



THE FIVE BEHAVIORS OF A COHESIVE TEAM™

Is this the right tool for my team?

Is this a true team?

- ✓ Is this an in tact team?
- ✓ Of 3 to 12 team members?
- ✓ Does the team meet on a regular basis?
- ✓ Is the team collectively responsible for results?
- ✓ Do 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 expected results.

What is the commitment level?

- ✓ Are the company and the team leader strategically committed to building high performing teams?
- ✓ Is the team leader willing to commit to participate in the Five Behaviors facilitation process? The team leader will need to participate, not facilitate.
- ✓ Are the team members willing to engage in the Five Behaviors facilitation process?
- ✓ Is this team ready for “heavy lifting”?

The Team: The advantages of being a high-functioning team are enormous. But they can only be achieved if the team is willing to invest considerable time and emotional energy in the process. It won't work if the team is interested only in shortcuts and half-measures.

The Leader: The fact is, leadership matters. For a team to be successful, the leader must understand the power of teamwork and be prepared to lead the effort in terms of setting an example and dedicating time to it. Still, it's important to note that many leaders who seem uninterested in teamwork are often just skeptical about the possibility of achieving it or afraid that acknowledging the need for it might reflect poorly on them. In these cases, success is possible as long as team leaders are willing to start the process with good intentions.

Is this the right time?

Certain situations make it difficult to effectively implement the feedback process. Reconsider conducting the sessions if any of the following situations exist:

- ✓ *The team is very new.* A team should have been together for a minimum of six to eight weeks prior to utilizing this assessment. For new teams, it would be better just to introduce the model and discuss the behaviors of a cohesive team.
- ✓ *There is about to be a change in the nature of the team.* The time is probably not right if a team member will be leaving or the team's responsibilities are about to change significantly. In those situations, it would be better just to give a presentation on the model and then wait to conduct the assessment until the team is stable.
- ✓ *There is going to be or recently has been a significant organizational change,* such as a merger, a reorganization, or a new CEO.
- ✓ *The team has an unusually heavy workload* with impending deadlines

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For more information, contact Authorized Partner and Accredited Facilitator

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