

THE FIVE
BEHAVIORS
OF A COHESIVE
TEAM™

▼

FACILITATOR ACCREDITATION

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

Nothing beats experience,
but this comes close.

Powered by
EVERYTHING 
A Wiley Brand

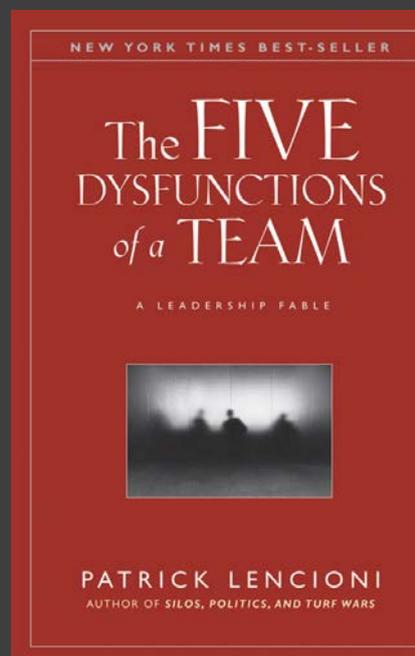
integro



“There are many reasons teams fail. There’s one proven way to help them succeed.”

- Patrick Lencioni

New York Times best-selling author,
The Five Dysfunctions of a Team



What is The Five Behaviors of a Cohesive Team™?

The Five Behaviors of a Cohesive Team is the result of the partnership between Wiley Workplace Learning Solutions and best-selling author Patrick Lencioni. It creates a learning experience that helps individuals and organisations reveal what it takes to build a truly cohesive and effective team in the most approachable, competent, and effective way possible.

Access to this exciting and new team development solution is through Intégro, who have been enriching lives and changing Australian workplaces with quality solutions for nearly 30 years. It should be noted that this is an affordable yet premium level solution that requires an experienced facilitator, and as such all facilitators will need to sign a client agreement prior to purchasing.

Powered by Everything DiSC® to bring together everyone's behavioural traits, the Five Behaviors guides teams through the hard work and huge payoff of forming a cohesive, productive team. The Five Behaviors of a Cohesive Team is supported by a Facilitator Kit, which is full of rich content that will increase your depth of knowledge in the program as well as provide video content and activities to support development within teams. This new solution is available on EPIC, the same easy to manage platform you will be familiar with for DiSC® facilitation.

Simple. Personalized. Proven.



The Five Behaviors of a Cohesive Team Model

What does the program do?

The program helps teams understand how, as a team, they score on the key components of the model: trust, conflict, commitment, accountability, and results. Additionally, the program is powered by Everything DiSC, a model that helps individuals to understand themselves and others better. Using these results, participants will be able to create a better, stronger team.

Who is it for?

The program is designed exclusively for intact teams and work groups. Before choosing this program, consider the questions: Is the team really a TEAM? A team is a relatively small number of people (from three to twelve) who meet on a regular basis and are collectively responsible for results. The team members share common goals as well as the rewards and responsibilities for achieving them. Not every group is a team. For example, a group that appears to be a team might simply be a collection of people who report to the same manager, but who have relatively little interdependence and mutual accountability. If a group does not meet the criteria of a true team, this process is unlikely to produce the results they expect.



How does it work?

The Five Behaviors Model is used to help team members learn to work together more efficiently and effectively and become a more cohesive team. A productive, high-functioning team:

1. Makes better, faster decisions.
2. Taps into the skills and opinions of all members.
3. Avoids wasting time and energy on politics, confusion and destructive conflict.
4. Creates a competitive advantage.
5. Avoids wasting time talking about wrong issues and revisiting the same topics over and over again because the lack of buy-in.
6. Is more fun to be on!

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.

Assessment Validation

At the end of the day, the participant has to agree with his or her results. And while most assessments in our industry are just tested for internal reliability, Five Behaviors takes it a few steps further. This profile looks at things like test-retest (the stability of the tool), the correlations with other respected instruments, the correlations with outside observer ratings, and the correlations with actual work behaviour. It's a big investment, but it's done because this information is what allows refining of the assessment and makes sure the participant is getting the most accurate results possible.

Getting the assessment right is the very first job.

The Profile

- ▲ 36-page highly personalised assessment results for individual and team
- ▲ Powered by Everything DiSC
- ▲ Strong visuals illustrate key messages
- ▲ Context-specific feedback
- ▲ Tips and strategies for improving teamwork effectiveness
- ▲ Opportunity for building an action plan

Individual Profiles provide a complete picture for the individual and the team.

Annotated Team Report gives the facilitator a snapshot of the team results.

The Five Behaviors And Your Team

Remember, the five behaviors can be mistakenly interpreted as five distinct issues that can be addressed in isolation of one another. But in reality they form an inseparable model, and neglecting even one of the behaviors can be potentially harmful to the success of a team. Consider the following connection:

■ LOW 1.00-3.24
■ MEDIUM 3.25-3.75
■ HIGH 3.76-5.00

RESULTS 2.3
ACCOUNTABILITY 2.3
COMMITMENT 3.5
CONFLICT 2.5
TRUST 3.1

Building Trust

The first and foundational behavior of a cohesive team is trust. Unfortunately, the word trust is used—and misused—so often it may not impart the same meaning to everyone. The definition here isn't centered around the ability to predict a person's behavior based on past experience or standard descriptors. Rather, in the context of a cohesive team, trust means:

- A willingness to be completely vulnerable with one another
- Confidence among team members that their peers' intentions are good and that there is no reason to be protective or careful around the team.

Trust lies at the heart of a functioning, cohesive team. No matter how a team scores on the assessment, teams should always begin with trust because there is no quality or characteristic that is more important for building a team.

Team Survey Results

The following table reflects the team's responses to the trust-related questions from the team survey. The bars to the right of the question reflect the team's average score on the five-point scale. The scales on page 5-6 will identify the distribution of responses within the team.

	ALMOST NEVER 1	RARELY 2	SOMETIMES 3	USUALLY 4	ALMOST ALWAYS 5
Team members acknowledge their weaknesses to one another.	[Bar chart showing score 3.0]				
Team members willingly apologize to one another.	[Bar chart showing score 2.0]				
Team members are unguarded when interacting with one another.	[Bar chart showing score 3.5]				
Team members ask one another questions regarding their areas of ability.	[Bar chart showing score 3.0]				

Your Team's Survey Results for Trust: 3.1 MEDIUM

Common Distractions

What is needed to focus on results?

Teams have difficulty staying focused on results because of self-interest and self-orientation. As part of the assessment, you and your team members had an opportunity to identify possible distractions from results for the people on your team. The number of people (out of 10) who selected each distraction appears next to the corresponding bar below. Note: You had the option to **select all that apply**.

Keep us from focusing on results are:

- 9 people
- 8 people
- 8 people
- 8 people
- 8 people
- 1 person

Scale that a top distraction for your team is "wages or shifting goals." What level does your team have in delaying its goals?

What is the lack of drive and urgency as a major distraction. Are there currently any reasons? Do people understand why a date was chosen and why it's not missing a deadline?

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Becoming Accredited

What would you do if a team member begins to cry during a workshop?

What would you do if the team leader turned out to be the real problem?

You're an experienced facilitator, and these scenarios are not common during your typical workplace training. The Five Behaviors of a Cohesive Team is different. Things can get heated. Participants can become emotional. The team leader can be defensive. Timelines and scripts can get thrown out the window.

As a facilitator, you can influence whether a team sees an uncomfortable moment through or misses out on the opportunity to grow.

The Five Behaviors of a Cohesive Team Accreditation Two Day Event

Enjoy all of the benefits of the Accreditation Course + a full suite of materials and resources to professionally facilitate your own Five Behaviors program.



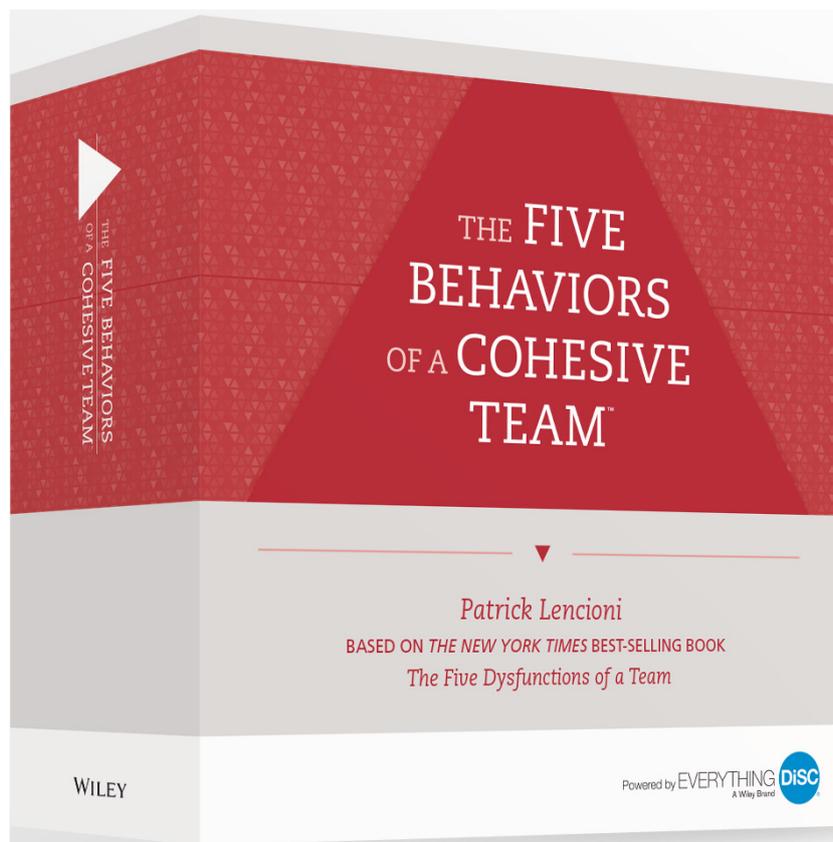
***See registration page for details**

The investment includes:

- ▲ The Five Behaviors of a Cohesive Team Facilitators Kit
- ▲ Card Sets for facilitation
- ▲ Professional insight into running your own programs
- ▲ Accreditation classroom materials
- ▲ EPIC Account to manage your online profiles
- ▲ Sample profiles, branded with your business logo and details
- ▲ Research reports on reliability and validity
- ▲ Professionally facilitated by industry experts
- ▲ Fully catered in a professional venue
- ▲ Ongoing access to facilitation and technical support

The Program

1. Online pre-work activities that must be completed prior to attending the 2 day live session
2. Two Days of highly participative learning focused on the facilitations skills need to deliver this program rather than the content.
3. Real life application: you will need to identify a Project Team that you plan to put through the Five Behaviors of a Cohesive Team prior to attending the program.
4. A Final Exam will be the last step in your official accreditation process.



The Five Behaviors of a Cohesive Team Facilitation Kit

Two Day Accreditation Program Syllabus

The following is a syllabus for The Five Behaviors of a Cohesive Team™ Facilitator Accreditation. It's broken down to show you the activities in each module, along with a description of the activity and its due date.

The program will open a week before your first live session for you to begin the Course Orientation and Module 1 independent activities.

You must complete all the activities in the Course Orientation before you can begin Module 1.

REMINDER: You need to complete ALL activities (self-directed and live collaborative) in order to qualify to take the final exam.

Course Orientation

Activity Title	Activity Description
Video: Pre-Assessment Orientation	Watch an introductory video about The Five Behaviors assessment
The Five Behaviors of a Cohesive Team Assessment	Take the assessment
Read The Five Dysfunctions of a Team by Patrick Lencioni	Read the book, The Five Dysfunctions of a Team, by Patrick Lencioni
What's in Your Kit?	Review The Five Behaviors Facilitation Kit, the reports, and the USB/web resources
Choose Your Project Team	Using the provided worksheet, select and describe an actual team that you might take through
The Five Dysfunctions of a Team Knowledge Check	Take a short quiz to assess your knowledge of the Five Dysfunctions book

Module 1: Introduction to the Modules

Activity Title	Activity Description
Introductions	Introduce yourself and your Project Team to other participants. Include an evaluation of the readiness of your Project Team to participate in The Five Behaviors program in your introduction.
Video: Introduction to The Five Behaviors of a Cohesive Team Model	Watch an introductory video about The Five Behaviors model.
Overview of the Structure of The Five Behaviors Program	Go through The Five Behaviors Individual Report and Annotated Team Report to understand how the team questions, culture questions and DiSC sections are integrated.
Video: A Deeper Dive into The Five Behaviors Model	Understand the motivations behind dysfunctional behavior and the shifts that must happen to allow The Five Behaviors to emerge.
The Everything DiSC Model: : Review DiSC Theory Model	Learn about the basic DiSC characteristics and the needs and fears that may affect the way each style deals with The Five Behaviors.
DiSC and The Five Behaviors	Identify the Strengths and Challenges for each DiSC style in how they approach The Five Behaviors.
People-Reading Your Project Team	Create a DiSC profile for your Project Team.
Project Team Discussion: People-Reading	Present your Project Team DiSC profile to a small-group discussion.
What ifs: Poll and Discussion	Review some of the most common issues associated with this module discuss the two that get the most votes.
Your DiSC Style as a Facilitator	How does your DiSC style affect the way you facilitate?
Personal Reflective Journal	Capture your personal takeaways from this module.
Project Team Activity: Introduction	Create a customised activity for your Project Team, share your work with your Project Team group, and give and receive feedback.
Video: The Power of Teamwork	In this optional activity, you can review Patrick Lencioni's video on the power of teamwork—how he came to believe in it and why it's so valuable.

Module 2: Trust

Activity Title	Activity Description
Video: Patrick Lencioni Explains Trust	Watch an introductory video about trust.
Your DiSC Style and Trust	Learn about how different DiSC styles engage in trust – what are their strengths and challenges in building Vulnerability-based Trust.
Full-Class Discussion: What does the score mean?	Discussion about how to interpret a sample set of Trust scores.
Facilitating Decision Tech’s Executive Team	Using Decision Tech’s Annotated Team report, answer questions about the team’s approach to Trust.
Personal History Activity	Small group breakout – discuss the Personal History guiding questions.
Vulnerability Based Trust Discussion	Explore the challenges the facilitator may have with this module.
What ifs: Poll and Discussion	Review some of the most common issues associated with this module discuss the two that get the most votes.
Personal Reflective Journal	Capture your personal takeaways from this module.
Project Team Activity: Trust	Create a customized activity for your Project Team, share your work with your Project Team group, and give and receive feedback.
Facilitator Reference Videos: Trust	Review Patrick Lencioni’s video: “Vulnerability is the Key to Building Great Teams”.

Module 3: Conflict & Commitment

Activity Title	Activity Description
CONFLICT	
Conflict Discussion	Explore the challenges the facilitator may have with this module.
Video: Patrick Lencioni Explains Conflict	Watch a video that explains the conflict continuum and what it means for teams.
The Conflict Map	Learn about healthy and unhealthy conflict behaviours. Where does your Project Team fall on the Conflict Continuum and which unhealthy behaviours do they use?
Acceptable Behaviour During Conflict	Describe situations where you have engaged in productive or unproductive conflict and steps you can take to use more of the productive behaviours
Acceptable Behaviour During Conflict Facilitation Discussion	How will your tolerance or lack of tolerance affect how you facilitate Conflict in a workshop?
COMMITMENT	
What's Behind Low Commitment?	Learn about some possible causes of low commitment on a team.
Clarity: What does the score mean?	Decide how, as a facilitator, you'd approach two sets of assessment scores.
Buy-in: What does the score mean?	Decide how, as a facilitator, you'd approach two sets of assessment scores.
Commitment—What went wrong?	Watch a video and discuss why this team failed to make a commitment to a team decision.
What ifs: Poll and Discussion	Review some of the most common issues associated with this module discuss.
Personal Reflective Journal	Capture your personal takeaways from this module.
Project Team Activity: Conflict and Commitment	Create a customised activity for your Project Team, share your work with your Project Team group, and give and receive feedback.
Facilitator Reference Videos: Commitment	Facilitator Reference Videos: Commitment Review one of Patrick Lencioni's videos, "How can an Individual Address the Team's Lack of Commitment?"

Module 4: Accountability & Results

Activity Title

Activity Description

ACCOUNTABILITY

Video: Patrick Lencioni Explains the difference between Accountability and Conflict

Watch a video that clarifies the difference between conflict and accountability.

The Importance of Being Honest

Whole group discussion about the importance of team members being able to call one another on behaviour or performance that isn't up to agreed standards.

Facilitating the topic of Accountability

Small group discussion about the importance of peer pressure in ensuring Accountability.

RESULTS

Understanding Collective Results

Gain an appreciation of what "collective results" really means.

Common Distractions

Rank order common distractions and decide how you might address them with your Project Team.

What ifs: Poll and Discussion

Review some of the most common issues associated with this module.

Personal Reflective Journal

Capture your personal takeaways from this module.

Project Team Activity: Accountability and Results

Create a customised activity for your Project Team, share your work with your Project Team group, and give and receive feedback.

Facilitator Reference Video: Results

Review one of Patrick Lencioni's videos, "If We Scored High on Results, Why Does the Rest of It Matter?"

Module 5: Putting It All Together

Activity Title	Activity Description
Project Team Activity: Action Planning	Create a customised activity for your Project Team, share your work with your Project Team group, and give and receive feedback.
Putting It All together	Project Team presentations
Five Behaviors Research Report Scavenger Hunt	Test your knowledge of the Five Behaviors Research Report.
Facilitator Self-Evaluation (handout)	A takeaway worksheet to help you evaluate your performance in a future workshop.
Final Personal Reflective Journal	Capture your final thoughts and share your best learning points with at least 3 other participants.
FINAL EXAM	You will have 72 hours after the completion of your 2 day accreditation to go online and complete the Final Exam.



Facilitation Support

1. Facilitators Guide with 7 modules
2. Powerpoint with over 40 minutes of video
3. Participant handouts with activities
4. Take-away cards for each of The Five Behaviors
5. Podcasts, online resources, and a research report
6. Fully customised profiles
7. Annotated Team reports
8. Support from Patrick Lencioni through videos that help you work with the model



In addition to these support materials and tools, Intégro have a dedicated team to service and support any of your enquiries. Intégro's friendly staff are experts in these tools can assist in anything from technical support to general advice and facilitation tips.

About Intégro



Intégro are global #1 distributors of market leading solutions that have been changing Australian workplaces for over 30 years.

We are the premium provider of both Everything DiSC and The Five Behaviors of a Cohesive Team in Australia, that are used by millions of people globally each year. All of the tools we offer are heavily researched and validated, and backed by Wiley, one of the oldest and largest publishing companies in the world.

Our passion and drive is to enrich peoples' lives and service you with the best products, the most knowledge and experience anyone in Australia can provide.

About Wiley Workplace Learning Solutions

WILEY

Wiley Workplace Learning Solutions (WLS) crafts products and services to help people become more effective in the workplace and achieve professional success throughout their career arc.

We are determined to deliver professional services that are simple to understand and implement, and, just as importantly, that work. We accomplish this by developing and maintaining a deep understanding of the market and competitive landscape from the customer's perspective and continually include customers, their clients, and our authors in our product design and development process.

2018 Accreditation Dates

SYDNEY	MELBOURNE	BRISBANE	PERTH
27-28 February	20-21 March	5-6 June	17-18 May
18 - 19 September	27-28 November		

REGISTRATION DETAILS

THE FIVE BEHAVIORS OF A COHESIVE TEAM ACCREDITATION

\$3,825 (+GST) per person
Includes Full Facilitator Materials



All fees to be paid two weeks prior to the workshop.

I wish to register for the following workshop:

City: _____

Dates: _____

w: www.integro.com.au/events

e: support@integro.com.au

t: 02 8977 0200 or 1800 222 902

Name _____

Position _____

Company _____

Phone _____

Mobile _____

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Postal Address* _____

Suburb _____

State _____ Post Code _____

* Please notify if invoice address is different.

Please find my enclosed payment of \$ _____

Payment is being processed. Purchase order no. _____

Please charge my: (circle)

Mastercard Visa American Express

Card no. _____ / _____ / _____ / _____

Expiry Date ____ / ____

Cardholder _____

Please submit your registration and payment at least 10 business days prior to the event to secure your seat.

Terms and Conditions: Intégro reserve the right to cancel events at any notice. Event cancellations will be refunded in full, and Intégro will not be liable for any other cost. Should you be unable to attend, an elected substitute will be accepted. Full refunds will be made for cancellations received at least 21 days prior to the workshop. For cancellations 7-21 days prior to the workshop there will be a 50% cancellation fee. For cancellations within one week or non attendance at the workshop, there will be no refund.



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