

SHOWCASE

Working with 5 Behaviors of a Cohesive Team

January 17, 2017

Today

- *Who is the program designed for*
- *What is the 5 Behaviors of a Cohesive Team program*
- *When to use 5B*
- *Where to access*
- *Why does it work*
- *How do you access the program*





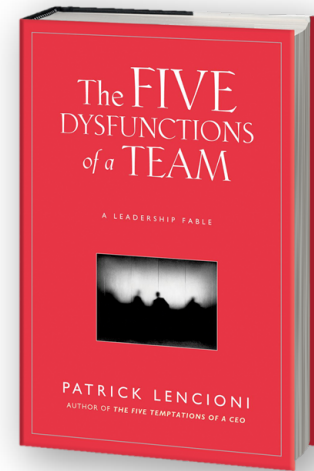
**“I suppose I’ll be the one
to mention the elephant in the room.”**

Who is this program designed for?

- A TEAM:
 - 3-12 people
 - Intact, set team w/o significant change
 - Meet on a regular basis and
 - Collectively responsible for results
 - A committed leader

What is the 5B Program?

- 5B combines two models
- Generative language
- Assessment based learning experience
- Facilitated program with individual and team feedback
 - Scores on the key components of The Five Behaviors model (trust, conflict, commitment, accountability, and results)
 - How their personality/behavioral style contributes to team's overall success



When is the right time to use 5B

A time when the team

- Membership is stable
- Has been working together for six to eight weeks prior
- Has a typical workload, without impending deadlines
- Can commit the time, where all team members can attend
- Is prepared/ready for “heavy lifting” (emotional energy)

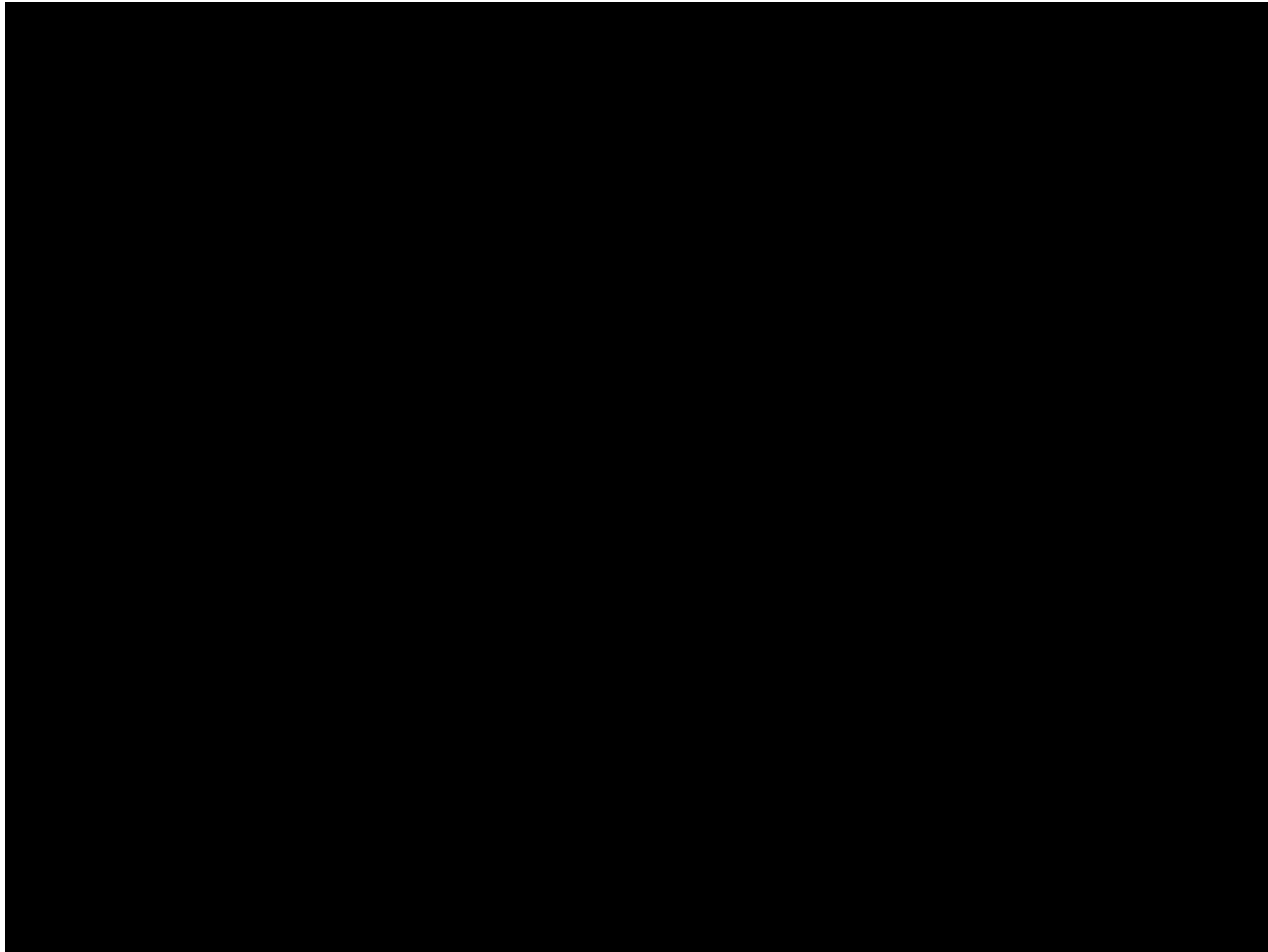
Teamwork

“Not finance. Not strategy. Not technology. It is teamwork that remains the ultimate competitive advantage, both because it is so powerful and so rare.”



~ Patrick Lencioni

Intro to 5B



Clarity on Terms and Meanings

- Trust
 - *Vulnerability* vs predictive
- Conflict
 - Healthy conflict around ideas, with freedom to disagree
 - Finding the space between *Artificial Harmony* and *Destructive Debate*
- Commitment
 - Not consensus
 - Includes clarity and emotional *buy-in*
- Accountability
 - Peer-to-peer accountability (*Ultimate source* vs *Primary Source*)
 - Requires feedback skills (providing and receiving)
- Results
 - *Organizational*



Ultimate Goal is Achieving Collective Results



5B Report

Annotated Report

THE FIVE BEHAVIORS OF A COHESIVE TEAM™

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

Annotated Team Report

With DecisionTech Leadership Team
(8 People)
Friday, August 15, 2014

This report is provided by:

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Individual
DiSC Style



Team Data
Report

Team Report

THE FIVE BEHAVIORS OF A COHESIVE TEAM™

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Kathryn Petersen

With DecisionTech Leadership Team
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Friday, April 11, 2014

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Assessment

- 15-20 minute assessment
 - Full adaptive Everything DiSC testing
 - Team Survey
 - How often 20 statements are true for their team
 - The team is clear about its overall clear about its priorities
 - 5-point scale
 - Anonymous
 - Team culture
 - Broad culture and how they can be improved
 - What can the team do differently to build more trust
 - always to never

Team scores on each behavior

Page 4



5B Framework

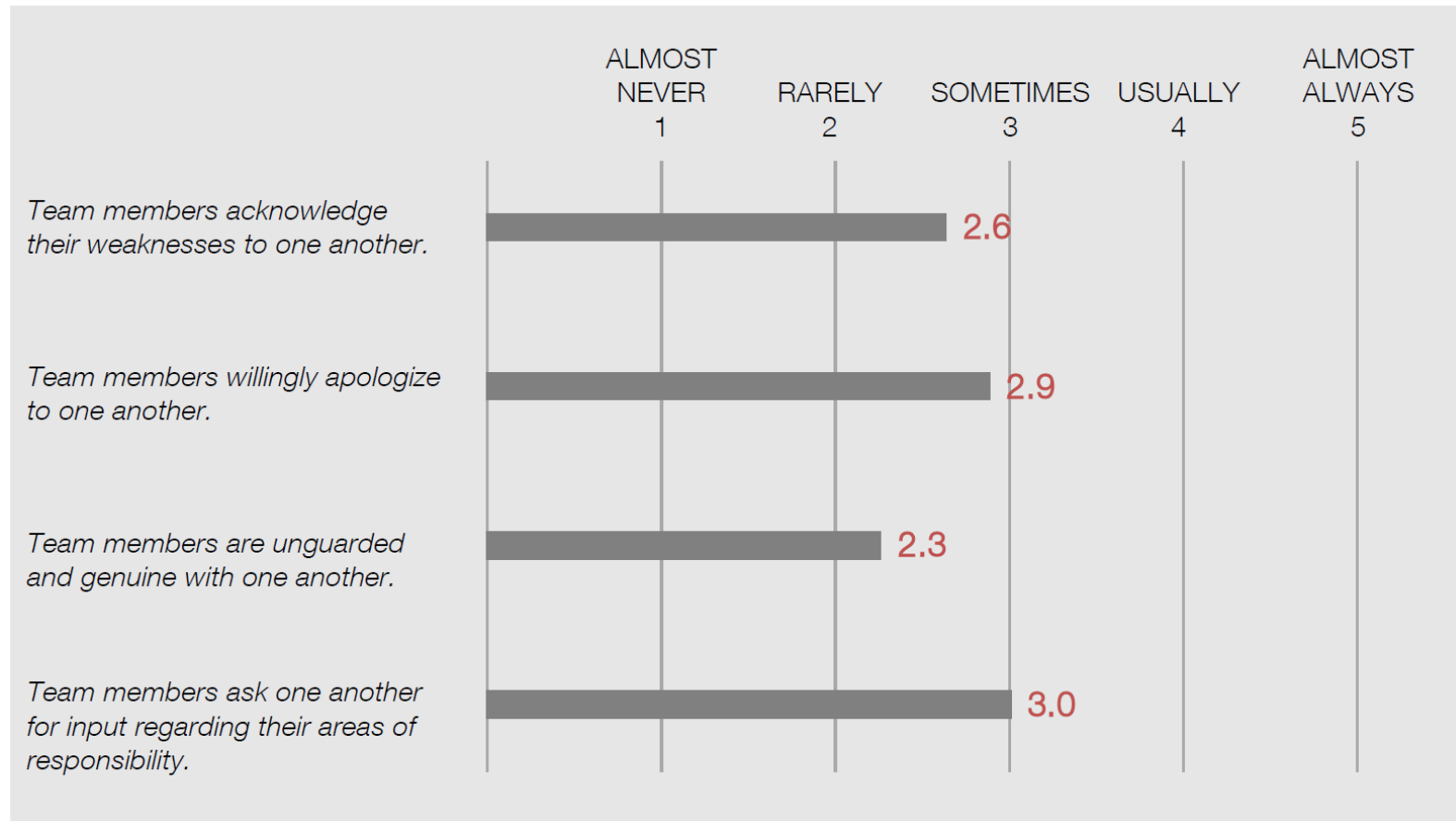
- Intro
 - Overview of Behaviors
 - Team scores on 4 items that make up scale
- Team Survey Results
- DiSC connection
- Action Plan
 - Ways to improve upon each behavior
 - Dynamic discussion prompts
- Strengths and challenges

5 Behaviors Report by page

Page 3	General info and principles (template)
Page 4	Your Team & Scores
Page 5	TRUST Team Survey (average score)
Page 6-7	Distribution of scores
Page 8-10	Intro DiSC (<i>style narrative</i> , team map)
Page 10	Basic Overview (template)
Pages 11-12	Trust behaviors, discussion points and action plan
Page 13	CONFLICT Team Survey (average score)
Page 14-15	Distribution of scores and <i>the impact of your DiSC style, Your style in conflict</i>
Page 16	Conflict team map
Page 17-18	Team's acceptable conflict behaviors, discussion points and action plan
Page 19	COMMITMENT Team Survey (average score)
Page 20-21	Distribution of scores and <i>the impact of your DiSC style</i>
Page 22-23	Contributors to commitment, discussion points and action plan
Page 24	ACCOUNTABILITY Team Survey
Page 25-28	Distribution of scores, <i>the impact of your DiSC style</i>
Page 29-30	Accountability practices, discussion points and action plan
Page 31	Results Team Survey
Page 32	Distribution of scores and <i>the impact of your DiSC style</i>
Page 33-34	Team's distracters to results, discussion points and action plan
Page 35	Team Strengths , discussion points
Page 36	Team Challenges, discussion points
Page 37	Team Averages (optional)

Overview of behaviors

Team averages



Team Survey Results

How the team sees itself

Team members are unguarded and genuine with one another.

Almost Never	Rarely	Sometimes	Usually	Almost Always
1	4	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.



Connection to DiSC

How DiSC style influences behavior



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.

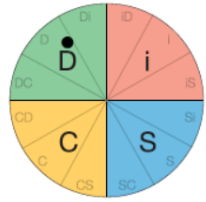
You have a strong competitive side and may actually be energized by antagonism or conflict. In fact, the idea of losing is probably more upsetting to you than it is to most people. You may suspect that people are driven by self-interest and will take advantage of you if you let them. Consequently, you're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



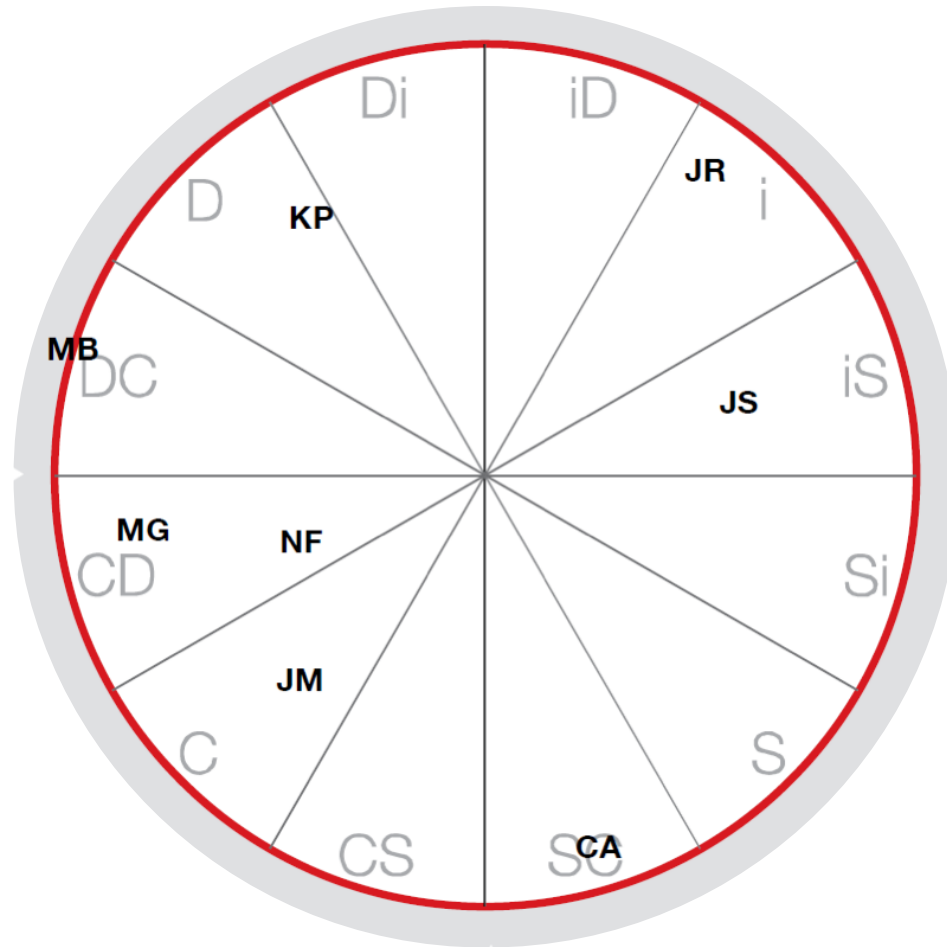
Your dot location is near the edge of the circle, so you probably relate well to the characteristics associated with the D style.

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Kathryn Petersen

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DiSC Team Map



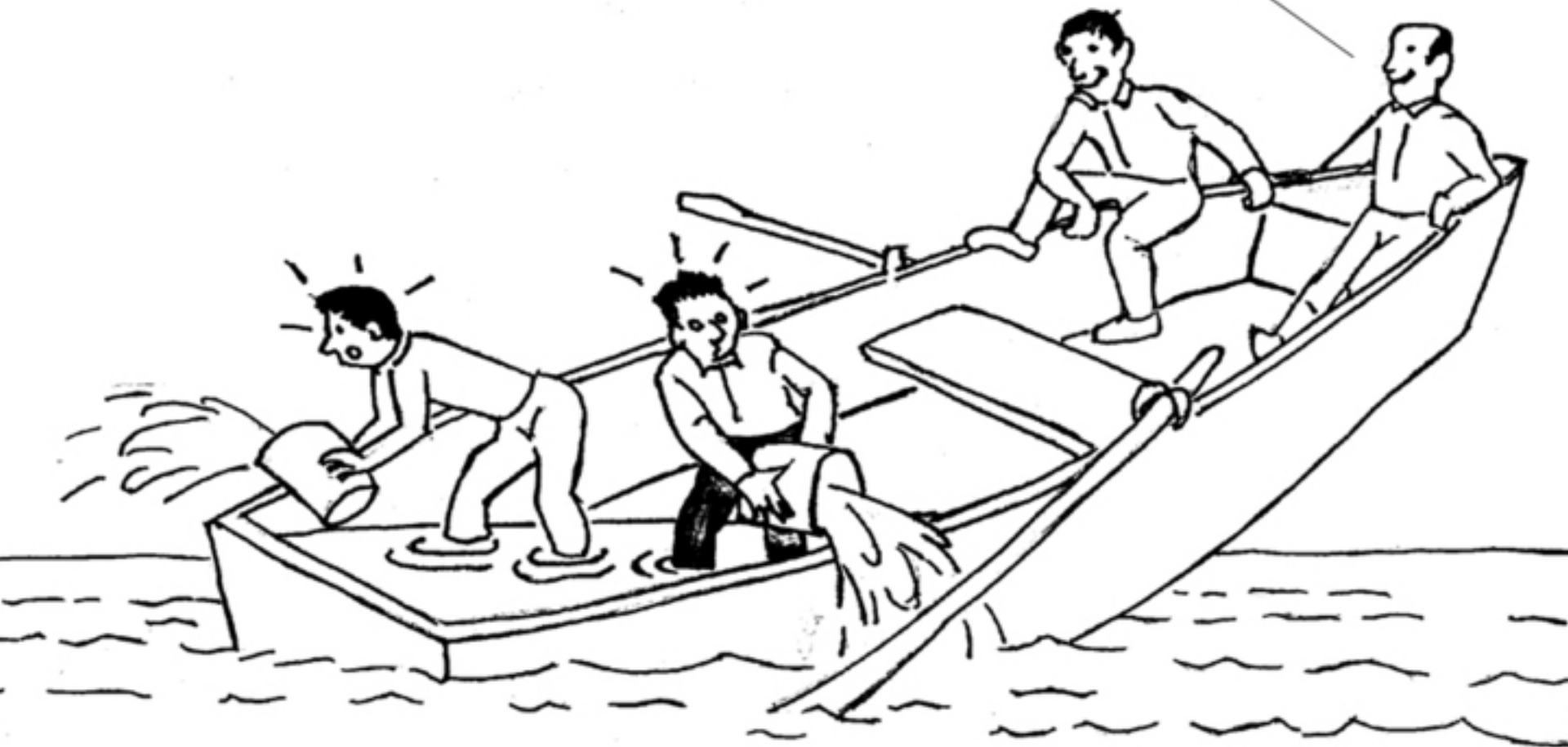
Ways to Improve Behavior

Team's suggestion for change

There would be more trust on our team if people:

- | | | | |
|---|--|---|--|
| 7 | Reduced the amount of gossiping | 2 | Got to know each other on a personal level |
| 6 | Admitted their mistakes | 1 | Readily apologized |
| 5 | Let go of grudges | 1 | Spent more time together |
| 5 | Understood each other's working styles | 0 | Shared professional failures and successes |
| 4 | Were more forthright with information | 0 | Would give credit where credit is due |

Sure glad the hole isn't at our end.



■ **A Team Without Trust**

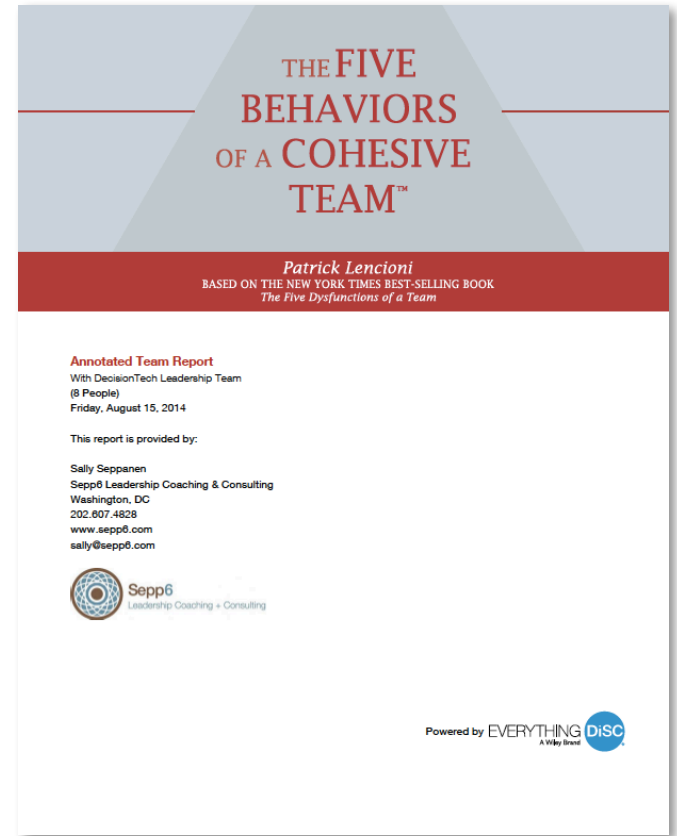


■ **A Team With Trust**



Annotated Report

- Report for facilitator
- Same as team member
 - Snippet of personalized page
 - Notes, recommendations, resources
- Appendix
 - Rank order
 - Normative data



Where to access

- Reports can be issued from your EPIC account
- Facilitation materials available from Wiley*
- Accreditation (not required) available through Wiley*

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EPIC

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Please enter your user information below to continue. Passwords are case-sensitive.

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* contact me if interested

Why does 5B Program work?

- ▲ Gives common language to surface issues
- ▲ Provides the emotional grounding (and trust/courage) for team members to establish strong bonds and commitment
- ▲ Creates a contract among team members about how the team will succeed
- ▲ Helps members take and internalize ownership
- ▲ Gives the team the information they need to follow through on a team development plan

Training Formats/Delivery

- 3-day
- 1-day
- Model alone
- 5B: PD

3-day Facilitation

Module	Timing
Intro	1.25 hours
Trust	4-5.5 hours
Conflict	1.5-3 hours
Commitment	1.25-2 hours
Accountability	1.5-2.5 hours
Results	1.5-3 hours
Review/Action Plan	1.5 hours
Total	12.5-18.75 hours

1-day Facilitation

Module	Timing
Intro	1.25 hours
Trust	1.5 hours
Conflict	.5 hours
Commitment	1.5 hours
Accountability	1 hour
Results	.5 hours
Wrap-up	.5 hours
Total	6.75 hours

The Five Behaviors Model

Focus on Collective Results

Hold One Another Accountable

Commit to Decisions

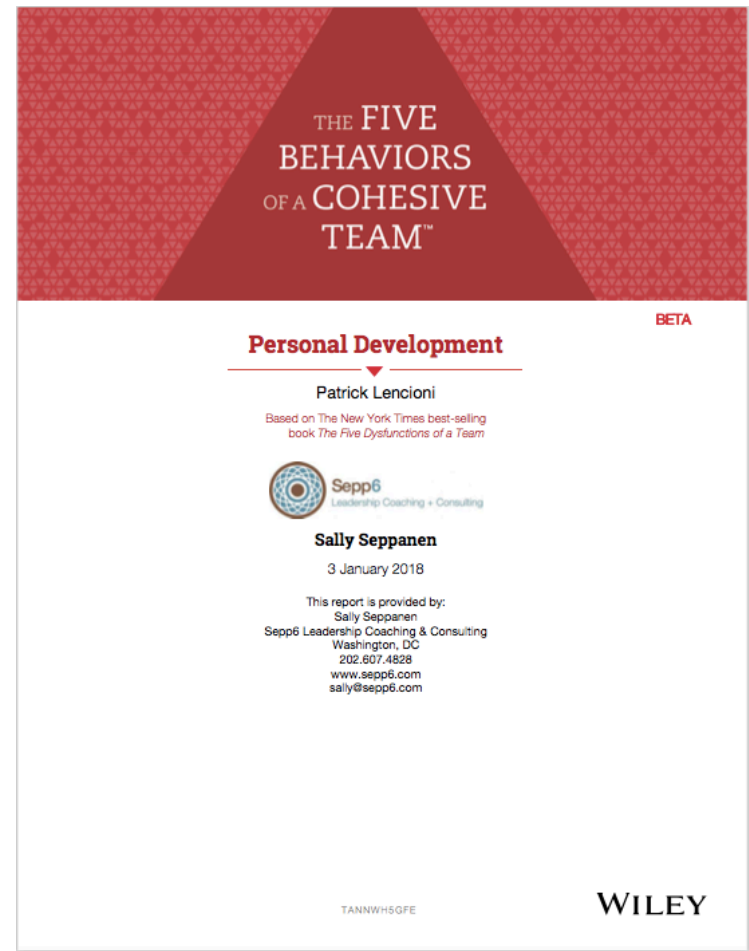
Engage in Conflict @ Ideas

Trust One Another



5B Personal Development in Beta

- A tool to help individuals, regardless of what team they are on
- Designed to better understand and internalize the principles within 5B
- Beta to gather feedback on the profile itself
- some basic facilitation provided to use with the profile
- Participants to complete a brief online survey



5B Facilitation Program

- Assessment
 - AT DiSC
 - Team survey
 - Team culture questions
- Follow-up materials
 - Comparison Reports
 - Progress Reports
- Facilitator's Guide with 7 modules
 - 5B using DiSC and 5B using All Types
 - Includes 1-day and 3-day facilitation
 - 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

A Team Without Conflict



A Team With Conflict



Best Practices

- Read the book (recommend for participants as well)
- Meet with staff 1:1 – get to know the individuals/issues
- Workplace delivery first is advisable
- Be aware of styles in prep
- Be prepared with stories
- Set ground rules
- Space delivery (with *field work* in between sessions)
- Prepare the team leader and participants in advance
- For abbreviated delivery, use scores as guide (always include Trust)
- Reschedule if all cannot attend
- Clear action plan
- Follow-up opportunities

Questions

