

# 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**

For Kathryn Petersen

Working with Martin Gilmore

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# Introduction

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.

Since the team is made up of individuals, one-on-one relationships can have a big impact on the team as a whole. This report is designed to help you better understand Martin and give the two of you the tools to build a more effective working relationship. 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.

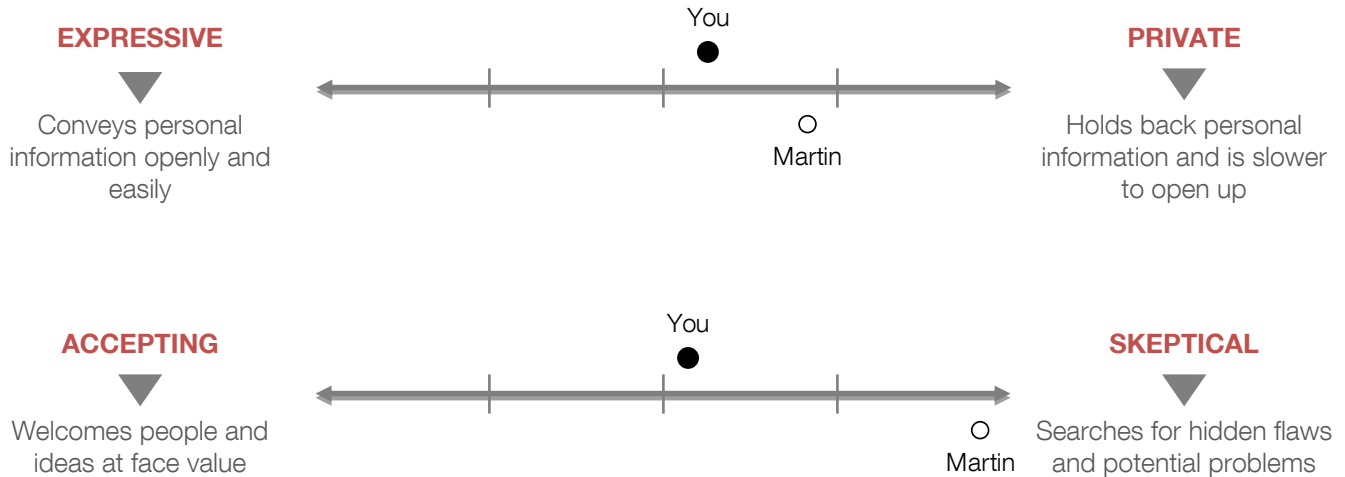
## Focus on Achieving Collective Results

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



# Building Trust

## 1 Discover



## 2 Personalize

✓ agree    ✗ disagree    ? not sure

You

- May be somewhat guarded and difficult to read at times
- Tend to need some degree of personal space
- Tend to consider what could go wrong
- May come across as a bit too questioning at times

Martin

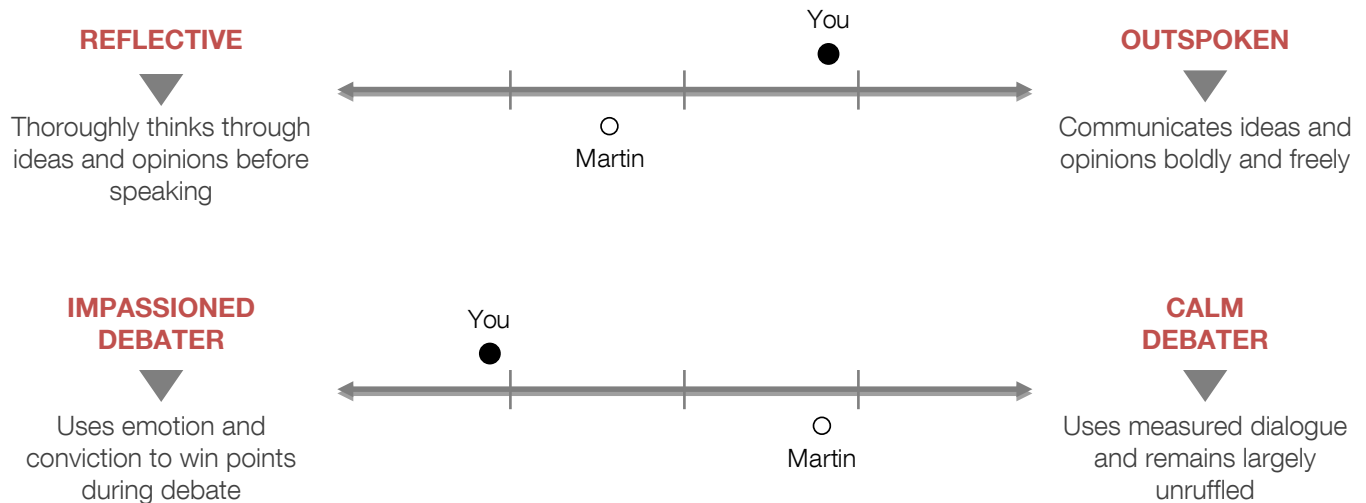
- May be somewhat guarded and difficult to read at times
- Tends to need some degree of personal space
- Tends to question and test other people's ideas
- May come across as overly critical at times

## 3 Apply

- Q How has your shared tendency to be private affected your ability to build trust? What challenges have you experienced? Typically, what do you need in order to be more open around others?
- Q How have your similarities in being questioning and doubtful impacted your relationship? Does this differ from your experiences with more accepting colleagues?

# Mastering Conflict

## 1 Discover



## 2 Personalize

✓ *agree*    ✗ *disagree*    ? *not sure*

You

- Tend to be fairly straightforward about your concerns
- May come across as somewhat blunt at times
- Tend to push strongly for your position
- May come across as very opinionated

Martin

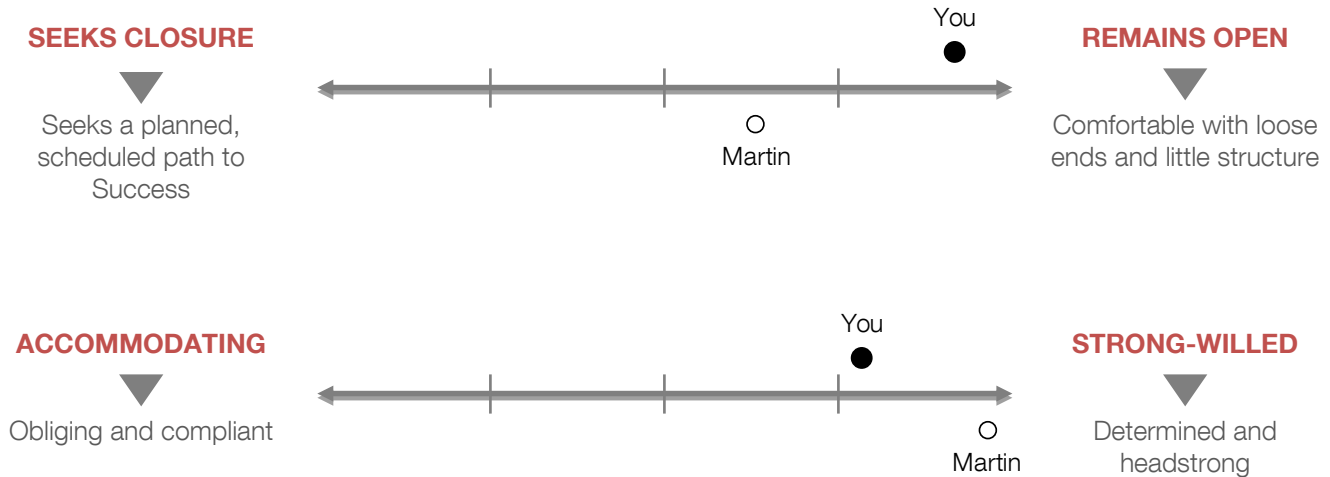
- Tends to think through ideas before saying them out loud
- Seldom speaks out of turn
- Usually keeps an even keel during debate
- Tends to hang back before offering an opinion

## 3 Apply

- Q Have you ever had to debate an issue with Martin? If so, did you notice Martin's tendency to be reflective? How does your tendency to be outspoken impact tense exchanges with each other?
- Q What do you notice about your tendency to be impassioned about things and Martin's tendency to remain calm? How do the two of you typically resolve issues?

# Achieving Commitment

## 1 Discover



## 2 Personalize

✓ *agree*    ✗ *disagree*    ? *not sure*

You

- May appear reluctant to finalize decisions too quickly
- Tend to dive right into projects without planning ahead
- May overlook advice and input from others
- Tend to hold tightly to your own ideas

Martin

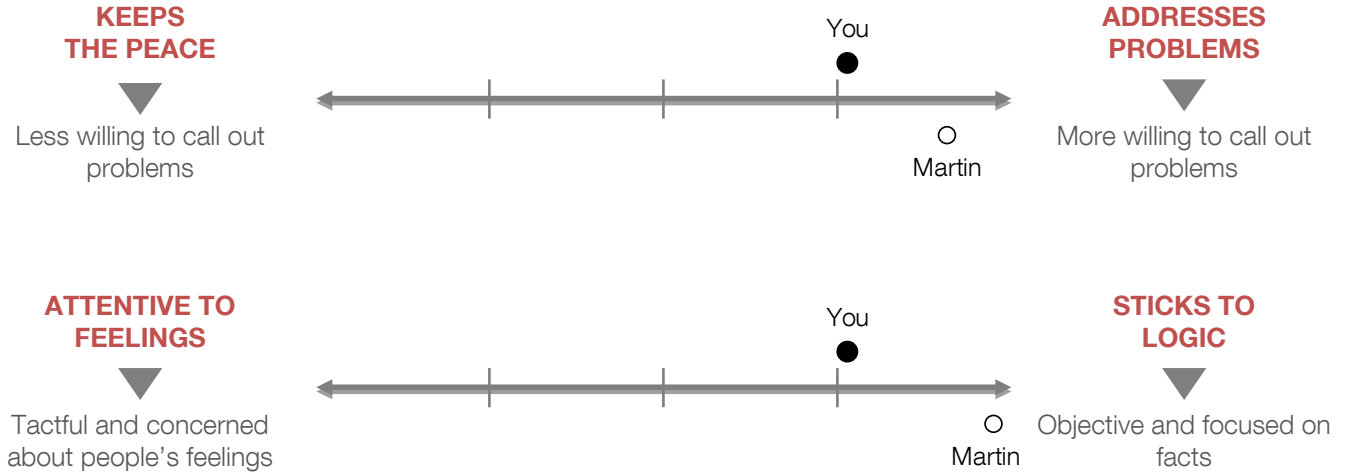
- May sometimes avoid making too many plans
- Tends to do much of the planning along the way
- May overlook advice and input from others
- Tends to hold tightly to own ideas

## 3 Apply

- Q Do you and Martin ever need to make decisions together? If so, what does this process look like? Do you try to keep your options open?
- Q What are the implications of your shared tendency to be strong-willed? How do you think this might impact team commitments?

# Embracing Accountability

## 1 Discover



## 2 Personalize

✓ *agree*    ✗ *disagree*    ? *not sure*

You

Martin

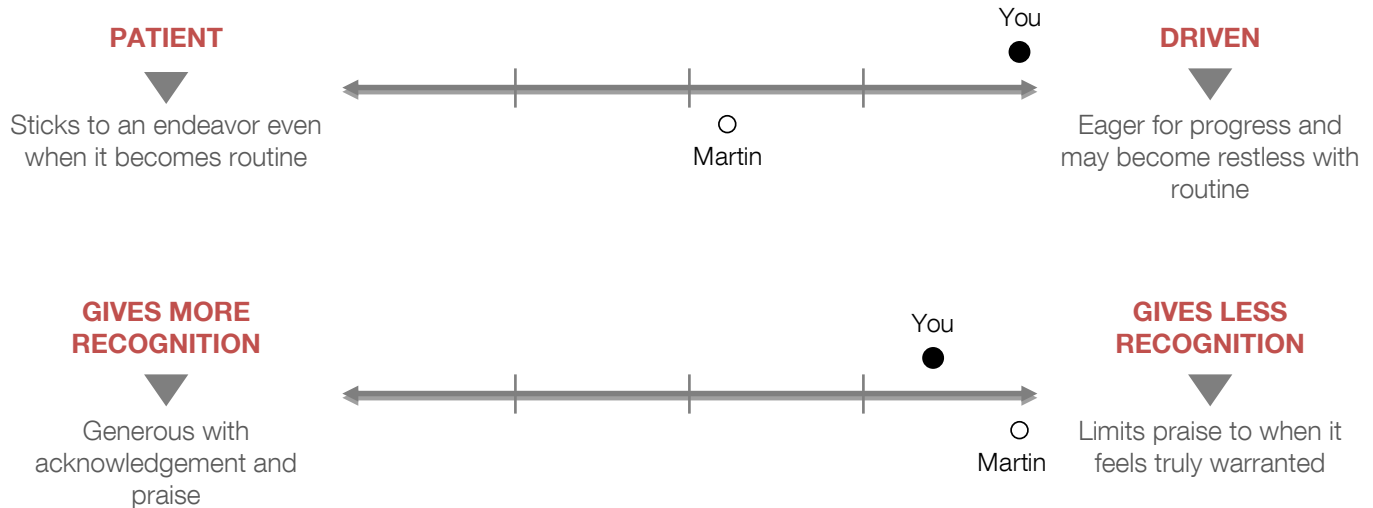
- |                          |   |                          |  |
|--------------------------|---|--------------------------|--|
| <input type="checkbox"/> | Tend to uncover issues and challenge people           | <input type="checkbox"/> | Tends to uncover issues and challenge people           |
| <input type="checkbox"/> | May speak directly about other people's shortcomings  | <input type="checkbox"/> | May speak directly about other people's shortcomings   |
| <input type="checkbox"/> | Tend to give objective feedback and concrete examples | <input type="checkbox"/> | Tends to give objective feedback and concrete examples |
| <input type="checkbox"/> | Often finds flaws in other people's arguments         | <input type="checkbox"/> | Often finds flaws in other people's arguments          |

## 3 Apply

- Q What would be the best way for Martin to address a problem that involves you?
  
- Q Does your shared focus on logic bring about any challenges? What are the benefits of focusing on objective facts over feelings?

# Focusing on Results

## 1 Discover



## 2 Personalize

✓ agree    ✗ disagree    ? not sure

You

- Tend to urge others to move quickly
- May become frustrated with people who seem to lack urgency
- Tend to give recognition and compliments very sparingly
- Tend to focus on what's gone wrong instead of what's gone right

Martin

- May come across as somewhat impatient at times
- Tends to become annoyed if forced to slow down too much
- Tends to give recognition and compliments very sparingly
- Tends to focus on what's gone wrong instead of what's gone right

## 3 Apply

- Q You and Martin both tend to be driven. How does this make it easier for the two of you to work together? What are the drawbacks?
- Q You both appear to be pretty selective when it comes to giving recognition. What impact has this had on your relationship and your work?

# More Similarities and Differences

Kathryn, this page includes some additional information about you and Martin, including some of your similarities, differences, and ways that the two of you have the potential to complement each other.

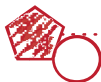
## Your Greatest Similarities



### You and Martin

- Tend to be 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 Martin the passion you feel for your ideas.
- Neither of you expects a lot of recognition or praise from the other.
- Martin will join your efforts to convey a sense of urgency and push for immediate results.
- Martin respects your need for personal space.



# Summary and Action Plan

Read through the suggested tips and use the extra space for your notes or reflections.

Traits	Tips	Action Taken
<b>From Trust</b>		
You're somewhat private. Martin is somewhat private.	<ul style="list-style-type: none"> <li>• Make an effort to ask questions to help Martin open up.</li> </ul>	
You're somewhat skeptical. Martin is very skeptical.	<ul style="list-style-type: none"> <li>• Clarify Martin's intentions before jumping to conclusions.</li> </ul>	
<b>From Conflict</b>		
You're somewhat outspoken. Martin is somewhat reflective.	<ul style="list-style-type: none"> <li>• Encourage Martin to share any opinions.</li> </ul>	
You're very impassioned. Martin is somewhat calm.	<ul style="list-style-type: none"> <li>• Refrain from pushing Martin to accept your ideas.</li> </ul>	
<b>From Commitment</b>		
You're very likely to remain open. Martin is somewhat likely to remain open.	<ul style="list-style-type: none"> <li>• Set a reasonable timeline for making decisions together and stick to it.</li> </ul>	
You're very strong-willed. Martin is very strong-willed.	<ul style="list-style-type: none"> <li>• Evaluate your differences in a constructive way, like listing pros and cons.</li> </ul>	
<b>From Accountability</b>		
You're very likely to address problems. Martin is very likely to address problems.	<ul style="list-style-type: none"> <li>• Regularly and explicitly discuss expectations before problems arise.</li> </ul>	
You're very likely to stick to logic. Martin is very likely to stick to logic.	<ul style="list-style-type: none"> <li>• State your concerns objectively, but also give Martin a turn.</li> </ul>	
<b>From Results</b>		
You're very driven. Martin is somewhat driven.	<ul style="list-style-type: none"> <li>• Identify situations where a bit more patience could pay off.</li> </ul>	
You're very unlikely to give recognition. Martin is very unlikely to give recognition.	<ul style="list-style-type: none"> <li>• Build recognition into your plans.</li> </ul>	