

THE FIVE BEHAVIORS OF A COHESIVE TEAM®

Personal Development

Based on *The New York Times* best-selling book
The Five Dysfunctions of a Team by Patrick Lencioni

Facilitator's Guide

Getting Started

Module 1	You and The Five Behaviors™
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Getting Started

In order to make your facilitation of *The Five Behaviors of a Cohesive Team®: Personal Development* as successful as it can be, this section includes information and suggestions to help frame the session, prepare to conduct the training, understand how to best use the materials, and plan your session timing.

What's the Point?

To engage your participants and help them get the most out of this training, spend some time up front to make sure they understand why they're taking the time to attend.

The Five Behaviors of a Cohesive Team: Personal Development was created to help individuals become better teammates using the team-development process described in Patrick Lencioni's best-selling book *The Five Dysfunctions of a Team*.

This is a tool to help individuals better understand and internalize the principles of The Five Behaviors of a Cohesive Team model and to provide a common language that can be used in organizations.

The program is designed specifically to work for individuals; participants do not all need to be part of the same team. It's designed to be delivered in a classroom setting to a wide range of participants, regardless of how well they know one another.

The Five Behaviors of a Cohesive Team® Model

Below is a brief summary of the five behaviors. More detailed information follows.

- **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.



Building Trust

The first and most important behavior is to build trust. Trust is all about vulnerability. When there's trust, team members can be comfortable being open, even exposed, to one another regarding their failures, weaknesses, and fears. Vulnerability-based trust is predicated on the simple and practical idea that people who are willing to admit the truth about themselves are not going to engage in the kind of political behavior that wastes everyone's time and energy and, more importantly, makes it difficult to achieve real results.

For example, team members who lack trust often exhibit the following behaviors...

- Conceal their weaknesses and mistakes from one another
- Hesitate to ask for help or provide constructive feedback
- Don't offer help to people outside of their own areas of responsibility
- Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them
- Fail to recognize and tap into one another's skills and experiences
- Waste time and energy managing their behaviors for effect
- Hold grudges
- Find reasons to avoid spending time together

Team members need to be comfortable being vulnerable around one another so that they will be unafraid to honestly say things like "I was wrong," "I made a mistake," "I need help," "I'm not sure," "You're better than I am at that," and "I'm sorry." Unless they can bring themselves to readily speak these words when the situation calls for it, they will waste time and energy thinking about what they *should* say and wondering about the true intentions of their peers. For a team to establish real trust, team members, including the leader, must be willing to take risks without a guarantee of success. They will have to be vulnerable without knowing whether that vulnerability will be respected and reciprocated.

Mastering Conflict

Trust is a prerequisite for addressing the second behavior: mastering conflict. Only team members who trust one another are going to feel comfortable engaging in unfiltered, passionate debate around issues and decisions. Otherwise, they are likely to hold back their opinions. That's not to say that some teams that lack trust don't argue. It's just that their arguments are often destructive. Team members aren't usually listening to one another's ideas and then reconsidering their points of view; they're figuring out how to manipulate the conversation to get what they want. Or they don't even argue with their colleagues face-to-face; instead, they vent about them in the hallway after the meeting is over.

When we speak of mastering conflict, we are talking about productive, ideological conflict—passionate, unfiltered debate around issues of importance to the team.

Teams that fear conflict...

- Have boring meetings
- Create environments where back-channel politics and personal attacks thrive
- Ignore controversial topics that are critical to team success
- Fail to tap into all the opinions and perspectives of team members
- Waste time and energy with posturing and politics

Even among the best teams, conflict is always at least a little uncomfortable. No matter how clear everyone is that a conflict is focused on issues, not personalities, it is inevitable that at some point someone will feel personally attacked. It's unrealistic for a team member to say, "I'm sorry, but I don't agree with your approach to the project" and not expect the other person to feel some degree of personal rejection. But if team members are not making one another uncomfortable at times, if they never push one another outside of their emotional comfort zones during discussions, it is extremely likely that they're not making the best decisions for the organization.

Achieving Commitment

Like trust, conflict is important because it enables a team to work on the next behavior: achieving commitment. When team members are unwilling to weigh in and share their opinions, there is a high likelihood that they're not going to commit to whatever decision is made.

A team that fails to commit...

- Creates ambiguity among team members about direction and priorities
- Watches windows of opportunity close 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

Teams that commit to decisions and standards do so because they know how to embrace two separate but related concepts: buy-in and clarity.

Buy-in is the achievement of honest emotional support for a decision. Too often, consensus is not real. False consensus arises when, instead of discussing the conflict, team members just nod their agreement and move on.

Commitment is about a group of individuals buying in to a decision precisely when they *don't* naturally agree. In other words, it's the ability to tolerate a lack of consensus. When people know that their colleagues have no reservations about disagreeing with one another and that every available opinion and perspective has been unapologetically aired, they will have the confidence to embrace a decision.

Good leaders drive commitment among team members by first extracting every possible idea, opinion, and perspective. Then, comfortable that nothing has been left off the table, they have the courage and wisdom to step up and make a decision, one that is sure to run counter to the viewpoint of at least one of the team members, and usually more.

The fact is, however, that most people don't really need to have their ideas adopted (a.k.a. "get their way") in order to buy in to a decision. They just want to have their ideas heard, understood, considered, and explained within the context of the ultimate decision.

Clarity requires that teams avoid assumptions and ambiguity and that they end discussions with a clear understanding about their final decisions.

When it comes to commitment, the most critical ground rules that team members must agree to relate to timeliness at meetings, responsiveness in communication, and general interpersonal behavior. They must also commit to other principles such as purpose, values, mission, strategy,

and goals. At any given time, all the members of a team must also know what the team's top priority is and how each of them contributes to moving it forward.

Embracing Accountability

The fourth behavior of cohesive teams is embracing accountability. Members of effective teams hold one another accountable, and they don't rely on the leader to do so. That's because asking the leader to be the primary source of accountability is inefficient, and it breeds politics. It is far more effective when team members go directly to one another and give frank, honest feedback.

Teams that do not hold one another accountable...

- Create resentment among team members who have different standards of performance
- Encourage mediocrity
- Miss deadlines and key deliverables
- Place an undue burden on the team leader as the sole source of discipline

When it comes to teamwork, accountability means the willingness of team members to remind one another when they are not living up to agreed-on performance standards. Direct, peer-to-peer accountability is based on the notion that peer pressure and the distaste for letting down a colleague will motivate a team player more than any fear of authoritative punishment or rebuke.

The key to making accountability part of a team's culture is the willingness of the team leader to model the behavior by stepping right into the middle of a difficult situation to remind individual team members of their responsibilities, in terms of both behavior and results. Accountability starts with the leader. Although the leader should not be the primary source of accountability, he or she should be the ultimate source.

Perhaps the most important challenge of building a team on which people hold one another accountable is overcoming the understandable reluctance of individuals to give one another critical feedback. The most effective way to overcome this reluctance is to help people realize that failing to provide peers with constructive feedback means that they are letting them down personally. By holding back, we hurt not only the team, but also our teammates. Sometimes this is the only compelling argument that can convince a well-meaning and caring teammate to step into the discomfort of telling someone what he or she needs to hear.

Focusing on Results

The only way a team can be certain it will remain focused on collective results is to ensure that team members are holding one another accountable for what they need to do.

When a team fails to focus on results, it...

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

Truly cohesive teams focus obsessively on the collective results of the entire organization. They are intolerant of actions and behaviors that serve the interests of individuals but that don't promote the common good. As a result, team members are willing to make sacrifices in order to drive the collective results of their teams.

What is it about us that makes it so hard to stay focused on collective results? We have a strong and natural tendency to look out for ourselves before others, even when those others are part of our families and our teams. And once that tendency kicks in, it can spread like a disease, quickly eroding the roots of teamwork until eventually even trust has been destroyed.

The key to avoiding this problem lies in keeping results in the forefront of people's minds. Results-oriented teams establish their own measurements for success. They don't allow themselves the wiggle room of subjectivity ("Is the CEO happy with us this month?"), feelings ("I *feel* like we're doing pretty well right now"), or outside opinions ("Did you see what that analyst wrote about us in his industry report?"). They commit early and publicly to what the team will achieve and continually review progress against those expected achievements.

A Word about Terminology

The meaning of the terminology used in the model is very important. Yet, because many of these terms are commonly used, many participants will already have their own ideas of what the words mean. Organizational culture may also impact participants' understanding of these words.

For example, "vulnerability-based trust" is a key element of a cohesive team, yet many participants may instinctively have a negative reaction to "vulnerability," seeing it as a shortcoming rather than an asset. Likewise, with the idea of revealing "weaknesses," participants may initially have difficulty understanding how doing so can actually help a team. People may also struggle with concepts such as holding one another accountable; they may think that isn't really their responsibility.

For More Information

For even more information about the model and its application, we recommend that you read Patrick Lencioni's book *The Five Dysfunctions of a Team*.

The Role of Everything DiSC®

The personalized content within *The Five Behaviors of a Cohesive Team®: Personal Development Profile* is derived from the participant's Everything DiSC® assessment. Everything DiSC is a personal development assessment that measures an individual's tendencies. It is designed to support an individual's understanding of their work-related behaviors, the behaviors of others, and how to apply this knowledge in work situations. Everything DiSC is referenced on the first page of the participant's profile, but is not otherwise mentioned in the profile or the facilitation. Participants are not required to have a knowledge of DiSC® to complete this program.

For learners who have previously taken the assessment associated with *The Five Behaviors of a Cohesive Team®: Team Development powered by Everything DiSC*, you can choose to "use existing data" when sending their access codes in EPIC, and the learners will *not* need to answer any additional questions. **Note:** Because the learners have already taken a Five Behaviors™ assessment, they're more likely to understand how the profile was generated and where the data came from. However, because they won't have to answer more questions, it's possible that some participants will not understand where the personalized information in the profile comes from. If they are confused, you can explain that their responses from the *Team Development* assessment were used to create this report.

If you have learners who have previously taken an Everything DiSC® application assessment, the “use existing data” function is *not* enabled. Since the learners won't have taken a Five Behaviors™ assessment, they could be confused about how the report was generated, creating doubt in their minds about the assessment results.

In the Product Box

User Guide

This short booklet provides an overview of the product and all the available materials as well as additional information on using the product.

USB Drive

The USB drive includes the main facilitation materials (Facilitator's Guide, Handouts, PowerPoint® with embedded video), as well as the following:

Poster

The Five Behaviors™ Model (page 2 of the profile)

Program Overview

This document provides a summary of each of the facilitation modules.

Templates

Blank templates are provided so you can create your own handouts and tent cards, if desired.

Images

These include images of the video characters as well as *The Five Behaviors* model for you to incorporate into your customized materials.

Links to Resource and Help Sites (see below)

On the Resource Site

Podcast

A podcast that describes *The Five Behaviors of a Cohesive Team*® model is available to help you prepare to conduct the training.

Facilitator's Videos

In addition to the video embedded in the PowerPoint® presentations, additional video clips are available for your reference. These clips provide additional explanations and stories to further illustrate the five behaviors.

Research Report

This report describes the psychometrics behind *The Five Behaviors*™ profile, including measures of reliability and validity.

Video Viewing Guide

This guide walks you through each of the videos in the main facilitation.

Sample Profiles

You can view a sample profile of both the Personal Profile and the Comparison Report.

On the Help Site

The Help site includes instructions on how to customize various components of your facilitation and how to assign prework.

Best Practices

For Yourself

- Carefully review the facilitation materials, including the background provided in this Getting Started section. The more familiar you are with The Five Behaviors™ model, the better prepared you'll be to respond to questions. Read through the scripted section of this guide to ensure you're comfortable with the flow of the content and understand how all the pieces (PPT, video, activities, explanations) fit together.
- We recommend that you read Patrick Lencioni's book *The Five Dysfunctions of a Team*. The fable style makes for a quick read and it really helps to bring the model alive.
- As noted earlier in this section, you may get some pushback from participants who are struggling with the terminology. It's important to allow participants to discuss what the terms mean to them, but you may, in the end, simply need to say that for the purposes of training, they need to work with the given explanations/definitions.

For the Materials

- Familiarize yourself with the profile. Note that because the profile is focused on the individual, rather than a team, no aggregate team data is provided.
- A note on personalization: When looking at the profile, some participants may not always realize that certain sections are personalized to them. On pages that include a mix of personalized and non-personalized content, subheadings and/or introductory text indicate that the subsequent information is personalized. For example, many subheadings include the word *you* to indicate the information in that section is personalized to the participant.
- Review the Prep section in each module overview and prepare any materials or flip charts as described.
- If someone asks, here is some background on Patrick Lencioni: "Patrick Lencioni is the founder and president of the Table Group, a firm dedicated to helping organizations improve organizational health, teamwork, and employee engagement. His model for teamwork has been used successfully since 2001 in thousands of organizations, including Fortune 500 companies, professional sports organizations, the military, nonprofits, universities, and churches."
- Videos featuring Patrick Lencioni were shot in front of a live audience. This isn't always apparent in each video, so you may want to share this information with the participants.
- Modules 2–6 each begin with a video in which Pat Lencioni defines the relevant behavior and explains how it connects to previous behaviors. If you choose not to show these videos during the classroom session, make sure to familiarize yourself with the content and communicate the key points to participants yourself.

For the Participants

- Participants will likely be more engaged and enthusiastic about the training if they understand in advance the purpose of the training and what they're going to get out of it. The goal is to communicate the following:
 - Participants will learn a specific model of team development—The Five Behaviors of a Cohesive Team—that will be used as a basis for helping them become better teammates.
 - Even though the model is about teams, the focus of this training is on the individual. Participants' profiles have been tailored, based on assessment responses, so they provide a very personalized take on how the five behaviors apply to each participant.
 - Participants will walk away with a common language to use to talk about teams.
- It will make the training go more smoothly if participants have a common understanding of ground rules and expectations. Take some time, either in advance of the workshop or perhaps at the very beginning of the workshop, to discuss the ground rules. You can present some ideas, but participants should be the ones to determine and agree on these expectations. Examples include:
 - Turn off your cell phones.
 - Return from breaks on time.
 - Participate in discussions and activities.
 - Treat one another respectfully.
 - It's okay to disagree with one another about concepts and meanings; there's value in discussing these differences.
- Strongly encourage participants to read Lencioni's book, *The Five Dysfunctions of a Team*, in advance of the training.

Training Timing

This is roughly a half-day program, as shown below. Two additional optional activities—one in the Conflict module and one in the Results module—are not reflected in this timing.

Module 1: You and The Five Behaviors™		15 minutes
Module 2: Building Trust	Defining Trust (5 minutes) About Vulnerability (5 minutes) Being Vulnerable Scenarios & Discussion (30 minutes) How to Build Trust (5 minutes)	45 minutes
Module 3: Mastering Conflict	Defining Conflict (5 minutes) Your Approach to Conflict (10 minutes) Conflict Continua (20 minutes) How to Master Conflict (5 minutes)	40 minutes
Break		10 minutes
Module 4: Achieving Commitment	Defining Commitment (5 minutes) Barriers to Commitment (10 minutes) Go Get It or Get Over It (15 minutes) How to Achieve Commitment (5 minutes)	35 minutes
Module 5: Embracing Accountability	Defining Accountability (5 minutes) Your Approach (20 minutes) Accountability in Action (20 minutes) How to Embrace Accountability (5 minutes)	50 minutes
Break		10 minutes
Module 6: Focusing on Results	Defining Results (5 minutes) Your Motivators and Stressors (10 minutes) How to Focus on Results (5 minutes)	20 minutes
Module 7: Summary and Action		15 minutes