2.97

Recognizing Your Team's Challenges

Based on the assessment, your team members probably experience many of the following challenges:

- Personal ambitions interfering with team decision making
- Putting individual accomplishments ahead of team results
- Fear that direct feedback may jeopardize relationships
- Reluctance to offer honest input
- Inconsistent or unclear performance expectations
- Lack of shared ownership for success

Points of Discussion

1. One of the statements that your group rated lowest is about valuing collective success. Why is it worth spending time to improve in this area? What two changes would make the biggest difference with this issue?
2. Your group also gave lower ratings when asked about giving constructive feedback. What is holding the team back in this area? What will it take to improve the ratings you would give your team?
3. As shown above, the group may also have an opportunity to grow when it comes to setting high expectations for each other. How would improving in this area help the team? How can you make that improvement happen?

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Appendix: The 16 Types and Your Team

This page appears in participant profiles.

ESTP EXPEDITOR Rides with the tide; An adaptable realist; Makes the most of every situation; Highly observant; Fun loving. JR	**ESTJ** IMPLEMENTOR Practical and realistic; A natural in business and mechanics; Likes to run things; Gets things done; Has no time to waste.	**ESFP** MOTIVATOR A hands-on operator; Able to "smell the roses"; A natural negotiator; Life of the party, a lot of fun; Exciting company.	**ESFJ** PROVIDER Warm-hearted; Active committee member; Sociable; Strong value systems; Always doing something nice for others.
ISTP OPERATOR Quiet and reserved; Cool observer of life; Usually interested in the how and why of things; Does not waste personal energy.	**ISTJ** PLANNER Serious and quiet; A "no-nonsense" person; Task-oriented; Responsible and trustworthy; Will see the job through to the end.	**ISFP** COMPOSER Quietly friendly and warm; Modest about his or her abilities; A loyal follower; Guided by values; A free spirit.	**ISFJ** PROTECTOR Quiet and conscientious; A loyal and devoted worker; A sympathetic listener; A very dependable person; A real team player. CA
ENTP INVENTOR A creative thinker; Stimulating company; Alert and outspoken; Argues on both sides of an issue; Confident of abilities.	**ENTJ** MOBILIZER Frank and decisive; A natural leader who thinks on his or her feet; Exudes confidence; Is well-informed.	**ENFP** ADVOCATE Warm and enthusiastic; Charming and interesting; People oriented; Knows everyone and all that's going on; Can-do attitude.	**ENFJ** MENTOR A natural communicator; Warmly enthusiastic; Popular and sociable; Charismatic charm; Responsive, responsible. MB
INTP DESIGNER Reserved and objective; Focused on ideas; Skilled w/hairsplitting logic; Enjoys theoretical/scientific topics; Strongly defined interests. MG, JS	**INTJ** STRATEGIST An original thinker; Single-minded concentration; A naturally high achiever; Interested and innovative; Unimpressed w/authority. KP	**INFP** HARMONIZER A peacekeeper; Undertakes a great deal; Absorbed in projects; Deeply caring; Idea oriented.	**INFJ** DEVELOPER Quietly forceful; Concerned for others; Serves the common good; Puts best effort into work; Single-minded concentration.

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Appendix: Question Ranking

Below you will find all 20 questions ranked from this team's highest to lowest average score. The average scores for this team (DecisionTech Leadership Team) appear in the first box to the right. In the second box to the right, you will find the average score for all teams that have taken the assessment. **This information is not in the participant reports.**

	ALMOST NEVER 1 / RARELY 2 / SOMETIMES 3 / USUALLY 4 / ALMOST ALWAYS 5	THIS team's avg. score	Avg. score for ALL teams
1. Commitment *Team members leave meetings confident that everyone is committed to the decisions that were agreed upon.*		3.83	3.42
2. Results *Team members are quick to point out the contributions and achievements of others.*		3.83	3.54
3. Conflict *When conflict occurs, the team confronts and deals with the issue before moving to another subject.*		3.50	3.20
4. Conflict *During team meetings, the most important—and difficult—issues are discussed.*		3.50	3.42
5. Commitment *Team members end meetings with clear and specific resolutions and calls to action.*		3.50	3.43
6. Conflict *Team members voice their opinions even at the risk of causing disagreement.*		3.50	3.40

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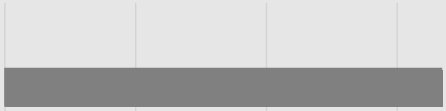
Appendix: Question Ranking

	ALMOST NEVER 1 — RARELY 2 — SOMETIMES 3 — USUALLY 4 — ALMOST ALWAYS 5	THIS team's avg. score	Avg. score for ALL teams
7. Results *When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.*		3.33	3.23
8. Commitment *Team members support group decisions even if they initially disagree.*		3.33	3.76
9. Conflict *Team members solicit one another's opinions during meetings.*		3.33	3.60
10. Commitment *The team is clear about its overall direction and priorities.*		3.33	3.55
11. Accountability *Team members question one another about their current approaches and methods.*		3.00	3.07
12. Results *Team members willingly make sacrifices in their areas for the good of the team.*		3.00	3.40
13. Trust *Team members willingly apologize to one another.*		2.83	3.35

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Appendix: Question Ranking

	ALMOST NEVER 1 / RARELY 2 / SOMETIMES 3 / USUALLY 4 / ALMOST ALWAYS 5	THIS team's avg. score	Avg. score for ALL teams
14. Trust *Team members ask one another for input regarding their areas of responsibility.*		2.67	3.33
15. Trust *Team members are unguarded and genuine with one another.*		2.50	3.34
16. Trust *Team members acknowledge their weaknesses to one another.*		2.33	2.81
17. Accountability *Team members confront peers about problems in their respective areas of responsibility.*		2.17	3.02
18. Accountability *The team ensures that members feel pressure from their peers and the expectation to perform.*		2.00	2.97
19. Accountability *Team members offer unprovoked, constructive feedback to one another.*		2.00	3.08
20. Results *Team members value collective success more than individual achievement.*		1.83	3.56

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Appendix: Percentiles

Below you will find this team's average scores and percentiles for each of the five behaviors. The percentile refers to the percent of average scores (for all teams that have taken the assessment) that fall below DecisionTech Leadership Team's average score. **For example,** if DecisionTech Leadership Team's score is in the 85th percentile, it is higher than 84% of other teams' scores. **This information is not in the participant reports.**

	Your Team's Average Score	Percentile
Trust	2.58	11 %
Conflict	3.46	64 %
Commitment	3.50	53 %
Accountability	2.29	2 %
Results	3.00	24 %

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