# THE FIVE BEHAVIORS OF A COHESIVE TEAM™

*Patrick Lencioni*
BASED ON THE NEW YORK TIMES BEST-SELLING BOOK
*The Five Dysfunctions of a Team*

Powered by All Types™

# Program Overview

**Program Content:**

Seven modules from 1¼ to 5 hours in length with Facilitator's Guide, presentation slides with embedded video, an *Annotated Team Report*, and handouts that support the 37-page *Five Behaviors of a Cohesive Team*™ *Powered by All Types*™ profile.

**Program Description:**

Through the use of activity, video review, and discussion, an intact team is led through the powerful *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:**
- Individual
- Small group
- Large group

**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 (optional)
- *The Five Behaviors of a Cohesive Team Model* poster (optional)

**Length:** 1 hour, 15 minutes

**Goals:**
- Discover the value of a cohesive, functional team
- Become familiar with the five behaviors
- 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:**
- Individual
- Pairs
- Small group
- Large group

**Materials:**
- Trust: Wrong-Way/Right-Way Teams handout
- Personal Histories Activity handout
- Action Planning Worksheet
- Several tea bags
- At least 40 sheets of paper
- Flip chart and markers
- Dimensions poster (optional)
- 16 Types poster (optional)

**Length:** 4 hours, 5 minutes to 5 hours

**Goals:**
- Explore what the term "vulnerability-based trust" means
- Understand the team's current trust level
- Learn about the team's type codes and how type impacts 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 four continua associated with type, and participants learn more about their own and their teammates' type codes. 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:**
- Individual
- Pairs
- Small group
- Large group

**Materials:**
- Conflict: Wrong-Way/Right-Way Teams handout
- Healthy and Unhealthy Behaviors in Conflict handout
- Action Planning Worksheet
- True/False tents
- Prepared flip-chart pages
- Flip chart and markers
- Conflict Team Map poster (optional)

**Length:** 2 hours, 50 minutes

**Goals:**
- Understand the team's current approach to conflict
- Explore how certain processes associated with type affect team members' 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 certain processes associated with type affect 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:**
- Small group
- 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

**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' type codes 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 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 by developing ways to increase commitment.

## MODULE 5: EMBRACING ACCOUNTABILITY

**Activities:**
- Pairs
- Small group
- 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

**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' type codes 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 illustrating 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:**
- Individual
- Pairs
- 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

**Length:** 2 hours, 25 minutes

**Goals:**
- Understand the team's current level of focus on collective results
- Explore how team members' type codes 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:**
- Pairs/small group
- 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 profile. 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.