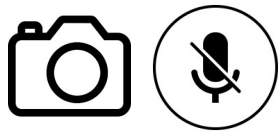


# The Ideal Team Player The Five Behaviors® Personal Development

## Mod de lucru impreuna



Fii prezent: camera “on”; microfonul “off”.



Chat pentru intrebari, observatii, comentarii, raspunsuri.



Interventii scurte si la subiect.

# Structura evenimentului



Povestea programului;



De ce “team-player”?



Instrumente si metodologie;



Exemple de variante de design de program;



Q&A

# The Ideal Team Player The Five Behaviors™ Personal Development

“Infuse organizations with a **culture of teamwork** by harnessing the power of Patrick Lencioni’s model, **one team** and **one person** at a time.”



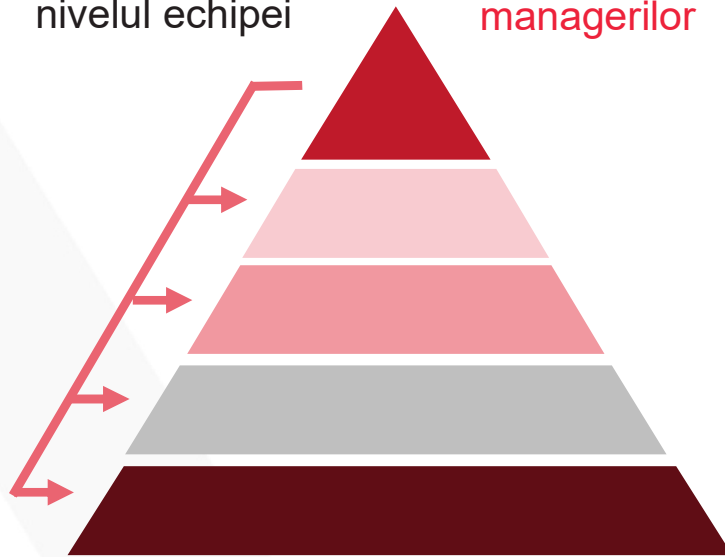


# The Ideal Team Player The Five Behaviors® Personal Development

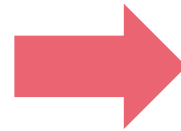
# Tendinta accelerata spre spatii de lucru agile: echipe, retele

Decizii top-down, mai  
putina autonomie la  
nivelul echipei

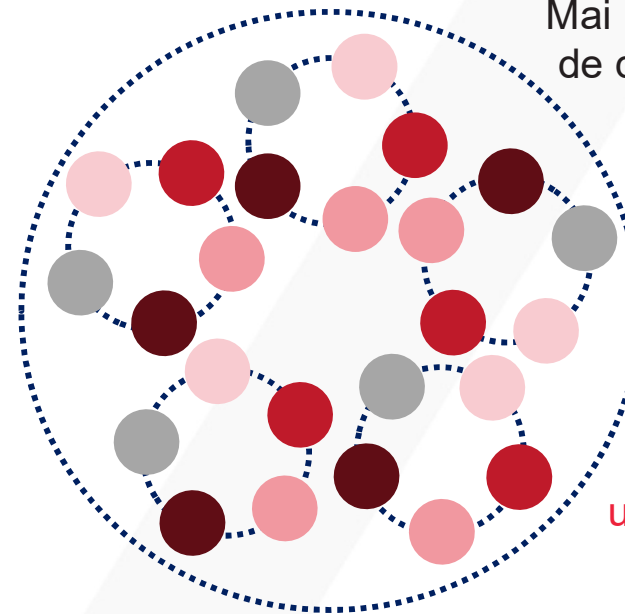
Focus pe  
dezvoltarea  
**managerilor**



Organizatiile traditionale



Mai multa autonomie  
de decizie la nivelul  
echipei



Rolul **membrului**  
**unei echipe** devine  
mai important

Structuri agile: echipe, retele

Acum mai mult ca oricand, modul in care oamenii **lucreaza intr-o echipa sau impreuna** conteaza.

# O mare parte din munca se intampla in context relational

- ▶ **30%** din timpul dintr-o zi este petrecut intr-un context de echipa
- ▶ **50%** din munca este facuta colaborand cu alti membri ai echipei sau cu stakeholderi





# 99%

Declara ca sunt buni membri ai  
echipei din care fac parte

*\*Based on State of Teams survey of 11,000 workers conducted by John Wiley & Sons, Inc.*

# 55%

din membrii echipei declara ca parasesc  
intalnirile de echipa fara a isi asuma  
angajamentul fata de obiectivele sau deciziile  
discutate

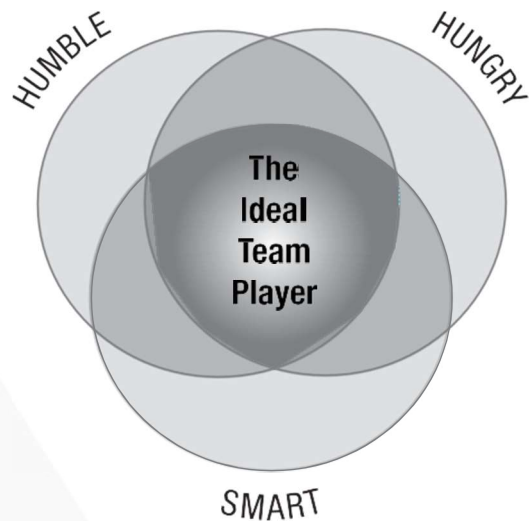
*\*Based on historical assessment data from The Five Behaviors Team Development.*

Stiu oare colegii nostri ce inseamna sa fii un bun membru al echipei in noul context de munca



Ce comportamente putem observa la un bun membru al echipei?





## Membrul de echipa IDEAL

- **“Smerenie/autenticitate”**: are abilitatea de a fi vulnerabil, de a se angaja in conflicte si de a ii tine pe ceilalti responsabili pentru rezultate prin smerenie si modestie, nu prin status/ego/putere
- **“Foame”**: apetit crescut pentru proactivitate, solutii, rezultate de top
- **“Inteligenta relationala”**: buna intelegere a diversitatii si a dinamicilor relationale, abilitati interpersonale care ii permit sa obtina rezultate impreuna cu altii in cel mai eficient mod posibil



The Five Behaviors of a Cohesive Team™ Model

Ce inseamna noul context de munca pentru un bun membru de echipa?

- Sa poata construi **incredere** rapid cu o diversitate mai mare de oameni: echipe de proiect, echipe ad hoc, echipe multinationale, transnationale
- Sa intelaga cum **se poate angaja intr-un conflict constructiv**, care sa optimizeze rezultatele
- Sa poata castiga **angajamentul real** al colegilor chiar si atunci cand nu poate fi vorba de unanimitate.
- Sa isi tina colegii **responsabili de angajamentele luate**, fara a apela la putere si autoritate.
- Sa urmareasca si sa sustina **scopul comun** al echipei

## Building Trust

You and Trust

Being vulnerable

## 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.

**Fear of criticism**

**Fear of a loss of control**

## Building Trust

You and Trust

Being vulnerable

Trust habits

- Choose one
- How will you put it into practice?
- What benefits could it bring?

## 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 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.

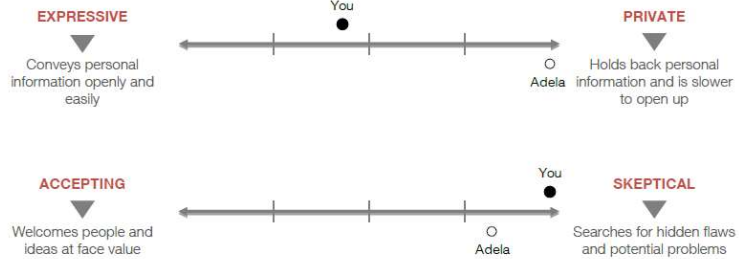


Zoom out (Ctrl+Minus)



## Building Trust

### 1 Discover



### 2 Personalize

✓ agree    ✗ disagree    ? not sure

- |  |  |
|--|--|
| <p>You</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> May sometimes think out loud</li> <li><input type="checkbox"/> Often feel comfortable letting your guard down</li> <li><input type="checkbox"/> Tend to question and test other people's ideas</li> <li><input type="checkbox"/> May come across as overly critical at times</li> </ul> | <p>Adela</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> May come across as reserved and reluctant to make personal disclosures</li> <li><input type="checkbox"/> Tends to have a desire for personal space</li> <li><input type="checkbox"/> Tends to question and test other people's ideas</li> <li><input type="checkbox"/> May come across as overly critical at times</li> </ul> |
|--|--|

### 3 Apply

## Summary and Action Plan

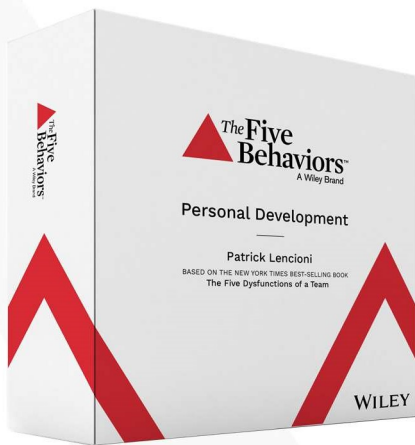


Read through the suggested tips and use the extra space for your notes or reflections.

Traits	Tips	Action Taken
<b>From Trust</b>		
You're somewhat expressive. Adela is very private.	<ul style="list-style-type: none"> <li>Don't get too personal too fast.</li> </ul>	
You're very skeptical. Adela is very skeptical.	<ul style="list-style-type: none"> <li>Clarify Adela's intentions before jumping to conclusions.</li> </ul>	
<b>From Conflict</b>		
You're a very spirited debater. Adela is a very calm debater.	<ul style="list-style-type: none"> <li>Refrain from pushing Adela to accept your ideas.</li> </ul>	
You're very steadfast. Adela is somewhat steadfast.	<ul style="list-style-type: none"> <li>Avoid getting into a power struggle over whose idea will prevail.</li> </ul>	
<b>From Commitment</b>		
You're very likely to remain open. Adela is somewhat likely to seek closure.	<ul style="list-style-type: none"> <li>Don't resist commitment because you want to keep your options open.</li> </ul>	
You're very strong-willed. Adela is somewhat strong-willed.	<ul style="list-style-type: none"> <li>Evaluate your differences in a constructive way, like listing pros and cons.</li> </ul>	
<b>From Accountability</b>		

# The Ideal Team Player

## The Five Behaviors<sup>®</sup> Personal Development



- Le arata participantilor ce inseamna pentru fiecare din ei sa lucreze mai eficient in echipa, in termeni de **comportamente**
- Creaza **un limbaj comun** in jurul muncii in echipa
- Dezvolta **abilitati specifice** necesare indiferent de nivelul la care opereaza participantul (contributor individual, manager de echipa, project manager)
- Contribuie la construirea si consolidarea unei **culturi colaborative**

# The Ideal Team Player

## The Five Behaviors<sup>®</sup> Personal Development



### Experientia de auto-evaluare

Evaluare a preferintelor comportamentale  
Testare adaptiva care creste acuratetea rezultatelor



### Raport personalizat

Feedback personalizat  
Informatie clara, sugestii actionabile imediat



### Kit de facilitare

Variante pentru livrare "fata in fata" si "virtual":  
cu video-uri, activitati, sugestii de design de sesiune.



### Follow up

Rapoarte comparative 1:1  
Cartea "The Ideal Team Player"

# The Ideal Team Player – exemple design parcursuri de dezvoltare

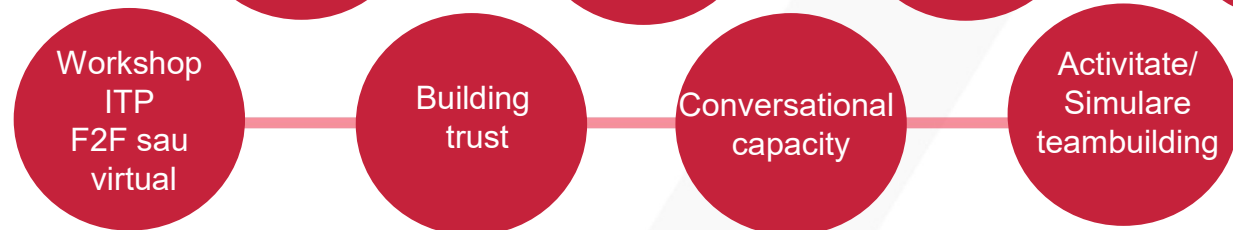
**Coaching individual**  
High potentials



**Coaching de echipa/group coaching**  
Echipe intacte /Echipe de proiect



**Dezvoltare abilitati relationare**  
Membri de echipa din echipe diferite



**Dezvoltare abilitati lucru in echipe de proiect**  
Membri echipe de proiect



# Q&A



The Ideal Team Player  
The Five Behaviors®  
Personal Development

VIRTUAL BRIEFING

# Leading Virtually

29 Iulie | 16:30-17:30

**Gazdă:**

**Cristina Opran**  
Senior Consulting  
Associate  
**Human Invest**

**Invitat:**

**Florentina Vasiliu**  
Director  
HR Operations & Delivery  
**Conduent Romania**

**HumanInvest**  
Leadership • Cultural Change • Teams

**Blanchard**  
ROMANIA



# VIRTUAL BRIEFING

## Self-Leadership

O competență esențială în vremuri provocatoare

3 Septembrie | 14:30 – 16:00

### Facilitatori:

**Alexandra Culicovschi**

Senior Consulting  
Associate  
**Human Invest**

**Andreea Gheorghită**

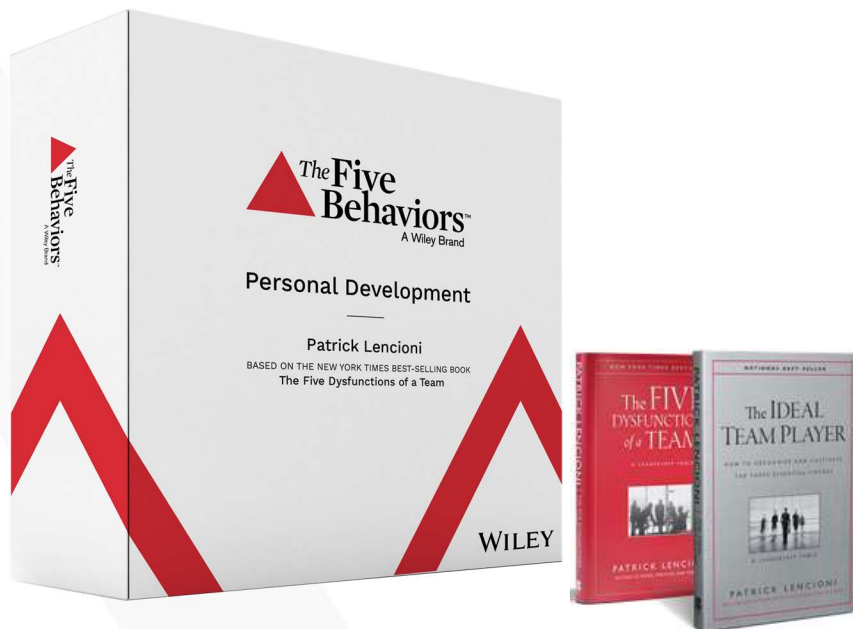
Associate Certified Coach  
Senior Consulting Associate  
**Human Invest**

**HumanInvest**  
Leadership • Cultural Change • Teams

**Blanchard**  
ROMANIA



# Multumim pentru participare si contactati-ne pentru detalii!



The Ideal Team Player  
The Five Behaviors®  
Personal Development