

# THE FIVE BEHAVIORS OF A COHESIVE TEAM™

## One-Day Program Overview

<b>Program Content:</b>	Seven modules from 10 to 90 minutes in length with Facilitator's Guide, presentation slides with embedded video, an Annotated Team Report, and handouts that support the 37-page <i>The Five Behaviors of a Cohesive Team™</i> profile.
<b>Program Description:</b>	Through the use of activity, video review, and discussion, an intact team is led through the powerful <i>The Five Behaviors of a Cohesive Team</i> model, learning and practicing the behaviors that will make the team more cohesive and improve its performance.

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### MODULE I: INTRODUCTION

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<b>Activities:</b> <ul style="list-style-type: none"><li>• Review the Model (large group)</li><li>• How Are We Doing? (individual and large group)</li><li>• Team Survey Results (large group)</li></ul>	<b>Length:</b> 70-80 minutes
<b>Materials:</b> <ul style="list-style-type: none"><li>• Flip chart and markers</li><li>• Prepared How Are We Doing? flip chart</li><li>• Red and green dot stickers for each participant</li></ul>	<b>Goals:</b> <ul style="list-style-type: none"><li>• Learn <i>The Five Behaviors of a Cohesive Team</i> model</li><li>• Describe each of the five behaviors that make up <i>The Five Behaviors™</i> model</li><li>• Understand where the team stands on each of the five behaviors</li><li>• Identify key issues that may be influencing team scores for each behavior</li></ul> <p><b>Description:</b> In this introductory module, participants engage in a brief icebreaker activity to introduce themselves and identify their goals for the session. Then participants learn about <i>The Five Behaviors of a Cohesive Team™</i> model and the specifics of each of the five behaviors. After, participants consider how the team is doing in regard to the five behaviors by identifying where the team is the strongest and where the team is the weakest. Team members then receive their profiles and spend the remainder of the module reviewing their scores for each behavior and looking at key areas impacting each behavior.</p>

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## MODULE 2: BUILDING TRUST

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**Activities:**

- Personal Histories (individual and large group)
- Everything DiSC® (individual and large group)
- Trust-Building Behaviors (large group)

**Materials:**

- Flip chart and markers
- Blank pieces of paper
- Pens or pencils

**Length:** 85-90 minutes

**Goals:**

- Give the team opportunities to learn more about one another and practice vulnerability-based trust
- Identify what is lacking and what needs to be done moving forward to build trust

**Description:** This module begins with a very brief review of the definition of Trust. This is followed by the Personal Histories activity, which gives participants an opportunity to get to know one another a little better and to practice vulnerability in a safe environment. The facilitator then presents the Everything DiSC® model, and participants learn about and personalize their DiSC® style. Participants then learn about each team member's DiSC style and share information from their profile that helps team members continue to get to know one another better, while practicing vulnerability in a safe environment. In the last part of the module, the team reviews its assessment of trust-building behaviors.

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## MODULE 3: MASTERING CONFLICT

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**Activities:**

- Conflict Continuum (individual and large group)
- Healthy and Unhealthy Conflict (pairs)
- Conflict Behaviors (individual and large group)

**Materials:**

- Flip chart and markers
- Conflict Continuum Handout
- Pens or pencils
- Tape

**Length:** 35 minutes

**Goals:**

- Explore how the team currently engages in conflict
- Agree on behaviors that need to change in order to have productive conflict

**Description:** This module begins with a very brief review of the definition of Conflict. Then the team watches a video in which Patrick Lencioni describes the conflict continuum. Participants then chart themselves on the conflict continuum and have a discussion around what is required to move the team one way or the other on the continuum. The team then reviews healthy and unhealthy conflict behaviors and engages in a quick discussion revealing behaviors they each have engaged in. Team members then spend time discussing and developing their own norms for acceptable behavior during conflict.

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## MODULE 4: ACHIEVING COMMITMENT

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**Activities:**

- Top Priority (individual and large group)
- Commitment Behaviors (individual and large group)

**Materials:**

- Flip chart and markers
- Blank pieces of paper
- Top Priority Best Practices Handout
- Pens or pencils

**Length:** 70-90 minutes**Goals:**

- Establish clarity around the team's priorities
- Determine behaviors that hinder and help buy-in

**Description:** This module begins with a very brief review of the definition of Commitment. Team members then solidify the connection between getting clarity and the team's priorities by engaging in an activity, Top Priority, where they identify the most important thing for the team to focus on in the immediate future. The module concludes with the team reviewing what prevents/helps the team from buying in and committing to the team's decisions.

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## MODULE 5: EMBRACING ACCOUNTABILITY

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**Activities:**

- The Value of Feedback (large group)
- Accountability Behaviors (individual and large group)

**Materials:**

- Flip chart and markers
- Blank pieces of paper
- Pens or pencils

**Length:** 45-60 minutes**Goals:**

- Understand the value of feedback
- Identify behaviors that will increase the likelihood of team members holding one another accountable

**Description:** The module begins with team members viewing a video of Patrick Lencioni outlining the definition of Accountability. Participants then discuss past experiences of receiving feedback, with the goal of helping the team better understand the value of feedback. The module closes with team members reviewing their own accountability behaviors in the context of meetings.

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## MODULE 6: FOCUSING ON RESULTS

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**Activities:**

- Accountability to Results (individual and large group)
- Understanding Results (large group)
- Common Distractions (individual and large group)

**Materials:**

- Flip chart and markers

**Length:** 20 minutes**Goals:**

- Understand the difference between collective results and individual results
- Determine key distractions that prevent team members from achieving team results

**Description:** Team members begin by spending time examining what happens to teams that avoid accountability compared to teams that embrace accountability as a way to segue into the idea of collective results. Then, the team views two different videos. One video highlights a team that focuses on results in the “wrong way” followed by the same team focusing on results in the “right way.” Team members discuss the differences in the videos and then turn their focus to their own team by identifying common distractions on the team that prevent each person and the team from focusing on collective results.

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## MODULE 7: WRAP-UP

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**Activity:**

- Committing to Change (individual and large group)

**Materials:**

- Flip chart and markers
- Blank pieces of paper
- Pens or pencils

**Length:** 10 minutes**Goal:**

- Identify commitments for individual and team improvements

**Description:**

The purpose of the last module is to summarize key insights learned throughout the day and highlight key commitments that were discussed. The module concludes by having each team member reflect on what s/he can do to help the team improve and also reflect on one thing that the entire team needs to do to improve.