

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 (Beta)

For Kathryn Petersen

Working with Martin Gilmore

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Introduction

Quite simply, 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.

This report is designed to help you better understand Martin and to build a more effective working relationship with him. All of the information is derived from the responses you and Martin 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.

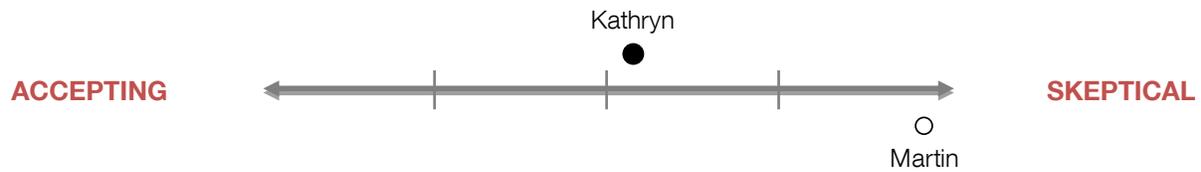
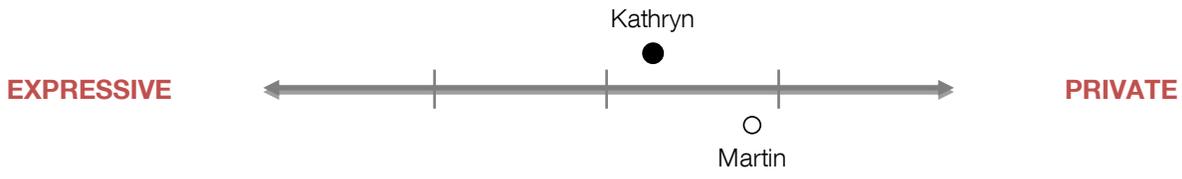
Focus on Achieving Collective Results

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



Building Trust

Trust is a very personal issue. We all handle it differently. Those who are naturally skeptical may need more time before they feel they can trust someone, while more accepting people trust others faster and more easily. We also demonstrate trust differently. Those who are expressive don't need much prompting—if any—to share their thoughts and feelings. Private people, on the other hand, may say very little about themselves unless they're in a more intimate setting. Below you can see how similarly, or differently, you and Martin handle trust.



Kathryn, neither you nor Martin needs to be the center of attention, or to express every thought that runs through your head. If the moment is right and if the situation calls for it, you'll share personal information, but you're both mindful not to "overshare." Further, you both tend to be skeptical and probably need proof before you'll believe in something—or someone. Therefore, it may take more time for the two of you to let your guards down and build trust.

Potential roadblocks when working with Martin

- The two of you may have trouble gauging each other's enthusiasm for a goal.
- You may experience tension when one of you challenges the other's ideas.

Potential benefits when working with Martin

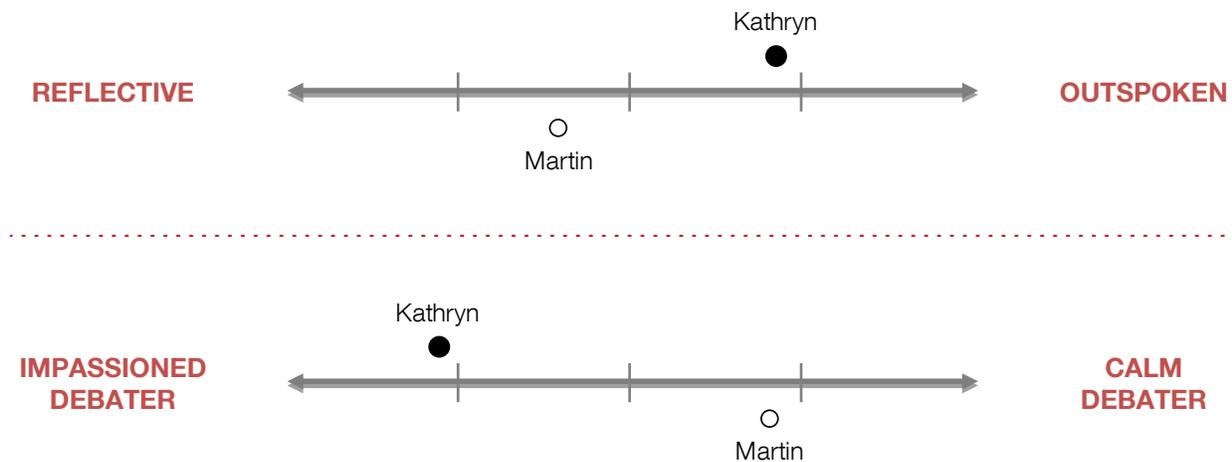
- Your shared desire for personal space means that you're unlikely to crowd each other.
- Your mutual skepticism may help uncover potential problems.

Tips for building trust with Martin

- When he acknowledges a mistake or a weakness, do your best to express some form of support.
- Consider that you may need to ask questions and show an interest before he shares personal information.
- When you like one of his ideas, be vocal about it.
- Clarify his intentions before jumping to conclusions.

Mastering Conflict

The whole point of conflict is to come up with the best possible solution—one that everyone can commit to. This involves a willingness to voice ideas and engage in healthy debate. People who are more outspoken communicate their ideas as quickly as they come, while reflective people spend more time thinking an idea through and planning what they will say. When there is disagreement, impassioned debaters use emotion and conviction to make their point. Calm debaters, on the other hand, prefer a more measured dialogue, leaving room for a two-way exchange. Below you can see how similarly, or differently, you and Martin handle conflict.



Kathryn, you tend to share your ideas the moment you have them, while Martin is more likely to think through his message and wait for an opening in the conversation to share it. In addition, you tend to be a more impassioned debater than Martin. When the situation heats up, he is more likely to keep an even keel, while you may show more intensity.

Potential roadblocks when working with Martin

- Because he often won't share his true feelings, you may find it difficult to resolve issues with him.
- He may feel you use too much emotion or force to win a debate.

Potential benefits when working with Martin

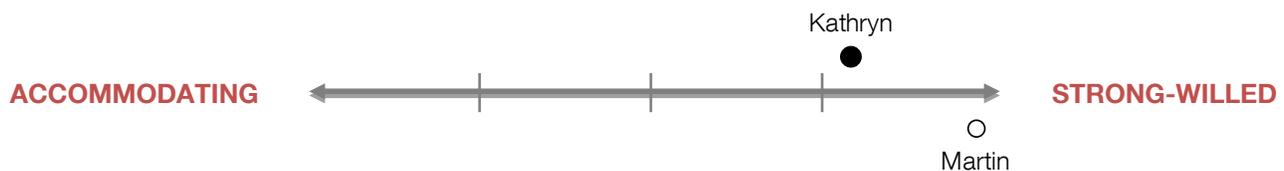
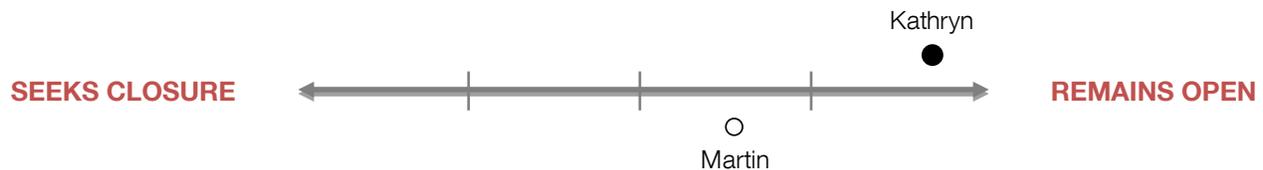
- He will put deep thought into your ideas before giving an appraisal.
- He never has to guess how much you care about an issue.

Tips for engaging in conflict with Martin

- Avoid dominating the discussion.
- Encourage him to share his opinions more often.
- Refrain from pushing him to accept your ideas.
- Look for opportunities to compromise.

Achieving Commitment

Having commitment is crucial to a cohesive team. People who seek closure want to see a clear path to success before committing, while people who remain open are more comfortable buying in to a vague plan, trusting that the details will be worked out as needed. Commitment also demands the willingness to buy in to ideas that may differ from our own. People who are accommodating are quicker to consider contrary opinions, while strong-willed individuals may show more resistance. Below you can see how similarly, or differently, you and Martin handle commitment.



Kathryn, you and Martin probably don't like to close off your options or spend time refining details, and this may be especially true for you. In fact, neither of you requires a lot of structure, so it's not difficult for the two of you to accept a plan with a lot of loose ends. When it comes to ideas, you and Martin are both very strong-willed, so it may be difficult for the two of you to let go of ideas that seem right to you.

Potential roadblocks when working with Martin

- The two of you don't like feeling pressured to make decisions too early and may resist.
- The two of you may have trouble buying in to ideas that differ from your own.

Potential benefits when working with Martin

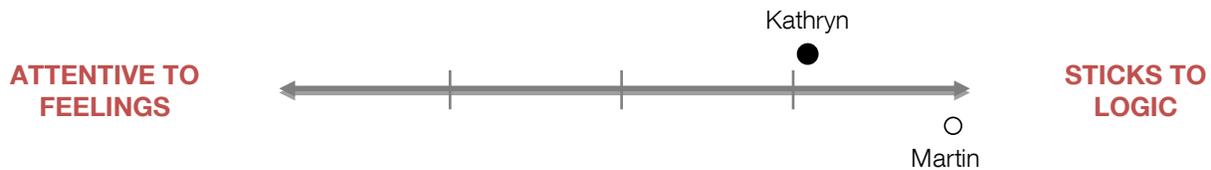
- The two of you may be comfortable giving your buy-in to a plan even if it lacks certainty and detail.
- Your mutual tenacity helps ensure that any issues the two of you discuss will be fully explored.

Tips for working toward commitment with Martin

- Set a reasonable timeline for making decisions together and hold yourselves to it.
- Don't resist commitment because you want to keep your options open.
- Initiate an open discussion of your positions rather than just digging in your heels.
- Find a constructive way to evaluate your differences, such as listing pros and cons.

Embracing Accountability

Accountability is tough for a lot of people. The idea of calling a person on his or her behavior can be pretty uncomfortable. People who address problems are more willing to do this than those who would rather maintain harmony. But, it's not just whether or not you speak up, it's also *how* you deliver the feedback. Some people take great pains to be tactful and spare feelings, while others are more concerned with giving the facts and carrying out an objective dialogue. Below you can see how similarly, or differently, you and Martin handle accountability.



Kathryn, both you and Martin would rather correct a problem than maintain harmony. If there is a need to speak up about destructive behavior, the two of you are usually willing to do so. And when the two of you give constructive criticism, you both tend to be more concerned with objectivity and getting things done right than protecting people's feelings.

Potential roadblocks when working with Martin

- At times, the two of you might cause offense by overestimating the other's tolerance for direct feedback.
- You may get caught up in arguments over whose position is more logical.

Potential benefits when working with Martin

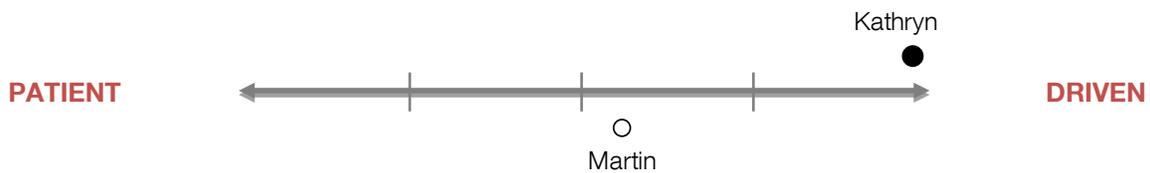
- The two of you probably feel comfortable identifying problems by questioning each other's approaches.
- The two of you probably appreciate that the other gives objective feedback and often uses examples to back it up.

Tips for embracing accountability with Martin

- Encourage each other to keep your responsibilities in the open so there is no ambiguity about what is expected.
- Regularly communicate with each other about how you feel you are doing against stated objectives.
- State your concerns objectively, but also give him a chance to present his side.
- Be aware that a lack of sensitivity in your confrontations could make the people around you uncomfortable.

Focusing on Results

The ultimate goal of a team is to achieve collective results. While driven people like to get things moving and kick off new projects, patient people are willing to stick with the endeavor even when it becomes routine. But striving for results isn't just about pace and perseverance, it's also about recognizing other people's contributions, which often gives team members the motivation to keep going. While some people acknowledge contributions freely and often, others may limit such acknowledgement to moments when they feel it's truly warranted and will be sincere. Below you can see how similarly, or differently, you and Martin handle results.



You might be a bit more hard-charging than Martin, but you're both driven to get results. While others may have more patience for the mundane aspects of a project, the two of you are usually the ones who help get the ball rolling in the first place. Regarding recognition of others, the two of you aren't particularly open with praise. Consequently, you both may miss out on opportunities to boost morale by acknowledging others' achievements.

Potential roadblocks when working with Martin

- Your tendency to push each other might end up causing tension.
- You both might forget to congratulate each other on a job well done.

Potential benefits when working with Martin

- Your shared focus on swift results may help resolve problems more quickly.
- Because you both give praise infrequently, it probably feels very sincere when you do offer a compliment.

Tips for focusing on results with Martin

- Identify situations where a bit more patience could pay off.
- Remind each other that you might burn others out with your constant sense of urgency.
- When you notice that he has made an improvement, commend him for a job well done.
- Build recognition into your plans and remind yourself to celebrate accomplishments before moving on.

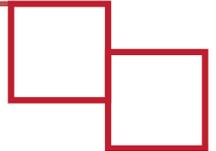
Summary

Kathryn, as you saw in this report, you and Martin have many differences. But this doesn't necessarily mean that the two of you don't have anything in common, or even that you will have any visible problems working together. Below you will see some of your similarities and differences highlighted, and you will see how the two of you have the potential to complement each another.

Your Greatest Similarities

You and Martin

- are strong-willed
- enjoy working alone
- are frank
- are skeptical
- are private



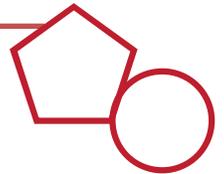
Your Greatest Differences

You

- tend to take risks
- don't mind being aggressive
- show more emotional support
- tend to challenge people
- are forceful

Martin

- tends to avoid risk
- dislikes having to be aggressive
- shows less emotional support
- tends not to challenge people
- is soft-spoken



How can you complement each other?

- You likely convey to him the passion you feel for your ideas.
- Neither of you needs a lot of recognition or praise.
- He helps you convey a sense of urgency and push for immediate results.
- He respects your need for personal space.

