

THE FIVE
BEHAVIORS
OF A COHESIVE
TEAM™

Your Team Can Do Better.



THE FIVE BEHAVIORS OF A COHESIVE TEAM is an assessment-based learning experience that helps individuals and organizations reveal what it takes to build a truly cohesive and effective team in the most approachable, competent, and effective way possible. Powered by Everything DiSC®, the profiles help participants understand their own DiSC® styles. Bringing together everyone's personalities and preferences to form a cohesive, productive team takes work, but the payoff can be huge—for individuals, the team, and the organization.

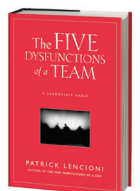
The single most
untapped competitive
advantage is teamwork.



To gain this advantage, teams must:

- ▲ **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, conflict, commitment, and accountability is one thing: the achievement of results.

Based on the best-selling book *The Five Dysfunctions of a Team*
Over 2.5 Million Copies Sold



There are many reasons teams fail. There's one proven way to help them succeed.

What does this program do?

The program helps teams understand how, as a team, they score on the key components of The Five Behaviors model: trust, conflict, commitment, accountability, and results. Each individual on the team will also understand their own personality style and their team members styles, based on the DiSC® model: D: Dominance, i: Influence, S: Steadiness, and C: Conscientiousness, and how their style contributes to the team's overall success.

Who is it for?

The program is designed exclusively for intact teams and work groups. The Five Behaviors of a Cohesive Team harnesses the power of Everything DiSC and the clarity and simplicity of The Five Dysfunctions of a Team model.

How does it work?

The Five Behaviors Model is used to help team members learn to work together more efficiently and effectively and become a more cohesive team. A productive, high-functioning team:

- ▲ Makes better, faster decisions
- ▲ Taps into the skills and opinions of all members
- ▲ Avoids wasting time and energy on politics, confusion, and destructive conflict
- ▲ Avoids wasting time talking about the wrong issues and revisiting the same topics over and over again because of a lack of buy-in
- ▲ Creates a competitive advantage
- ▲ Is more fun to be on!

Powered by EVERYTHING DiSC
A Wiley Brand



The program includes:

- ▲ Facilitator's Guide with 7 modules
- ▲ PowerPoint® with over 40 minutes of video
- ▲ Participant handouts with activities
- ▲ Take-away cards for each of The Five Behaviors
- ▲ Podcasts, online resources, and a research report

The Five Behaviors And Your Team

Remember, the five behaviors can be mistakenly interpreted as the desired means that can be extended to one another. But in reality they form an integrated model, and neglecting even one of the behaviors can be harmful to the success of a team. Consider the following correlation:

LOW	1.00-5.24
MEDIUM	5.25-7.5
HIGH	7.51-9.00

RESULTS 2.3
ACCOUNTABILITY 2.3
COMMITMENT 3.3
CONFLICT 2.5
TRUST 3.1

Summary of Your Team Survey Results
Your assessment scores indicate that trust and commitment are the lowest scores, and results are the highest score.

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 or standard expectations. Rather, it is the context of a "cohesive team" 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 conduct or conduct around the team

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

Team Survey Results

The following table reflects the team's responses to the trust-related questions from the team survey. Right of the question reflect the team's average score on the five-point scale. The bars on page 6-4 distribution of responses across the team.

	ALMOST NEVER	RARELY	SOMETIMES	USUALLY
	1	2	3	4
Team members acknowledge their weaknesses to one another				3.0
Team members willingly apologize to one another				2.6
Team members are organized and proactive with one another				3.5
Team members ask one another for input regarding their areas of responsibility				3.0

Your Team's Survey Results for Trust: 3.1= MEDIUM

Common Distractions

What is needed to focus on results?
Teams have difficulty staying focused on results because of self imposed and other distractions on your team. The number of people out of 10 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:

Lack of shared rewards	9 people
Lack of drive and urgency	8 people
Insufficient/inflexible processes and structure	6 people
Vague or shifting goals	6 people
Mis-emphasis on personal goals that team goals	6 people
Emphasis on career status or progression	1 person

Points of Discussion

1. The results of the survey above indicate that a top distraction for your team is "vague or shifting goals." What level of influence (directly or indirectly) does your team have in creating to goals?
2. In the survey above, your team identified the lack of drive and urgency as a major distraction. Are there currently "champions" or "allies" for the "champions" selected? Do people understand why a goal was chosen and why it's important? What are the consequences of missing a deadline?

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To get started, contact your Five Behaviors of a Cohesive Team Authorized Partner