

Five Behaviors of Cohesive Teams

An Inspired Engagement Professional Development Webinar

Facilitated by

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I N S P I R E D E N G A G E M E N T

Content of This Webinar Adapted From *The Five Dysfunctions of a Team: A Leadership Fable*, by Patrick Lencioni and *The Five Behaviors of a Cohesive Team: Personal Development* program produced by Wiley and facilitated by Inspired Engagement.

Build and Fortify Skills that Transcend Teams

The Five Behaviors of a Cohesive Team: Personal Development was created to harness the power of The Five Behaviors™ across an entire organization. The Five Behaviors™: Personal Development solution teaches individuals to become better teammates by integrating Patrick Lencioni's model at the organizational level. The goal is to completely redefine teamwork and collaboration.

Personal Development was designed specifically to work for individuals; participants do not all need to be part of the same team. Rather, participants can carry the takeaways of this program from one team to the next, enabling a culture of teamwork. Learners at all levels of an organization can benefit from this program and adopt its powerful principles, shape behaviors, and create a common language that empowers people to rewrite what it means to work together.

The Need for the Solution

Today's organizations are working beyond a single team. Advances in technology are disrupting the market, globalization is forcing a new approach of working, and the teams of the future have never seen this level of diversity. In essence, organizations need to equip their employees to create cohesive teams quickly to enable results. The idea was to create a model that harnesses the Power of Patrick Lencioni's Five Dysfunctions and adjust it to benefit the individual, who can then disperse the key takeaways throughout their organization.

What It Does

This is a tool to help individuals better understand, internalize, and apply the principles of The Five Behaviors of a Cohesive Team® model and to foster communication that can be used throughout an organization.

It's designed to be delivered in a classroom setting to a wide range of participants, regardless of how well they know one another.



Survey Says...

	Your Guess	Answer	Difference
When coworkers admit their mistakes, does it make you more likely to trust them?	_____	_____	_____
Do you think your workplace would be more effective if people were more frank with their opinions?	_____	_____	_____
Do you sometimes feel that team projects suffer because people aren't committed enough?	_____	_____	_____
Would your team be more effective if people were better at holding one another accountable?	_____	_____	_____
In your work experience, have you seen projects suffer because people put their own needs ahead of the team's needs?	_____	_____	_____
Total Difference			_____



Cohesive Teams

- ▲ Make better, faster decisions
- ▲ Tap into the skills, talents and opinions of all members
- ▲ Avoid wasting time and energy on politics, confusion and destructive conflict
- ▲ Experiences less stress
- ▲ Are more fun to be on



VULNERABLE TRUST

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.

What Does TRUST on a Team Look Like?

- ▲ Being unguarded and genuine with one another
- ▲ Apologizing and being open about weakness and mistakes
- ▲ Giving one another the benefit of the doubt rather than jumping to conclusions
- ▲ Asking one another for help and input regarding your areas of responsibility



Why do you hold back?



Not wanting to be a burden



Not wanting to lose influence



Not wanting to appear incompetent



Fear of disapproval



Fear of a loss of control



Fear of being perceived as naive



Anticipating Negativity

- ▲ What holds you back?
- ▲ What can you do to be more comfortable being vulnerable with teammates?
- ▲ What could others do to make it easier for you?

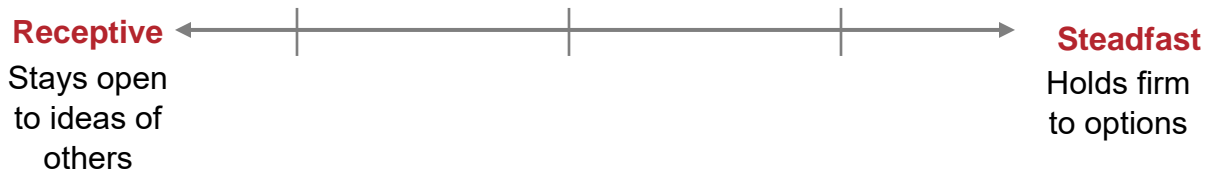
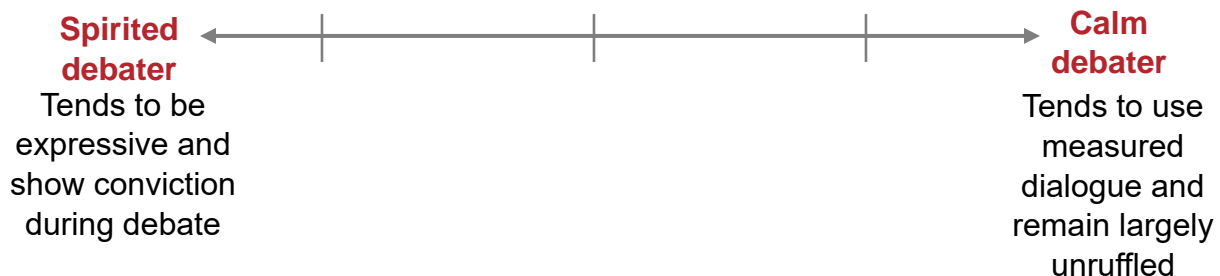
What will you, as an individual, do to help the teams you serve build trust?

MASTERING CONFLICT

What does it look like to have PRODUCTIVE CONFLICT on a team?

- ▲ Voicing your opinions even at the risk of causing disagreement
- ▲ Seeking out your teammates' opinions during meetings
- ▲ Confronting and dealing with the most important and difficult issues
- ▲ Exploring everyone's ideas to uncover the best solutions

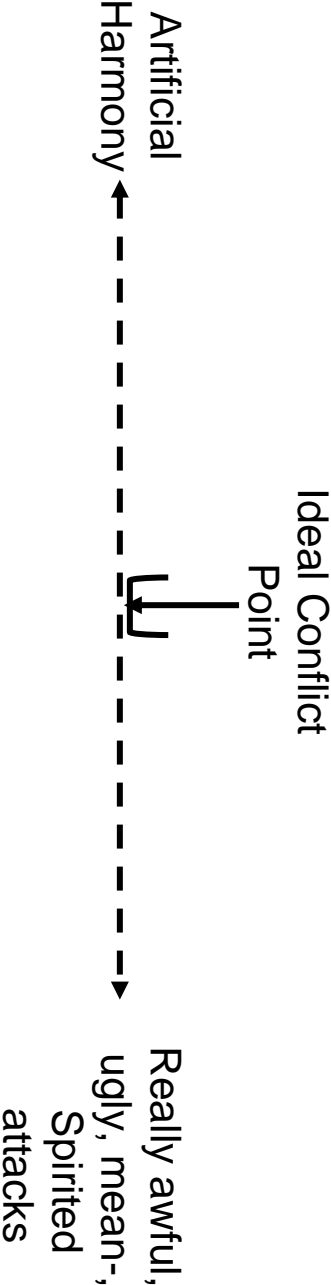
Where do you fall on these conflict continua?



- ▲ How do you show disagreement?
- ▲ When other people do not agree with your ideas, how do you respond?
- ▲ What occurs when people with different styles disagree with each other?



Place an X (or a dot) where you think teams you serve fall on the continuum.



ACHIEVING COMMITMENT

What does it look like to have COMMITMENT on a team?

- ▲ Voicing your opinions even at the risk of causing disagreement
- ▲ Seeking out your teammates' opinions during meetings
- ▲ Confronting and dealing with the most important and difficult issues
- ▲ Exploring everyone's ideas to uncover the best solutions

GO GET IT OR GET OVER IT?

	Go Get It	Get Over It
I am not sure who is responsible for moving the project forward.		
I still think the idea I proposed is better than the one the team chose.		
The decision was made before most of my teammates had the chance to weigh in.		
We cannot be certain how this decision will turn out.		
I am uncomfortable that not everyone was in agreement about the decision.		



A TEAM THAT COMMITS:

- ▲ 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

If everyone is committed to the team's priorities, they will be more willing to hold one another accountable.

What will you, as an individual, do to help engage the teams CLARITY and BUY-IN?

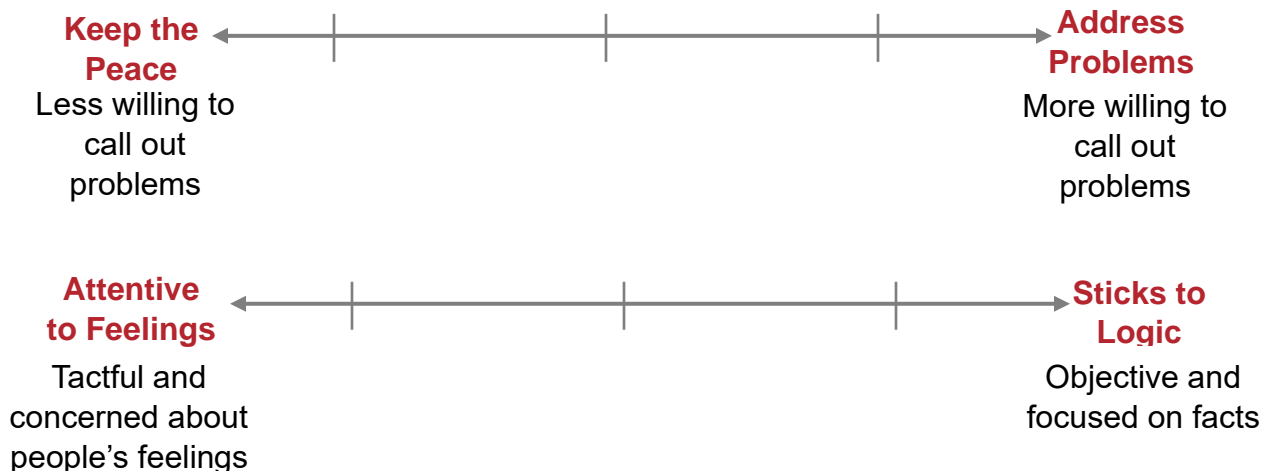


EMBRACING ACCOUNTABILITY

What does it look like to have accountability on a team?

- ▲ Offering and accepting unsolicited, constructive feedback
- ▲ Feeling pressure from your peers and the expectation to perform
- ▲ Confronting peers about problems in their respective areas of responsibility
- ▲ Questions one another about current approaches and methods

Where do you fall on these conflict continua?



- ▲ What are the advantages and disadvantages of your location on the continua?
- ▲ How does the way you receive feedback influence how you hold others accountable?
- ▲ Reflect upon a time when you should have held a teammate accountable and did not. What problems did this cause?



FOCUSING ON RESULTS

What does it look like to focus on RESULTS as a team?

- ▲ Valuing collective success more than individual achievement
- ▲ Willingly making sacrifices in your area for the good of the team
- ▲ When the team fails to achieve collective goals, taking personal responsibility to improve the team's performance
- ▲ Being quick to point out the contributions and achievements of others

A team that focuses on results:

- ▲ Retains achievement-oriented employees.
- ▲ Minimizes individualistic behavior.
- ▲ Enjoys success and suffers failure acutely.
- ▲ Benefits from individuals who subjugate their own goals/interests for the good of the team.
- ▲ Avoids distractions.

What will you, as an individual, do to help the teams you serve stay focused on collective RESULTS?



The Five Behaviors™ model



Virtual Workshops



The **Five**
Behaviors[®]
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Personal Development

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