

# THE FIVE BEHAVIORS OF A COHESIVE TEAM™

*Patrick Lencioni*

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

## **Comparison Report**

*For Martin Gilmore*

*Working with Kathryn Petersen*

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This report is provided by:

Integrus Performance Advisors

Support@IntegrusPA.com



# Introduction

A cohesive team needs to master five behaviors: building trust, mastering conflict, achieving commitment, embracing accountability, and focusing on results. Accomplishing all of this takes more than just understanding the concepts—team members need to have a meaningful understanding of themselves and their peers.

Since the team is made up of individuals, one-on-one relationships can have a big impact on the team as a whole. This report is designed to help you better understand Kathryn and to build a more effective working relationship with her. All of the information is derived from the responses you and Kathryn gave on your Five Behaviors of a Cohesive Team assessments. 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.

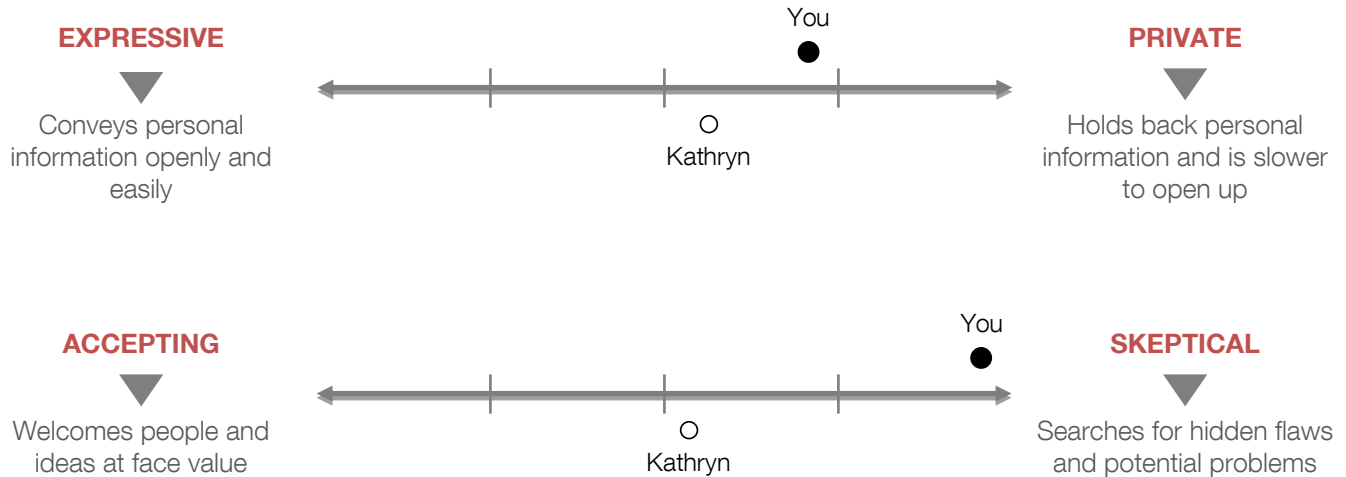
## Focus on Achieving Collective Results

The ultimate goal of building greater trust, productive conflict, commitment, and accountability is one thing: the achievement of results.



# Building Trust

## 1 Discover



## 2 Personalize

✓ agree    ✗ disagree    ? not sure

You

- ☐ May be somewhat guarded and difficult to read at times
- ☐ Tend to need some degree of personal space
- ☐ Tend to question and test other people's ideas
- ☐ May come across as overly critical at times

Kathryn

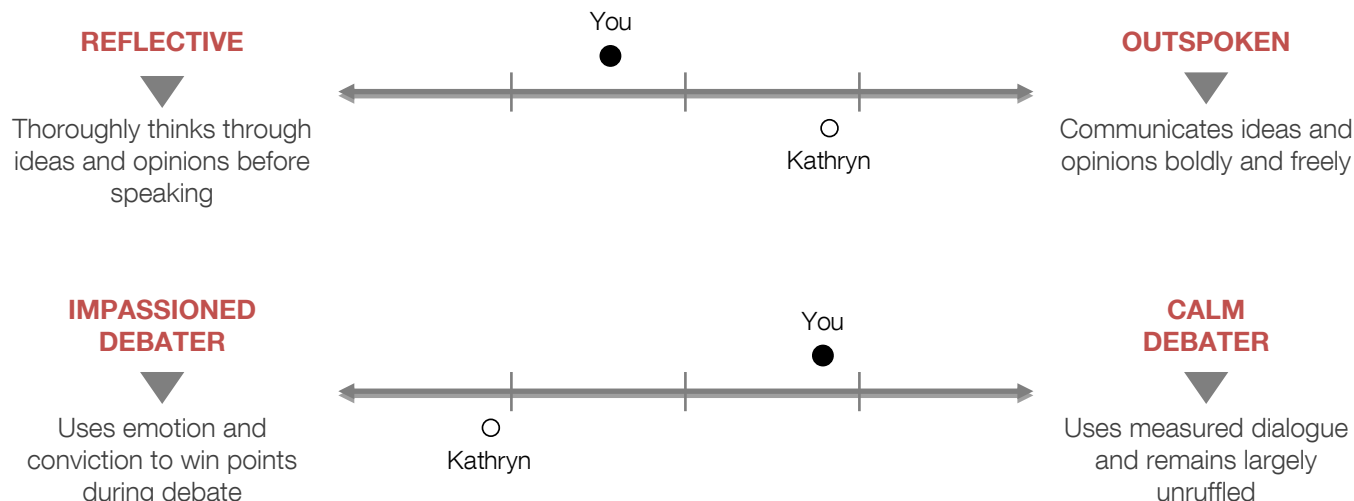
- ☐ May be somewhat guarded and difficult to read at times
- ☐ Tends to need some degree of personal space
- ☐ Tends to consider what could go wrong
- ☐ May come across as a bit too questioning at times

## 3 Apply

- Q How has your shared tendency to be private affected your ability to build trust? What challenges have you experienced? Typically, what do you need in order to be more open around others?
- Q How have your similarities in being questioning and doubtful impacted your relationship? Does this differ from your experiences with more accepting colleagues?

# Mastering Conflict

## 1 Discover



## 2 Personalize

✓ agree    ✗ disagree    ? not sure

You

- ☐ Tend to think through your ideas before saying them out loud
- ☐ Seldom speak out of turn
- ☐ Usually keep an even keel during debate
- ☐ Tend to hang back before offering your opinion

Kathryn

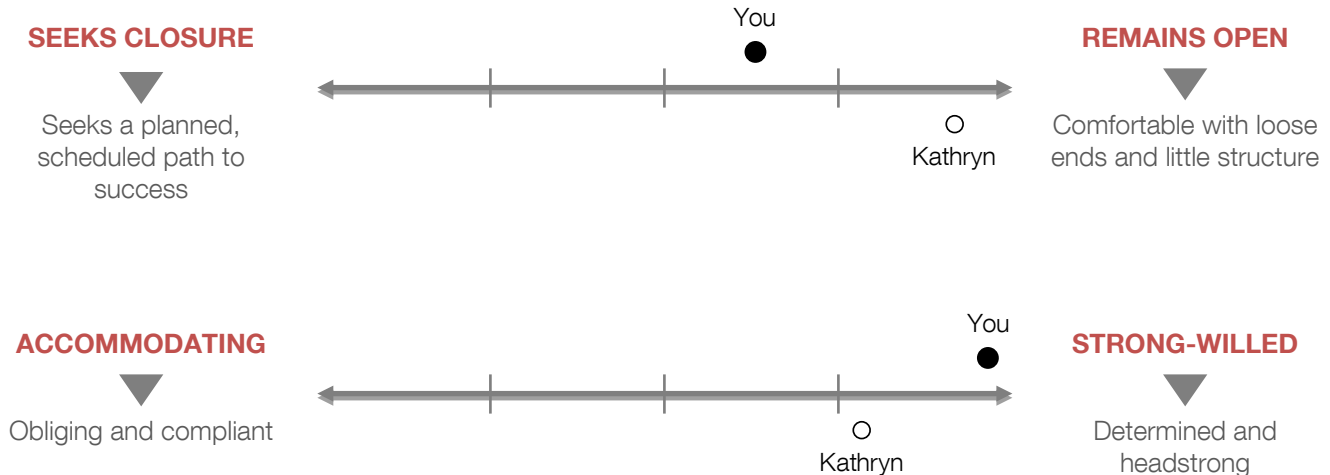
- ☐ Tends to be fairly straightforward about her concerns
- ☐ May come across as somewhat blunt at times
- ☐ Tends to push strongly for her position
- ☐ May come across as very opinionated

## 3 Apply

- Q** Have you ever had to debate an issue with Kathryn? If so, did she tend to be more outspoken than you? How does your tendency to be reflective impact the way you handle conflict?
- Q** What do you notice about your tendency to be calm and hers to be impassioned? How do the two of you typically resolve issues?

# Achieving Commitment

## 1 Discover



## 2 Personalize

✓ agree    ✗ disagree    ? not sure

You

- ☐ May sometimes avoid making too many plans
- ☐ Tend to do much of the planning as you go
- ☐ May overlook advice and input from others
- ☐ Tend to hold tightly to your own ideas

Kathryn

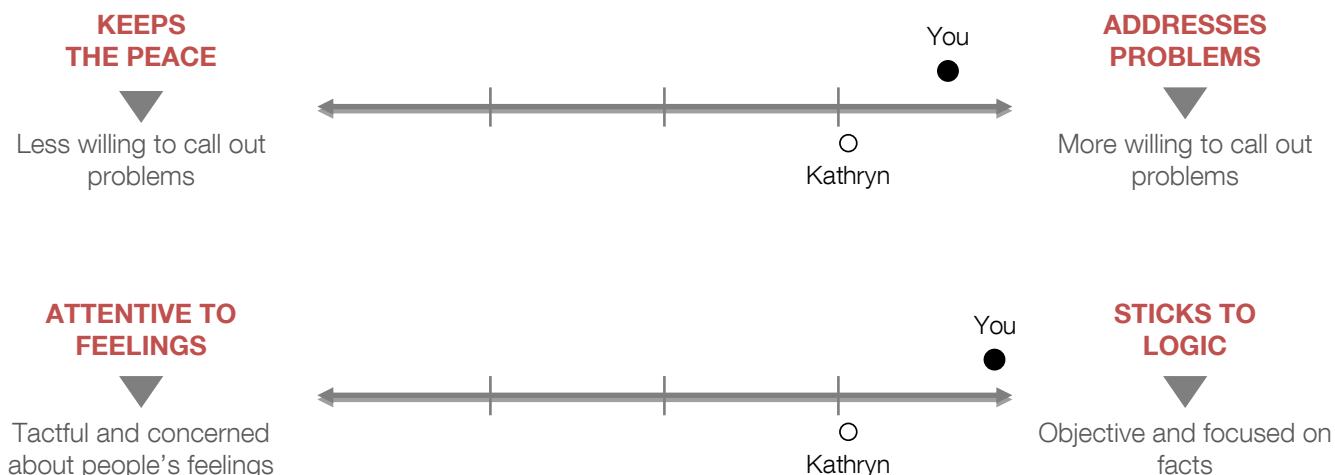
- ☐ May appear reluctant to finalize decisions too quickly
- ☐ Tends to dive right into projects without planning ahead
- ☐ May overlook advice and input from others
- ☐ Tends to hold tightly to her own ideas

## 3 Apply

- Q Do you and Kathryn ever need to make decisions together? If so, what does this process look like? Do you try to keep your options open?
- Q What are the implications of your shared tendency to be strong-willed? How do you think this might impact team commitments?

# Embracing Accountability

## 1 Discover



## 2 Personalize

✓ agree    ✗ disagree    ? not sure

You

- ☐ Tend to uncover issues and challenge people
- ☐ May speak directly about other people's shortcomings
- ☐ Tend to give objective feedback and concrete examples
- ☐ Often finds flaws in other people's arguments

Kathryn

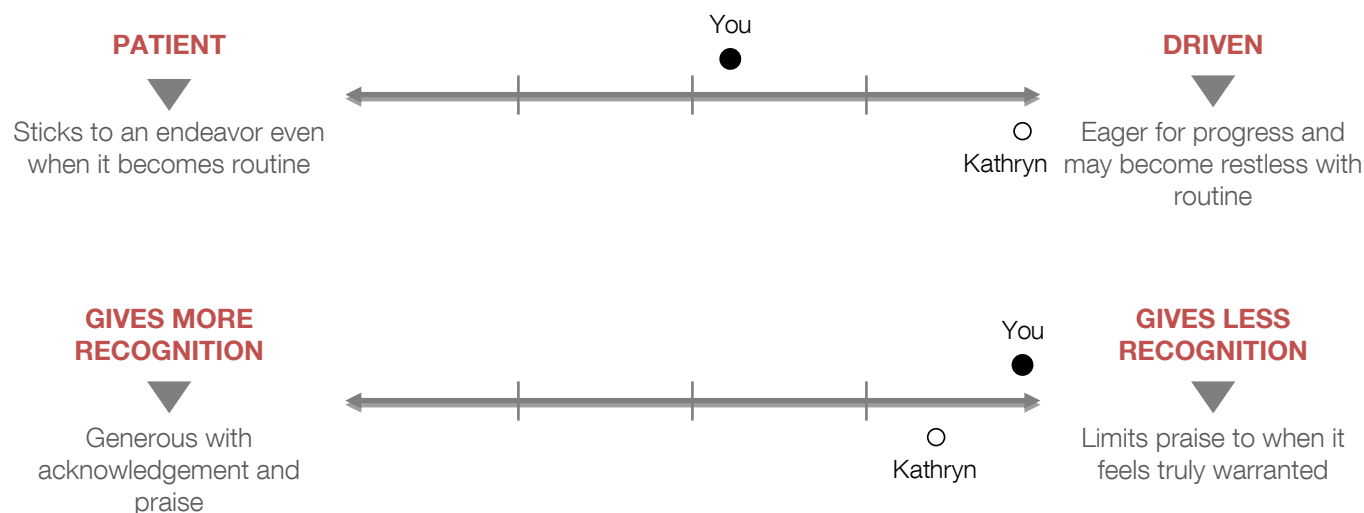
- ☐ Tends to uncover issues and challenge people
- ☐ May speak directly about other people's shortcomings
- ☐ Tends to give objective feedback and concrete examples
- ☐ Often finds flaws in other people's arguments

## 3 Apply

- Q What would be the best way for Kathryn to address a problem that involves you?
- Q Does your shared focus on logic bring about any challenges? What are the benefits of focusing on objective facts over feelings?

# Focusing on Results

## 1 Discover



## 2 Personalize

✓ agree    ✗ disagree    ? not sure

You

- ☐ May come across as somewhat impatient at times
- ☐ Tend to become annoyed if forced to slow down too much
- ☐ Tend to give recognition and compliments very sparingly
- ☐ Tend to focus on what's gone wrong instead of what's gone right

Kathryn

- ☐ Tends to urge others to move quickly
- ☐ May become frustrated with people who seem to lack urgency
- ☐ Tends to give recognition and compliments very sparingly
- ☐ Tends to focus on what's gone wrong instead of what's gone right

## 3 Apply

- Q You and Kathryn both tend to be driven. How does this make it easier for the two of you to work together? What are the drawbacks?
- Q You both appear to be pretty selective when it comes to giving recognition. What impact has this had on your relationship and your work?

# More Similarities and Differences

Martin, this page includes some additional information about you and Kathryn, including some of your similarities, differences, and ways that the two of you have the potential to complement each other.

## Your Greatest Similarities



### You and Kathryn

- Tend to be strong-willed
- Enjoy working alone
- Are frank
- Are skeptical
- Are private

## Your Greatest Differences



### You

- Are more precise
- Are soft-spoken
- Tend to avoid risk
- Dislike having to be aggressive
- Are reflective

### Kathryn

- Is less precise
- Is forceful
- Tends to take risks
- Doesn't mind being aggressive
- Is outspoken

## How can you complement each other?



- You help her maintain a measured, thoughtful cadence during tense exchanges.
- Neither of you expects a lot of recognition or praise from the other.
- She will join your efforts to convey a sense of urgency and push for immediate results.
- She respects your need for personal space.



# Summary and Action Plan

Read through the suggested tips and use the extra space for your notes or reflections.

Traits	Tips	Action Taken
<b>From Trust</b>		
You're somewhat private. She is somewhat private.	<ul style="list-style-type: none"> <li>Make an effort to ask questions to help her open up.</li> </ul>	
You're very skeptical. She is somewhat skeptical.	<ul style="list-style-type: none"> <li>Clarify her intentions before jumping to conclusions.</li> </ul>	
<b>From Conflict</b>		
You're somewhat reflective. She is somewhat outspoken.	<ul style="list-style-type: none"> <li>Ask her direct questions instead of beating around the bush.</li> </ul>	
You're somewhat calm. She is very impassioned.	<ul style="list-style-type: none"> <li>Tell her when you are feeling pressured by her tone.</li> </ul>	
<b>From Commitment</b>		
You're somewhat likely to remain open. She is very likely to remain open.	<ul style="list-style-type: none"> <li>Set a reasonable timeline for making decisions together and stick to it.</li> </ul>	
You're very strong-willed. She is very strong-willed.	<ul style="list-style-type: none"> <li>Evaluate your differences in a constructive way, like listing pros and cons.</li> </ul>	
<b>From Accountability</b>		
You're very likely to address problems. She is very likely to address problems.	<ul style="list-style-type: none"> <li>Regularly and explicitly discuss expectations before problems arise.</li> </ul>	
You're very likely to stick to logic. She is very likely to stick to logic.	<ul style="list-style-type: none"> <li>State your concerns objectively, but also give her a turn.</li> </ul>	
<b>From Results</b>		
You're somewhat driven. She is very driven.	<ul style="list-style-type: none"> <li>Identify situations where a bit more patience could pay off.</li> </ul>	
You're very unlikely to give recognition. She is very unlikely to give recognition.	<ul style="list-style-type: none"> <li>Build recognition into your plans.</li> </ul>	