THE FIVE BEHAVIORS OF A COHESIVE TEAM®

Personal Development

Program Overview

Program Content:

Seven modules from 15 to 55 minutes in length with Facilitator's Guide, presentation slides with embedded video, and a handout that support the 23-page *The Five Behaviors of a Cohesive Team®: Personal Development* profile.

Program Description:

Through the use of activity, video review, and discussion, participants are led through the powerful The Five Behaviors of a Cohesive Team model, learning the behaviors that will enable them to become better teammates.

MODULE I: YOU AND THE FIVE BEHAVIORS™

Activities:
• Video Review (large group)
• Review the Model (individual and large group)

Materials:
• Pens or pencils

Length: 15 minutes

Goals:
• Understand the purpose of the workshop
• Get an introduction to The Five Behaviors of a Cohesive Team® model
• Learn about your personal tendencies as a teammate

Description:
In this introduction, participants learn the purpose of the workshop and watch a video that introduces The Five Behaviors™ model. They then read about their own tendencies as a teammate and how these tendencies may cause them to engage with the five behaviors.

MODULE 2: BUILDING TRUST

Activities:
• Video Review (large group)
• About Vulnerability (individual)
• Scenarios and Discussion (small and large group)
• How to Build Trust (individual)

Materials:
• Prepared flip-chart signs
• Pens or pencils

Length: 45 minutes

Goals:
• Explore the concept of vulnerability-based trust and why it matters
• Identify challenges you might have with this behavior and how you could begin to improve

Description:
This module begins with a brief video that explains the concept of vulnerability-based trust. After this, participants read about themselves to discover what makes it easier for them to trust and what might cause them to hold back from being vulnerable. To further this discovery process, participants divide into groups with others who have similar fears. They discuss scenarios that demonstrate how to apply trust to everyday situations as well as what causes them to hold back and how this could be improved. The subgroups then report out to the rest of the participants. The final part of this module involves participants selecting a personalized Trust habit to work on and making notes about how to develop it.

MODULE 3: MASTERING CONFLICT

Activities:
• Video Review (large group)
• Your Approach to Conflict (individual)
• Conflict Continua (large group)
• How to Master Conflict (individual)

Materials:
• Pens or pencils

Length: 40 minutes

Goals:
• Understand that conflict is necessary and get more comfortable with the idea of engaging in it
• Consider how different conflict tendencies may affect others and what you can do about it

Description:
This module begins with a brief video about Conflict and how it connects to Trust. After processing what productive conflict looks like on a team, participants read about their own conflict tendencies across two behavioral continua. Then participants line up according to their places on both Conflict continua and discover the impact of these different preferences. Following this is an optional activity in which participants form small groups with people who have similar conflict approaches to their own and consider whether certain conflict behaviors are acceptable in the workplace and what effect differing opinions may have on conflict. The module ends with participants choosing a Conflict-related habit to develop.

MODULE 4: ACHIEVING COMMITMENT

Activities:
• Video Review (large group)
• Barriers to Commitment (individual and pairs)
• Go Get It or Get Over It (large group)
• How to Achieve Commitment (individual)

Materials:
• Pens or pencils
• Go Get It and Get Over It signs

Length: 35 minutes

Goals:
• Learn what is necessary for teams to truly commit to decisions
• Identify things that could stand in the way of commitment and consider how to address them

Description:
This module begins with a video that defines Commitment and illustrates its connection to Conflict. This is followed by a brief processing of the two components that are key to Commitment: clarity and buy-in. After this, participants read about thoughts they might have that could prevent them from getting clarity and buying in to team decisions, before breaking into pairs to share these thoughts. Participants then engage in a group activity called Go Get It or Get Over It to further illustrate what buy-in and clarity mean in the real world. The module concludes with the participants once again choosing a habit to develop for this behavior.

MODULE 5: EMBRACING ACCOUNTABILITY

Activities:
• Video Review (large groups)
• Your Approach (individual, pairs, and large group)
• Accountability in Action (small and large group)
• How to Embrace Accountability (individual)

Materials:
• Pens or pencils

Length: 50 minutes

Goals:
• Understand why giving and receiving feedback is essential and what these behaviors should look like
• Discover personal Accountability tendencies, and consider how to improve

Description:
The module begins with participants viewing a video of Patrick Lencioni outlining the definition of Accountability and how it connects to previous behaviors. Participants then briefly process the meaning of Accountability and why it is necessary. They read about the way they personally may approach giving and receiving feedback, and discuss this with a partner. After that, participants watch a series of videos that show Accountability conversations handled the right way. The module closes with team members choosing an Accountability habit to work on.

MODULE 6: FOCUSING ON RESULTS

Activities:
• Video Review (large group)
• Your Motivators and Stressors
  (individual, pairs, and large group)
• How to Focus on Results
  (individual)

Materials:
• Pens or pencils

Length: 20 minutes

Goals:
• Understand collective results and how individual priorities can threaten them
• Consider how to channel personal motivations toward helping a team achieve results

Description:
Participants begin by watching a video that describes how all of the previous behaviors culminate in Results. Then, participants solidify their understanding of collective results and what can derail focus from team success. They read about how to harness the power of their own internal motivators and, in pairs, talk about how they can apply their motivators to help their teams achieve collective results. An optional activity gives participants the chance to practice applying their motivators to concrete problems that a team might face. The module ends with the opportunity for participants to select a Results-focused habit to build.

MODULE 7: SUMMARY AND ACTION

Activities:
• Action Plan (individual)

Materials:
• Pens or pencils

Length: 15 minutes

Goal:
• Review habits chosen throughout the workshop and make an action plan to implement one of them

Description:
The purpose of the last module is to summarize key insights learned throughout the day and review the selected habits. Participants choose one of the habits they selected in the previous modules and make an action plan for adopting it in their daily lives.

OPTIONAL ACTIVITY: CONFLICT BEHAVIORS

Activities:
• Small Group
• Large Group

Materials:
• Pens or pencils
• Prepared flip-chart signs

Length: 30 minutes

Goals:
• Understand that people can have different approaches and reactions to common conflict behaviors
• Discover the impact these different approaches can have on workplace conflict

Description:
This optional activity can be used in Module 3 of The Five Behaviors of a Cohesive Team®: Personal Development to examine specific conflict behaviors and discover how people can approach and respond to conflict differently. Participants form small groups based on their locations on the Conflict continua and consider whether or not certain conflict behaviors are acceptable. They report out to compare responses with other groups and close by reflecting on the impact these different opinions can have on conflict in the workplace.

OPTIONAL ACTIVITY: USING YOUR RESULTS MOTIVATORS

Activities:
• Large Group

Materials:
• Pens or pencils
• 3" x 3" Post-it® Notes (enough for each participant to receive 4 sheets)
• Prepared flip-chart signs

Length: 30 minutes

Goal:
• Consider how to channel personal motivations toward helping a team solve problems and achieve collective results

Description:
This optional activity can be used in Module 6 of *The Five Behaviors of a Cohesive Team®: Personal Development* to demonstrate how participants' Results motivators can help their teams achieve collective results. Participants see five descriptions of workplace problems and match each of their Results motivators to one of problems, thinking about how they could use the given motivator to solve the problem. The large group then reviews each problem, and the facilitator calls out a couple of motivators that have been applied to the problem. Participants have the opportunity to describe how their motivators could help solve the problems.