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 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.



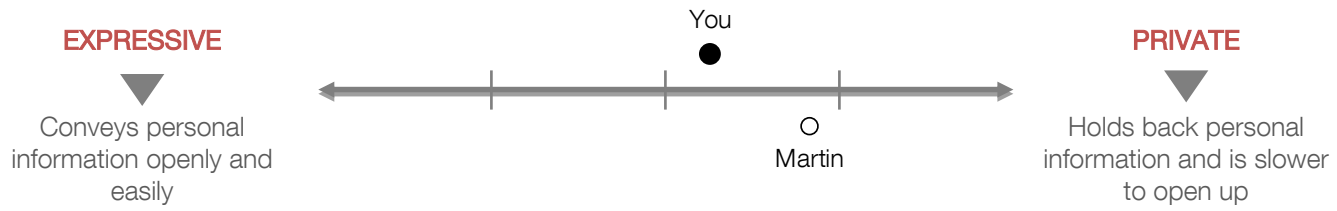
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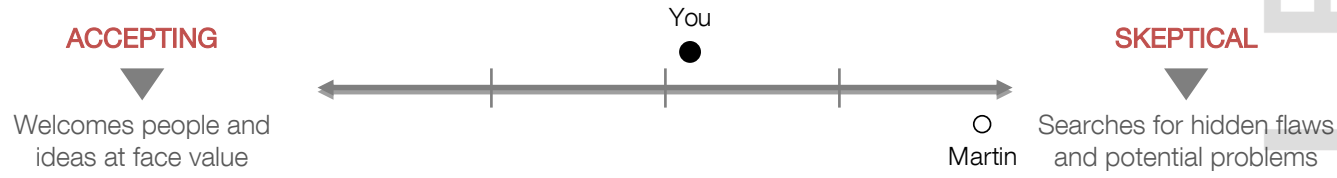
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Building Trust

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 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?

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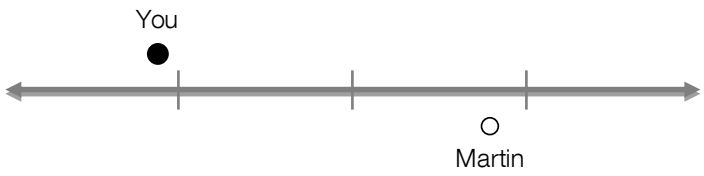


Mastering Conflict

1 Discover

SPIRITED DEBATER

Tends to be expressive and show conviction during debate

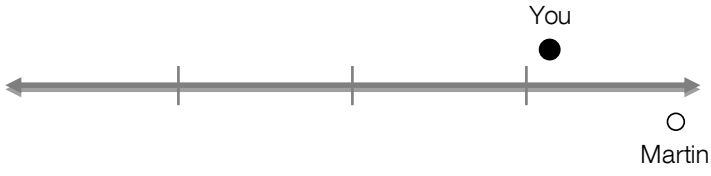


CALM DEBATER

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

- ☐ Tend to push strongly for your position
- ☐ May become quite vocal when you care about an issue
- ☐ 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

Martin

- ☐ Usually keeps an even keel during debate
- ☐ Tends to hang back before offering an opinion
- ☐ 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 spirited about things and Martin's tendency to remain calm? How do the two of you typically resolve issues?

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

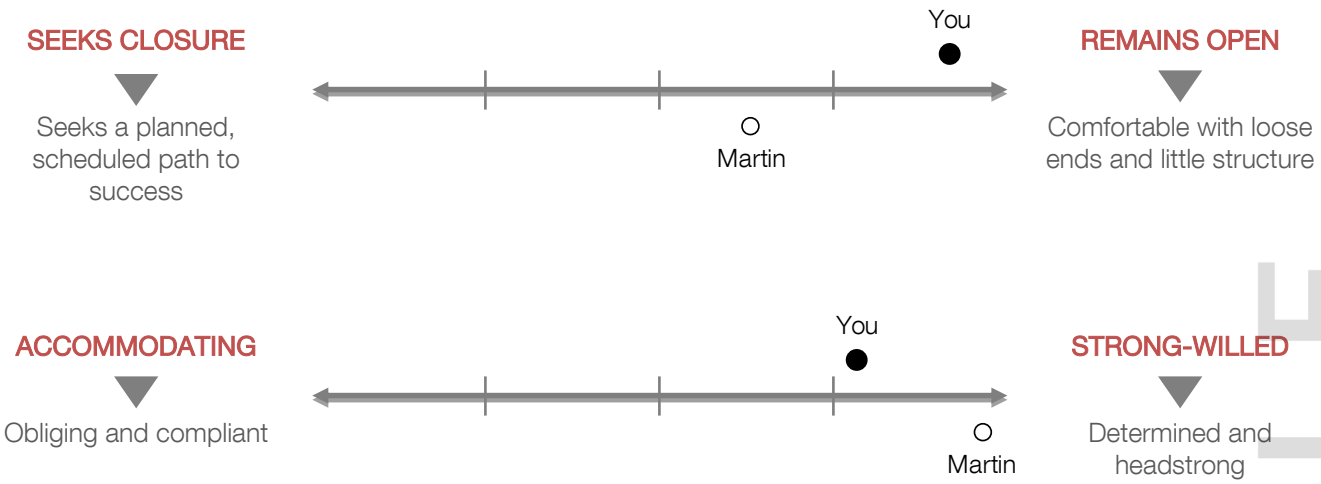
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Achieving Commitment

1 Discover



2 Personalize

✓ agree ✗ disagree ? not sure

You

- ☐ May appear reluctant to finalize decisions too quickly
- ☐ Tend 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 your opinions

Martin

- ☐ May sometimes avoid making too many plans
- ☐ Tends 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 own opinions

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?

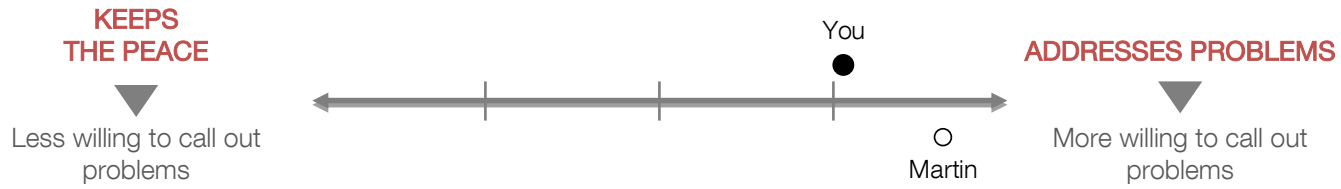
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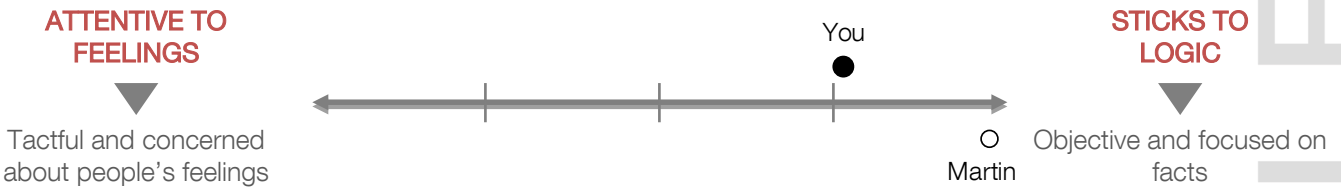
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Embracing Accountability

1 Discover





2 Personalize

✓ agree ✗ disagree ? not sure

You

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

Martin

- ☐ Tends to uncover issues and challenge people
- ☐ May speak directly about other people's shortcomings
- ☐ Tends to give objective feedback and concrete examples
- ☐ 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?

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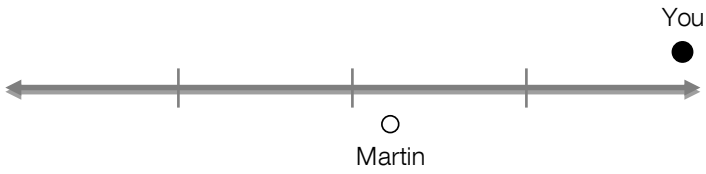
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Focusing on Results

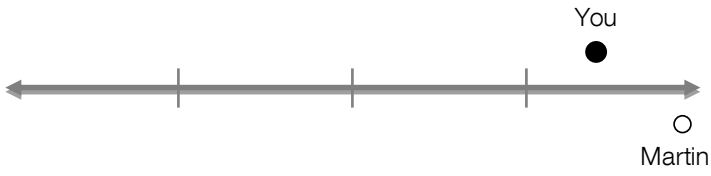
1 Discover

PATIENT ▼ Sticks to an endeavor even when it becomes routine



DRIVEN ▼ Eager for progress and may become restless with routine

GIVES MORE RECOGNITION ▼ Generous with acknowledgement and praise



GIVES LESS RECOGNITION ▼ Limits praise to when it feels truly warranted

2 Personalize

✓ agree ✗ disagree ? not sure

You		Martin	
☐	Tend to urge others to move quickly	☐	May come across as somewhat impatient at times
☐	May become frustrated with people who seem to lack urgency	☐	Tends to become annoyed if forced to slow down too much
☐	Tend to give recognition and compliments very sparingly	☐	Tends to give recognition and compliments very sparingly
☐	Tend to focus on what's gone wrong instead of what's gone right	☐	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?

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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

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

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.

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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. Martin is somewhat private.	• Make an effort to ask questions to help Martin open up.	
You're somewhat skeptical. Martin is very skeptical.	• Clarify Martin's intentions before jumping to conclusions.	
From Conflict		
You're a very spirited debater. Martin is a somewhat calm debater.	• Refrain from pushing Martin to accept your ideas.	
You're very steadfast. Martin is very steadfast.	• Avoid getting into a power struggle over whose idea will prevail.	
From Commitment		
You're very likely to remain open. Martin is somewhat likely to remain open.	• Set a reasonable timeline for making decisions together and stick to it.	
You're very strong-willed. Martin 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. Martin is very likely to address problems.	• Regularly and explicitly discuss expectations before problems arise.	
You're very likely to stick to logic. Martin is very likely to stick to logic.	• State your concerns objectively, but also give Martin a turn.	
From Results		
You're very driven. Martin is somewhat driven.	• Identify situations where a bit more patience could pay off.	
You're very unlikely to give recognition. Martin is very unlikely to give recognition.	• Build recognition into your plans.	

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