Five Behaviors of a Cohesive Team

Department of Licensing

Fred Wade, Noemi LaChapelle
And Gwen Voelpel
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Hello from Frederick Wade

- Raised in TN
- Father of three
- 30-year USAF Veteran
- Cycling/fishing/crabbing/
- clamming/kayaker
Hello from Noemi LaChapelle

- Raised in WA
- 10 years with the State of WA
- Hobby collector
- Sticky note obsession
Hello from Gwen Voelpel

- Raised in WA
- Mother of four/new grandmother
- Backpacker/kayaker
Session Purpose

- Introduce **model** that works
- Share key **Department of Licensing** learnings
- Experience workshop activities
• More than 2.5 million copies sold.
• **Fable-like** storytelling to relay behaviors.
• Publisher renamed to **The Five Behaviors of a Cohesive Team** for workshops.
Your Team Behaviors

Team members acknowledge their weaknesses to one another.

Trust

Almost never?
Sometimes?
Almost always?
Team members voice their opinions even at the risk of causing disagreement.

Conflict

Almost never?
Sometimes?
Almost always?
Your Team Behaviors

Team members support group decisions even if they initially disagree.

Commitment

Almost never?
Sometimes?
Almost always?
Your Team Behaviors

Team members offer unprovoked, constructive feedback to one another.

Accountability

Almost never?
Sometimes?
Almost always?
Your Team Behaviors

Team members willingly make sacrifices in their areas for the good of the team.

Results

Almost never?
Sometimes?
Almost always?
Department of Licensing Situation Setting

- Complete overhaul of several major IT systems
- Need to re-engineer hundreds of processes
- Key staff changes on Executive Leadership Team
- Legislative changes (i.e. Real-ID Implementation)
Executive Leadership Commitments

• We assume and act with good intent.
• We manage our behavior so impact matches out intent.
• We lead the agency as a team and do what is best for the agency, owning and supporting the decisions and direction of the team.
Executive Leadership Commitments

• We create a safe environment.
• We acknowledge and own mistakes and learn from them.
• We value each other’s perspectives and experience.
The Five Behaviors™ Model

- RESULTS
- ACCOUNTABILITY
- COMMITMENT
- CONFLICT
- TRUST
DiSC Styles

- Fast-paced and questioning
- Reflective and questioning
- Fast-paced and accepting
- Reflective and accepting
DiSC Styles

Dominance
Direct
Results-oriented
Firm
Strong-willed
Forceful
DiSC Styles

Influence
Outgoing
Enthusiastic
Optimistic
High-spirited
Lively
DiSC Styles

Steadiness
Even-tempered
Accommodating
Patient
Humble
Tactful

Lieutenant Nyota Uhura
DiSC Styles

Conscientiousness

Analytical
Reserved
Precise
Private
Systematic

Spock
Let’s do it now.
Let’s do it together.
Let’s do it in a caring way.
Let’s do it right.
People Reading DiSC

- Motivated by winning.
- Motivated by attention to quality.
People Reading DiSC

- Stressed by loss of harmony.
- Stressed by being ignored.
Slips on a banana peel and yells, “Ow, stupid banana peel!”
People Reading DiSC

Goes grocery shopping with coupons, a calculator and a list organized by aisle.
While getting into a crowded elevator, holds the door open for yet another person saying, “Always room for one more. We’ll wait for you.”
At a big dinner, is the one who would rather not sit at the head but likes to help serve food and clear plates.
Hold up the D, i, S or C card for **YOUR** dominant style.
DOL Application

• Cascading workshop model
• The workshop
• After the workshop
CONFLICT TEAM MAP

The descriptions on the inner, gray circle illustrate what healthy behavior during conflict might look like. The descriptions in red on the outer circle illustrate unhealthy behavior related to each style. The numbers in the innermost circle reflect the people on your team who fall into each of the style regions (out of 8 people).
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• Raising your voice when you get passionate

Unacceptable  Tolerable  Acceptable
• Avoiding someone when you’re angry
• Going beyond the meeting end time to resolve an issue
• Expressing anger through indirection actions rather than voicing it directly
• We are uniquely different; we are a unique blend of work styles
• As a leader, understanding human behavior and motivation can be a challenging but rewarding responsibility
• Increase your self-awareness; how you and others respond to conflict; what motivates you and others; what causes stress for you and others and how you solve problems.
You can lead more effectively (and be an ideal team player) when you understand the work styles and motivations of your peers, employees, and team members.

The sky’s the limit…go there!
Who are you?