THE FIVE BEHAVIORS OF A COHESIVE TEAM®

Personal Development

Based on *The New York Times* best-selling
book *The Five Dysfunctions of a Team* by Patrick Lencioni

DiSC4All

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You and The Five Behaviors™

Sabina, you've probably been on your share of teams. So you probably know just how frustrating life can be when those teams don't work well. Politics, a lack of alignment, and inefficiencies eat up precious time and energy we could be putting to use elsewhere. Sometimes it feels like our teams do more to slow us down than help us move forward.

But for something that has such a big impact on our everyday work lives, we don't spend much time talking about what it takes to make our teams better.

No one really tells you how to be a good teammate.

That's where *The Five Behaviors of a Cohesive Team*® comes in. Based on Patrick Lencioni's best-selling book *The Five Dysfunctions of a Team,* this is a simple but powerful model that helps you develop the skills to become a better teammate and start building stronger teams. Although the process takes persistence and hard work, people have been successfully using Lencioni's model to improve life on their teams for more than 15 years.

And now, you have a chance to begin making a difference on your teams. ▶▶▶

This report will teach you the principles of good teamwork. You'll learn about the model and how the five interconnected behaviors come together to create a framework for building cohesive teams. Personalized content based on your assessment results for the well-known Everything DiSC® personality model helps you understand what you bring to your teams, and where you can keep growing.

Most importantly, you'll walk away with skills you can take back to your teams to start making them stronger.

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These five behaviors form the framework of a cohesive team

To be truly cohesive, 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.

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It all starts with you

Sabina, let's start this report with some highlights we learned about you from your assessment results:

You're probably a lively, outgoing person who's open to new people and possibilities. Most likely, you thrive on collaborating and connecting with others. So you probably put a lot of effort into building relationships and bringing people together. In fact, you may be energized by all the social potential in a roomful of people. Because you're animated and expressive, you might dive into conversations, eager to share your thoughts and feelings and have others acknowledge them. You tend to create energy as well, and since you're likely also upbeat, you may often be brimming with enthusiasm. That enthusiasm can be contagious, and you may generate excitement and team spirit among your coworkers. And since you probably grow restless with routine, you might often be the one to urge your teams to take a chance, make a change, or jump into a new project.

You and The Five Behaviors™

Trust

Given the value you place on both developing relationships and expressing yourself, you may be naturally inclined to open up to teammates with your honest ideas and feelings. Likewise, you might signal acceptance and interest to others in a way that helps them feel comfortable opening up to you in turn. This can help create an environment where vulnerability-based trust can flourish.

Conflict

To maintain friendly relationships, you may sometimes prefer to gloss over differences to avoid interpersonal tension and keep things positive. But you also have a need for self-expression, so particularly as your feelings intensify during conflict, you may feel compelled to make yourself heard. As long as you're not lashing out with strong emotions or monopolizing the discussion, this tendency can contribute to constructive debate on teams.

Commitment

People are more likely to commit to a decision when their ideas have been part of the debate. You tend to freely express your opinions, which may help you buy into team decisions. Since you enjoy connecting with people, you may be able to draw others out, helping team members share their ideas and buy in as well. But in your desire to move quickly, you may not always seek the clarity around a decision that can help ensure team alignment.

Accountability

Holding teammates accountable may be difficult for you if you fear it could damage your relationships. You like to keep things upbeat and would probably much rather focus on the positive than call attention to negative issues. But you may also find you can use your tendency to be encouraging and enthusiastic to spur team members to improve performance.

Results

Because you're drawn to collaborative endeavors, you probably embrace opportunities to work with your teams to achieve collective results. And with your ability to generate enthusiasm and urgency, you may be able to create a sense of team spirit, purpose, and excitement that can drive your teams to focus on the end goal.

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Building Trust

The first and foundational behavior of a cohesive team is trust. Although many people think of trust as the ability to predict a person's behavior based on past experience, that's not what we're talking about here. Rather, in the context of a cohesive team, trust means

> **a willingness to be completely vulnerable with one another—to let down our guard, admit our flaws, and ask for help.**

Vulnerability-based trust can only exist when we have confidence that our peers' intentions are good and that there's no reason to be protective or careful around the team. Without it, team members waste time and energy concealing their weaknesses and mistakes, hesitate to seek out help, and may assume the worst about their teammates' intentions and abilities.

When there's trust on our teams, we can take all that energy required to manage our teammates' impressions of us and use it in more productive ways. We can draw on the collective skills and support of our teams to make our jobs easier. And we'll have a solid foundation on which to build all other aspects of teamwork.

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What does it look like to have **Trust** on a team?

- Being unguarded and genuine with one another
- Apologizing and being open about weaknesses and mistakes
- Giving one another the benefit of the doubt rather than jumping to conclusions
- Asking one another for help and input regarding your areas of responsibility

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What makes it easier for *you* to build Trust?

Sabina, given the value you place on relationships, you may find it easiest to build trust in a warm, collaborative environment where people are lively and expressive and interact on a personal level. At right are some specific factors that may help you develop vulnerability-based trust. Review this list to gain a deeper understanding of yourself and this behavior.

- Feeling like you won't be judged for expressing yourself
- Working with people who are open and unguarded
- Knowing your teammates are empathetic and accepting
- Working in a social atmosphere where people take time to get to know one another

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Being vulnerable

Now that you know what helps you develop **vulnerability-based trust,** let's talk about what might make it difficult. Trust can be challenging at times for everyone. We all have fears and concerns that can hold us back and make it hard to let down our guard. Being aware of those fears can make it easier to start overcoming them.

Why *you* may hold back

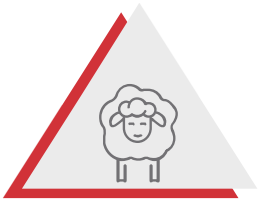
You likely want people to think well of you, so you may be inclined to keep a weakness or mistake to yourself if you fear it will cause teammates to disapprove or become upset with you.

Fear of disapproval

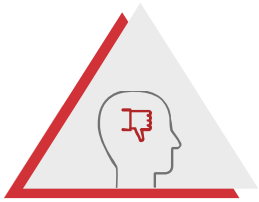
Not wanting to lose influence

You probably enjoy feeling like you're a critical part of the team, so you may hesitate to share something that could cast you in a bad light out of fear you'll lose influence with team members.

If you fear that putting yourself out there might cause teammates to regard you as naïve, overly optimistic, or immature, you may be tempted to hold back.



Fear of being perceived as naive



Anticipating negativity

If you are excited about an idea or possibility but worry that others will be dismissive or critical, you may protect your ideas by keeping them to yourself.

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Why others may hold back

Your teammates may share some of the concerns listed above or may sometimes hold back for other reasons like those listed below. Some of these reasons below may also resonate with you. By understanding why others sometimes struggle, you can begin thinking about what you can do to help your teammates feel comfortable letting down their guard.

Not wanting to appear incompetent
Fear of looking foolish
Not wanting to be taken advantage of
Concern about appearing weak
Fear of criticism

Not wanting to feel exposed
Not wanting to be a burden
Fear of a loss of harmony
Fear of being disliked
Fear of a loss of control

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How to build Trust

With the knowledge of your strengths and the things that may hold you back, you can start looking for ways to build trust on your teams. This won't happen overnight. Building trust requires shared experiences over time, multiple instances of follow-through to develop credibility, and an in-depth understanding of the unique attributes of your colleagues. But working to develop the habits listed below can help accelerate that process with your teammates.

Develop good Trust habits

These habits have been personalized based on your assessment results. Choose at least one to focus on and describe below where you'll put it into practice. You can refer back to this page when you create your action plan at the end of this report.

Create space for people to admit mistakes and weaknesses

- Make sure you're leaving room in the conversation for more reserved teammates to open up. Asking leading but tactful questions can also help, so long as you don't push teammates to open up before they're ready.
- Also make it a point to thank teammates who take a chance and are vulnerable with the group.

Don't take a teammate's reserve personally

- Keep in mind that while many teammates may open up to your friendly approach, others may be more self-contained or solitary. Don't take their detachment personally, recognizing instead that everyone has different preferences and habits.
- Respect their inclination to work independently, and move slowly when you see opportunities to establish a deeper connection.

Readily apologize for your mistakes

- Recognize that owning up to and apologizing for mistakes doesn't diminish your value on the team. In fact, it can improve trust and communication between you and your teammates.
- Keep in mind, too, that by being open about mistakes you can encourage others to do the same.

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Put it into practice

Use this space to describe ways you can apply your chosen habit(s) on your teams. What benefits could this bring?

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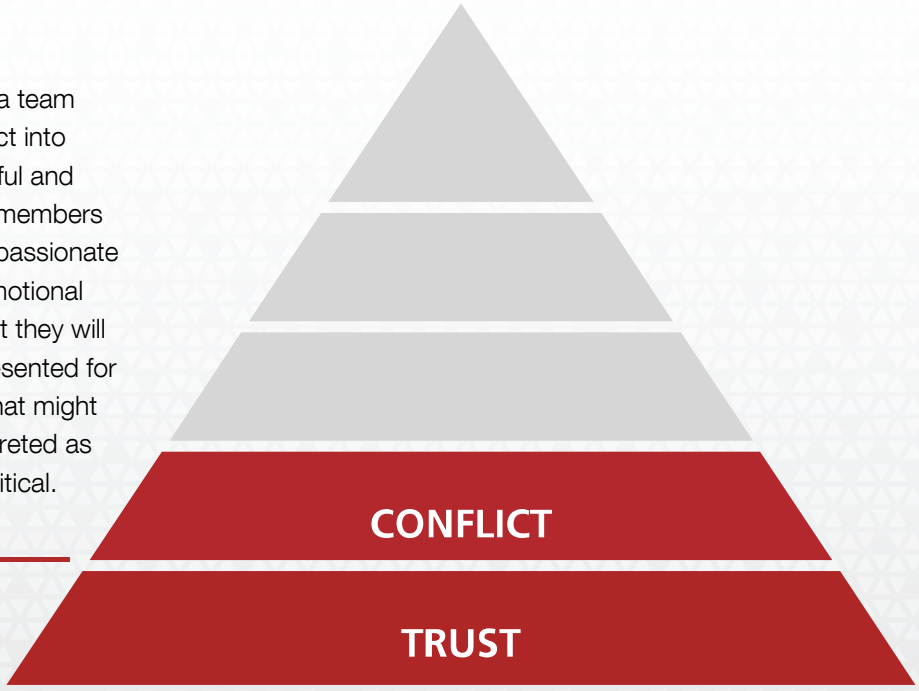
Connecting Trust & Conflict

By building trust, a team transforms conflict into something powerful and constructive. Team members feel safe engaging in passionate and sometimes emotional debate, knowing that they will not be punished or resented for saying something that might otherwise be interpreted as destructive or critical.



When there is trust, conflict becomes nothing but the pursuit of truth, an attempt to find the best possible answer.

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How does it impact *you,* Sabina?

How will building trust help you and your teammates engage in productive conflict?

- Sabina, by capitalizing on your tendency to be open about what you're thinking and feeling, you're more likely to contribute the sort of unfiltered opinions that are critical to a constructive debate of ideas.
- Sharing your honest opinions without fear that it will damage relationships could make you more likely to confront and discuss sensitive issues that may be holding back the team.
- By drawing on your tendency to be accepting and open to what people have to say, you can make it easier for teammates to contribute their candid views to debate.

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Mastering Conflict

Conflict is often considered taboo, especially at work, and people may spend inordinate amounts of time and energy trying to avoid the kind of passionate debates that are essential to any great team.

But teams that are willing to engage in *productive* conflict resolve issues and create the best possible solutions in the shortest period of time. By productive conflict we mean

debate that is focused on concepts and ideas and avoids mean-spirited, personal attacks.

This kind of ideological debate is a far cry from the destructive fighting and politics that hamper some teams. And it's far more productive than tepid discussions where people hold back their true opinions and leave critical but difficult issues unresolved.

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What does it look like to have **productive Conflict** on a team?

- Voicing your opinions even at the risk of causing disagreement
- Seeking out your teammates' opinions during meetings
- Confronting and dealing with the most important—and difficult—issues
- Exploring everyone's ideas to uncover the best solutions

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What do *you* contribute?

- Sabina, because you tend to be expressive, you may often speak up to make sure your teammates hear and consider your opinions and feelings.
- Given the value you place on connecting with your teammates, you may be able to draw out their opinions and create an environment where people feel encouraged to share their ideas.
- Because you tend to be upbeat and focus on relationships, you may help others feel at ease and provide reassurance when things get tense.

What do *you* find stressful?

- You may sometimes find it difficult to call attention to differences if you fear it could damage the relationships you value so highly.
- Because you value expression, you may become distressed if you believe people aren't really listening to what you say or are keeping you from saying your piece.
- You may also grow frustrated by teammates who seem to squelch enthusiasm for ideas by being overly critical or judgmental.

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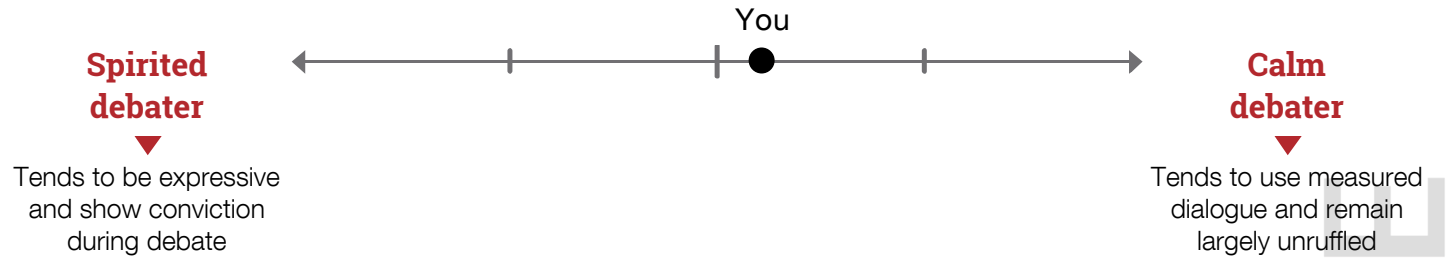
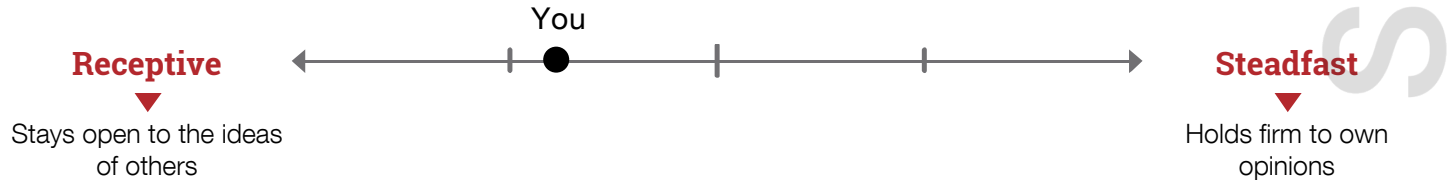
Your approach to Conflict

To help you understand more about how you might approach conflict, the scales on this page show some of your natural tendencies. Your location on each scale has been plotted based on your assessment results. Being aware of your inclinations can help you understand how you're likely to approach this behavior and where you might have to stretch.



Although you may sometimes get carried away when your emotions are strong, you tend to maintain an even keel during debate. Even when you're eager to get your ideas across, you probably don't want to steamroll over the ideas of others. So you may sometimes make an effort to dial down the emotion or hang back before offering your opinion to give others a chance to get their ideas out there as well. This also allows the team space to analyze and reflect on ideas and can encourage a balanced and healthy debate—so long as you aren't holding back your true thoughts or feelings on a topic.



In your desire to connect with your teammates, you tend to keep an open mind when listening to their opinions. Most likely, you truly engage with your teammates' ideas, which can help them feel heard and encourage a healthy exchange of views. But since you probably also want to keep things positive and avoid hurting a teammate's feelings, you may sometimes be tempted to keep silent when you disagree, which can keep bad ideas alive longer than they should be. And if your openness to others' ideas causes you to set aside your own too quickly, you may end up second-guessing a team decision later on.

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How to master Conflict

The first step to engaging in productive conflict is acknowledging that conflict can be a good and necessary thing that will ultimately benefit the team. With this mindset, it becomes easier to speak up for your ideas, consider the ideas of others, and confront issues. Developing the habits listed here will further help you contribute to productive debate on your teams.

Develop good Conflict habits

These habits have been personalized based on your assessment results. Choose at least one to focus on and describe below where you'll put it into practice. You can refer back to this page when you create your action plan at the end of this report.

Speak up even if it means disagreeing with a teammate or raising a sensitive issue

- Resist the urge to gloss over differences or sweep things under the rug to keep the debate friendly.
- Although staying silent may be appealing in the short term, keep in mind that it could ultimately lead to greater tension or problems further down the road for you and your teammates.

Solicit the views of your more reserved teammates

- Make sure there's space in the debate for more reticent team members to speak up. This might involve pausing or encouraging more assertive teammates to pause so others can jump into the discussion.
- Call on your natural tendency to connect with others to draw people out and help them feel comfortable sharing their opinions.

Keep the focus on ideas

- If you find the debate drifting toward personal attacks, make a conscious effort to steer your team back to ideas.
- If you have a strong emotional reaction and are tempted to lash out, take a moment to collect yourself before diving back in: ask people to give you a minute or let someone else have the floor for a bit.

Put it into practice

Use this space to describe ways you can apply your chosen habit(s) on your teams. What benefits could this bring?

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Connecting Conflict & Commitment

By engaging in productive conflict and tapping into team members' perspectives and opinions, a team can confidently commit and buy in to a decision, knowing that they have benefited from everyone's ideas.

Remember, team members will feel comfortable weighing in when there is trust on the team.

People will not actively commit to a decision if they have not had the opportunity to voice their opinions, ask questions, and understand the rationale behind it.

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How does it impact *you,* Sabina?

How will speaking up help you and your teammates buy in to decisions?

- Sabina, by being willing to voice disagreement even at the risk of ruffling a few feathers, you'll be more likely to buy into team decisions, knowing that your ideas have been given fair consideration.
- Similarly, by encouraging teammates to share their views, you make it easier for them to truly commit to team decisions, knowing that their opinions have been part of the decision-making process.
- If you can overcome a reluctance to call out problems, you can help team members think through all aspects of an issue—strengthening their commitment to any related decisions because they'll have confidence the idea has been thoroughly vetted.

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Achieving Commitment

If team members don't commit, they're just half-heartedly going along with decisions, which means they're unlikely to have the kind of alignment necessary to reach their goals. In the context of a cohesive team, commitment is

clarity around decisions and moving forward with complete buy-in from every member of the team, even those who initially disagreed with the decision.

The two greatest causes of a lack of commitment are the desire for consensus and the need for certainty, which are just not possible in all situations. Great teams understand that they must be able to commit even when the outcome is uncertain and not everyone initially agrees. Otherwise, team members will over-analyze and second-guess decisions, revisit discussions again and again, and be unclear about where their focus should be.

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What does it look like to have **Commitment** on a team?

- Being clear about the team's overall direction and priorities
- Ending discussions with clear and specific resolutions and calls to action
- Leaving meetings confident that everyone is committed to the decisions that were agreed upon
- Supporting group decisions even if you initially disagree

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You and clarity

Clarity means knowing exactly what it is you're committing to and making sure everyone on your team is on the same page.

Sabina, you may sometimes get so caught up with a new idea that you're more focused on getting your teammates excited and eager to move forward than you are on systematically spelling out details and next steps. Remember, pausing for clarity can ensure everyone on the team is moving in the same direction.

You and buy-in

Buy-in is about making sure your ideas and concerns are heard, and then getting behind the team's ultimate decision, whether or not you agree with it.

You may be most apt to buy in when you feel a sense of cohesion and team spirit around a decision. Your sense of optimism can play a part too, leading you to embrace a decision when you see all its exciting potential. In fact, when you're enthusiastic about an idea, you may focus on best-case scenarios and be eager to move forward, trusting that things will work out.

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Barriers to Commitment

What might keep *you* from seeking clarity?

When you're excited about a new idea or project, you're probably eager to hit the ground running, so you may resist having to slow things down to ensure clarity. And because you're likely confident in your instincts and ability to improvise, you may prefer a go-with-the-flow approach. So to you, hashing out details may sometimes seem unnecessary or even counterproductive. But some of your teammates may require more planning and detail to feel comfortable moving forward. So long as the team is focused on achieving clarity, not certainty, hashing out next steps and specifics can crystallize decisions and help ensure alignment. And seeking clarity can help you maintain focus on your own part in seeing a decision through.

Have these thoughts ever stopped you from seeking clarity?

- There's so much potential in this idea, I'm excited to dive in.
- I'm just anxious to move on; I'm sure it will all work out.
- We'll just roll with issues as they come up.
- It seems obvious to me, so it must seem obvious to everyone.

What might make it hard for *you* to buy in?

Because you value relationships and keeping things positive, you may find it easiest to buy in when you feel a sense of common enthusiasm around a decision. But without that sense of unity, you may sometimes be left with doubts that could cause your commitment to waver. Remember, consensus isn't always possible, and sometimes a team will need to move forward, even when people can't all agree. In addition, because you tend to have a go-with-the-flow attitude, you may sometimes be inclined to see commitment as fluid. So if circumstances present a sudden opportunity, you may be willing to improvise and see where things take you, rather than sticking to the agreement or checking in with the team about a new direction.

Have these thoughts ever stopped you from buying in?

- I'm just going to try something a little different here, and we'll see where it goes.
- I'll do it, I guess, but this is going to the bottom of my priority list.
- The team couldn't even completely agree about this decision, so it's not like it's set in stone.
- No one was very excited about this decision, so I don't think anyone will care if I try a different approach.

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How to achieve Commitment

Teams that commit can move forward with confidence in their decisions, secure in the knowledge that everyone is working toward the same end goal. But when clarity or buy-in is missing, the result is a lack of alignment. And small gaps can quickly become major problems or disagreements. Developing the habits listed below can help you and your team achieve the clarity and buy-in that are essential to commitment.

Develop good Commitment habits

These habits have been personalized based on your assessment results. Choose at least one to focus on and describe below where you'll put it into practice. You can refer back to this page when you create your action plan at the end of this report.

Slow down to ensure clarity

- Give the team a chance to work out necessary details and next steps before urging them forward on a project.
- Strive to be as accurate and thorough as possible, and make a record of your commitments for future reference.

Make sure everyone has a chance to air their doubts and concerns

- Don't let your enthusiasm for moving forward curtail the discussion before people have had their say.
- Help draw out more reserved teammates, and recognize the role your more cautious colleagues can play in anticipating potential problems.

Support group decisions even when you don't agree with them

- Set aside your reservations if the team chooses a different course of action than the one you recommend.
- You have an expressive personality, so keep in mind that negative energy from you can really drag down the team's morale.

Put it into practice

Use this space to describe ways you can apply your chosen habit(s) on your teams. What benefits could this bring?

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Connecting Commitment & Accountability

In order for teammates to call each other on their behaviors and actions, they must have a clear sense of what is expected. Even the most ardent believers in accountability usually balk at having to hold someone accountable for something they never agreed or committed to in the first place.

Once everyone has weighed in and bought in to decisions, accountability is possible.

With a foundation of trust, it will be understood that everyone has the best intentions.

Commitment gives team members the courage to hold one another accountable, knowing that they're asking their peers to live up to something they've already fully agreed to do.

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How does it impact *you,* Sabina?

How does commitment help you and your teammates hold one another accountable?

- Sabina, slowing down for clarity can crystallize your role and responsibilities. This will help you maintain your focus on what you need to do to see a decision through and will also make it clear where your teammates will hold you accountable.
- By giving teammates time to voice their doubts and concerns, you can help firm up their commitments, making them more willing to be held accountable.
- When you throw your weight behind a decision, you can draw on your positive outlook and enthusiasm to rally the team around it as well. This can ultimately strengthen teammates' commitments and make them more willing to be held accountable.

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Embracing Accountability

Accountability has become a buzzword—so overused and with so many different interpretations that it has lost much of its meaning. In the context of teamwork, however, accountability is

> **the willingness of team members to call their peers on performance or behaviors that might hurt the team.**

This can be a tough behavior to implement, because it means overcoming the interpersonal discomfort that accompanies confronting peers about their behavior. Many of us would rather avoid these difficult conversations. But when team members don't hold one another accountable, they risk encouraging mediocrity, missing deadlines and key deliverables, losing sight of their obligations to the team, and creating resentment over different standards of performance.

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What does it look like to have **Accountability** on a team?

- Offering and accepting unsolicited, constructive feedback
- Feeling pressure from your peers and the expectation to perform
- Confronting peers about problems in their respective areas of responsibility
- Questioning one another about current approaches and methods

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How do *you* handle feedback?

Sabina, like many people, you may sometimes struggle when someone confronts you about a problem with your performance. Given how important your relationships are to you, it may be painful to feel like a teammate is upset with you. In the heat of the moment, criticism may sometimes even feel like a personal attack. And since you probably feel things strongly, a teammate's critique may provoke a surge of emotion that makes the feedback seem like a bigger deal, perhaps, than it really is. If you overreact or lash out in response, your teammates may grow wary of holding you accountable in the future. That said, you likely appreciate the approval of others, so if you can get past any initial defensiveness, you may generally be motivated by pressure from your peers.

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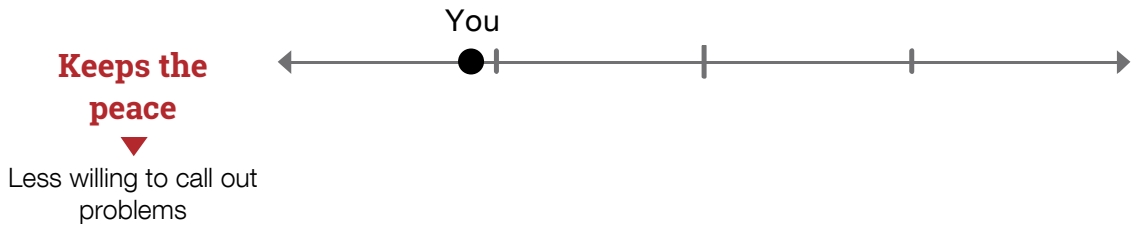
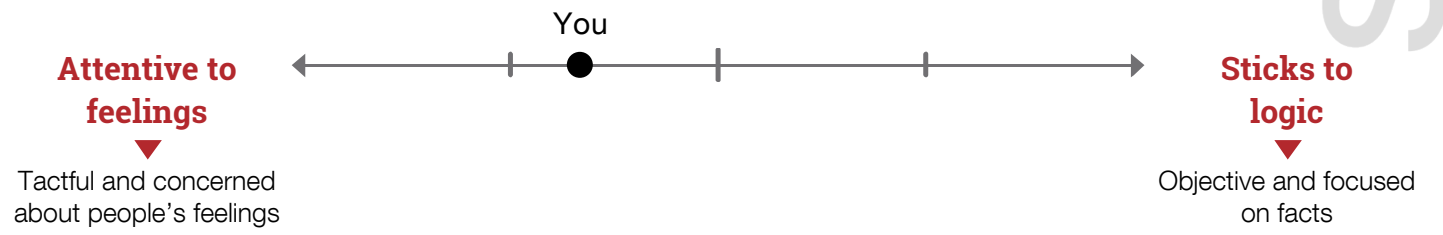
Holding others accountable

Now that we've considered how you handle feedback, let's talk about how you deliver it. If you dread the thought of holding teammates accountable, you're not alone: although some people have an easier time than others, many find this behavior difficult. Partly it's because we're not used to holding our peers accountable, but our natural inclinations also play a role.

The scales on this page show some tendencies related to Accountability. Your location has been plotted based on your assessment results. Being aware of your natural inclinations can help you understand how you're likely to approach this behavior, and where you may be able to stretch.



You may generally resist calling out problems because it runs counter to your desire to maintain warm relationships, keep things upbeat, and create enthusiasm. So, rather than risk dampening someone's spirit, you may be inclined to let problems slide or soft-pedal feedback. But keep in mind that failing to call out problems can hurt the team and individual team members because you're denying them the opportunity to address concerns early on.



You strive to create warm relationships, so you may often take people's feelings and situations into consideration when broaching sensitive issues. As a result, when you do call out problems, you likely speak tactfully and provide reassurance. Although some teammates may prefer a more objective, direct delivery, others will be more receptive to your feedback because of your considerate approach. Just take care that you're not so intent on being tactful that you downplay your concerns.

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How to embrace Accountability

As uncomfortable as it can often be, accountability helps a team and an organization avoid far more costly and difficult situations later on. But teams can only really embrace this behavior if all team members recognize that this is a shared responsibility. Developing the habits listed below can help you do your part to encourage accountability on your teams.

Develop good Accountability habits

These habits have been personalized based on your assessment results. Choose at least one to focus on and describe below where you'll put it into practice. You can refer back to this page when you create your action plan at the end of this report.

Accept questions and input from teammates

- Resist any initial urge to defend yourself and take a moment to process the feedback before you respond. Then, if necessary, follow up with any comments or requests for clarification.
- Remember that if you become defensive or overreact, people will be less likely to approach you with feedback in the future.

Call on your tendency to be outgoing to hold teammates accountable

- When calling out peers, draw on your tendency to be encouraging to exert a positive pressure to improve.
- Keep in mind, too, that your social nature and ability to initiate conversations can also help: you may find ways to ask people about their methods that feel natural rather than intrusive.

Follow through on your personal commitments

- Don't let your natural optimism keep you from recognizing obstacles that need to be addressed in order for you to honor your commitments.
- If issues arise that could prevent you from meeting agreed-on standards, be proactive in letting your teammates know and discussing possible solutions.

Put it into practice

Use this space to describe ways you can apply your chosen habit(s) on your teams. What benefits could this bring?

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Connecting Accountability & Results

Accountability helps a team avoid far more costly and difficult situations later on, and it also allows a team to embrace the last critical behavior: the focus on results.

How does it impact *you,* Sabina?

How will holding one another accountable help you and your teammates focus on results?

- Sabina, by calling on your natural tendency to be upbeat and encouraging, you can find positive ways to hold people accountable. This can inspire team members to do their part to move the team toward the end goal.
- By accepting input and feedback from your team and taking it to heart, you're more likely to maintain your own focus on honoring your commitments to the team.
- By modeling how to give and receive feedback, you help create a climate where people are comfortable collaborating to address concerns before they turn into problems and derail the team.

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Focusing on Results

The ultimate goal of encouraging trust, conflict, commitment, and accountability is to achieve results. And yet, as it turns out, one of the greatest challenges to team success is inattention to results.

In the context of a cohesive team, results refer to

> **the collective goals of the team; they are not limited to financial measures, but are more broadly related to expectations and outcome-based performance.**

Teams that fail to concentrate on results stagnate, become distracted, and lose achievement-oriented team members. But what would a team focus on other than results? One common culprit is team status—when merely being part of a group is satisfying enough, regardless of results. Another common roadblock is the familiar tendency of people to focus on enhancing their own positions or career prospects at the expense of their team.

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What does it look like to have **Results** on a team?

- Valuing collective success more than individual achievement
- Willingly making sacrifices in your area for the good of the team
- When the team fails to achieve collective goals, taking personal responsibility to improve the team's performance
- Being quick to point out the contributions and achievements of others

What are *your* motivators?

- Working closely with your colleagues
- Giving and receiving praise
- Initiating projects
- Inspiring others

What are *your* stressors?

- Having to focus on routine tasks
- Being forced to work on one steady project for a long time
- Being in a dull or unsocial environment
- Being forced to slow your pace

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Using your motivators to focus on Results

By drawing on those aspects of your work life you already find motivating, you can help your teams stay focused on collective results. Consider how you can use the motivators from the previous page to help your teams work toward shared goals.

Working closely with your colleagues

You thrive on building relationships and being around people, so you're probably drawn to opportunities to collaborate closely with teammates. And you may naturally focus on collective accomplishments over individual ones. What's more, because you're outgoing and friendly, you may have an ability to bring others together. This can contribute to a spirit of collaboration on the team and help instill a sense of shared purpose. Just take care that you're not so focused on relationships that you lose sight of the end goal or are willing to tolerate mediocre performance from the team.

Giving and receiving praise

You likely enjoy public recognition, and may be motivated by encouragement and praise to focus on collective results. And because you tend to be expressive and always on the lookout for opportunities to connect with people, you may in turn be generous and effusive in your praise of others. If you direct this tendency toward pointing out the contributions and achievements of teammates, you can likely encourage them to work harder toward the end goal.

Initiating projects

Given your desire for action and your tendency to be enthusiastic and optimistic, you may be energized by the thought of jumping into a new endeavor. So you may enjoy initiating action on new projects as you anticipate all the possibilities. This can help drive the team to innovate and move forward. Just take care that your love of the new and exciting doesn't cause you to neglect the more routine work teams rely on to see a project through. Also be aware that moving too quickly or on too many projects at once may make it harder for more methodical teammates to stay focused on results.

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Inspiring others

When you get excited about something, the people around you probably know it. You're likely brimming with enthusiasm and optimism, and may convey a sense of passion and energy that's contagious. When you combine this with your talent for bringing people together, you may be able to get team members excited and energized to work toward the collective end goal.

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How to focus on Results

On cohesive teams, all members, no matter what their individual responsibilities and areas of expertise, do whatever they can to help the team accomplish its goals. Developing the habits listed here can help you do your part to encourage a focus on results on your teams.

Develop good Results habits

These habits have been personalized based on your assessment results. Choose at least one to focus on and describe below where you'll put it into practice. You can refer back to this page when you create your action plan at the end of this report.

Maintain your focus on the end goal

- Don't let a focus on relationships or a love of change and excitement distract you from the nitty-gritty work of getting to the end goal.
- Bear in mind that if you lose focus on doing your part, you could derail the team or oblige your teammates to take up the slack.

Take failure seriously

- Don't let a fear of injuring your relationships with teammates lead you to tolerate setbacks or mediocre performance.
- Resist the urge to sweep issues under the rug, and keep in mind that you may be able to draw on your natural enthusiasm to encourage improvement.

Help inspire a sense of team spirit and common purpose

- Draw on your outgoing nature and enthusiasm to get people excited about being part of the team and accomplishing common goals.
- Help bring people together, praise teammates for their contributions, and celebrate team successes. Keep the energy and momentum going.

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Put it into practice

Use this space to describe ways you can apply your chosen habit(s) on your teams. What benefits could this bring?

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Summary and action

Sabina, with a deliberate and focused effort, you can start applying what you've learned about the five behaviors on your own teams. To help you get started, we've identified areas where you may excel and struggle with each behavior. The key to being a better teammate is to capitalize on your strengths and improve your challenge areas. Take a moment to review this information, and then fill out the action plan below.

	You might excel at…	You might struggle with…
Trust	Expressing yourself openly and honestly	Recognizing when your exuberance might put off reserved teammates
Conflict	Voicing your thoughts and opinions	Raising difficult or sensitive issues
Commitment	Drawing out your teammates to make sure everyone has their say	Slowing down to ensure clarity
Accountability	Using encouragement to help teammates meet expectations	Speaking up about a teammate's poor behavior or performance
Results	Creating a sense of shared enthusiasm about the end goal	Resisting distractions that can take your focus off the end goal

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Now what?

1. Given what you've learned today, choose a behavior to focus on first.

2. Turn to the "How to…" page for that behavior (page 6, 10, 14, 18, or 22) and refer to your notes.

3. Considering what you excel at and struggle with for that behavior (above), write what you'll do to adopt the habit you selected…

- Tomorrow?

- In the next two weeks?

- In the next month?

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