THE FIVE BEHAVIORS OF A COHESIVE TEAM®

Annotated Progress Report

Based on *The New York Times* best-selling
book *The Five Dysfunctions of a Team* by Patrick Lencioni

DecisionTech Leadership Team

(6 people)

Monday, April 22, 2019 & Wednesday, January 22, 2020

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Profile Page 2

The Five Behaviors of a Cohesive Team

Has your team made progress?

This report is designed to give you and your team insight into the progress you have made since you last took the assessment. Along with the original assessment questions, your team was given additional survey questions to help you pinpoint where improvement has been made and where it might still be needed.

Still, it's important to bear in mind that progress can be measured in more than one way. While your assessment scores can help uncover weak spots (and strengths), other ways to measure progress may include how it feels to show up for work every day and willingness to stick with this program. Furthermore, it should be noted that your scores can be affected by more than just your progress. A shift in team members, deeper understanding of the concepts, and willingness to answer more honestly should be factored into any changes you see.

Maintaining a cohesive team requires ongoing attention and effort. But it can be—and should be—a rewarding process that benefits everyone on the team. Before you begin, take a moment to refresh yourself on The Five Behaviors model:

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.

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To better understand the model, read (and suggest participants read) Patrick Lencioni's The Five Dysfunctions of a Team and/or The Advantage.

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Use extra space for your own notes

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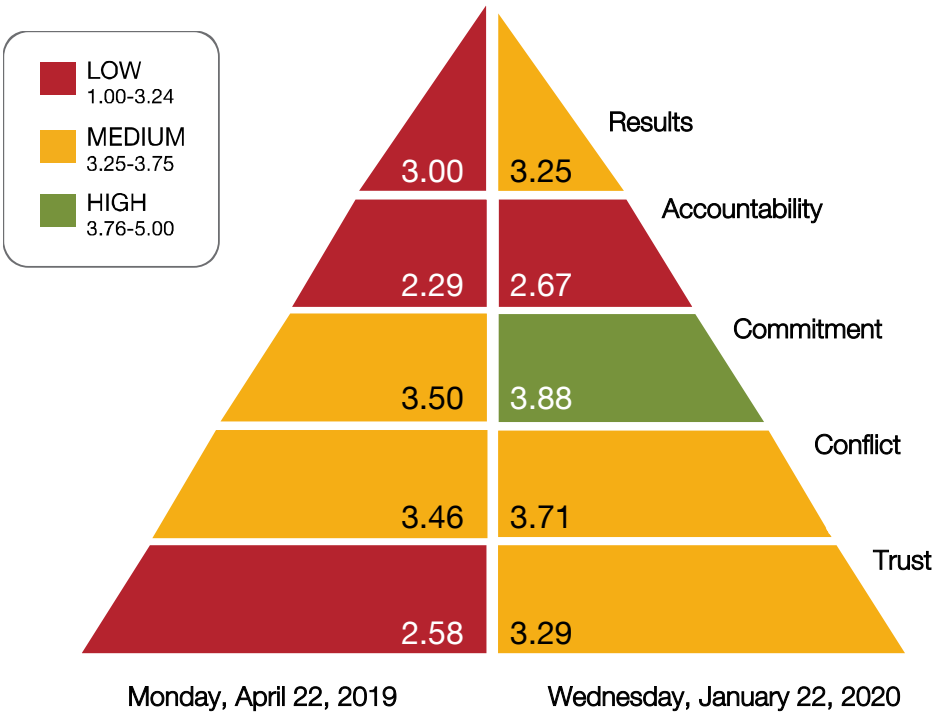
The Five Behaviors and Your Team

Below are your team's results for each behavior. The left side of the pyramid shows your results from the Monday, April 22, 2019 assessment. The right side of the pyramid shows your results from the Wednesday, January 22, 2020 assessment.



The change between the two scores:

- Slight increase
- Significant increase
- Significant increase
- Slight increase
- Significant increase

Summary of Your Team Survey Results

Your assessment scores indicate that commitment is likely an area of strength for your team, while results, accountability, conflict, and trust are potentially areas for improvement. Your team appears to have improved on all of the five behaviors since the last assessment.

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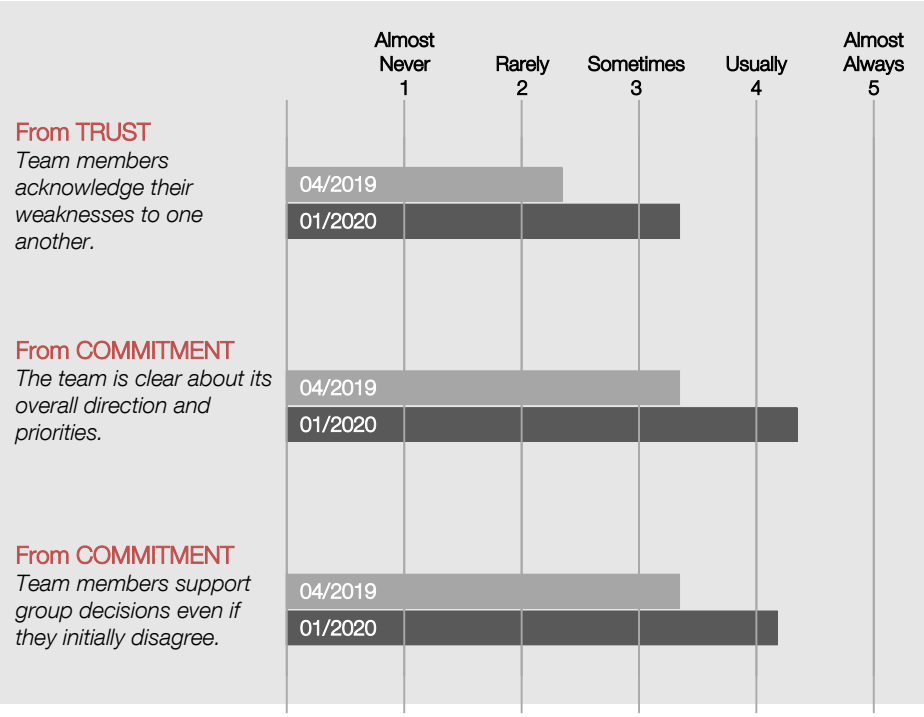
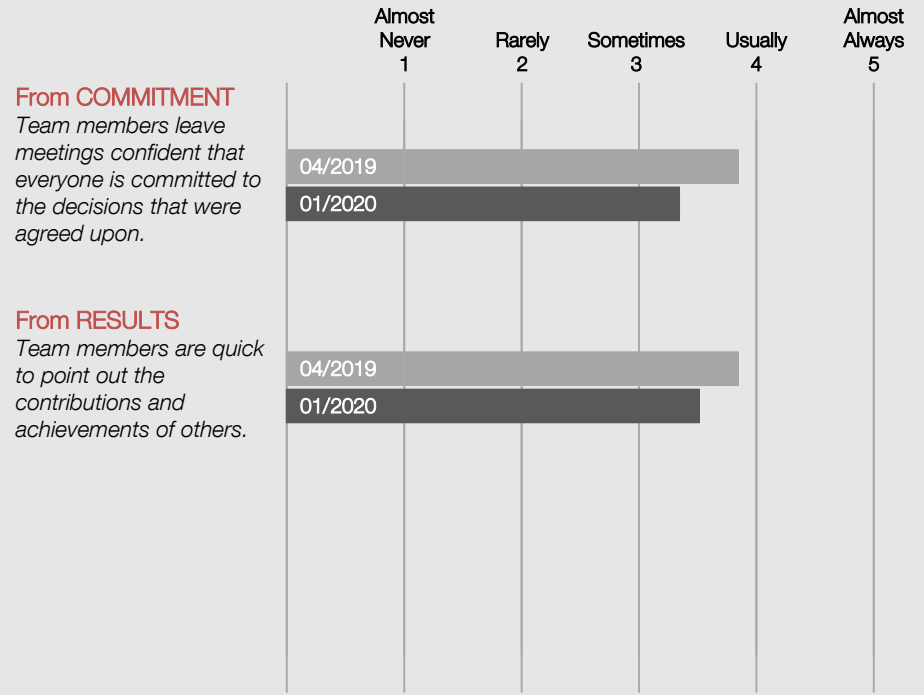
Overview

Areas of Greatest Improvement



Areas of Greatest Decline



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Be prepared to answer questions about why scores declined. The decline could be because

- There was a change in team membership
- Participants understand the concepts better this time around, allowing them to answer more accurately
- Participants may have built a greater level of trust and answered more honestly

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Your Team's Evaluation

As part of the assessment, you and your team members had an opportunity to assess the overall progress, or lack of progress, you think your team made. The number of teammates who selected each option is indicated in the boxes below (out of 6 participants). Team members who did not participate in the last assessment should have indicated this on the team survey (you can find this tally at the bottom of the page).

Did your team spend enough time working through the issues that came up during your last Five Behaviors session?

1 Yes 5 No

Has your team functioned better since your last Five Behaviors session?

5 Yes 1 No

Has your team become more productive since your last Five Behaviors session?

4 Yes 2 No

Since the last assessment, what factors have kept the team from making more progress?

(Team members could select all that apply)

5 We were too busy	1 People didn't know how, or didn't want, to make the necessary changes
5 The topic just didn't come up much	1 We didn't know what changes needed to be made
1 We didn't make clear/specific goals during the last session	0 We didn't know how to make the necessary changes
1 We didn't allot time to address the changes we needed to make	0 We didn't need to make more progress

"I did not participate in the last assessment"= 0

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Building Trust

Remember, the first and foundational behavior of a cohesive team is trust. The definition here isn't centered around the ability to predict a person's behavior based on past experience (a standard description). Rather, in the context of a cohesive team, **trust** means

- a willingness to be completely vulnerable with one another
- confidence among team members that their peers' intentions are good and that there is no reason to be protective or careful around the team

Team Survey Results

The first row in each of the tables shows the spread of responses from your previous assessment to each of the trust-related questions. The second row in each table reflects your current results. To the right of the table, you will find the averages from each assessment. **These averages are based on a five-point scale.**

As a refresher, you may want to watch the "Definition of Trust" video from the original facilitation.

Normative Data
(Averages based on responses from over 29,021 people)

Team members acknowledge their weaknesses to one another.

	Almost Never	Rarely	Some-times	Usually	Almost Always	AVG SCORE
04/2019	1	2	3	0	0	2.33
01/2020	**1**	**0**	**2**	**2**	**1**	**3.33**

→ 2.75

Team members willingly apologize to one another.

	Almost Never	Rarely	Some-times	Usually	Almost Always	AVG SCORE
04/2019	1	1	2	2	0	2.83
01/2020	**0**	**0**	**3**	**2**	**1**	**3.67**

→ 3.37

Team members are unguarded and genuine with one another.

	Almost Never	Rarely	Some-times	Usually	Almost Always	AVG SCORE
04/2019	0	3	3	0	0	2.50
01/2020	**0**	**1**	**4**	**1**	**0**	**3.00**

→ 3.35

Team members ask one another for input regarding their areas of responsibility.

	Almost Never	Rarely	Some-times	Usually	Almost Always	AVG SCORE
04/2019	1	1	3	1	0	2.67
01/2020	**0**	**1**	**3**	**2**	**0**	**3.17**

→ 3.41

Your Team's Current Survey Results for Trust: 3.29=MEDIUM

Your Team's Trust Score from Monday, April 22, 2019: 2.58=**LOW**

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Progress Building Trust

What has your team done to help improve trust?

As part of the assessment, you and your team members had an opportunity to address specific areas that may contribute to the level of trust on this team. The table below has two separate components. The box on the left illustrates the number of teammates (out of 6) that have noticed each level of change in the correlating behavior. The box on the right illustrates whether people on the team believe improvement is needed.

	Since the last assessment, my team does this			
	More often	The same	Less often	We still need to work on this
Readily apologizes	3	3	0	2
Lets go of grudges	1	5	0	3
Shares professional failures and successes	1	4	1	6
Considers one another's working styles	5	1	0	0
Shares personal information	4	2	0	5

"I did not participate in the last assessment"= 0

Points of Discussion

1. A number of group members have noticed an increase in many of the behaviors above. What examples do you have to share? How has this contributed to the level of trust on your team?

2. Based on your team survey (page 6), your team seems to have a higher level of trust than last time. What do you think contributed to your higher score? What steps can the team take to continue building trust?

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The number of team members who endorsed "We still need to work on this" is a separate head count. People had the option to suggest that continued improvement should be made.

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Profile Page 8

Mastering Conflict

All great relationships, the ones that last over time, require productive conflict in order to grow. It's important to distinguish productive, ideological conflict from destructive fighting and interpersonal politics. **Productive conflict**

- is focused on concepts and ideas
- avoids mean-spirited, personal attacks

Team Survey Results

The first row in each of the tables shows the spread of responses from your previous assessment to each of the conflict-related questions. The second row in each table reflects your current results. To the right of the table, you will find the averages from each assessment. **These averages are based on a five-point scale.**

As a refresher, you may want to watch the "Definition of Conflict" video from the original facilitation.

Normative Data
(Averages based on responses from over 29,021 people)

Team members voice their opinions even at the risk of causing disagreement.

	Almost Never	Rarely	Some-times	Usually	Almost Always	AVG SCORE
04/2019	0	1	2	2	1	3.50
01/2020	**0**	**0**	**1**	**3**	**2**	**4.17**

→ 3.50

Team members solicit one another's opinions during meetings.

	Almost Never	Rarely	Some-times	Usually	Almost Always	AVG SCORE
04/2019	0	1	3	1	1	3.33
01/2020	**0**	**1**	**2**	**3**	**0**	**3.33**

→ 3.65

When conflict occurs, the team confronts and deals with the issue before moving to another subject.

	Almost Never	Rarely	Some-times	Usually	Almost Always	AVG SCORE
04/2019	0	2	1	1	2	3.50
01/2020	**0**	**1**	**0**	**4**	**1**	**3.83**

→ 3.18

During team meetings, the most important—and difficult—issues are discussed.

	Almost Never	Rarely	Some-times	Usually	Almost Always	AVG SCORE
04/2019	0	1	3	0	2	3.50
01/2020	**0**	**1**	**2**	**2**	**1**	**3.50**

→ 3.48

Your Team's Current Survey Results for Conflict: 3.71=MEDIUM

Your Team's Conflict Score from Monday, April 22, 2019: 3.46=**MEDIUM**

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Profile Page 9

Progress Mastering Conflict

Where is your team on the Conflict Continuum?

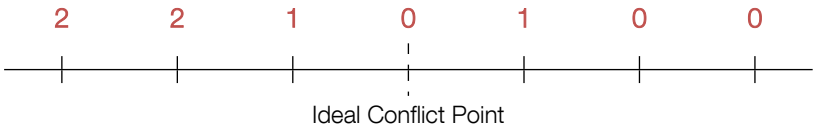
When it comes to the range of different conflict dynamics in an organization, there is a continuum of sorts. At one end of the continuum is no conflict at all, marked by false smiling and disingenuous agreement. At the other end of the continuum is relentless, nasty, destructive conflict, with people constantly at one another's throats. Somewhere in the middle of those two extremes is the demarcation line where good, constructive conflict exists.

As part of the assessment, you and your team members had the opportunity to place yourselves on the conflict continuum and to answer questions regarding this placement. Here are the results of the team survey (6 people):

Since the last assessment, our team has largely:

Avoided conflict and maintained artificial harmony	Resolved many issues with productive conflict	Engaged in conflict that is destructive and mean-spirited

People=



Since the last Five Behaviors session,	Rarely	Some-times	Often
I hold back my opinions because I think they will cause tension.	3	3	0
I hold back my opinions because I don't think anyone will listen.	2	2	2
I feel that my opinions are overpowered by others.	2	1	3

"I did not participate in the last assessment"= 0

Points of Discussion

1. A number of people on this team hold back their opinions for the reasons listed above. How has this impacted the team's productivity? What could the team do to encourage people to share their opinions more freely?

2. Based on your team survey (page 8), your team seems to have improved at handling conflict. What do you think contributed to your higher score? What steps can the team take to continue to engage in healthy conflict?

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For more information on the Conflict Continuum, see pp. 42-43 in Patrick Lencioni's The Advantage.

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Profile Page 10

Achieving Commitment

What do we mean by commitment? In the context of a cohesive team, **commitment** is

- clarity around decisions
- moving forward with complete buy-in from every member of the team, even those who initially disagreed with the decision

Team Survey Results

The first row in each of the tables shows the spread of responses from your previous assessment to each of the commitment-related questions. The second row in each table reflects your current results. To the right of the table, you will find the averages from each assessment. **These averages are based on a five-point scale.**

As a refresher, you may want to watch the "Definition of Commitment" video from the original facilitation.

Normative Data
(Averages based on responses from over 29,021 people)

The team is clear about its overall direction and priorities.

	Almost Never	Rarely	Some-times	Usually	Almost Always	AVG SCORE
04/2019	0	1	2	3	0	3.33
01/2020	**0**	**1**	**0**	**1**	**4**	**4.33**

3.59

Team members end meetings with clear and specific resolutions and calls to action.

	Almost Never	Rarely	Some-times	Usually	Almost Always	AVG SCORE
04/2019	0	0	3	3	0	3.50
01/2020	**0**	**0**	**2**	**4**	**0**	**3.67**

3.46

Team members leave meetings confident that everyone is committed to the decisions that were agreed upon.

	Almost Never	Rarely	Some-times	Usually	Almost Always	AVG SCORE
04/2019	0	1	1	2	2	3.83
01/2020	**0**	**1**	**2**	**3**	**0**	**3.33**

3.34

Team members support group decisions even if they initially disagree.

	Almost Never	Rarely	Some-times	Usually	Almost Always	AVG SCORE
04/2019	0	1	2	3	0	3.33
01/2020	**0**	**0**	**1**	**3**	**2**	**4.17**

3.70

Your Team's Current Survey Results for Commitment: 3.88=HIGH

Your Team's Commitment Score from Monday, April 22, 2019: 3.50=**MEDIUM**

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Profile Page 11

Progress Achieving Commitment

What has your team done to improve commitment?

As part of the assessment, you and your team members also had an opportunity to identify specific commitment-related areas that may have improved since the last assessment and areas that should be improved moving forward. The number of people who agreed and disagreed with each statement appears to the right.

Since the last Five Behaviors session,	Agree	Disagree
We've put some real effort into creating more clarity around our goals and plans.	**1**	**5**
The team as a whole has made more of an effort to show support for group decisions.	**1**	**5**
Moving forward, we need		
To develop more effective plans and goals	**6**	**0**
More clarity in our plans and goals	**5**	**1**
A better attitude about our plans and goals	**3**	**3**
More input into our plans and goals	**5**	**1**
To be more invested in our plans and goals	**5**	**1**

"I did not participate in the last assessment"= 0

Points of Discussion

1. According to the survey above, your team generally doesn't seem to think commitment has improved since the last session. What impact does this have on the team? How could more clarity and buy-in be achieved?

2. Based on your team survey (page 10), your team seems to have an even higher level of commitment than last time. What do you think contributed to your higher score? What steps can the team take to continue increasing commitment?

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Embracing Accountability

Accountability has become a buzzword—so overused and with so many different interpretations that it has lost much of its meaning. In the context of teamwork, however, **accountability** is

> *The willingness of team members to call their peers on performance or behaviors that might hurt the team*

Team Survey Results

The first row in each of the tables shows the spread of responses from your previous assessment to each of the accountability-related questions. The second row in each table reflects your current results. To the right of the table, you will find the averages from each assessment. **These averages are based on a five-point scale.**

As a refresher, you may want to watch the "Definition of Accountability" video from the original facilitation.

Normative Data
(Averages based on responses from over 29,021 people)

Team members offer unprovoked, constructive feedback to one another.

	Almost Never	Rarely	Some-times	Usually	Almost Always	AVG SCORE
04/2019	1	4	1	0	0	2.00
01/2020	**1**	**1**	**4**	**0**	**0**	**2.50**

3.06

The team ensures that members feel pressure from their peers and the expectation to perform.

	Almost Never	Rarely	Some-times	Usually	Almost Always	AVG SCORE
04/2019	2	2	2	0	0	2.00
01/2020	**1**	**2**	**2**	**0**	**1**	**2.67**

3.09

Team members confront peers about problems in their respective areas of responsibility.

	Almost Never	Rarely	Some-times	Usually	Almost Always	AVG SCORE
04/2019	2	2	1	1	0	2.17
01/2020	**2**	**2**	**0**	**2**	**0**	**2.33**

3.19

Team members question one another about their current approaches and methods.

	Almost Never	Rarely	Some-times	Usually	Almost Always	AVG SCORE
04/2019	0	2	2	2	0	3.00
01/2020	**0**	**1**	**4**	**0**	**1**	**3.17**

3.13

Your Team's Current Survey Results for Accountability: 2.67=LOW

Your Team's Accountability Score from Monday, April 22, 2019: 2.29=**LOW**

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Profile Page 13

Progress Embracing Accountability

What has your team done to improve accountability?

As part of the assessment, you and your team members also had an opportunity to identify specific accountability-related areas that may have improved since the last assessment—or areas where it would be possible and desirable to hold one another more accountable. The number of people (out of 6) who selected each improvement appears in the corresponding box below. Note: You had the option to select all that apply.

	Since the last assessment, we have challenged one another to do this			
	More often	The same	Less often	We still need to work on this
Be more direct	0	6	0	5
Call one another on unproductive behaviors	1	5	0	2
Give one another feedback	4	2	0	0
Address missed deadlines immediately	0	5	1	4
Follow through on personal commitments	4	2	0	0

"I did not participate in the last assessment"= 0

Points of Discussion

1. A number of group members think the team still needs to work on many of the statements listed above. Has the team worked on any of these since the last assessment? What can the team do to make sure this gets addressed?

2. Based on your team survey (page 12), your team seems to have a higher level of accountability than last time. What do you think contributed to your higher score? What steps can the team take to continue to improve?

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The number of team members who endorsed "We still need to work on this" is a separate head count. People had the option to suggest that continued improvement should be made.

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Profile Page 14

Focusing on Results

The ultimate goal of encouraging trust, healthy conflict, commitment, and accountability is to achieve results. And yet, as it turns out, one of the greatest challenges to team success is the inattention to results. In the context of a cohesive team, **results**

- refer to the collective goals of the team
- are not limited to financial measures, but are more broadly related to expectations and outcome-based performance

Team Survey Results

The first row in each of the tables shows the spread of responses from your previous assessment to each of the results-related questions. The second row in each table reflects your current results. To the right of the table, you will find the averages from each assessment. **These averages are based on a five-point scale.**

As a refresher, you may want to watch the "Lack of Focus on Results" video from the original facilitation.

Normative Data
(Averages based on responses from over 29,021 people)

Team members value collective success more than individual achievement.

	Almost Never	Rarely	Some-times	Usually	Almost Always	AVG SCORE
04/2019	3	1	2	0	0	1.83
01/2020	**1**	**3**	**2**	**0**	**0**	**2.17**

3.53

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

	Almost Never	Rarely	Some-times	Usually	Almost Always	AVG SCORE
04/2019	0	1	4	1	0	3.00
01/2020	**0**	**0**	**3**	**3**	**0**	**3.50**

3.35

When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.

	Almost Never	Rarely	Some-times	Usually	Almost Always	AVG SCORE
04/2019	0	1	2	3	0	3.33
01/2020	**0**	**0**	**2**	**3**	**1**	**3.83**

3.23

Team members are quick to point out the contributions and achievements of others.

	Almost Never	Rarely	Some-times	Usually	Almost Always	AVG SCORE
04/2019	0	1	1	2	2	3.83
01/2020	**0**	**1**	**2**	**2**	**1**	**3.50**

3.50

Your Team's Current Survey Results for Results: 3.25=MEDIUM

Your Team's Results Score from Monday, April 22, 2019: 3.00=**LOW**

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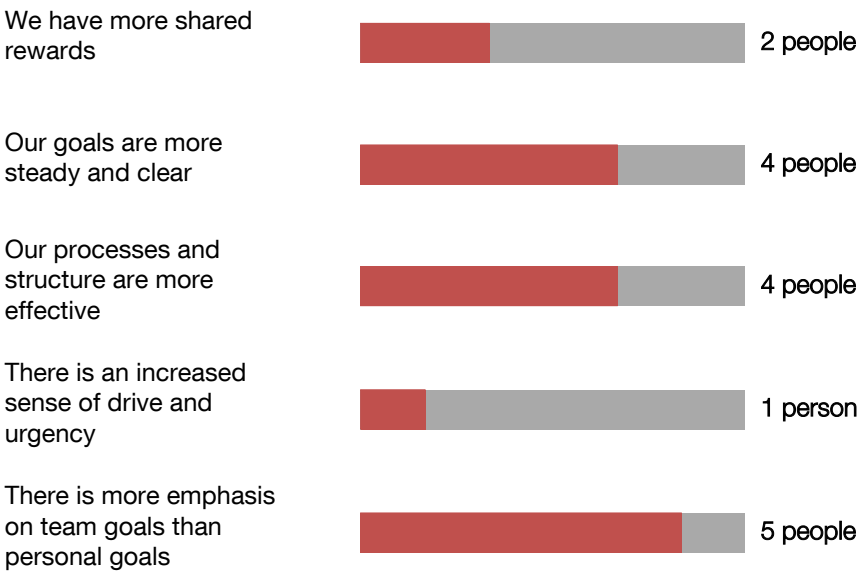
Progress Focusing on Results

What has your team done to improve results?

As part of the assessment, you and your team members had an opportunity to identify specific results-related areas that may have improved since the last assessment. The number of people (out of 6) who selected each option appears next to the corresponding bar below. Note: You had the option to select all that apply.

Since the last assessment, the following changes have helped our team focus on results:



"I did not participate in the last assessment"= 0

Points of Discussion

1. A number of group members have noticed an increase in many of the behaviors above. What examples do you have to share? How has this helped your team focus on results?

2. Based on the team survey (page 14), your scores were mixed regarding results. Why do you think this is so? How has your team's focus on results changed since the last assessment?

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The number of team members who endorsed each item appears on the right. People could choose more than one.

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Action Plan

Now that you have reviewed and discussed your assessment results, use the following action planning worksheet to identify the team's priorities for improvements and set specific goals. The team may choose to answer the questions as a group. Or, you could start by answering independently and then sharing and combining ideas.

1. What is the team doing well? Why do you think this is a strength for the team? How can you make sure the team keeps doing this well?

2. What does this team need to work on? Why do you think this area is troublesome for the team? In what ways does it impede the team's progress?

3. Come up with three action steps the team could take to improve, how they will be measured, and when you expect to see improvement.

	ACTION	MEASURED BY	TARGET DATE
1.			
2.			
3.			

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You should revisit any action planning that occurred in the last session, including personal commitments, team commitments, and action plan items.

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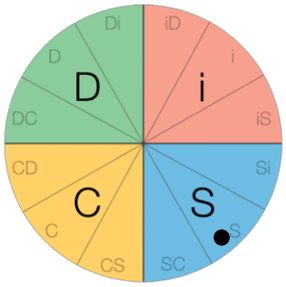
Profile Page 17

This page will be a refresher for people who took the last assessment. People's DiSC® styles will remain the same. However, it may be new information for anyone who wasn't involved in the last assessment.

Appendix: The Impact of Your DiSC® Style

Your DiSC® Style: S

Because you have an S style, John Doe, you're probably a cooperative person who takes pride in doing your part to help the team. Even if you're competitive, you don't need to win to feel good about yourself. In fact, when you receive credit for a job well done, you're probably quick to share it with others.



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

You probably tend to be quite accommodating, and you find it important to maintain the approval of others. Consequently, you may put a lot of energy into catering to other people. In fact, you may have difficulty saying no, and you may fail to let people know when you've been inconvenienced.

You tend to have a strong need for harmony, so conflict is probably difficult for you. Most likely, you're troubled by the idea of hurting someone's feelings, and you may spend time dwelling on incidents that other people wouldn't think twice

PERSONALIZED FEEDBACK

Dot Placement

A dot's **distance from the edge** of the circle shows how naturally inclined a person is to encompass the characteristics of his or her DiSC style. A dot positioned toward the edge of the circle indicates a strong inclination, between the edge and the center indicates a moderate inclination, and close to the center of the circle indicates a slight inclination. No dot position is better than another.

For more information on DiSC, read the Everything DiSC® Research Report.

DiSC STYLES (6 people)

D	Di/iD	i	iS/Si	S	SC/CS	C	CD/DC
Kathryn P		Jr R	Jeff S		Carlos A		Mikey B Martin G

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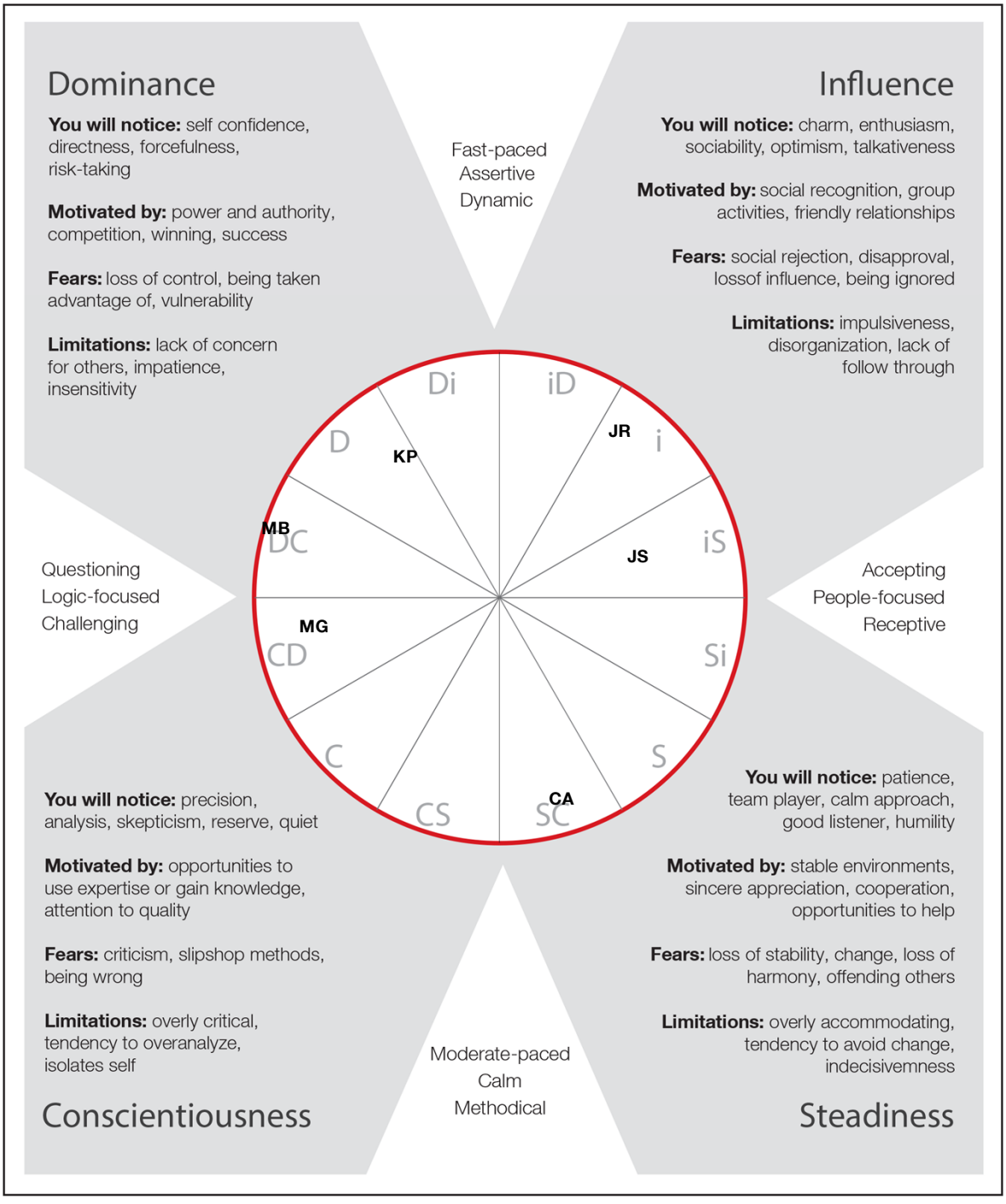
Profile Page 18

This page gives team members an opportunity to discover one another's DiSC® styles. Also, it lays the groundwork for weaving DiSC in throughout the rest of the report. This map reflects the **current** team, so if there have been any changes in team membership since the last assessment, those changes will be reflected below.

Appendix: Everything DiSC® Team Map

The Everything DiSC map below shows the styles of all team members along with a snapshot of the characteristics tied to the four basic DiSC styles.



This map shows the current members of the team.

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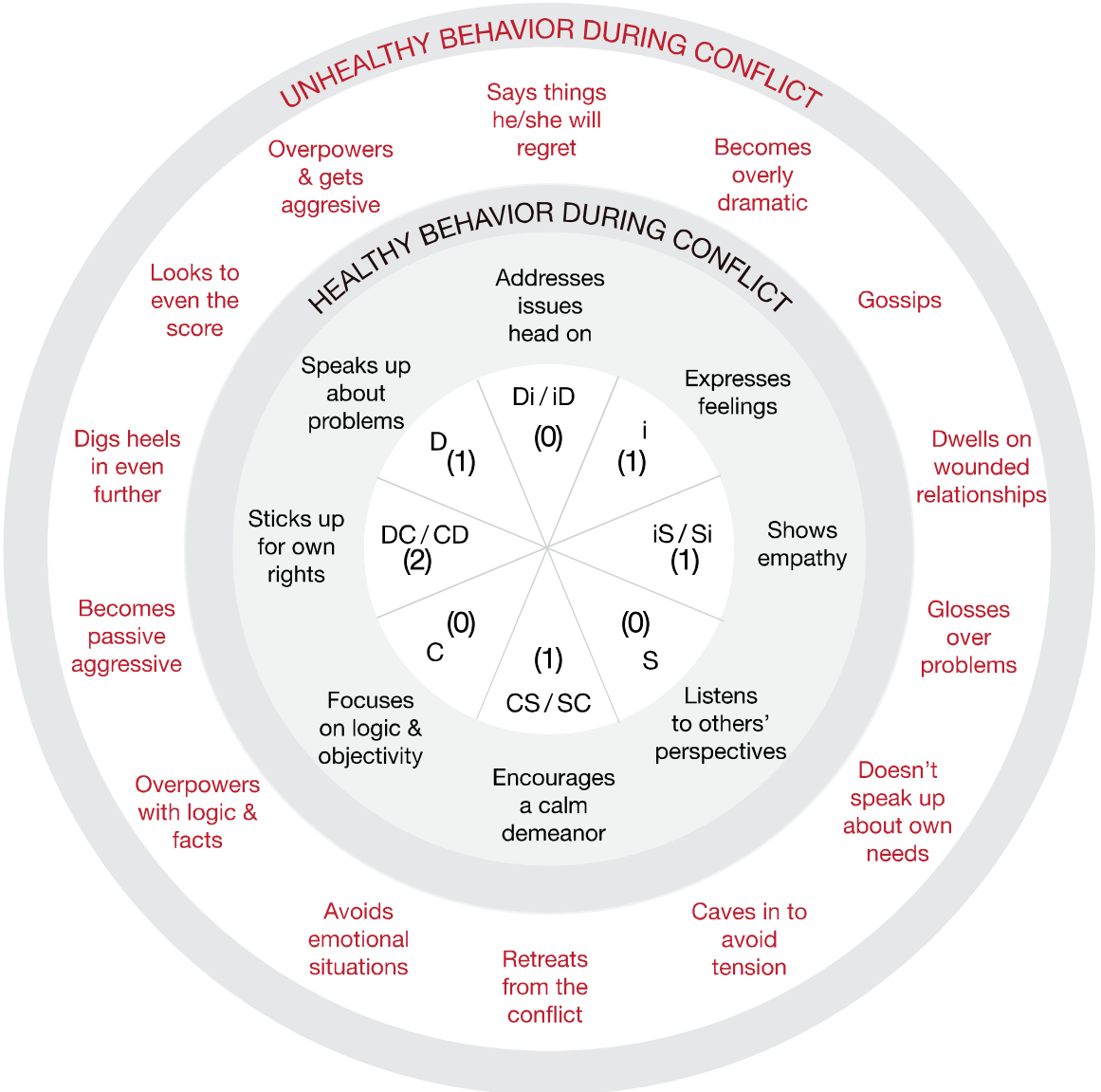
Profile Page 19

This page is designed to help teams candidly discuss healthy and unhealthy conflict, and acknowledge that we all handle tense situations differently. The unhealthy behaviors, in particular, are generalizations. This map reflects the **current** team, so if there have been any changes in team membership since the last assessment, those changes will be reflected below.

Appendix: 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 (6 people).



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19

This map reflects the current members of the team.

This map is not intended to be an exact one-to-one correspondence between a given style and a given behavior.

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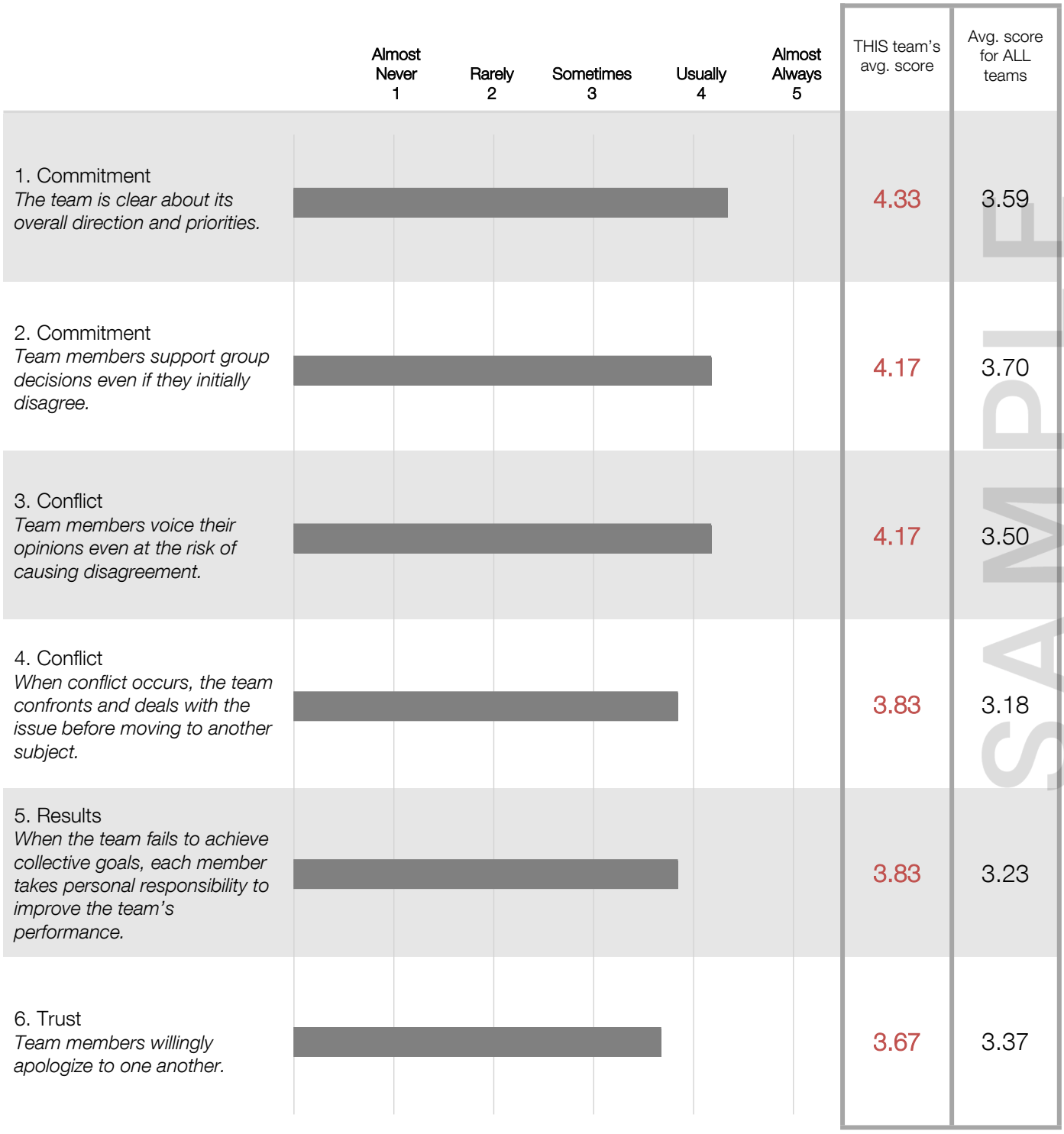
Appendix: Question Ranking

Below you will find all 20 questions ranked from this team's highest to lowest average score. The average scores for this team (DecisionTech Leadership Team) appear in the first box to the right. In the second box to the right, you will find the average score for all teams that have taken the assessment. **This information is not in the participant reports.**



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Appendix: Question Ranking

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Appendix: Question Ranking

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Appendix: Percentiles

Below you will find this team's average scores and percentiles for each of the five behaviors. The percentile refers to the percent of average scores (for all teams that have taken the assessment) that fall below DecisionTech Leadership Team's average score. **For example,** if the DecisionTech Leadership Team's score is in the 85th percentile, it is higher than 84% of other teams' scores. **This information is not in the participant reports.**

	Your Team's Average Score	Percentile
Trust	3.29	67 %
Conflict	3.71	83 %
Commitment	3.88	81 %
Accountability	2.67	22 %
Results	3.25	42 %

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