



THE FIVE BEHAVIORS OF A COHESIVE TEAM™

Three-Day Program Overview

Program Content:

Seven modules from 1 to 3-½ hours in length with Facilitator's Guide, presentation slides with embedded video, an Annotated Team Report, and handouts that support the 37-page *The Five Behaviors of a Cohesive Team*™ profile.

Program Description:

Through the use of activity, video review, and discussion, an intact team is led through the powerful *The Five Behaviors of a Cohesive Team* model, learning and practicing the behaviors that will make the team more cohesive and improve its performance.

MODULE I: INTRODUCTION

Activities:

- Best and Worst Teams (small group)
- Review the Model (individual and large group)
- How Are We Doing? (individual)

Materials:

- Best and Worst Teams handout
- Survey Says... handout
- Prepared How Are We Doing? flip chart
- Red and green dot stickers for each participant
- Flip chart and markers
- Prize(s) for survey questions (opt)
- Printed poster of *Five Behaviors of a Cohesive Team Model* (opt)

Length: 1 hour, 15 minutes

Goals:

- Discover value of cohesive, functional team
- Become familiar with the five behaviors of a cohesive team
- Review team's summary ratings

Description:

In this introduction, participants discuss what they think makes for a cohesive team and why it's valuable. They then learn about the five behaviors of a cohesive team and review the summary of how the team rated itself on the assessment.

MODULE 2: BUILDING TRUST

Activities:

- Video Review (large group)
- Personal Histories (individual and large group)
- The Team and DiSC (small and large group)

Materials:

- Trust: Wrong-Way/Right-Way Teams handout
- Personal Histories Activity handout
- Action Planning Worksheet
- Prepared DiSC Model flip charts
- Flip chart and markers
- Everything DiSC Team Map poster (opt)
- Building Trust takeaway card (opt)

Length: 2 hours, 50 minutes to 3 hours, 20 minutes

Goals:

- Explore what the term “vulnerability-based trust” means
- Understand the team’s current trust level
- Learn about the team’s DiSC® styles and how the styles impact trust
- Understand how trust impacts team productivity

Description:

The session begins with team members discussing what trust means to them and viewing a video in which Patrick Lencioni defines trust. The team then watches a pair of videos—one illustrating a team that lacks trust and one a team that has trust—and identifies the trust-related behaviors. Participants review and discuss the team’s trust scores from the profile. 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 DiSC model, and team members participate in an activity to try to guess everyone’s DiSC style. In the last part of the session, the team reviews its assessment of trust-building behaviors and begins the action planning process.

MODULE 3: MASTERING CONFLICT

Activities:

- Quick Quiz (large group)
- Video Review (large group)
- Conflict and DiSC (pairs)
- Healthy and Unhealthy Behaviors (small and large group)
- Conflict-Related Behaviors (pairs and large group)

Materials:

- Conflict: Wrong-Way/Right-Way Teams handout
- Healthy and Unhealthy Behaviors handout
- Action Planning Worksheet
- True/False tents
- Prepared flip-chart pages for Your Team and DiSC activity
- Flip chart and markers
- Conflict Team Map poster (opt)
- Healthy and Unhealthy Behaviors takeaway card (opt)

Length: 2 hours, 50 minutes

Goals:

- Understand the team’s current approach to conflict
- Explore how team members’ DiSC® styles affect their conflict behaviors
- Learn about healthy, productive conflict

Description:

This session begins with a quick quiz about some conflict concepts. Participants then view a brief video in which Patrick Lencioni talks about conflict, and they discuss the team’s approach to conflict in light of Pat’s description. The team then reviews and discusses its assessment results. Next, the team watches a pair of videos—one illustrating a team that doesn’t engage in conflict and one a team that does—and identifies the conflict-related behaviors. Team members learn how DiSC style affects conflict approaches and work with the conflict team map to understand healthy and unhealthy behaviors during conflict. Team members then participate in an activity to develop their own norms for acceptable behavior during conflict. Finally, using what they’ve learned in this module, the team develops an action plan to achieve a productive approach to conflict.

MODULE 4: ACHIEVING COMMITMENT

Activities:

- Video Review (large group)
- Clarity and Buy-in Teach Backs (small and large group)
- Commitment-Related Behaviors (pairs/small group)
- Setting Ground Rules (small and large group)

Materials:

- Commitment: Wrong-Way/Right-Way Teams handout
- Clarity Teach Back handout
- Buy-in Teach Back handout
- Action Planning Worksheet
- Flip chart and markers
- Clarity and Buy-in takeaway card (opt)

Length: 2 hours, 5 minutes

Goals:

- Understand concepts of clarity and buy-in as they relate to commitment
- Understand the team's current level of commitment
- Explore how team members' DiSC[®] styles affect their approach to commitment
- Determine ways to increase level of commitment

Description:

Team members are introduced—via video and discussion—to the concept of commitment and its associated behaviors. Team members then review the team's commitment scores from the assessment and, using small-group teach backs, learn more about clarity and buy-in. In pairs/small groups, they try to come up with a top reason why the team doesn't commit. The team then develops behavioral ground rules to help drive commitment. The session wraps up with the team continuing to work on its action plan, in this case developing ways to increase commitment.

MODULE 5: EMBRACING ACCOUNTABILITY

Activities:

- Video Review (large groups)
- Small Group Report-Outs (small and large group)
- Value of Accountability (small and large group)
- Giving and Receiving Feedback (pairs and large group)
- Accountability-Related Behaviors (pairs and large group)

Materials:

- Accountability: Wrong-Way/Right-Way Teams handout
- Accountability Report-Out handout
- Action Planning Worksheet
- Prepared flip chart with questions for Giving and Receiving Feedback activity
- Flip chart and markers
- Feedback Guidelines takeaway card (optional)

Length: 2 hours, 40 minutes

Goals:

- Understand what accountability is and the relationship between accountability and productivity
- Understand the team's current level of accountability
- Explore how team members' DiSC[®] styles affect their approach to accountability
- Practice giving and receiving feedback

Description:

The session begins with team members viewing and discussing a video about what accountability means. The team then watches a pair of videos—one illustrating a team whose members don't hold one another accountable and one a team whose members do—and identifies the accountability-related behaviors. Working in small groups, participants then review the team's accountability scores from the assessment and report out. This is followed by an activity designed to help participants understand why they'd want to hold one another accountable. Participants are then given an opportunity to practice giving and receiving feedback. The session closes with the team working on an action plan to improve overall accountability.

MODULE 6: FOCUSING ON RESULTS

Activities:

- Lack of Focus (pairs and large group)
- Video Review (large group)
- Team Scoreboard (large group)

Materials:

- Results: Wrong-Way/Right-Way Teams handout
- Team Scoreboard handout
- Action Planning Worksheet
- Red, yellow, and green markers for Team Scoreboard activity
- Flip chart and markers
- Collective Results takeaway card (opt)

Length: 2 hours, 25 minutes

Goals:

- Understand the team's current level of focus on collective results
- Explore how team members' DiSC[®] styles affect their approach to results
- Develop a common understanding of the team's expectations
- Create tool/process for monitoring progress

Description:

Team members begin by spending a bit of time discussing why a team might not be focused on collective results. Team members then review their own assessment results. The team then watches a pair of videos—one illustrating a team that doesn't focus on results and one a team that does—and identifies the results-related behaviors. Team members participate in the Team Scoreboard activity, in which they learn about and then create a tool to help them track progress toward their goals. Finally, the team reviews its own distractions and works on an action plan to remedy any shortcomings.

MODULE 7: REVIEW AND ACTION PLAN

Activities:

- Small-Group Review (small group)
- Full-Group Action Planning (large group)

Materials:

- Action Planning Worksheet
- Flip chart and markers

Length: 1 hour, 30 minutes

Goals:

- To review what's been learned so far
- To review previous action plans, determine the high priority items, and decide what steps to take to address those items

Description:

Participants begin by reviewing and discussing the team's strengths and challenges as outlined on pages 35-36 of the report. Then, working in pairs or small groups, they review their Action Planning Worksheets and the action-planning flip-chart pages from previous modules; each sub-group selects its top 3 actions for the team to work on. The entire team then reviews each sub-group's choices and determines which items to put on its action plan. Remaining items are recorded for future reference, and the team is reminded to regularly review and update its plan as goals are achieved and/or circumstances change.