Objectives

• Understand the Five Behaviors of a Cohesive Team **model**
• Try a few **exercises** you can adapt for use with your teams
• Gain knowledge and ideas from **others** in the room
A Powerful Model

- Research-based approach to building high-functioning teams
- Renamed to “Five Behaviors of a Cohesive Team” for workshop
- Team assessment provides insights into individual preferences and team behaviors
Cohesive Team Advantages

1. Make better decisions
2. Tap into skills and opinions of all members
3. Avoid wasting time and energy on politics and conflict
4. Avoid revisiting topics because of a lack of buy-in
5. Are more fun to be on!
Activity: Personal Histories

- **Where** did you grow up?
- How many **siblings** do you have and where do you fall in the sibling order (oldest, youngest, middle)?
- What was an important or **unique challenge** of your childhood—of being a kid?
- How did that **shape** you personally and/or professionally?
Video: The Model
The Five Behaviors™ Model

- Trust
- Conflict
- Commitment
- Accountability
- Results
Trust Definition

- Confidence among team members that their peers’ intentions are good, and that there is no reason to be protective or careful around the group.
- In essence, teammates must get comfortable **being vulnerable** with one another.
DiSC Styles

- Understanding people’s personality preferences builds trust.
- People’s styles may impact the way they exhibit team behaviors.
- Looking at the model summary on page 3 of your handout, what do you think your DiSC style is?
- How do you think your style might help or hinder your role as a facilitator?
Discussion: Building Trust Ideas

How have you helped a team build trust?

Table discussion
Conflict Definition

- When there is trust, team members are able to engage in **unfiltered, constructive** debate.
- Healthy conflict focuses on **concepts and ideas** to produce the best possible solution.
Activity: Healthy and Unhealthy Conflict

• What is your “go to” healthy behavior during conflict? Unhealthy behavior?
• How have you helped a team get back to more productive conflict?
  – What were the behaviors?
  – What did you do?
  – What was the result?

Pairs
Commitment Definition

- When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions.
- It’s not necessary to achieve consensus, but clarity and buy-in are key to commitment.
What topics might a team want to have ground rules or protocols for?

What have been some of the most helpful ground rules you've used?
Accountability Definition

- When **everyone is committed** to a clear plan of action, they are better able to hold one another accountable.
- Team members must be willing to **call one another** on behavior or performance that isn’t up to agreed-on standards or that hurts the team.
Activity: Accountability Role Play

- Pick a **giver**, **receiver** and **observer**
- Pick one of the **scenarios** on page 6 as the starting point
- Answer the **questions** on page 7

15 **Trios**
The ultimate goal of building greater trust, healthy conflict, commitment, and accountability is the achievement of results.

Team members need to make collective results their top priority.
What are your favorite tools for helping a team maintain a focus on collective results?
The Five Behaviors of a Cohesive Team

- RESULTS
- ACCOUNTABILITY
- COMMITMENT
- CONFLICT
- TRUST
Questions

What questions do you have about the Five Behaviors of a Cohesive Team?