



BLUEPRINT FOR TEAM COHESION



Authorized Partner



Five Behaviors Are At The Heart Of Every Cohesive Team



Team dynamics are an important predictor of organizational health. Teams that work well together perform better (and they are more fun to be a part of). To achieve this advantage, teams must dedicate effort towards mastering the following five specific behaviors.

1 **FOCUSING ON ACHIEVING COLLECTIVE RESULTS**

Why do we need teams in the first place? Because teams can accomplish things that individuals on their own can't. So the ultimate measure of success for any team is the results it produces.

But what often gets in the way?

2 **HOLDING ONE ANOTHER ACCOUNTABLE**

In most cases, a team will reach its goals only when everyone does his or her job. Therefore, our ability to achieve collective results is reliant not only on our own efforts but also on the efforts of others. Then it should naturally follow that it is the responsibility of every member of the team to push every other member of the team to do his or her best.

So even though we know we are relying on each other, why can it be so uncomfortable for peers to hold each other accountable?

3 **COMMITTING TO DECISIONS**

There is one simple concept that makes all the difference in the world when it comes to holding another person accountable for something... did the parties commit to the decision in the first place? If we have not established clarity around our shared expectations and gained agreement on our respective roles and responsibilities, then the idea that we would be willing to hold each other accountable is absurd.

If committing to decisions about direction and priorities is a precursor to expecting people to put gentle pressure on their peers to perform, why don't more teams do it?

4 ENGAGING IN CONFLICT AROUND IDEAS

There is a saying that people must “weigh in to buy in.” If we are going to ask all members of a team to truly commit to the decisions we make, then we need to be darn sure we get all the ideas (and emotions) out on the table. And the only way to make sure that all voices are heard is by having the team be collectively willing to engage in healthy and respectful conflict around ideas.

When we logically know it's a good idea to discuss different ideas and points of views, why is this an area where so many teams struggle?

5 BUILDING TRUST WITH ONE ANOTHER

Putting your own ideas out there, especially when they go against the direction of “bolder” personalities or the group as a whole, can be a difficult thing. When team members are fearful of attacks or uncertain about how others will respond, there's a natural tendency to hold back and just stay quiet; to protect oneself and not show vulnerability. But there is one key element that enables teams to push past the typical discomfort often associated with conflict: it's called “trust.” According to Webster's dictionary, one definition of trust is the belief that someone is good or honest. Applying this definition to our purposes here, we can say that trust is the belief that my team mates are good, honest and ultimately have the best of intentions.

When teams dedicate focused effort on learning to be vulnerable with each other, the result is a domino effect that enables the team to...

- *Build Trust with One Another, which enables the team to...*
- *Engage in Conflict Around Ideas, which enables the team to...*
- *Commit to Decisions, which enables the team to...*
- *Hold One Another Accountable, which enables the team to...*
- *Focus on Collective Results, which enables the team to...*

Achieve Collective Results!

The Blueprint For Team Cohesion



Research shows that highly cohesive teams consistently outperform other groups of people. Why? Because cohesive teams:

- *Make better, faster decisions*
- *Tap into the skills and opinions of all members*
- *Avoid wasting time and energy on politics, confusion and destructive conflict*
- *Have more fun while being more productive*



The Five Behaviors® Model

But how does a “normal” team become a highly cohesive team? They do it by dedicating time and effort to instilling five key behaviors:

1 **COHESIVE TEAMS TRUST ONE ANOTHER**

Members of great teams trust one another on a fundamental, emotional level. They’re comfortable being vulnerable with each other about weaknesses, mistakes, and fears. They get to a point at which they can be completely open with one another, without filters.

2 **COHESIVE TEAMS ENGAGE IN CONFLICT AROUND IDEAS**

Members of teams who trust one another aren’t afraid to engage in conflict around ideas that are key to the organization’s success. They don’t hesitate to disagree with, challenge, and question each other, all in the spirit of finding answers, discovering the truth, and making great decisions.

3 **COHESIVE TEAMS COMMIT TO DECISIONS**

Teams that engage in conflict around ideas are able to gain commitment to decisions, even when some members of the team initially disagree. That is because they ensure that all opinions and ideas are put on the table and considered, giving confidence that no stone has been left unturned.

4 **COHESIVE TEAMS HOLD ONE ANOTHER ACCOUNTABLE**

Teams that commit to decisions and standards of performance do not hesitate to hold one another accountable for adhering to those decisions and standards. What's more, they don't rely on the team leader as the primary source of accountability; they go directly to their peers.

5 **COHESIVE TEAMS FOCUS ON ACHIEVING COLLECTIVE RESULTS**

Team members who trust one another, engage in conflict around ideas, gain commitment to decisions, and hold one another accountable are more likely to set aside their individual needs and agendas and focus on achieving collective results. They do not give in to the temptation to place their departments, career aspirations, or status ahead of the collective results that define success.

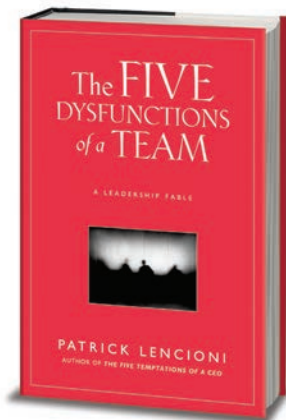
WHY DOES THE FIVE BEHAVIORS WORK?

*Gives the team a
common language
and process to talk
about issues*

*Helps team
members take
and internalize
ownership*

It surfaces issues

*Builds trust and
courage on teams*



The Five Behaviors™ is based on concepts associated with the New York Times best-seller, *The Five Dysfunctions of a Team* by Patrick Lencioni.

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ABOUT INTEGRIS PERFORMANCE ADVISORS

We Are A Purpose-Driven Organization

Integrus was founded for the purpose of expanding the existence of healthy organizations and great places to work. All our services are designed to drive innovative thinking, meaningful results and personal growth.

Our Guiding Philosophy

We strive to build collaborative and **trust**-based relationships, where every member of our team blends **passion** and expertise to **serve** our clients' desire to build a healthier organization.

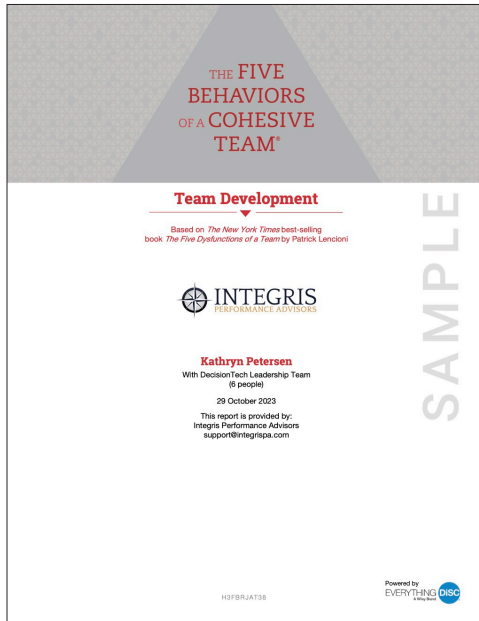
Integrus' Core Areas of Expertise

Of all the factors that contribute to organizational health, three rise to the top: **Leadership Practices, Team Behaviors, Operational Excellence and Customer Service and Sales.** We believe these all revolve around the idea of **DISC and Emotional Intelligence.**

To help our clients optimize their results in these areas, we created the Organizational Health Framework (see image).



WE'RE HERE TO SUPPORT YOUR JOURNEY



Assessments



Training Materials



Workshops

