THE FIVE BEHAVIORS OF A COHESIVE TEAM®

Comparison Report

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



For Martin Gilmore

Working with Kathryn Petersen

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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 Kathryn 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 Kathryn 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.



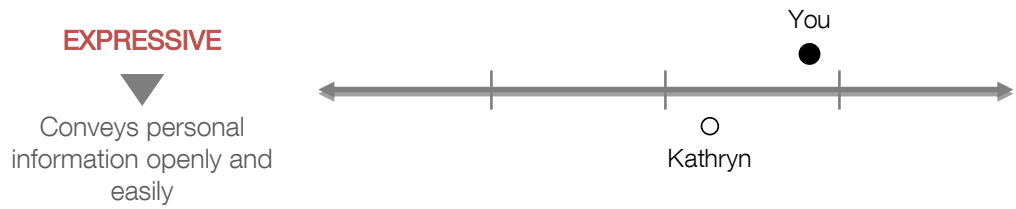
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Building Trust

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 question and test other people's ideas
- ☐ May come across as overly critical at times

Kathryn

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

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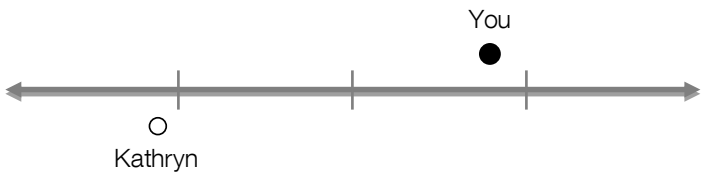


Mastering Conflict

1 Discover

SPIRITED DEBATER

Tends to be expressive and show conviction during debate

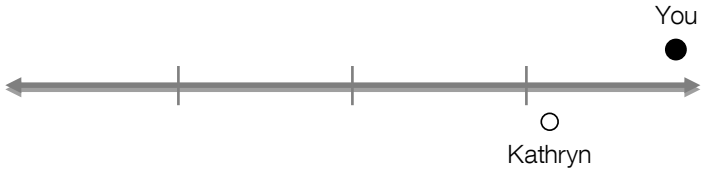


CALM DEBATER

Tends to use measured dialogue and remain largely unruffled

RECEPTIVE

Stays open to the ideas of others



STEADFAST

Holds firm to own opinions

2 Personalize

✓ agree ✗ disagree ? not sure

You

- ☐ Usually keep an even keel during debate
- ☐ Tend to hang back before offering your opinion
- ☐ Tend to be strongly committed to your own ideas during debate
- ☐ May close yourself off to facts or opinions that don't support your view

Kathryn

- ☐ Tends to push strongly for a particular position
- ☐ May become quite vocal when talking about important issues
- ☐ Tends to be strongly committed to own ideas during debate
- ☐ May be closed off to facts or opinions that contradict own view

3 Apply

Q What do you notice about your tendency to be a calm debater and Kathryn's tendency to be a spirited debater? How do the two of you typically resolve issues?

Q Have you ever had to debate an issue with Kathryn? If so, were you both inclined to stand firm with your opinions? How does being steadfast impact the way you handle conflict?

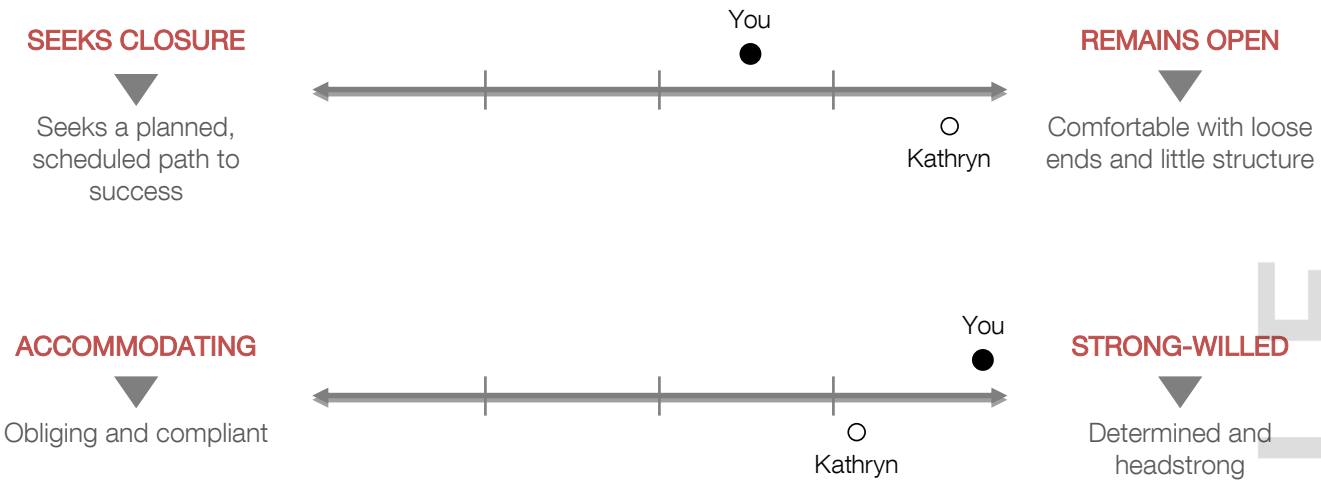
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Achieving Commitment

1 Discover



2 Personalize

✓ agree ✗ disagree ? not sure

You

- ☐ May sometimes avoid making too many plans
- ☐ Tend to do much of the planning along the way
- ☐ May be likely to push back against advice from others
- ☐ Might often find it hard to let go of your opinions

Kathryn

- ☐ May appear reluctant to finalize decisions too quickly
- ☐ Tends to dive right into projects without planning ahead
- ☐ May be likely to push back against advice from others
- ☐ Might often find it hard to let go of own opinions

3 Apply

Q Do you and Kathryn 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?

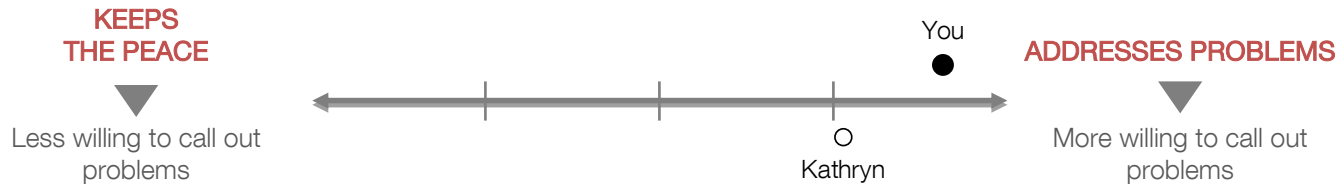
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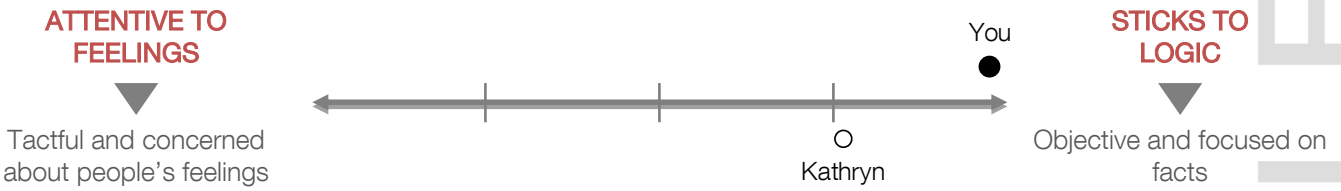
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Embracing Accountability

1 Discover





2 Personalize

✓ agree ✗ disagree ? not sure

You		Kathryn	
☐	Tend to uncover issues and challenge people	☐	Tends to uncover issues and challenge people
☐	May speak directly about other people's shortcomings	☐	May speak directly about other people's shortcomings
☐	Tend to give objective feedback and concrete examples	☐	Tends to give objective feedback and concrete examples
☐	Often finds flaws in other people's arguments	☐	Often finds flaws in other people's arguments

3 Apply

Q What would be the best way for Kathryn 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?

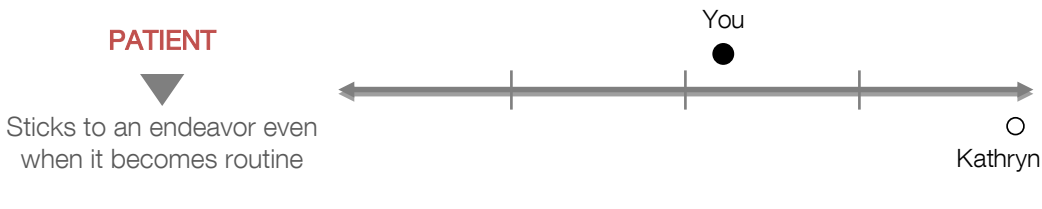
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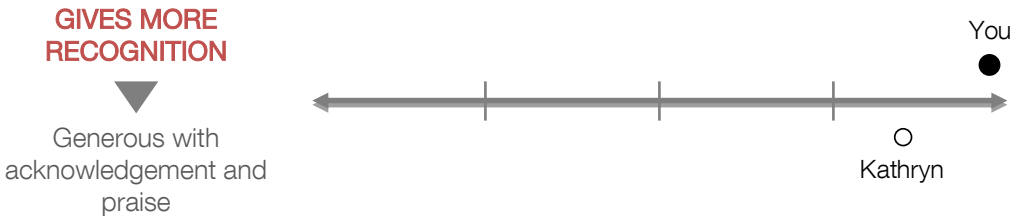
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Focusing on Results

1 Discover





2 Personalize

✓ agree ✗ disagree ? not sure

You

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

Kathryn

- ☐ Tends to urge others to move quickly
- ☐ May become frustrated with people who seem to lack urgency
- ☐ 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 Kathryn 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?

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More Similarities and Differences

Martin, this page includes some additional information about you and Kathryn, 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 Kathryn

- Are steadfast with your opinions
- Tend to be strong-willed
- Enjoy working alone
- Are frank
- Are skeptical

Your Greatest Differences



You

- Are more precise
- Are soft-spoken
- Tend to avoid risk
- Dislike having to be aggressive
- Prefer a slower pace

Kathryn

- Is less precise
- Is forceful
- Tends to take risks
- Doesn't mind being aggressive
- Prefers a faster pace

How can you complement each other?



- You help Kathryn maintain a measured, thoughtful cadence during tense exchanges.
- Neither of you expects a lot of recognition or praise from the other.
- Kathryn will join your efforts to convey a sense of urgency and push for immediate results.
- Kathryn respects your need for personal space.

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Summary and Action Plan

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

Traits	Tips	Action Taken
From Trust		
You're somewhat private. Kathryn is somewhat private.	• Make an effort to ask questions to help Kathryn open up.	
You're very skeptical. Kathryn is somewhat skeptical.	• Clarify Kathryn's intentions before jumping to conclusions.	
From Conflict		
You're a somewhat calm debater. Kathryn is a very spirited debater.	• Make it clear when you are feeling pressured by Kathryn's tone.	
You're very steadfast. Kathryn is very steadfast.	• Avoid getting into a power struggle over whose idea will prevail.	
From Commitment		
You're somewhat likely to remain open. Kathryn is very likely to remain open.	• Set a reasonable timeline for making decisions together and stick to it.	
You're very strong-willed. Kathryn is very strong-willed.	• Evaluate your differences in a constructive way, like listing pros and cons.	
From Accountability		
You're very likely to address problems. Kathryn is very likely to address problems.	• Regularly and explicitly discuss expectations before problems arise.	
You're very likely to stick to logic. Kathryn is very likely to stick to logic.	• State your concerns objectively, but also give Kathryn a turn.	
From Results		
You're somewhat driven. Kathryn is very driven.	• Identify situations where a bit more patience could pay off.	
You're very unlikely to give recognition. Kathryn is very unlikely to give recognition.	• Build recognition into your plans.	

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