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
(8 People)
Thursday, October 30, 2014

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The Appendix does not 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, giving you pointers and some extra information along the way. 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 DiSC® information that is unique to their individual DiSC® styles.

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.
- Team members need to have a meaningful understanding of themselves and their peers, which is why this report is reinforced by DiSC®, a powerful behavioral tool that has been helping people connect better for years.

You and your team are about to embark on what could be a very challenging—and very enlightening—journey. Before you begin, 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.

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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 DiSC®.
- 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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4

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

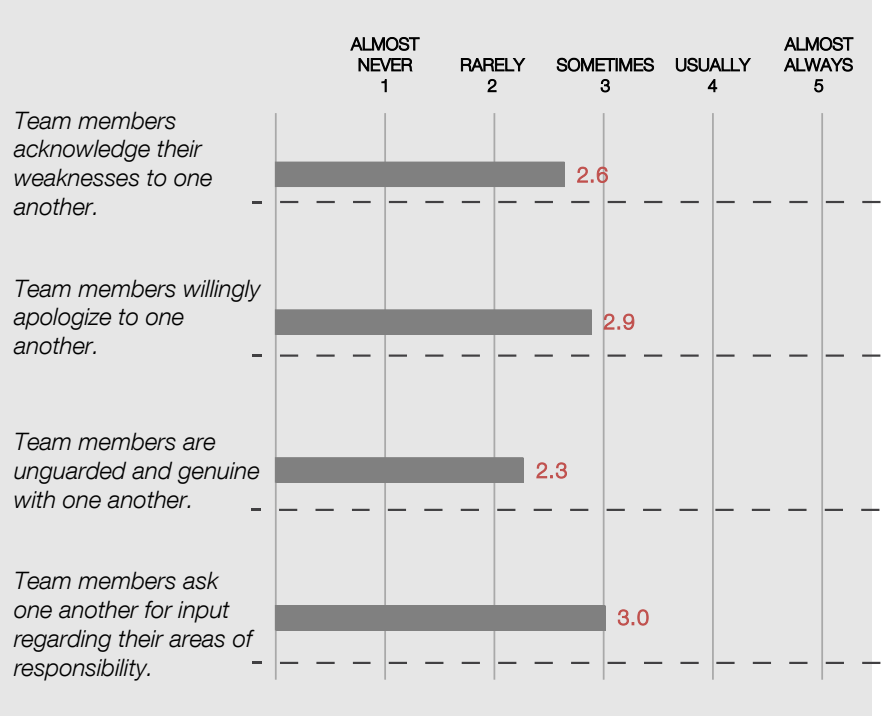
The first and foundational behavior of a cohesive team is trust. Unfortunately, the word trust is used—and misused—so often it may not impart the same meaning to everyone. The definition here isn't centered around the ability to predict a person's behavior based on past experience (a standard description). 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: 2.69 = 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	4	1	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	4	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 italicized statements.

Your Team and Trust

Team members are unguarded and genuine with one another.

Almost Never	Rarely	Sometimes	Usually	Almost Always
1	4	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	3	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.

While not everyone agreed, overall it seems that 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 accepting more input may lead to better ideas or solutions, which, in turn, will drive team success.

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

Using a behavioral tool like DiSC® can give team members deeper insights into themselves and their peers. It can help people understand each other and get comfortable being transparent about personal limitations.

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Profile Page 8

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

Building Vulnerability-Based Trust

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

Everything DiSC®

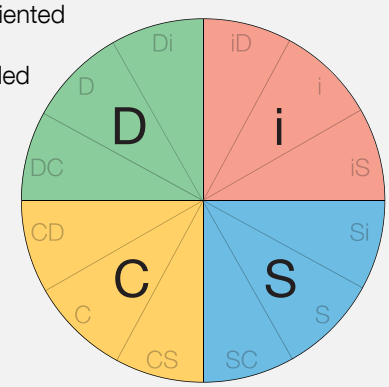
The Everything DiSC® model is made up of four basic styles: Dominance (D), Influence (i), Steadiness (S), and Conscientiousness (C). Each style is divided into three regions. The picture below illustrates the four DiSC styles.

Dominance (D)

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

Influence (i)

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



- Analytical
- Reserved
- Precise
- Private
- Systematic

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

Conscientiousness (C)

Steadiness (S)

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

Your DiSC Style and Story ▶▶▶

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

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

For more information on DiSC, read the Research Report.

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Profile Page 9

This page is personalized based on DiSC® style. Each team member will receive his or her own narrative, providing insight into their behaviors. Hopefully, people will have some "aha" moments that they will be willing to share with the group.

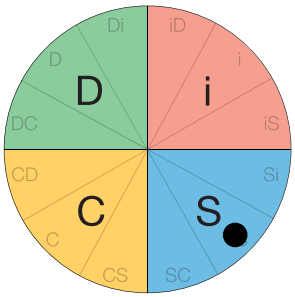
The Impact of Your DiSC® Style

Your DiSC® Style: S

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

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

PERSONALIZED FEEDBACK



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

You tend to have a strong need for harmony, so conflict is probably difficult for you. Most likely, you're troubled by the idea of hurting someone's feelings, and you may spend time dwelling on incidents that other people wouldn't think twice

Dot Placement

A dot's **distance from the edge** of the circle shows how naturally inclined a person is to encompass the characteristics of his or her DiSC style. A dot positioned toward the edge of the circle indicates a strong inclination, between the edge and the center indicates a moderate inclination, and close to the center of the circle indicates a slight inclination. No dot position is better than another.

FACILITATION
Begin "The Team and DiSC" activity before participants turn to page 10.

DiSC STYLES (8 people)

D	Di/iD	i	iS/Si	S	SC/CS	C	CD/DC
Kathryn P		Jr R	Jeff S		Carlos A	Jan M	Mikey B Nick F Martin G

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Profile Page 10

This page gives team members an opportunity to discover one another's DiSC® styles. Also, it lays the groundwork for weaving DiSC in throughout the rest of the report.

The Everything DiSC® Team Map

The Everything DiSC® map below shows the locations 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

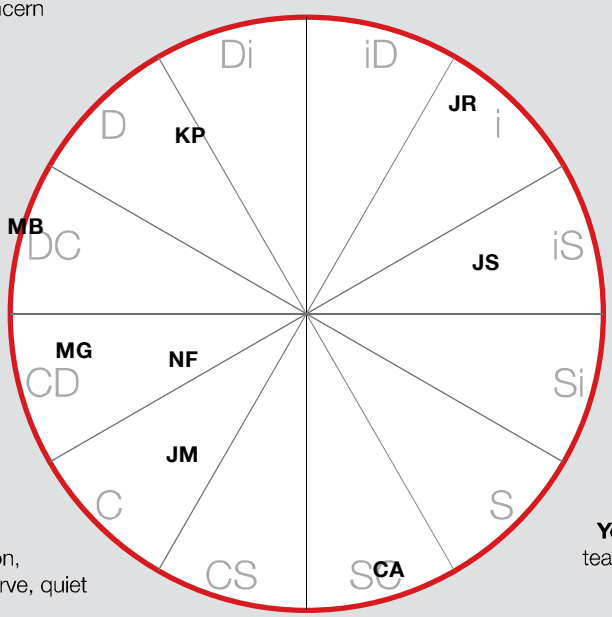
You will notice: charm, enthusiasm, sociability, optimism, talkativeness

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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Profile Page 11

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 8) 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:

7	Reduced the amount of gossiping	2	Got to know each other on a personal level
6	Admitted their mistakes	1	Readily apologized
5	Let go of grudges	1	Spent more time together
5	Understood each other's working styles	0	Shared professional failures and successes
4	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 12

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.

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 being "unguarded and genuine with each other." What team behaviors most likely prompted people to rate this area low? What steps can the team take to help members be more open with one another?

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

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 13

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.

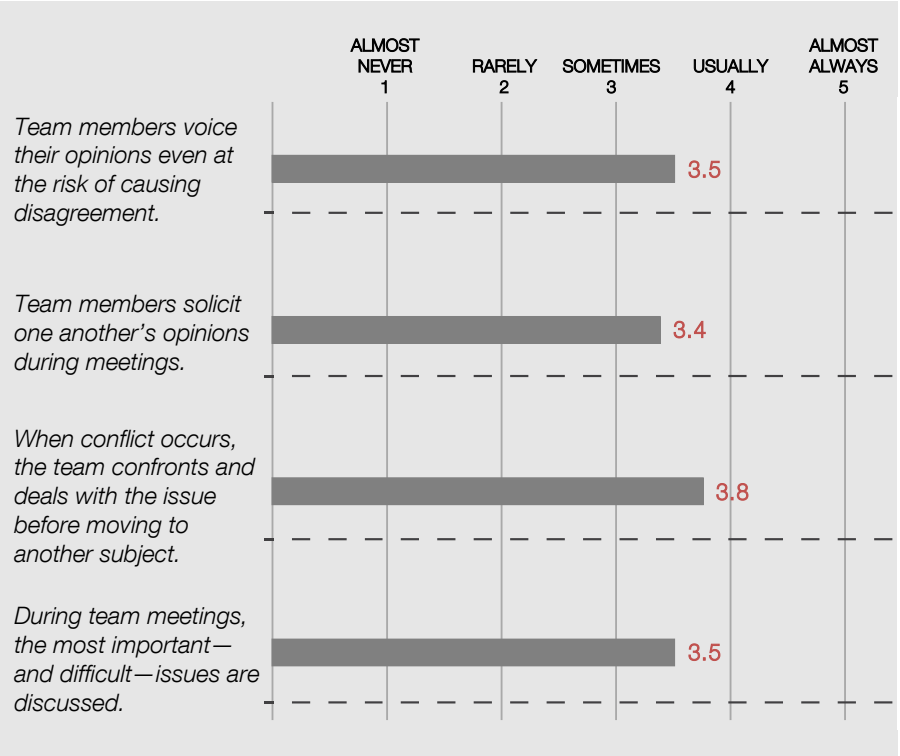
Productive conflict

- 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 14 identify the distribution of responses within the team.



Your Team's Survey Results for Conflict: 3.53 = MEDIUM

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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 14

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	3	3	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.

Team members solicit one another's opinions during meetings.

Almost Never	Rarely	Sometimes	Usually	Almost Always
0	1	4	2	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	2	3

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.

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

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

The Impact of Your DiSC® Style

It's important to understand that different people participate in conflict in different ways. Because you have an S style, you want to avoid conflict whenever possible. The following describes how you may be affected by conflict:

- You may compromise on things you care about but remain frustrated.
- You may waste energy worrying that people are mad at you.
- You may become fearful about making mistakes.

PERSONALIZED FEEDBACK

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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 DiSC® style.

FACILITATION
Do the "Video Review."

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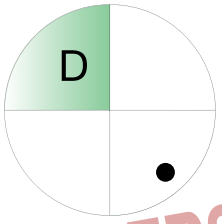
Profile Page 15

Handling conflict is often easier if we understand one another's natural approaches. Sometimes building more effective relationships requires adapting your approach to accommodate the preferences of other people.

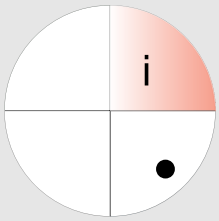
Your ABC Style in Conflict



Conflict with the D Style

Because you want to maintain harmony, you're less likely than your "D" coworkers to address conflict directly. They're probably very frank and even argumentative at times, so you may try to avoid them during tense situations. Therefore,

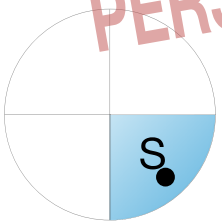
- Speak up when you have a different opinion.
- Avoid giving in to their demands.
- Make sure that your needs are considered.



Conflict with the i Style

People with the i style want to maintain friendly relationships and they share your tendency to initially gloss over differences and avoid conflict. However, they're so focused on being heard that they're more likely to become emotional and lash out when confronted. Therefore,

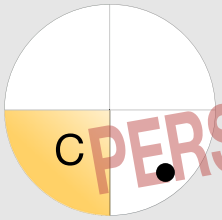
- Show them that you're open to solutions.
- Share your doubts.
- Remember that conflict will ultimately strengthen your relationship.



Conflict with the S Style

You both avoid addressing issues head-on so open conflict is likely to be rare between you and your "S" coworkers. However, this may lead to a breakdown in communication. Therefore,

- Address the situation directly and honestly.
- Don't assume their silence means they agree.
- Follow up to make sure the issue is resolved.



Conflict with the C Style

People with the C style often view conflict as a disagreement over who is correct and usually want to avoid direct aggression and focus on the facts. Since you share their objective approach, the two of you may sometimes engage in logic wars. Therefore,

- Assert your own position.
- Avoid withdrawing from the conflict
- Have the confidence to call out issues.

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PERSONALIZED FEEDBACK
PERSONALIZED FEEDBACK
PERSONALIZED FEEDBACK

This page is personalized based on DiSC® style.

The bullets are tips for engaging in productive conflict.

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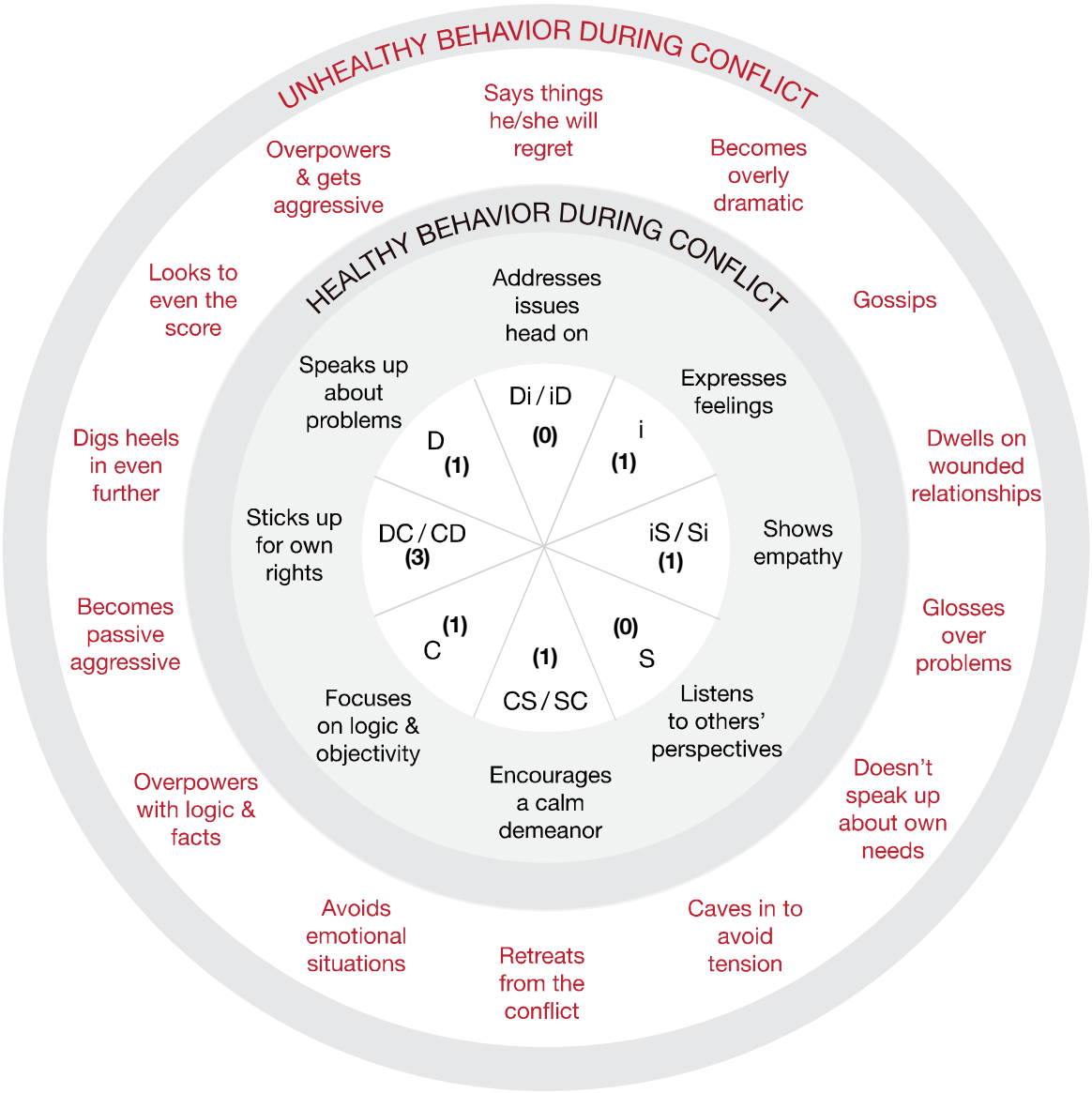
Profile Page 16

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

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 (out of 8 people).



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16

This map is not intended to be an exact one-to-one correspondence between a given style and a given behavior.

FACILITATION
Do the "Healthy and Unhealthy Behaviors" activity.

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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 (8 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	4	3	3
Going beyond the meeting end time to resolve an issue	0	4	4	8
Using strong language when you're upset	3	5	0	0
Avoiding someone when you're angry	5	3	0	6
Excluding other team members from difficult conversations	1	2	5	5
Being outwardly emotional	4	1	3	4
Expressing anger through indirect actions rather than voicing it directly	7	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 13), 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 13).

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

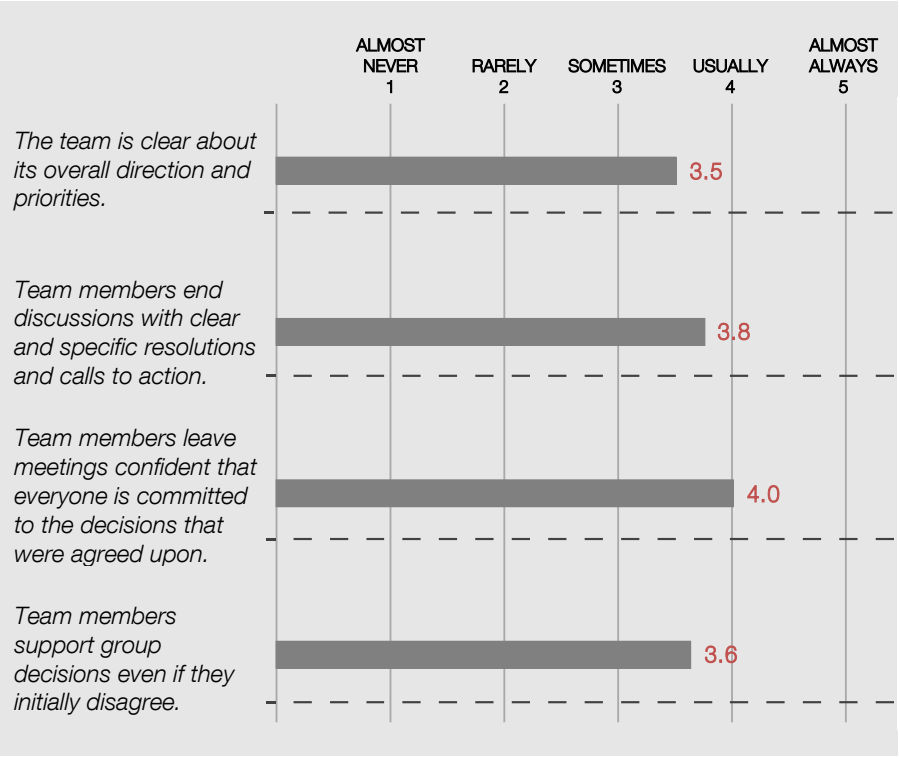
What do we mean by commitment? In the context of a cohesive team, **commitment** is

- 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: 3.72 = 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)

3.55

3.43

3.42

3.76

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 DiSC® style.

brad

Commitment with Clarity

The team is clear about its overall direction and priorities.

Almost Never	Rarely	Sometimes	Usually	Almost Always
0	1	2	5	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*? It seems that your team is clear about its direction and priorities most of the time. It may be that sometimes, though, the team lacks clarity. Ensuring that everyone is on the same page may allow the team to commit to decisions and move forward with confidence.

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

Almost Never	Rarely	Sometimes	Usually	Almost Always
0	0	3	4	1

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.

AREA OF STRENGTH

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

The Impact of Your DiSC® Style

PERSONALIZED FEEDBACK

John Doe, because you have an S style, you like having a clear, predictable goal that you can work toward steadily. In fact, you may be very uncomfortable with unclear expectations or confusion. Remember, if you and your teammates aren't all on the same page, commitment will be unlikely.

This paragraph is personalized based on DiSC® style.

Consider how other DiSC® styles may react to a lack of clarity:

- D coworkers are likely to push back on and resist decisions they don't understand.
- i coworkers are prone to impulsiveness and may be disorganized at times, so without clear goals they may simply fail to follow through.
- S coworkers may second-guess themselves and their work, which may impede their productivity.
- C coworkers tend to be solitary and may simply focus on their own objectives, deepening the sense of misalignment.

All team members receive the same DiSC insight bullets that appear here.

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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 DiSC® style.

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	3	3

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	4	1

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 results indicate that the team is often able to gain this sort of support for team decisions. Occasionally, however, people may feel that others are holding back their opinions or aren't truly committed—even if they say they are. Remember, ensuring that every member of the team feels heard sets the stage for real commitment.

The Impact of Your DiSC® Style

PERSONALIZED FEEDBACK

John Doe, because you have an S style, you want to be accommodating and may even put other people's needs above your own. This may mean stifling your own opinions and doubts. Instead, you may passively agree, nodding your head in approval without truly supporting the decision.

Consider how other DiSC® styles approach commitment:

- D coworkers have a take-charge attitude and want to make up their minds quickly.
- i coworkers rely on personal relationships and may be more apt to commit when they feel a sense of team spirit.
- S coworkers are careful decision-makers and want to be absolutely sure before they commit.
- C coworkers are swayed by objective information rather than emotion or intuition.

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AREA OF STRENGTH

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

This paragraph is personalized based on DiSC® style.

All team members receive the same DiSC insight bullets that appear here.

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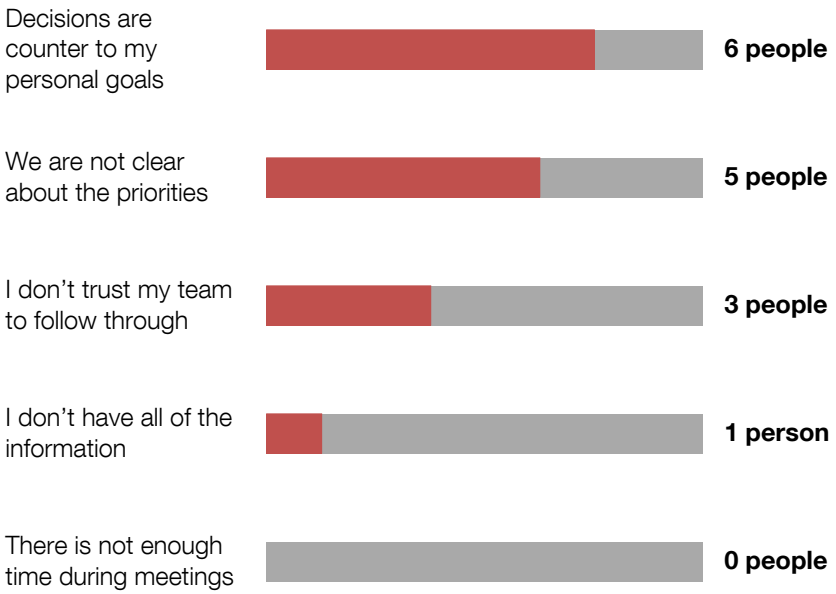
Profile Page 22

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 8) who selected each explanation appears next to the corresponding bar below. Note: You had the option to select all that apply.



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 team goals sometimes conflict with personal goals. How can the team do a better job at discussing this conflict of interest when it comes up?

2. Commitment on the team may also suffer because people think priorities are not clear. How often do people speak up when they encounter this issue? What can be done to ensure team priorities are clear?

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…	A Team That Commits…
• 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	• 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 high. Are there any specific areas where the team has trouble getting full buy-in? If so, describe one and come up with a way to overcome it.

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

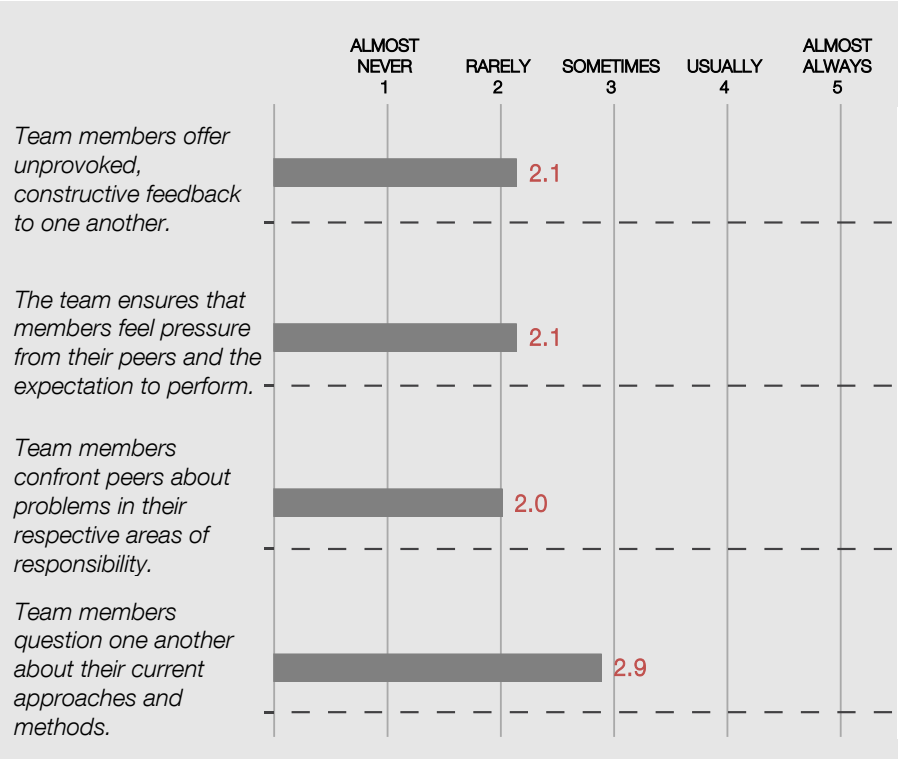
Accountability has become a buzzword—so overused and with so many different interpretations that it has lost much of its meaning. In the context of teamwork, however, **accountability** is

> *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: 2.28 = 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)

3.08

2.97

3.02

3.07

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	5	2	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 DiSC® Style

PERSONALIZED FEEDBACK

John Doe, because you have an S style, calling out your teammates for poor performance may feel particularly painful to you. In fact, you're probably naturally inclined to maintain harmony and avoid conflict at all costs. However, your failure to call out deficiencies directly may cause communication to break down and hidden hostility to intensify.

Consider how other DiSC® styles prefer to receive productive feedback:

- D coworkers prefer a straightforward delivery.
- i coworkers want a positive explanation.
- S coworkers prefer a considerate but direct delivery.
- C coworkers want a truthful, logical explanation.

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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).

This paragraph is personalized based on DiSC® style.

All team members receive the same DiSC insight bullets that appear here.

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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	3	3	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.

This paragraph is personalized based on DiSC® style.

The Impact of Your DiSC® Style

PERSONALIZED FEEDBACK

John Doe, your S style implies that you tend to be very steady and reliable. You probably don't want to let anyone down so feeling some peer pressure may be an effective motivator for you. However, since you are probably very accommodating, applying peer pressure may be difficult for you.

Consider how other DiSC® styles may be motivated to improve performance:

- D coworkers may be motivated by competition and challenging projects that will garner respect.
- i coworkers may be motivated by positive energy and encouragement.
- S coworkers may be motivated by opportunities to support people and contribute to team success.
- C coworkers may be motivated by defining quality standards and completing complex assignments.

All team members receive the same DiSC insight bullets that appear here.

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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
3	3	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 DiSC® Style

PERSONALIZED FEEDBACK

Because you have an S style, John Doe, you probably dislike confrontation and challenge. Pointing out someone's shortcomings probably seems impolite and tactless to you. Still, you would probably appreciate a high level of clarity rather than unknowingly disappointing others.

Consider how other DiSC® styles may react to being confronted:

- D coworkers often need to be convinced before they will change their minds or behaviors.
- i coworkers typically don't want people to be angry or upset with them.
- S coworkers are often eager to compromise and tend to listen to other people's opinions.
- C coworkers may want facts and need proof that they're wrong before they will take corrective action.

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

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

This paragraph is personalized based on DiSC® style.

All team members receive the same DiSC insight bullets that appear here.

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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	3	3	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 DiSC® Style

PERSONALIZED FEEDBACK

John Doe, you often give people the benefit of the doubt. So, if you see someone doing something questionable, you probably assume they know what they're doing. However, questioning each other is simply the best way to keep one another focused on what matters most.

Consider how to question other DiSC® styles about their current approaches and methods:

- D coworkers appreciate a direct approach. Remember not to confuse their confidence with competence.
- i coworkers may improvise and make spontaneous decisions, so be proactive in asking for detailed explanations of their approach.
- S coworkers don't want to be rushed for answers, but you may need to ask enough questions to unearth any concerns they have with their roles or responsibilities.
- C coworkers may become defensive if the quality of their work is called into question. Be sure to back your opinions with facts, and give them time to think over your suggestions.

This paragraph is personalized based on DiSC® style.

All team members receive the same DiSC insight bullets that appear here.

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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 8) 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:

7	Call one another on unproductive behaviors	1	Follow through on personal commitments
5	Give one another feedback	0	Address missed deadlines immediately
4	Have clearer priorities and goals	0	Be more direct
3	Review progress against goals during team meetings	0	Publicly share goals
2	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 confronting peers about problems. List some reasons why confrontation is so difficult on your team. What expectations or processes could your team put in place to make confrontation 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

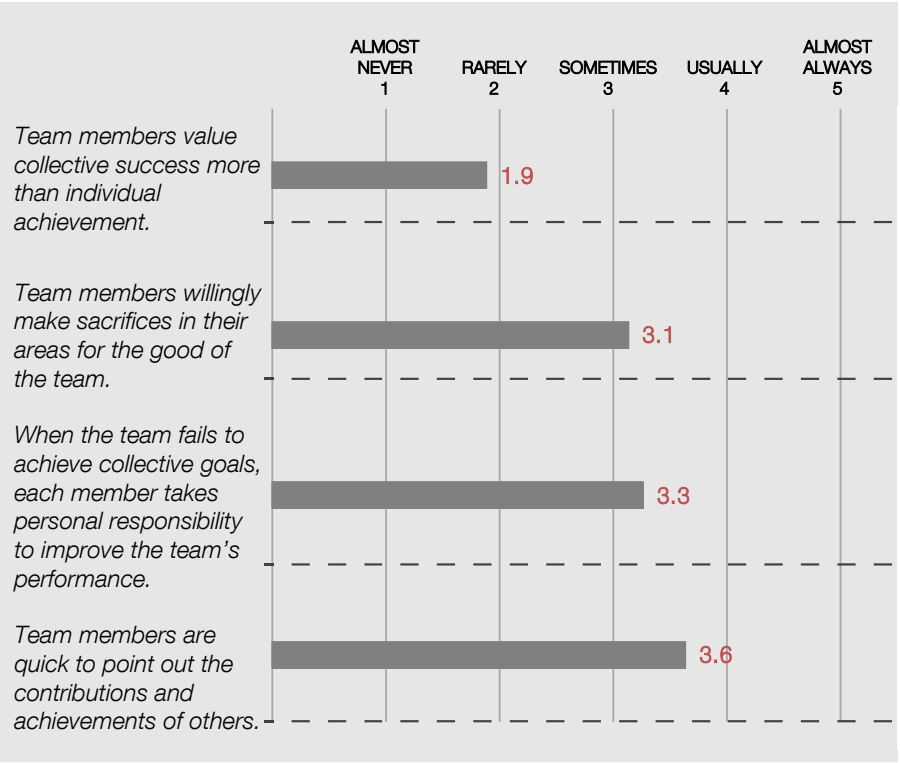
The ultimate goal of encouraging trust, healthy conflict, commitment, and accountability is to achieve results. And yet, as it turns out, one of the greatest challenges to team success is the inattention to results. In the context of a cohesive team, **results**

- 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

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: 2.97 = LOW

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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
4	1	3	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.

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

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

Almost Never	Rarely	Sometimes	Usually	Almost Always
0	1	5	2	0

It seems that your team members are only occasionally willing to make personal sacrifices to help the team. Perhaps people are so caught up in their own responsibilities that they don't make the effort to assist their teammates.

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

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	4	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	2	1	3	2

There was some disagreement on this issue. Some team members may not be paying attention to the team's work, or there may be differences of opinion as to what is praise-worthy. In any case, acknowledging one another in a positive way is a healthy reminder that you're all working toward the same collective goal.

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

The Impact of Your DiSC® Style

Because you have an S style, John Doe, you may find an emphasis on results to be a little cold and uninspiring. Remember, no matter how good a team feels about itself, if it rarely achieves its goals, then, by definition, it is simply not a good team. Therefore, to achieve results:

- Commit publicly to specific goals.
- Put pressure on yourself and others to achieve the desired outcome.
- Don't place a higher value on loyalty than performance.

PERSONALIZED FEEDBACK

The paragraph and bullet points are personalized based on DiSC® style.

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Profile Page 33

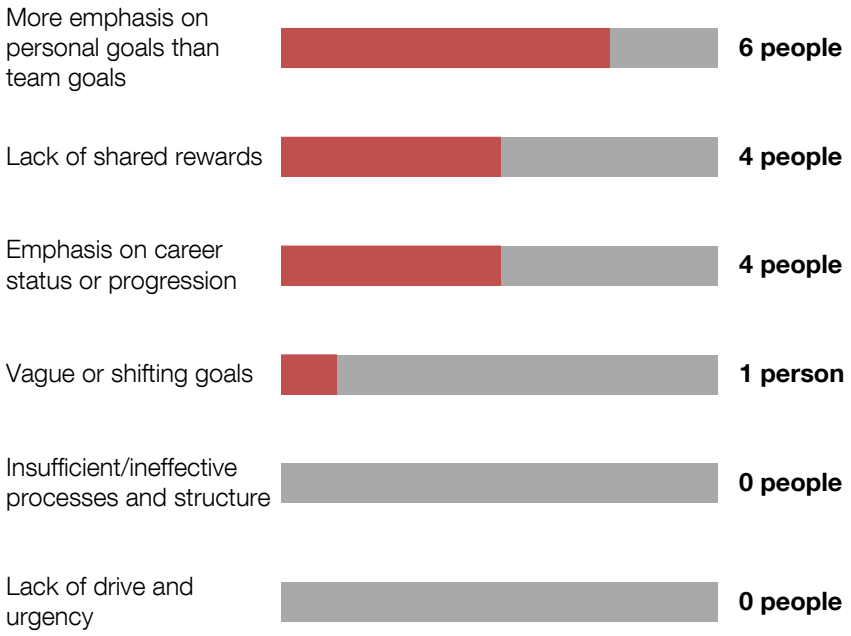
The next two pages will wrap up the Results portion of the report. This page gives an opportunity for some rich discussion. You can let the team have a free discussion as they look over the top portion of the page, or if you need to move through the page more quickly, you can direct them to focus on 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 8) 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…	A Team That Focuses 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	• 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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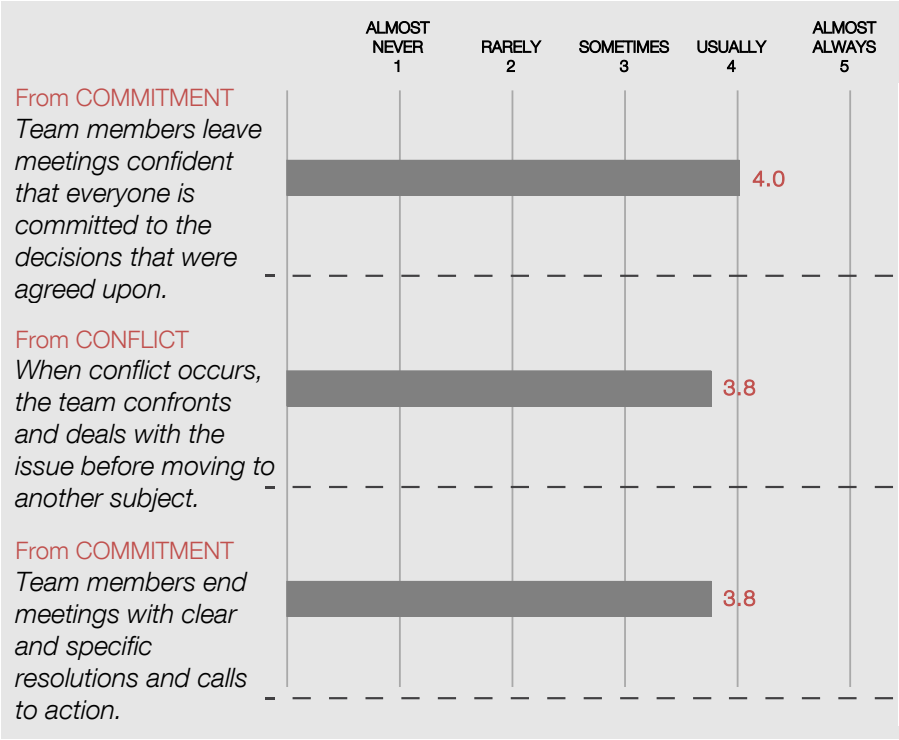
Profile Page 35

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

3.20

3.43

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
- Thoroughness in resolving issues
- A willingness to address problems quickly and directly
- Communicating next steps clearly
- Valuing specificity about team decisions

Points of Discussion

1. As a team, one of your strengths is creating clarity around direction and priorities. What processes or assumptions does your team use to get this sort of clarity?
2. Your team rated confronting and dealing with conflict as one of its highest areas. How do people typically feel after a heated discussion?
3. An area that was higher for your team is the ability to support decisions even when there are initial disagreements. What is the team's process for ensuring that objections get voiced?

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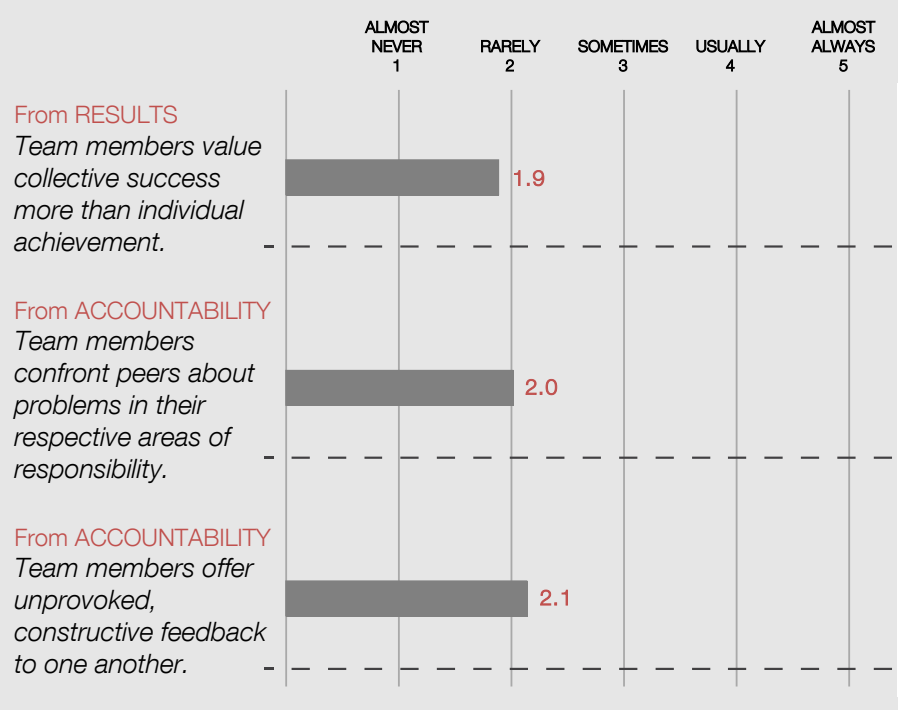
Profile Page 36

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

3.02

3.08

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
- Unwillingness to challenge one another
- Lack of knowledge about all aspects of the team's work
- Fear that direct feedback may jeopardize relationships
- Reluctance to offer honest input

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 confronting each other with problems. 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 giving constructive feedback.

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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.*						4.00	3.42
2. Conflict *When conflict occurs, the team confronts and deals with the issue before moving to another subject.*						3.75	3.20
3. Commitment *Team members end meetings with clear and specific resolutions and calls to action.*						3.75	3.43
4. Commitment *Team members support group decisions even if they initially disagree.*						3.63	3.76
5. Results *Team members are quick to point out the contributions and achievements of others.*						3.63	3.54
6. Conflict *During team meetings, the most important—and difficult—issues are discussed.*						3.50	3.42

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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. Conflict *Team members voice their opinions even at the risk of causing disagreement.*						3.50	3.40
8. Commitment *The team is clear about its overall direction and priorities.*						3.50	3.55
9. Conflict *Team members solicit one another's opinions during meetings.*						3.38	3.60
10. Results *When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.*						3.25	3.23
11. Results *Team members willingly make sacrifices in their areas for the good of the team.*						3.13	3.40
12. Trust *Team members ask one another for input regarding their areas of responsibility.*						3.00	3.33
13. Accountability *Team members question one another about their current approaches and methods.*						2.88	3.07

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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 willingly apologize to one another.*						2.88	3.35
15. Trust *Team members acknowledge their weaknesses to one another.*						2.63	2.81
16. Trust *Team members are unguarded and genuine with one another.*						2.25	3.34
17. Accountability *Team members offer unprovoked, constructive feedback to one another.*						2.13	3.08
18. Accountability *The team ensures that members feel pressure from their peers and the expectation to perform.*						2.13	2.97
19. Accountability *Team members confront peers about problems in their respective areas of responsibility.*						2.00	3.02
20. Results *Team members value collective success more than individual achievement.*						1.88	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 the 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	2.69	16 %
Conflict	3.53	70 %
Commitment	3.72	72 %
Accountability	2.28	2 %
Results	2.97	20 %

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