Teamwork — The Ultimate Competitive Advantage

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Agenda

- Introducing The Five Behaviors of a Cohesive Team
- Creating Cohesive Teams in Your Organization
- Summary
- Q&A
“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 on TEAMWORK
The Making of a Blockbuster Book

Amazon Best Sellers Rank:

#191 in Books

#1 in Books > Business & Money > Management & Leadership
in Books > Textbooks > Business & Finance > Human Resources
in Books > Business & Money > Industries & Professions
The Making of a Blockbuster Book

Business leadership book wins fans in NFL
Several coaches apply 'Five Dysfunctions' to game play

The Wall Street Journal

Fortune

TEN NEW GURUS YOU SHOULD KNOW

Harvard Business Review
Two POWERFUL Brands

Over 2.5 million copies sold worldwide

Used by over 1 million people every year
What if There Was a Way to Measure if a Team...

- Trusts one another?
- Engages in healthy conflict around ideas?
- Commits to decisions?
- Holds one another accountable?
- Focuses on achieving collective results?
The Five Dysfunctions of a Team Model

- Inattention to RESULTS
- Avoidance of ACCOUNTABILITY
- Lack of COMMITMENT
- Fear of CONFLICT
- Absence of TRUST
Understand Each Team Member’s Behavior
Understand Each Team Member’s Behavior

Seeks Harmony
Seeks Acceptance
Seeks Action
Seeks Facts
The Five Behaviors of a Cohesive Team Model

- RESULTS
- ACCOUNTABILITY
- COMMITMENT
- CONFLICT
- TRUST
The Five Behaviors Model

- Focus on Collective Results
- Hold One Another Accountable
- Commit to Decisions
- Engage in Conflict Around Ideas
- Trust One Another
One Assessment

Individual DiSC Style

Team Data Report

All from ONE Assessment!
“When team members are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.”

—Patrick Lencioni on TRUST
Trust and Interpersonal Differences

1. Judging
2. Understanding
3. Respecting
4. Appreciating
5. Valuing
Profile: Trust

See how your team scores on each behavior.
Profile: Trust

<table>
<thead>
<tr>
<th>Behavior</th>
<th>Almost Never (1)</th>
<th>Rarely (2)</th>
<th>Sometimes (3)</th>
<th>Usually (4)</th>
<th>Almost Always (5)</th>
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<tr>
<td>Team members acknowledge their weaknesses to one another.</td>
<td></td>
<td></td>
<td>2.6</td>
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<td>Team members willingly apologize to one another.</td>
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<tr>
<td>Team members are unguarded and genuine with one another.</td>
<td>2.3</td>
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<td>Team members ask one another for input regarding their areas of responsibility.</td>
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See team averages for specific behaviors.
Profile: Trust

Team members are unguarded and genuine with one another.

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<thead>
<tr>
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<th>Rarely</th>
<th>Sometimes</th>
<th>Usually</th>
<th>Almost Always</th>
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<tr>
<td>1</td>
<td>4</td>
<td>3</td>
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Clear insight into how the team sees itself.

Part of vulnerability lies the willingness of people to abandon their fear and simply be themselves. While this can be a little scary and uncomfortable at first, ultimately it becomes liberating for those who are tired of overthinking their actions and managing personal politics at work.

This type of vulnerability is tough for a lot of teams. As it stands from Kathryn, the people on your team may have trouble letting down their guards and showing their true colors. This lack of transparency may hinder the team’s ability to have a free exchange of ideas, which, in turn, may challenge the team’s ability to build trust.
See how your DiSC style influences behaviors.

Your DiSC® style: D

Kathryn, you’re probably a very driven person with a high need for variety and forward momentum. So, you may get easily bored or restless if forced to slow down for too long. In fact, sitting still may be agonizing for you. Therefore, when you reach your goals, instead of celebrating, you quickly shift your attention to the next objective.

Since you probably like to get things out of the door quickly, you may emphasize results over how you get there. Consequently, you’re willing to question the rules if you think they don’t make sense. And if something goes wrong, you’ll do whatever it takes to save the situation.

People with the D style may have little patience for small talk, and you may grow restless listening for long periods without the opportunity to speak. You’re also quick to denigrate people whom you see as incompetent, and it may be hard for you to hide your annoyance. When you’re irritated, people know it. And when you get really upset, you may let nonverbal signals do the talking.

You have a strong competitive side and may actually be energized by antagonism or conflict. In fact, the idea of losing is probably more upsetting to you than it is to most people. You may suspect that others are driven by self-interest and will take advantage of you if you let them. Consequently, you’re unlikely to take kind words at face value, but rather you’ll look for underlying intentions.

You tend to speak up when you see a problem, even when no one else will. And although you may realize that others can be taken down by your directness, you’re unwilling to compromise what you see as honestly. It is this intensity that may cause others to worry that you’re being intolerant. However, making an effort to meet people’s emotional needs may require more energy than you’re often willing to expend.

Although everyone questions their decisions from time to time, you probably do it less often than most people. Those with the D style usually avoid self-confidence. This can be infectious, and others may wind up feeling good about their bold plans. However, your strong belief in your opinions, coupled with your belief to dominate the opinions of others, may give some people the impression that you are arrogant. It may be difficult for you to admit that you sometimes need to depend on others.

You probably like to be in charge. You may even take control over projects where authority was meant to be divided, alienating some people. This is particularly true when you feel that others are not competent to carry out your vision or don’t see it as clearly as you do. You may encourage input when there is no question that you are in command, but quickly disregard those opinions that conflict with your ideas. Once you’ve had your way in the important decisions, however, you may be more than willing to delegate.

Kathryn, like others with the D style, your most valuable contributions to the workplace may include your drive to get results, your tendency toward bold action, and your willingness to challenge assumptions. In fact, these are probably some of the qualities that others admire most about you.

Kathryn Petersen
See a DiSC map for the whole team.
Trust: Culture

See the team’s suggestions for change.

There would be more trust on our team if people:

- [7] Reduced the amount of gossiping
- [6] Admitted their mistakes
- [5] Let go of grudges
- [5] Understood each other’s working styles
- [4] Were more forthright with information
- [2] Got to know each other on a personal level
- [1] Readily apologized
- [1] Spent more time together
- [0] Shared professional failures and successes
- [0] Would give credit where credit is due
“When there is trust, team members are able to engage in unfiltered, constructive debate of ideas.”

–Patrick Lencioni on CONFLICT
Conflict Team Map

See a clear map of conflict “hot spots.”
“When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions.”

—Patrick Lencioni on COMMITMENT
Creating Commitment

I sometimes don’t buy in to the team’s decisions because:

- Decisions are counter to my personal goals: 6 people
- We are not clear about the priorities: 5 people
- I don’t trust my team to follow through: 3 people
- I don’t have all of the information: 1 person
- There is not enough time during meetings: 0 people

See where you need to focus your efforts to get greater buy-in.
“When everyone is committed to a clear plan of action, they will be more willing to hold one another accountable.”

– Patrick Lencioni on ACCOUNTABILITY
Embracing Accountability

Our ability to hold one another accountable could improve if we challenged one another to:

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<td>7</td>
<td>Call one another on unproductive behaviors</td>
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<tr>
<td>5</td>
<td>Give one another feedback</td>
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<tr>
<td>4</td>
<td>Have clearer priorities and goals</td>
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<tr>
<td>3</td>
<td>Review progress against goals during team meetings</td>
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<tr>
<td>2</td>
<td>Have more efficient and productive meetings</td>
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<tr>
<td>1</td>
<td>Follow through on personal commitments</td>
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<tr>
<td>0</td>
<td>Address missed deadlines immediately</td>
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<tr>
<td>0</td>
<td>Be more direct</td>
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<tr>
<td>0</td>
<td>Publicly share goals</td>
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<tr>
<td>0</td>
<td>Spend more time together</td>
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Define actions to help the team hold each other accountable.
“A team ensures that its attention is focused on results by making results clear, and rewarding only those behaviors and actions that contribute to those results. A functional team must make the collective results of the group more important to each individual than individual members’ goals.”

—Patrick Lencioni on RESULTS
Understand the distractions that limit your team’s ability to generate excellent results.
At the end of the report prompts are dynamic based on team score.
Report Highlights: Strengths and Challenges

See the team’s strengths…

…and challenges.
All in ONE Program

Individual Results
Team Results
Culture Analysis
Improvement Tips

7 Modules

Introduction
Trust
Conflict
Commitment
Accountability
Results
Summary
Progress Report

▲ Graphical report details progress since last session
▲ Expanded explanations of areas of greatest improvement and decline
▲ Action Plans
▲ Appendix:
  • Narrative on the impact of your DiSC style
  • DiSC Team map and Conflict Team Map

An excellent follow-up tool for the team!
Robust Development Process

- Generate Ideas
- Evaluate User Experience
- Collect Quantitative Data
- Prototype Concept
- Gather Qualitative Input
- Beta Test
- Build Beta Version

Add value to the learning experience at every customer level.
Depth of Validation – Beta Testing

3 Rounds of Testing
125 Authorized Partners
120 In-depth Interviews
200 Organizations
300+ Teams
3,380 Participants
What We Heard

“[The program] allowed the team to uncover issues and have straightforward conversations.”

“Phenomenal product and phenomenal process to engage people… helped them talk about where they are and how they could be better.”

This [workshop] was really effective in getting the conversations going. The conversations generated were the best part of the program.”
Outcomes

▲ Provides the emotional grounding for team members to establish strong bonds and commitment

▲ Creates a contract among team members about how the team will succeed

▲ Gives the team the information they need to follow through on a team development plan
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