

THE FIVE BEHAVIORS OF A COHESIVE TEAM™

Patrick Lencioni

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

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With DecisionTech Leadership Team
(6 people)
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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.



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.



Building Trust

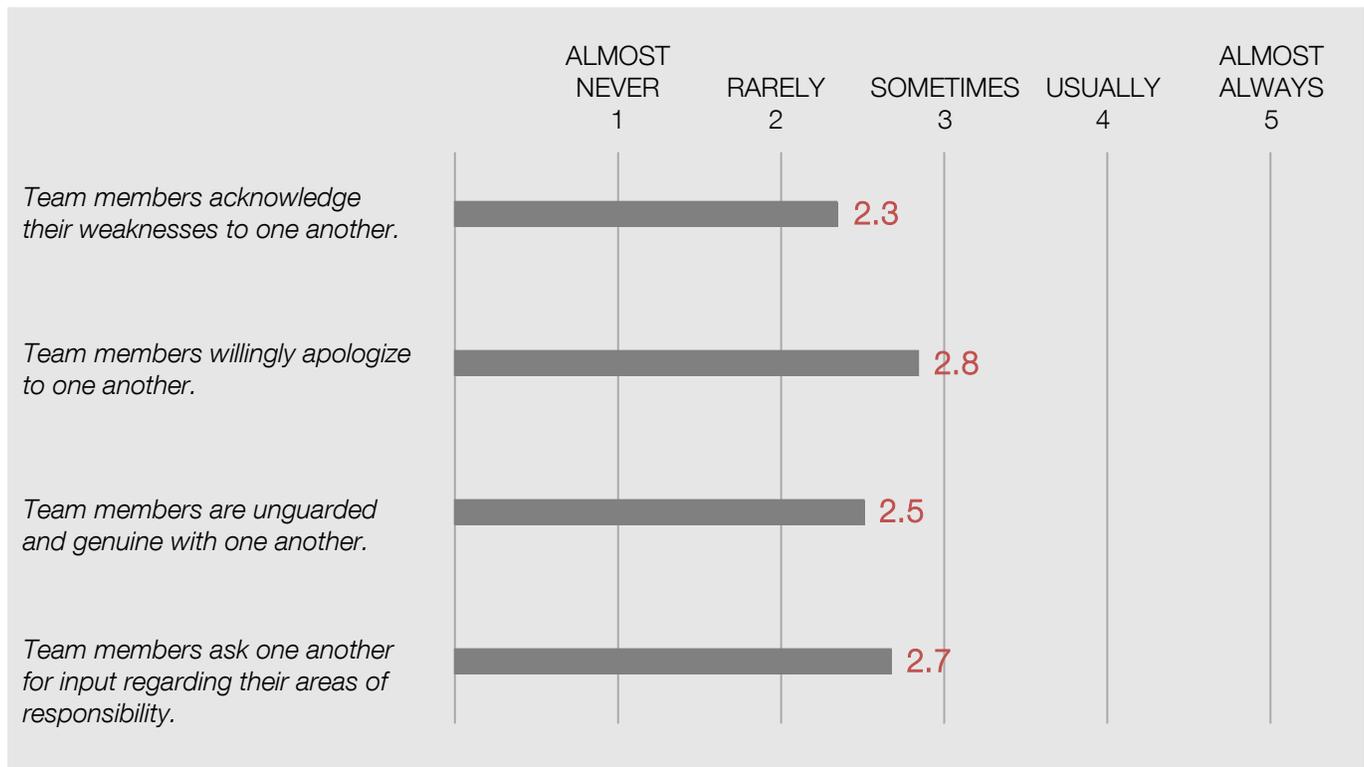
The first and foundational behavior of a cohesive team is trust. Unfortunately, the word trust is used—and misused—so often it may not impart the same meaning to everyone. The definition here isn't centered around the ability to predict a person's behavior based on past experience (a standard description). 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: 2.58 = LOW

Your Team and Trust

Team members acknowledge their weaknesses to one another.

Almost Never	Rarely	Sometimes	Usually	Almost Always
1	2	3	0	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, Kathryn, 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	2	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.





Your Team and Trust

Team members are unguarded and genuine with one another.

Almost Never	Rarely	Sometimes	Usually	Almost Always
0	3	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, Kathryn, 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	1	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.



In the current environment, however, 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 seeking more input may lead to better ideas and solutions, which, in turn, will drive team success.

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

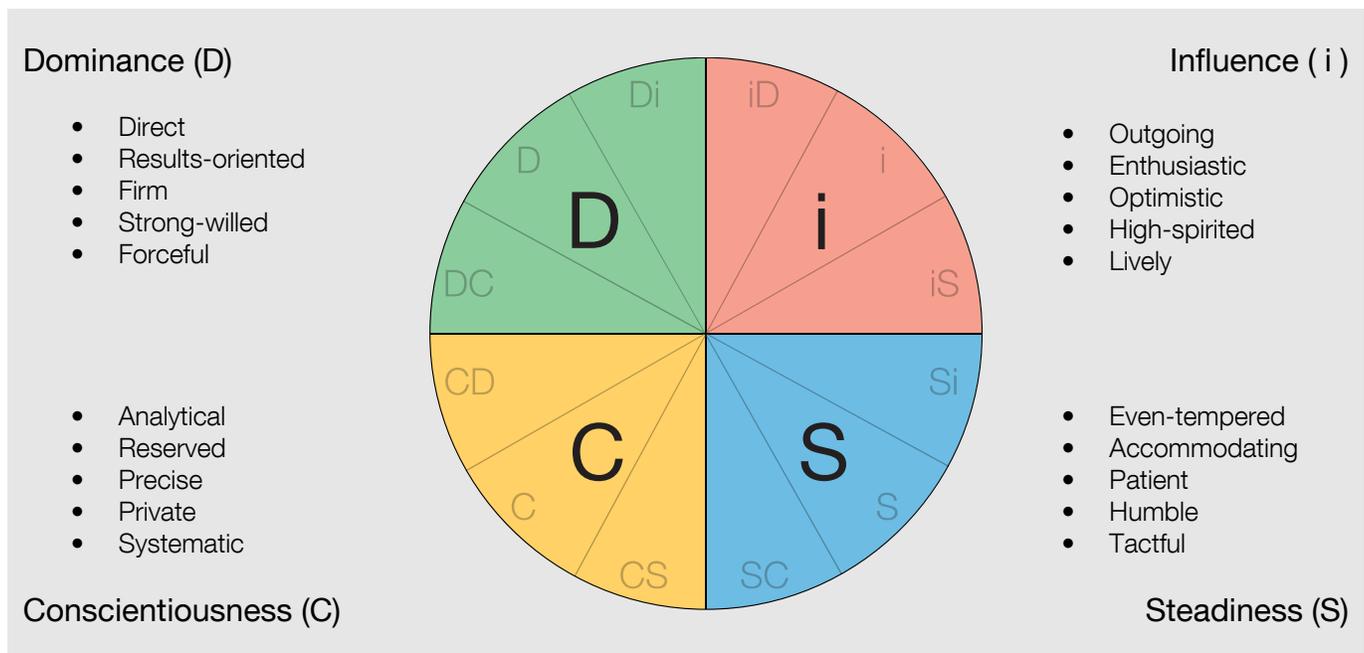
Using a behavioral tool like DiSC® can give team members deeper insights into themselves and their peers. It can help people understand each other and get comfortable being transparent about personal limitations.

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.



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.

The Impact of Your DiSC® Style

Your DiSC® style: D

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

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

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

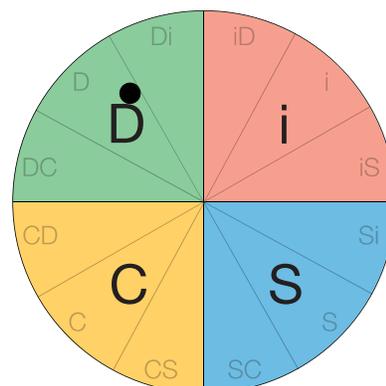
You have a strong competitive side and may actually be energized by antagonism or conflict. In fact, the idea of losing is probably more upsetting to you than it is to most people. You may suspect that people are driven by self-interest and will take advantage of you if you let them. Consequently, you're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

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

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

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

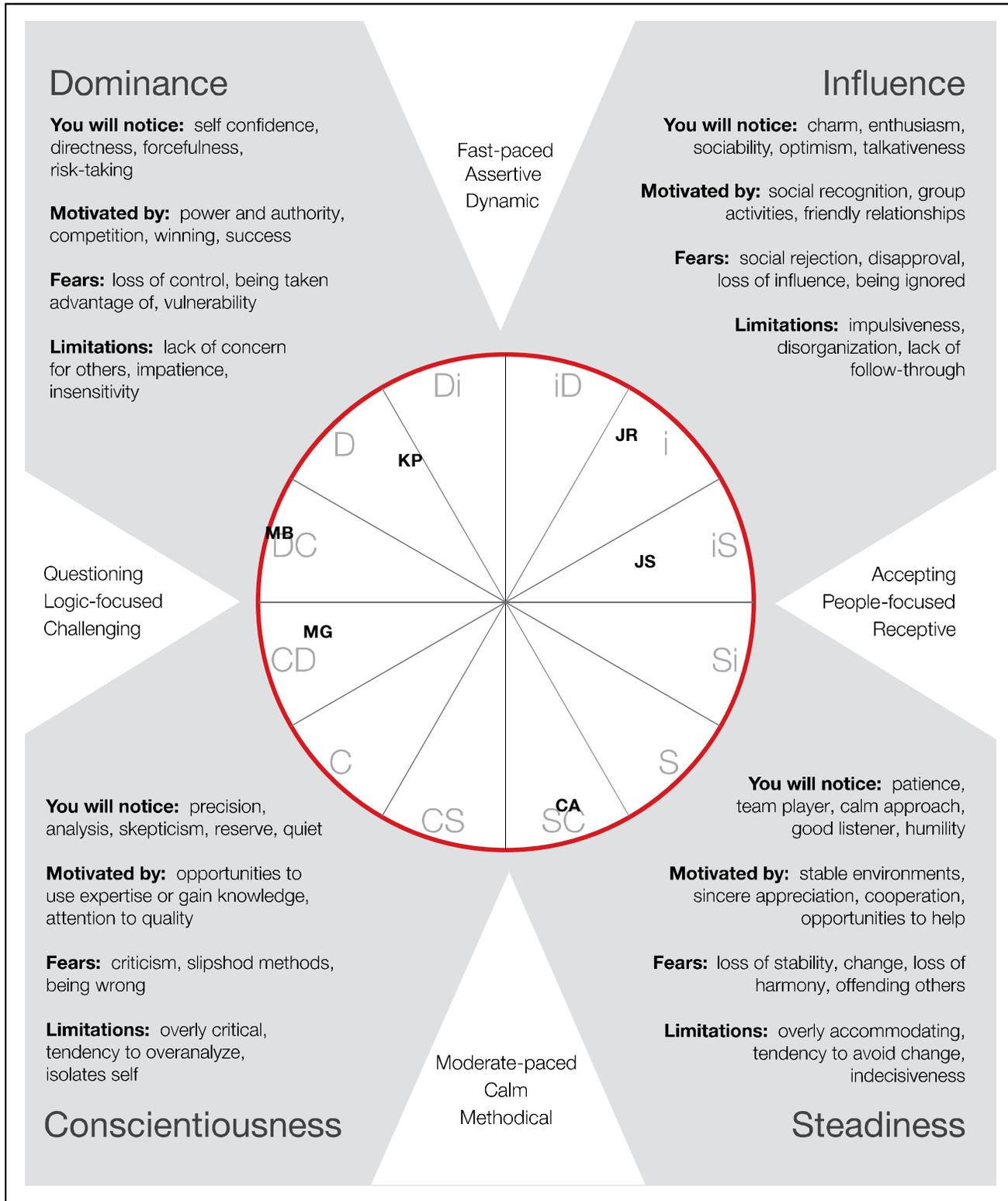
Kathryn, like others with the D style, your most valuable contributions to the workplace may include your drive to get results, your tendency toward bold action, and your willingness to challenge assumptions. In fact, these are probably some of the qualities that others admire most about you.



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

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.





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 6) 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:

- | | | | |
|----------------------------|--|----------------------------|--|
| <input type="checkbox"/> 5 | Reduced the amount of gossiping | <input type="checkbox"/> 2 | Got to know each other on a personal level |
| <input type="checkbox"/> 4 | Admitted their mistakes | <input type="checkbox"/> 1 | Readily apologized |
| <input type="checkbox"/> 3 | Let go of grudges | <input type="checkbox"/> 1 | Spent more time together |
| <input type="checkbox"/> 3 | Understood each other's working styles | <input type="checkbox"/> 0 | Shared professional failures and successes |
| <input type="checkbox"/> 3 | Were more forthright with information | <input type="checkbox"/> 0 | Would give credit where credit is due |

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?

