THE FIVE BEHAVIORS OF A COHESIVE TEAM™

Patrick Lencioni

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

Progress Report (Beta)

Kathryn Petersen
With DecisionTech Leadership Team (8 people)
April 3, 2014 & January 26, 2015

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The Five Behaviors of a Cohesive Team

Has your team made progress?

This report is designed to give you, Kathryn, and your team insight into the progress you have made since you last took the assessment. Along with the original assessment questions, your team was given additional survey questions to help you pinpoint where improvement has been made and where it might still be needed.

Still, it's important to bear in mind that progress can be measured in more than one ways. While your assessment scores can help uncover weak spots (and strengths), other ways to measure progress may include how it feels to show up for work every day and willingness to stick with this program. Furthermore, it should be noted that your scores can be affected by more than just your progress. A shift in team members, deeper understanding of the concepts, and willingness to answer more honestly should be factored into any changes you see.

Maintaining a cohesive team requires ongoing attention and effort. But it can be—and should be—a rewarding process that benefits everyone on the team. Before you begin, take a moment to refresh yourself on The Five Behaviors model:

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, productive conflict, commitment, and accountability is one thing: the achievement of results.

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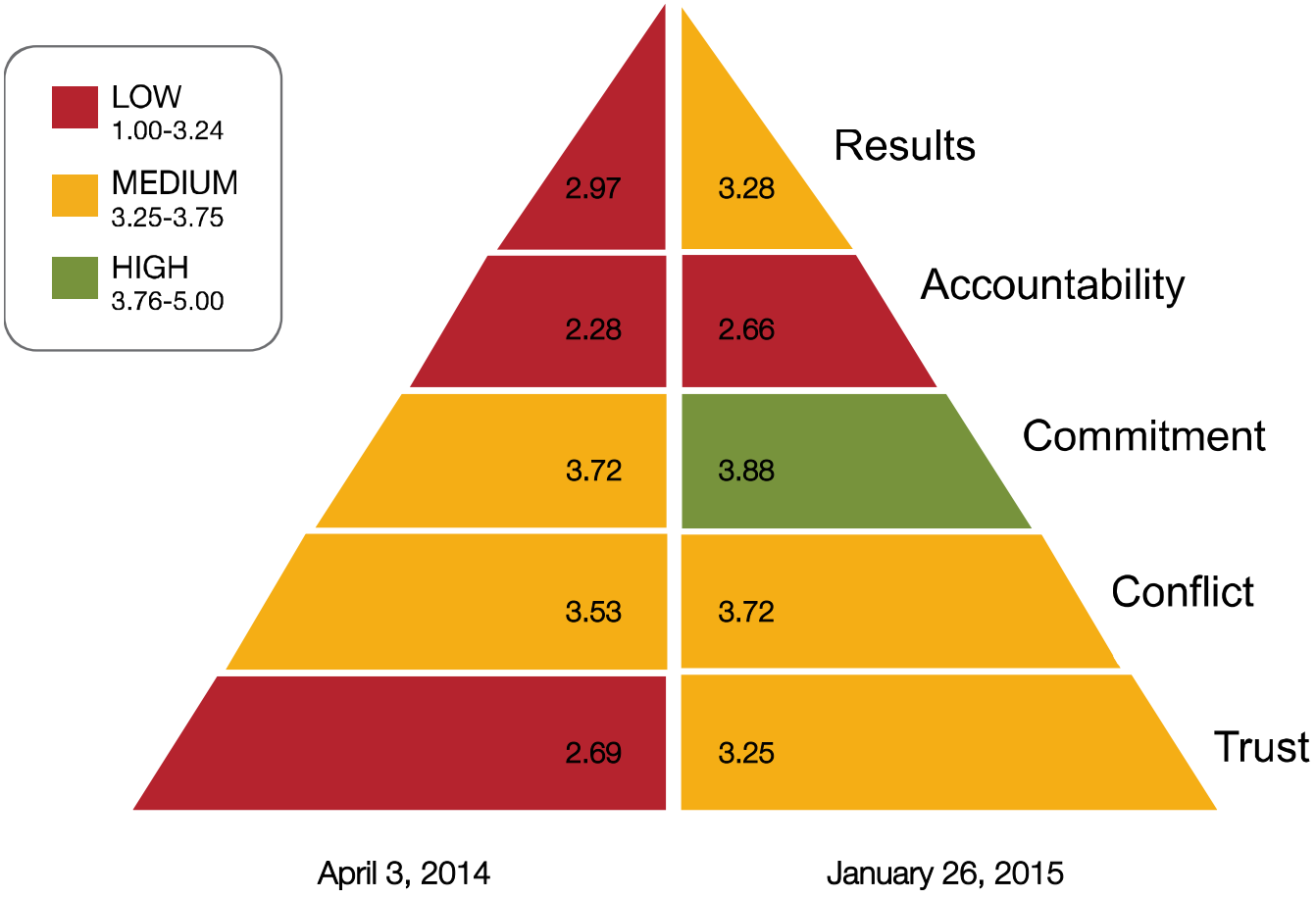
The Five Behaviors and Your Team

Kathryn, below are your team's results for each behavior. The left side of the pyramid shows your results from the April 3, 2014 assessment. The right side of the pyramid shows your results from the January 26, 2015 assessment.



Summary of Your Team Survey Results

Your assessment scores indicate that commitment is likely an area of strength for your team, while results, accountability, conflict, and trust are potentially areas for improvement. Your team appears to have improved on all of the five behaviors since the last assessment.

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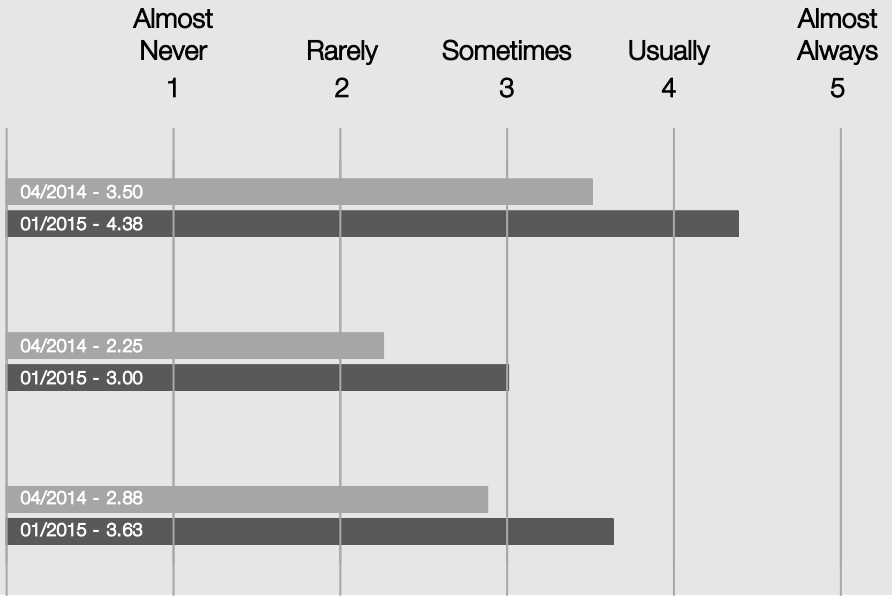
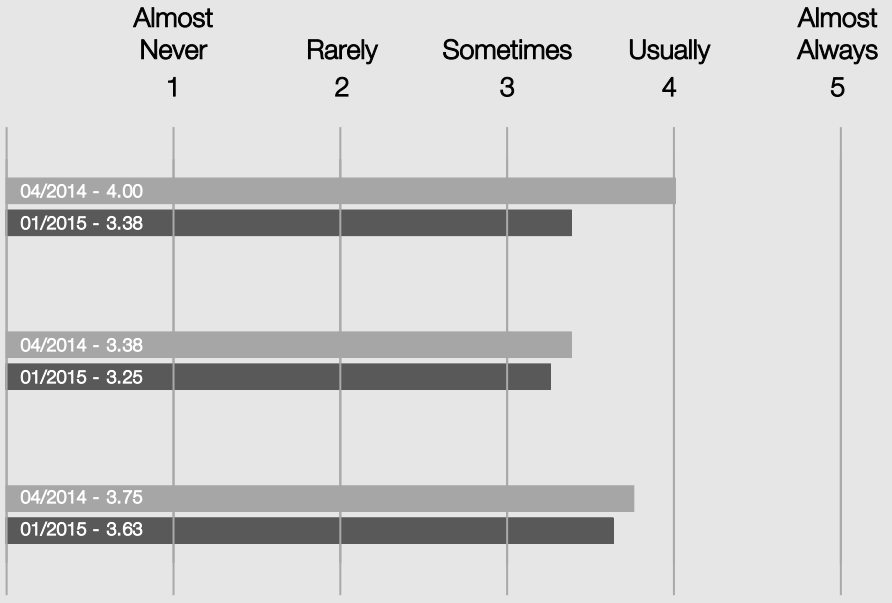
Overview

Areas of Greatest Improvement



Areas of Greatest Decline



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Your Team's Evaluation

As part of the assessment, you and your team members had an opportunity to assess the overall progress, or lack of progress, you think your team made. The number of teammates who selected each option is indicated in the boxes below (out of 8 participants). Team members who did not participate in the last assessment should have indicated this on the team survey (you can find this tally at the bottom of the page).

Did your team spend enough time working through the issues that came up during your last Five Behaviors session?

2 Yes 6 No

Has your team functioned better since your last Five Behaviors session?

6 Yes 2 No

Has your team become more productive since your last Five Behaviors session?

5 Yes 3 No

Since the last assessment, what factors have kept the team from making more progress?
(Team members could select all that apply)

6	We were too busy	1	People didn't know how, or didn't want, to make the necessary changes
6	The topic just didn't come up much	1	We didn't know what changes needed to be made
2	We didn't make clear/specific goals during the last session	0	We didn't know how to make the necessary changes
2	We didn't allot time to address the changes we needed to make	0	We didn't need to make more progress

"I did not participate in the last assessment"= 0

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Building Trust

Remember, the first and foundational behavior of a cohesive team is trust. 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

Team Survey Results

The first row in each of the tables shows the spread of responses from your previous assessment to each of the conflict-related questions. The second row in each table reflects your current results. To the right of the table, you will find the averages from each assessment. **These averages are based on a five-point scale.**

Team members acknowledge their weaknesses to one another.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	AVG SCORE
04/2014	1	2	4	1	0	2.62
01/2015	**1**	**1**	**2**	**3**	**1**	**3.25**

Team members willingly apologize to one another.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	AVG SCORE
04/2014	1	1	4	2	0	2.88
01/2015	**0**	**0**	**4**	**3**	**1**	**3.62**

Team members are unguarded and genuine with one another.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	AVG SCORE
04/2014	1	4	3	0	0	2.25
01/2015	**0**	**2**	**4**	**2**	**0**	**3.00**

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

	Almost Never	Rarely	Sometimes	Usually	Almost Always	AVG SCORE
04/2014	1	1	3	3	0	3.00
01/2015	**0**	**2**	**3**	**3**	**0**	**3.12**

Your Team's Current Survey Results for Trust: 3.25=Medium

Your Team's Trust Score from April 3, 2014: 2.69=Low

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Progress Building Trust

What has your team done to help improve trust?

As part of the assessment, you and your team members had an opportunity to address specific areas that may contribute to the level of trust on this team. The table below has two separate components. The box on the left illustrates the number of teammates (out of 8) that have noticed each level of change in the correlating behavior. The box on the right illustrates whether people on the team believe improvement is needed.

	Since the last assessment, my team does this			
	More often	The same	Less often	We still need to work on this
Readily apologizes	3	5	0	3
Lets go of grudges	1	7	0	4
Shares professional failures and successes	1	5	2	8
Considers one another's working styles	5	3	0	0
Shares personal information	4	4	0	6

"I did not participate in the last assessment"= 0

Points of Discussion

1. A number of group members have noticed an increased consideration of one another's working styles. What are some examples of this? How has your team used DiSC to help build trust?

2. Based on your team survey (page 6), your team seems to have a higher level of trust than last time. What do you think contributed to your higher score? What steps can the team take to continue building trust?

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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

Team Survey Results

The first row in each of the tables shows the spread of responses from your previous assessment to each of the conflict-related questions. The second row in each table reflects your current results. To the right of the table, you will find the averages from each assessment. These averages are based on a five-point scale.

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

	Almost Never	Rarely	Sometimes	Usually	Almost Always	AVG SCORE
04/2014	0	1	3	3	1	3.50
01/2015	**0**	**0**	**2**	**3**	**3**	**4.12**

Team members solicit one another's opinions during meetings.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	AVG SCORE
04/2014	0	1	4	2	1	3.38
01/2015	**0**	**2**	**2**	**4**	**0**	**3.25**

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

	Almost Never	Rarely	Sometimes	Usually	Almost Always	AVG SCORE
04/2014	0	2	1	2	3	3.75
01/2015	**0**	**1**	**0**	**5**	**2**	**4.00**

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

	Almost Never	Rarely	Sometimes	Usually	Almost Always	AVG SCORE
04/2014	0	1	4	1	2	3.50
01/2015	**0**	**1**	**3**	**3**	**1**	**3.50**

Your Team's Current Survey Results for Conflict: 3.72=Medium

Your Team's Conflict Score from April 3, 2014: 3.53=Medium

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Progress Mastering Conflict

Where is your team on the Conflict Continuum?

When it comes to the range of different conflict dynamics in an organization, there is a continuum of sorts. At one end of the continuum is no conflict at all, marked by false smiling and disingenuous agreement. At the other end of the continuum is relentless, nasty, destructive conflict, with people constantly at one another's throats. Somewhere in the middle of those two extremes is the demarcation line where good, constructive conflict exists.

As part of the assessment, you and your team members had the opportunity to place yourselves on the conflict continuum and to answer questions regarding this placement. Here are the results of the team survey (8 people):

Since the last assessment, our team has largely:

Avoided conflict and maintained artificial harmony			Resolved many issues with productive conflict			Engaged in conflict that is destructive and mean-spirited
People= 3	2	1	0	2	0	0

Ideal Conflict Point

Since the last Five Behaviors session,

	Rarely	Sometimes	Often
I hold back my opinions because I think they will cause tension.	4	4	0
I hold back my opinions because I don't think anyone will listen.	3	2	3
I feel that my opinions are overpowered by others.	3	1	4

"I did not participate in the last assessment"= 0

Points of Discussion

1. A number of people on this team hold back their opinions for the reasons listed above. How has this impacted the team's productivity? What could the team do to encourage people to share their opinions more freely?

2. Based on your team survey (page 8), your team continues to score moderately when it comes to conflict. Why do you think your conflict score stayed the same? What steps can the team take to improve tense interactions?

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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

Team Survey Results

The first row in each of the tables shows the spread of responses from your previous assessment to each of the commitment-related questions. The second row in each table reflects your current results. To the right of the table, you will find the averages from each assessment. **These averages are based on a five-point scale.**

The team is clear about its overall direction and priorities.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	AVG SCORE
04/2014	0	1	2	5	0	3.50
01/2015	**0**	**1**	**0**	**2**	**5**	**4.38**

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

	Almost Never	Rarely	Sometimes	Usually	Almost Always	AVG SCORE
04/2014	0	0	3	4	1	3.75
01/2015	**0**	**0**	**3**	**5**	**0**	**3.62**

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

	Almost Never	Rarely	Sometimes	Usually	Almost Always	AVG SCORE
04/2014	0	1	1	3	3	4.00
01/2015	**0**	**1**	**3**	**4**	**0**	**3.38**

Team members support group decisions even if they initially disagree.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	AVG SCORE
04/2014	0	1	2	4	1	3.62
01/2015	**0**	**0**	**2**	**3**	**3**	**4.12**

Your Team's Current Survey Results for Commitment: 3.88=High

Your Team's Commitment Score from April 3, 2014: 3.72=Medium

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Progress Achieving Commitment

What has your team done to improve commitment?

As part of the assessment, you and your team members also had an opportunity to identify specific commitment-related areas that may have improved since the last assessment and areas that should be improved moving forward. The number of people who agreed and disagreed with each statement appears to the right.

Since the last Five Behaviors session,	Agree	Disagree
We've put some real effort into creating more clarity around our goals and plans.	2	6
The team as a whole has made more of an effort to show support for group decisions.	1	7
Moving forward, we need		
To develop more effective plans and goals	8	0
More clarity in our plans and goals	6	2
A better attitude about our plans and goals	4	4
More input into our plans and goals	7	1
To be more invested in our plans and goals	6	2

"I did not participate in the last assessment"= 0

Points of Discussion

1. According to the survey above, your team generally doesn't seem to think commitment has improved since the last session. What impact does this have on the team? How could more clarity and buy-in be achieved?

2. Based on your team survey (page 10), your team continues to see itself as being committed. Are there any specific areas where the team has trouble committing? If so, what can be done?

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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

Team Survey Results

The first row in each of the tables shows the spread of responses from your previous assessment to each of the accountability-related questions. The second row in each table reflects your current results. To the right of the table, you will find the averages from each assessment. **These averages are based on a five-point scale.**

Team members offer unprovoked, constructive feedback to one another.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	AVG SCORE
04/2014	1	5	2	0	0	2.12
01/2015	**1**	**2**	**5**	**0**	**0**	**2.50**

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

	Almost Never	Rarely	Sometimes	Usually	Almost Always	AVG SCORE
04/2014	2	3	3	0	0	2.12
01/2015	**1**	**3**	**3**	**0**	**1**	**2.62**

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

	Almost Never	Rarely	Sometimes	Usually	Almost Always	AVG SCORE
04/2014	3	3	1	1	0	2.00
01/2015	**3**	**2**	**0**	**3**	**0**	**2.38**

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

	Almost Never	Rarely	Sometimes	Usually	Almost Always	AVG SCORE
04/2014	0	3	3	2	0	2.88
01/2015	**0**	**2**	**4**	**1**	**1**	**3.12**

Your Team's Current Survey Results for Accountability: 2.66=Low

Your Team's Accountability Score from April 3, 2014: 2.28=Low

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Progress Embracing Accountability

What has your team done to improve accountability?

As part of the assessment, you and your team members also had an opportunity to identify specific accountability-related areas that may have improved since the last assessment—or areas where it would be possible and desirable to hold one another more accountable. The number of people (out of 8) who selected each improvement appears in the corresponding box below. Note: You had the option to select all that apply.

	Since the last assessment, we have challenged one another to do this			
	More often	The same	Less often	We still need to work on this
Be more direct	0	8	0	6
Call one another on unproductive behaviors	2	6	0	3
Give one another feedback	5	3	0	0
Address missed deadlines immediately	1	6	1	5
Follow through on personal commitments	5	3	0	0

"I did not participate in the last assessment"= 0

Points of Discussion

1. A number of group members think the team still needs to work on many of the statements listed above. Has the team worked on any of these since the last assessment? What can the team do to make sure this gets addressed?

2. Based on your team survey (page 12), your team seems to have a higher level of accountability than last time. What do you think contributed to your higher score? What steps can the team take to continue to improve?

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Focusing on Results

The ultimate goal of encouraging trust, healthy 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

Team Survey Results

The first row in each of the tables shows the spread of responses from your previous assessment to each of the results-related questions. The second row in each table reflects your current results. To the right of the table, you will find the averages from each assessment. **These averages are based on a five-point scale.**

Team members value collective success more than individual achievement.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	AVG SCORE
04/2014	4	1	3	0	0	1.88
01/2015	**1**	**4**	**3**	**0**	**0**	**2.25**

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

	Almost Never	Rarely	Sometimes	Usually	Almost Always	AVG SCORE
04/2014	0	1	5	2	0	3.12
01/2015	**0**	**0**	**4**	**4**	**0**	**3.50**

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	AVG SCORE
04/2014	0	1	4	3	0	3.25
01/2015	**0**	**0**	**3**	**4**	**1**	**3.75**

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

	Almost Never	Rarely	Sometimes	Usually	Almost Always	AVG SCORE
04/2014	0	2	1	3	2	3.62
01/2015	**0**	**1**	**3**	**2**	**2**	**3.62**

Your Team's Current Survey Results for Results: 3.28=Medium

Your Team's Results Score from April 3, 2014: 2.97=Low

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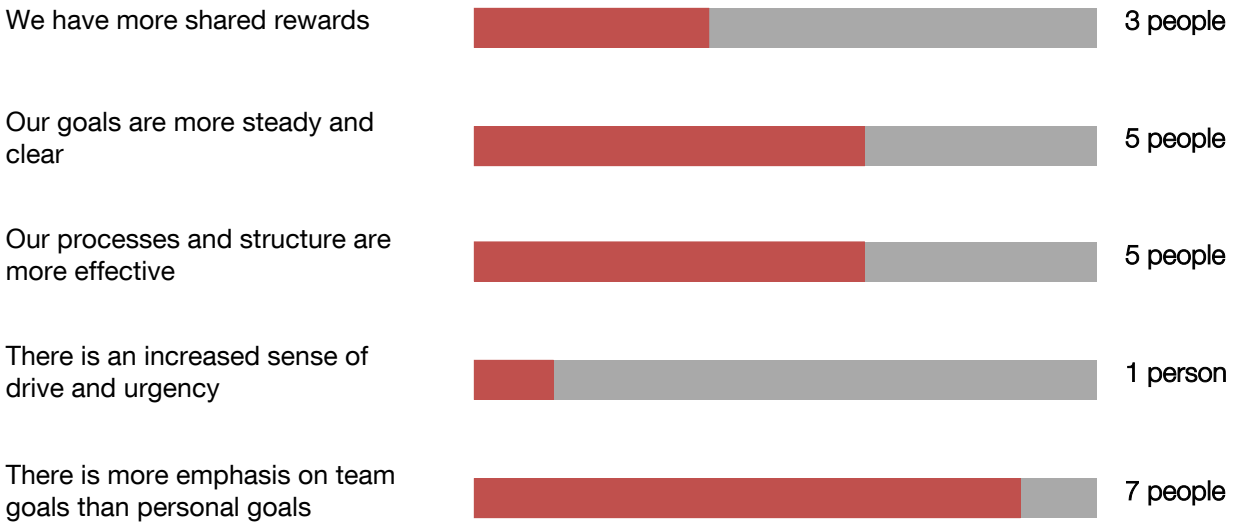
Progress Focusing on Results

What has your team done to improve results?

Team members 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 possible distractions from results for the people on your team. The number of people (out of 8) who selected each distraction appears next to the corresponding bar below. Note: You had the option to select all that apply.

Since the last assessment, the following changes have helped our team focus on results:



"I did not participate in the last assessment"= 0

Points of Discussion

1. A number of group members have noticed an increase in many of the behaviors above. What examples do you have to share? How has this helped your team focus on results?

2. Based on your team survey (page 14), your team seems to have improved its focus on results. What do you think contributed to your higher score? What steps can the team take to continue to improve?

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Action Plan

Now that you have reviewed and discussed your assessment results, use the following action planning worksheet to identify the team's priorities for improvements and set specific goals. The team may choose to answer the questions as a group. Or, you could start by answering independently and then sharing and combining ideas.

1. What is the team doing well? Why do you think this is a strength for the team? How can you make sure the team keeps doing this well?

2. What does this team need to work on? Why do you think this area is troublesome for the team? In what ways does it impede the team's progress?

3. Come up with three action steps the team could take to improve, how they will be measured, and when you expect to see improvement.

	ACTION	MEASURED BY	TARGET DATE
1.			
2.			
3.			

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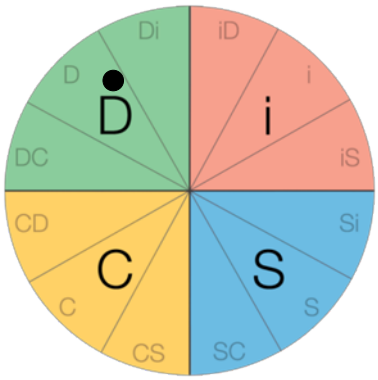
Appendix: The Impact of Your DiSC® Style

Your DiSC® Style: D

Kathryn, you're probably a very driven person with a high need for variety and forward momentum. So, you may get easily bored or restless if forced to slow down for too long. In fact, sitting still may be agonizing for you. Therefore, when you reach your goals, instead of celebrating, you quickly shift your attention to the next objective.

Since you probably like to get things out the door quickly, you may emphasize results over how you get there. Consequently, you're willing to question the rules if you think they don't make sense. And if something goes wrong, you'll do whatever it takes to save the situation.

People with the D style may have little patience for small talk, and you may grow restless listening for long periods without the opportunity to speak. You're also quick to dismiss people whom you see as incompetent, and it may be hard for you to hide your annoyance. When you're irritated, people know it. And when you get really upset, you may let nonverbal signals do the talking.



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

You have a strong competitive side and may actually be energized by antagonism or conflict. In fact, the idea of losing is probably more upsetting to you than it is to most people. You may suspect that people are driven by self-interest and will take advantage of you if you let them. Consequently, you're unlikely to take kind words at face value, but rather you may look for underlying intentions.

You tend to speak up when you see a problem, even when no one else will. And although you may realize that others can be taken aback by your directness, you're unwilling to compromise what you see as honesty. It is this intensity that may cause others to worry that you're irritated with them. However, making an effort to meet people's emotional needs may require more energy than you're often willing to expend.

Although everyone questions their decisions from time to time, you probably do it less often than most people. Those with the D style usually exude self-confidence. This can be infectious, and others may wind up feeling good about your bold plans. However, your strong belief in your opinions, coupled with your tendency to dismiss the opinions of others, may give some people the impression that you are arrogant. It may be difficult for you to admit that you sometimes need to depend on others.

You probably like to be in charge. You may even take control over projects where authority was meant to be divided, alienating some people. This is particularly true when you feel that others are not competent to carry out your vision or don't see it as clearly as you do. You may encourage input when there is no question that you are in command, but quickly disregard those opinions that conflict with your ideas. Once you've had your say in the important decisions, however, you may be more than willing to delegate.

Kathryn, like others with the D style, your most valuable contributions to the workplace may include your drive to get results, your tendency toward bold action, and your willingness to challenge assumptions. In fact, these are probably some of the qualities that others admire most about you.

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Appendix: Everything DiSC® Team Map

The Everything DiSC map below shows the styles of all team members along with a snapshot of the characteristics tied to the four basic DiSC styles.

Dominance

You will notice: self confidence, directness, forcefulness, risk-taking

Motivated by: power and authority, competition, winning, success

Fears: loss of control, being taken advantage of, vulnerability

Limitations: lack of concern for others, impatience, insensitivity

Fast-paced
Assertive
Dynamic

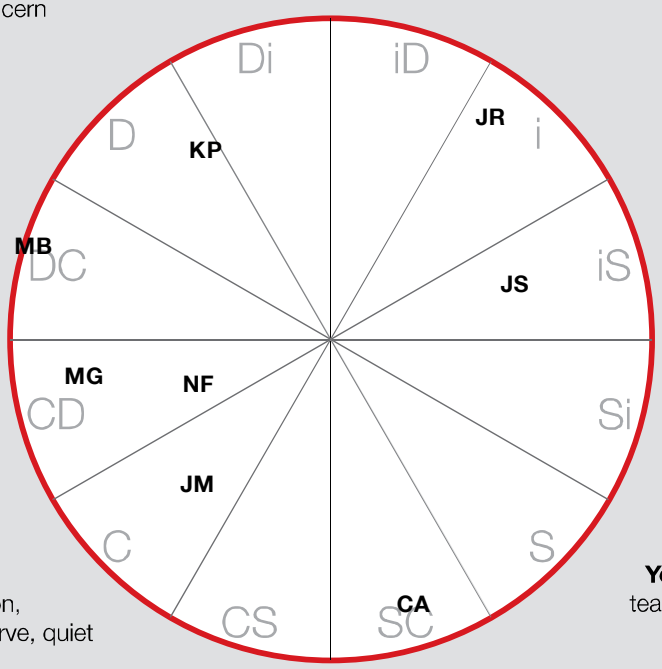
Influence

You will notice: charm, enthusiasm, sociability, optimism, talkativeness

Motivated by: social recognition, group activities, friendly relationships

Fears: social rejection, disapproval, loss of influence, being ignored

Limitations: impulsiveness, disorganization, lack of follow-through



Questioning
Logic-focused
Challenging

Accepting
People-focused
Receptive

Conscientiousness

You will notice: precision, analysis, skepticism, reserve, quiet

Motivated by: opportunities to use expertise or gain knowledge, attention to quality

Fears: criticism, slipshod methods, being wrong

Limitations: overly critical, tendency to overanalyze, isolates self

Moderate-paced
Calm
Methodical

Steadiness

You will notice: patience, team player, calm approach, good listener, humility

Motivated by: stable environments, sincere appreciation, cooperation, opportunities to help

Fears: loss of stability, change, loss of harmony, offending others

Limitations: overly accommodating, tendency to avoid change, indecisiveness

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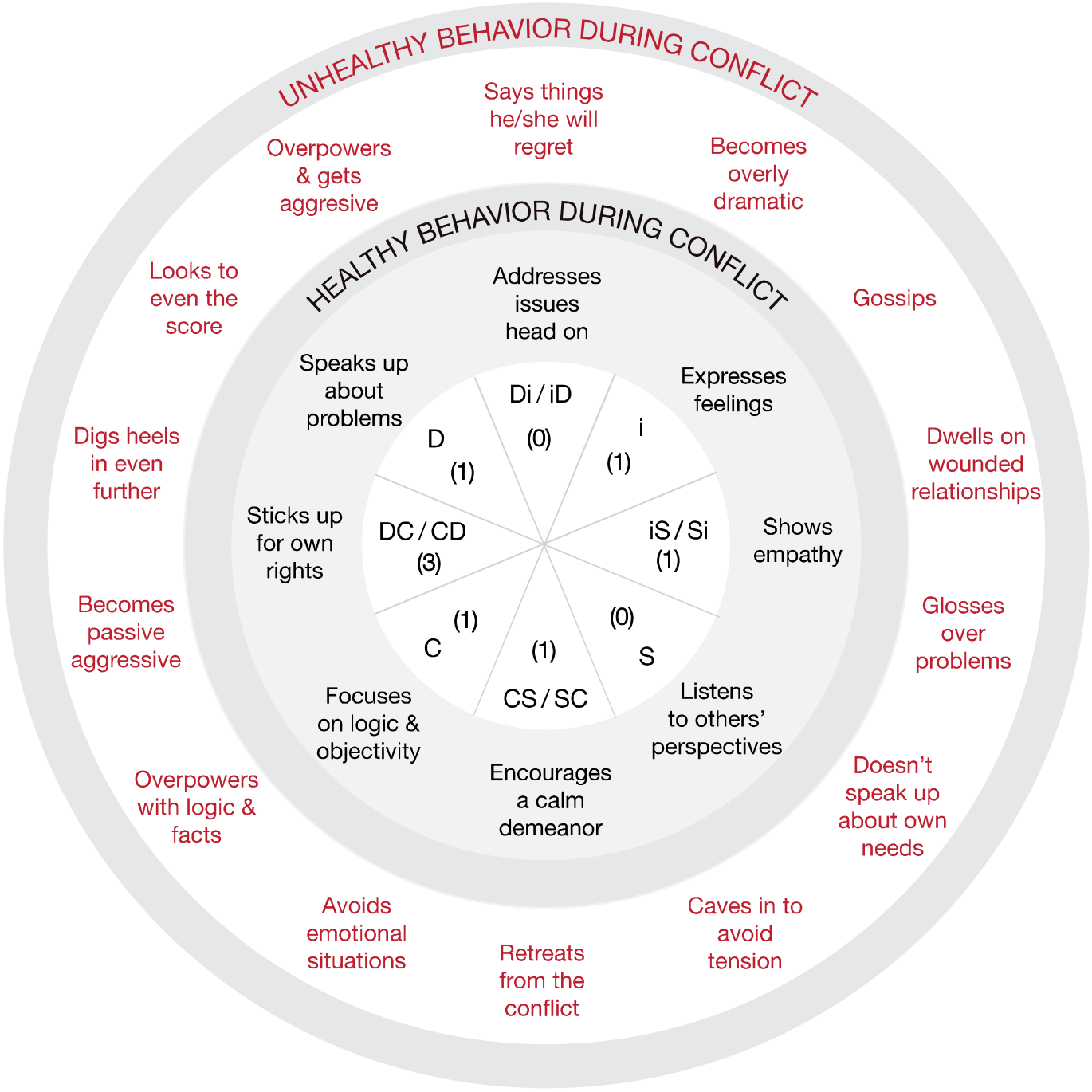
Appendix: Conflict Team Map

The descriptions on the inner, gray circle illustrate what healthy behavior during conflict might look like. The descriptions in red on the outer circle illustrate unhealthy behavior related to each style. The numbers in the innermost circle reflect the **people on your team** who fall into each of the style regions (8 people).



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