

# THE FIVE BEHAVIORS OF A COHESIVE TEAM

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IN ORDER TO BUILD A LASTING ORGANIZATION, A COMPANY MUST HAVE A SUSTAINABLE

▶ **What Is Your Competitive Advantage?**

# COMMON SOURCES OF COMPETITIVE ADVANTAGE

- ▶ Strong R&D capabilities
- ▶ Access to intellectual properties
- ▶ Exclusive distribution rights
- ▶ Ownership of capital equipment
- ▶ Superior product or customer support
- ▶ Low cost or high-volume production
- ▶ Economic factors of globalization
- ▶ Superior data processing capabilities
- ▶ Strong marketing strategy
- ▶ Access to working capital
- ▶ Excellent management team
- ▶ Barriers to entry

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## UNDERSTANDING YOUR COMPETITIVE ADVANTAGE IS CRITICAL

- ▶ It's about your company's unique skills and resources working to implement strategies that competitors cannot implement as effectively
- ▶ It is the reason you are in business. It is what you do best that draws customers to buy your product/service instead of your competitor's
- ▶ Successful companies deliberately make choices to be unique and different in activities that they are great at and they focus their energy in these areas

**DID YOU KNOW THAT TEAMWORK IS THE  
ULTIMATE COMPETITIVE ADVANTAGE?**

## TEAMWORK IS THE ULTIMATE COMPETITIVE ADVANTAGE

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**“NOT FINANCE. NOT STRATEGY. NOT TECHNOLOGY. IT IS TEAMWORK THAT REMAINS THE ULTIMATE COMPETITIVE ADVANTAGE, BOTH BECAUSE IT IS SO POWERFUL AND SO RARE.”**

**PATRICK LENCIONI**

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## WHAT'S TEAMWORK?

- ▶ It's about how you and your colleagues and people working with you and for you adapt their behavior so you can get more done in less time.

## TEAMWORK IS THE ULTIMATE COMPETITIVE ADVANTAGE

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**“IF YOU COULD GET ALL THE PEOPLE IN AN ORGANIZATION ROWING IN THE SAME DIRECTION, YOU COULD DOMINATE ANY INDUSTRY, IN ANY MARKET, AGAINST ANY COMPETITION, AT ANY TIME.”**

**PATRICK LENCIONI**

# WHAT'S HARD ABOUT TEAMWORK?

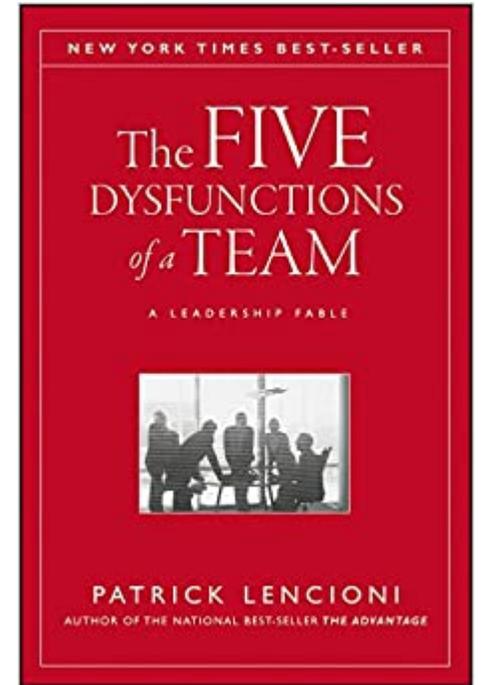
- ▶ Most leaders have a far easier time holding people accountable for their results than they do for behavioral issues. **This is a problem** because behavioral problems almost always precede results.
- ▶ That means team members have to be willing to call each other out on behavioral issues, as uncomfortable as that might be, and if they see their leader balk at doing this, then they aren't going to do it themselves.

# TEAMWORK IS A STRATEGIC CHOICE

- ▶ Teamwork is not a virtue. It is a choice — and a strategic one at that
- ▶ It's a choice to get more work done in less time in a better way
- ▶ Teamwork increases efficiency, boosts creativity, provides a support network, boosts productivity, enables innovation, improves morale, encourages engagement, increases speed, improves service, grows quality, attracts talent and helps retain talent
- ▶ Superior teamwork drives organizational health

# WHY IS TEAMWORK SO RARE?

- ▶ Teamwork is so rare because it is so hard to truly achieve
- ▶ WHY? Because teams succumb to the 5 Dysfunctions of a Team:
  - ▶ **Lack of Trust**
  - ▶ **Fear of Conflict**
  - ▶ **Lack of Commitment**
  - ▶ **Avoidance of Accountability**
  - ▶ **Inattention to Results**



# THE FIVE DYSFUNCTIONS OF A TEAM

## DYSFUNCTIONAL TEAMS

- ▶ Hold grudges
- ▶ Dread meetings
- ▶ Lack confidence
- ▶ Fear failure
- ▶ Miss deadlines & key deliverables
- ▶ Waste time
- ▶ Don't trust
- ▶ Rarely defeat competitors

## FUNCTIONAL TEAMS

- ▶ Drive organizational health
- ▶ Collaborate
- ▶ Innovate
- ▶ They perform
- ▶ They deliver
- ▶ They wow customers
- ▶ Defeat competitors
- ▶ They have fun!

**HOW CAN YOU ACHIEVE THE ULTIMATE  
COMPETITIVE ADVANTAGE OF TEAMWORK?**

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## ROOT OUT CAUSES OF DYSFUNCTION, AND LEARN THE KEYS TO OVERCOMING THEM

- ▶ Counter to conventional wisdom, the causes of dysfunction are both identifiable and curable. However, they don't die easily.
- ▶ You have to be willing to take risks - be vulnerable, be open and honest and accept the value of conflict
- ▶ You make your team functional and cohesive by employing the levels of courage, discipline and emotional energy that many groups cannot seem to muster

▶ **Can yours?**

# CAUSES OF DYSFUNCTION AND THE KEYS TO OVERCOMING THEM

## The Five Dysfunctions of a Team - Patrick Lencioni



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## BUILD A COHESIVE TEAM!

- ▶ Create a team climate that facilitates productive emotional experiences - your team will achieve greater collaboration and performance
- ▶ Create a shared mission, vision and values to harness your team's collective expertise and focus their individual efforts - high performance team depend on this!
- ▶ Establish clear roles, responsibilities and expected behaviors - plus a framework for making decisions and resolving conflicts
- ▶ **Most importantly, commit to an environment of trust!**

# THE FIVE BEHAVIORS OF A COHESIVE TEAM



The Five Behaviors Model

VS



The Five Dysfunctions Model

# BUILDING TRUST

- ▶ The foundation of a cohesive team is trust. Without an authentic and vulnerable trust, a truly cohesive team cannot exist.
- ▶ Team members must feel safe to be genuinely transparent with one another. They must be unafraid to honestly say things like “I was wrong,” “I made a mistake,” “I need help,” “I’m not sure,” “You’re better than I am at that,” and “I’m sorry.”
- ▶ Unless they can bring themselves to readily speak these words when the situation calls for it, they will waste time and energy thinking about what they should say and wondering about the true intentions of their peers.

## TRUST

- ▶ Vulnerable and open to one another
- ▶ Honest, transparent conversations
- ▶ Must be maintained
- ▶ It's not about time – it's about

## COURAGE

## ABSENCE OF TRUST

- ▶ Game of masquerade
  - ▶ Pretend to know things they don't
  - ▶ Look out for #1
  - ▶ “Never let them see you sweat”
  - ▶ Waste time and energy thinking of what they should say
  - ▶ Waste time and energy wondering about the intentions of others

“The key ingredient to building trust is not time. It is courage.” -Patrick Lencioni

# MASTERING CONFLICT

- ▶ When there is trust, team members are able to engage in healthy conflict with each other.
- ▶ Only team members who trust one another are going to feel comfortable engaging in unfiltered, passionate debate around issues and decisions of importance to the team.
- ▶ Teams who have mastered conflict are able to tap into the skills of all team members, get all ideas on the table and consider the perspectives and opinions of all in their decision making.

## MASTERED CONFLICT

- ▶ Unfiltered debate
- ▶ Pursuit of the truth
- ▶ Understanding other's point of view
- ▶ All ideas on the table
- ▶ Better decisions
- ▶ Better outcomes

## FEAR OF CONFLICT

- ▶ Politics
- ▶ Hallway conversations
- ▶ Competition
- ▶ Win the argument
- ▶ Artificial harmony
- ▶ Mean spirited
- ▶ Not getting all ideas or making best decisions

“Our ability to engage in passionate, unfiltered debate about what we need to do to succeed will determine our future as much as any products we develop or partnerships we sign.” -Patrick Lencioni

# ACHIEVING COMMITMENT

- ▶ When team members are able to offer opinions and debate ideas, they will be more likely to buy-in with honest support and achieve real commitment rather than just nodding agreement and moving on.
- ▶ When people know that their colleagues have no reservations about disagreeing with one another and that every available opinion and perspective has been aired, they will have the confidence to embrace a decision.

## COMMITMENT ACHIEVED

- ▶ Buy-in and clarity
- ▶ Feel heard
- ▶ Clear direction
- ▶ Support the decision
- ▶ Honest support

## LACK OF COMMITMENT

- ▶ Delay
- ▶ Frustration
- ▶ Don't feel heard
- ▶ No clarity of direction
- ▶ Nod head and move forward with commitment

“Most people don't really need to 'get their way' in order to buy in to a decision. They just want to have their ideas heard, understood, considered, and explained within the context of the ultimate decision.”

-Patrick Lencioni

# EMBRACING ACCOUNTABILITY

- ▶ Members of effective teams hold one another accountable. They step into the discomfort of telling someone what he or she needs to hear. They go directly to one another and give frank, honest feedback. They remind one another when they are not living up to agreed-on performance standards.
- ▶ They trust and respect each other which enables them to overcome the most important challenge of building a team on which people hold one another accountable - overcoming the understandable reluctance of individuals to give one another critical feedback.

## ACCOUNTABILITY EMBRACED

- ▶ Leader model accountability
- ▶ Peers are hold each other accountable
- ▶ Honest feedback

## AVOIDANCE OF ACCOUNTABILITY

- ▶ Finger pointing
- ▶ Everyone looks to leader to hold everyone accountable
- ▶ “Tattle-tale” mentality
- ▶ No ownership

“More than any policy or system, there is nothing like the fear of letting down respected teammates that motivates people to improve their performance.” -Patrick Lencioni

# FOCUSING ON RESULTS

- ▶ The only way a team can be certain it will remain focused on collective results is to ensure that team members are holding one another accountable for what they need to do.
- ▶ Truly cohesive teams focus obsessively on the collective results of the entire organization.
- ▶ They are intolerant of actions and behaviors that serve the interests of individuals but that don't promote the common good.
- ▶ As a result, team members are willing to make sacrifices in order to drive the collective results of their teams.

## FOCUS ON RESULTS

- ▶ Focus on Collective Outcome
- ▶ Sacrifice for the greater good

## INATTENTION TO RESULTS

- ▶ Silo mentality
- ▶ It's all about me, or my team

“The ultimate goal of building greater trust, conflict, commitment, and accountability is one thing: the achievement of results.” -Patrick Lencioni

# The single most untapped competitive advantage is teamwork.



To gain this advantage, teams must:

▲ **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, conflict, commitment, and accountability is one thing: the achievement of results.

## IN SUMMARY: WHY TEAMWORK? WHY NOW?

- ▶ Makes better, faster decisions
- ▶ Taps into the skills and opinions of all members
- ▶ Avoids wasting time and energy on politics, confusion and destructive conflict
- ▶ Avoids wasting time talking about the wrong issues and revisiting the same topics over and over again because of a lack of buy-in
- ▶ More fun
- ▶ Creates the ultimate competitive advantage!

**BRINGING TOGETHER EVERYONE'S PERSONALITIES AND PREFERENCES TO FORM A COHESIVE, PRODUCTIVE TEAM TAKES WORK, BUT THE PAYOFF CAN BE HUGE—FOR INDIVIDUALS, FOR THE TEAM, AND FOR THE ORGANIZATION.**

# HOW CAN YOU ASSESS YOUR TEAMS?

- ▶ Lencioni's related assessments and customizable workshops have one mission: to help people build truly cohesive and effective teams that deliver results.
- ▶ They focus on existing teams putting the model into practice.
- ▶ Participants gain not just a knowledge of the model and of how the team is currently performing (based on the assessment), but also with concrete ideas of where the team needs to focus its energy moving forward.

# Thank you!

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