

# THE FIVE BEHAVIORS OF A COHESIVE TEAM<sup>®</sup>

## Comparison Report

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

**HumanInvest**  
Leadership • Cultural Change • Teams

### For Adela Iepure

*Working with Viorel Panaite*

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# Introduction

A cohesive team needs to master five behaviors: building trust, mastering conflict, achieving commitment, embracing accountability, and focusing on results. Accomplishing all of this takes more than just understanding the concepts—team members need to have a meaningful understanding of themselves and their peers.

Since the team is made up of individuals, one-on-one relationships can have a big impact on the team as a whole. This report is designed to help you better understand Viorel and give the two of you the tools to build a more effective working relationship. All of the information is derived from the responses you and Viorel gave on your Five Behaviors of a Cohesive Team® assessments. Before you begin, take a look at the overview of the five behaviors below:

## 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.

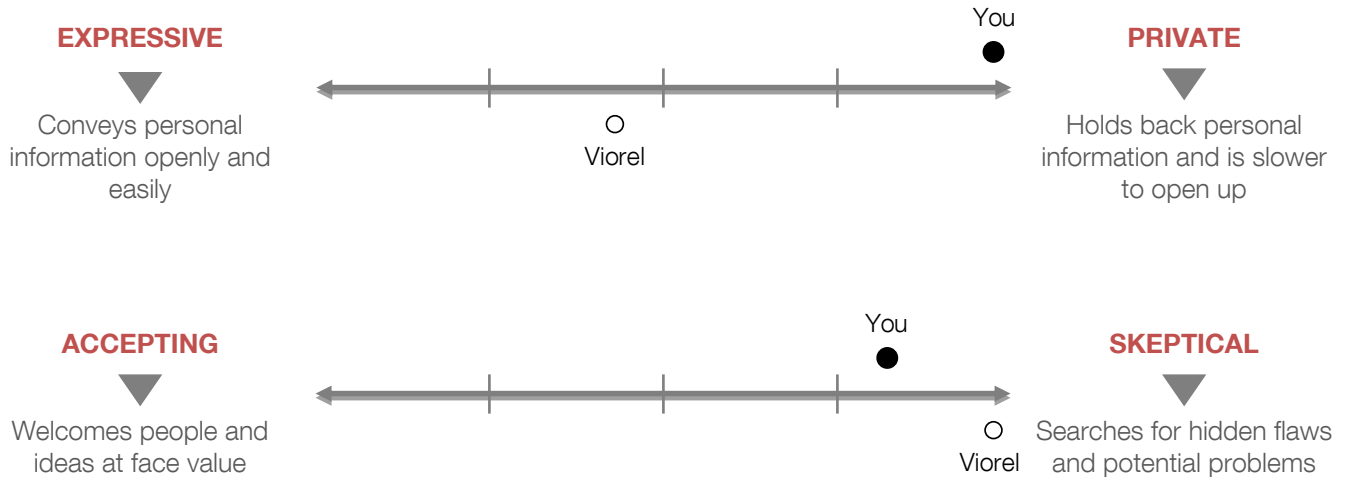
## Focus on Achieving Collective Results

The ultimate goal of building greater trust, productive conflict, commitment, and accountability is one thing: the achievement of results.



# Building Trust

## 1 Discover



## 2 Personalize

✓ agree    ✗ disagree    ? not sure

You

- May come across as reserved and reluctant to make personal disclosures
- Tend to have a desire for personal space
- Tend to question and test other people's ideas
- May come across as overly critical at times

Viorel

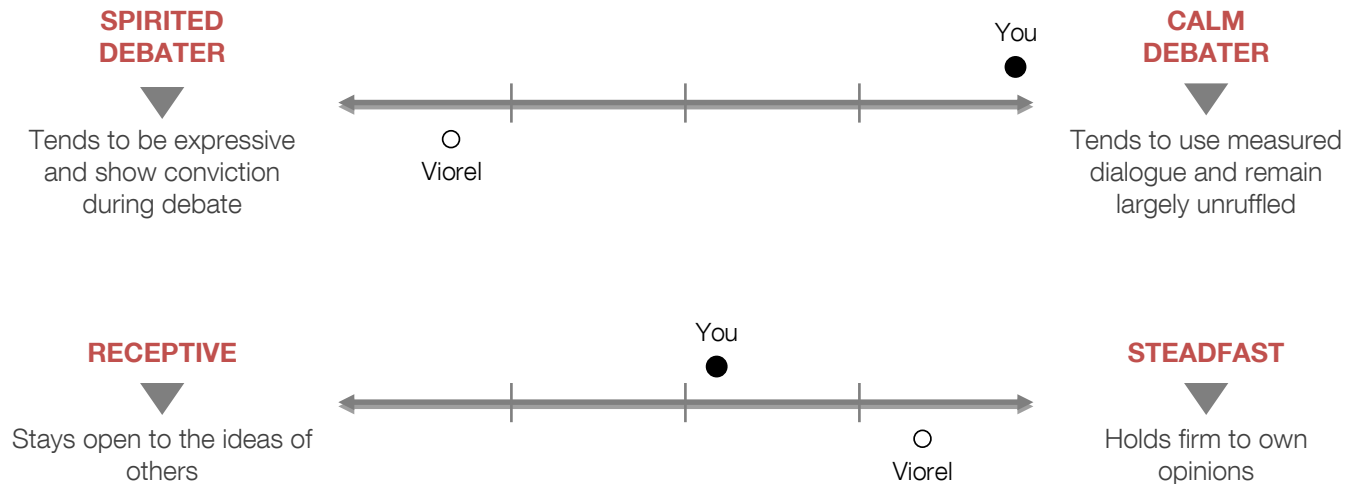
- May sometimes think out loud
- Often feels comfortable opening up to others
- Tends to question and test other people's ideas
- May come across as overly critical at times

## 3 Apply

- Q Has your tendency to be private posed any challenges when it comes to building trust with each other? What impact has Viorel's expressiveness had on your relationship?
- Q How have your similarities in being questioning and doubtful impacted your relationship? Does this differ from your experiences with more accepting colleagues?

# Mastering Conflict

## 1 Discover



## 2 Personalize

✓ *agree*    ✗ *disagree*    ? *not sure*

You

- Tend to avoid heated debate
- May be reluctant to push for your opinion
- Tend to be fairly committed to your own ideas during debate
- Might close yourself off to the ideas of others when you have strong opinions

Viorel

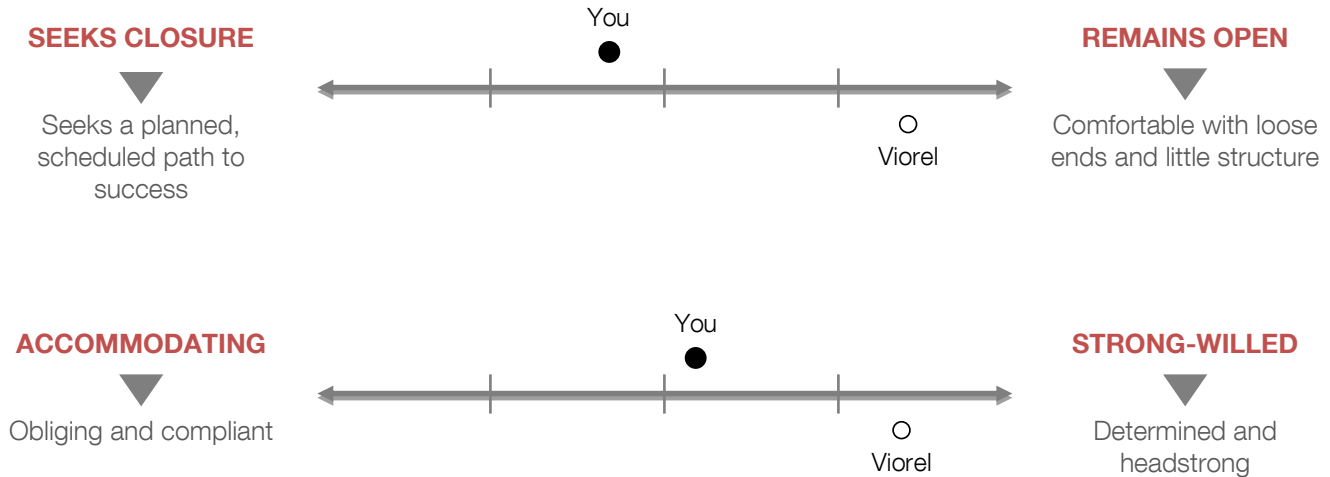
- Tends to push strongly for a particular position
- May become quite vocal when talking about important issues
- Tends to be strongly committed to own ideas during debate
- May be closed off to facts or opinions that contradict own view

## 3 Apply

- Q What do you notice about your tendency to be a calm debater and Viorel's tendency to be a spirited debater? How do the two of you typically resolve issues?
- Q Have you ever had to debate an issue with Viorel? If so, were you both inclined to stand firm with your opinions? How does being steadfast impact the way you handle conflict?

# Achieving Commitment

## 1 Discover



## 2 Personalize

✓ agree    ✗ disagree    ? not sure

You

- Tend to stick to schedules
- May appear a bit hesitant to commit to unstructured plans
- May sometimes push back against advice from others
- Might sometimes find it hard to let go of your opinions

Viorel

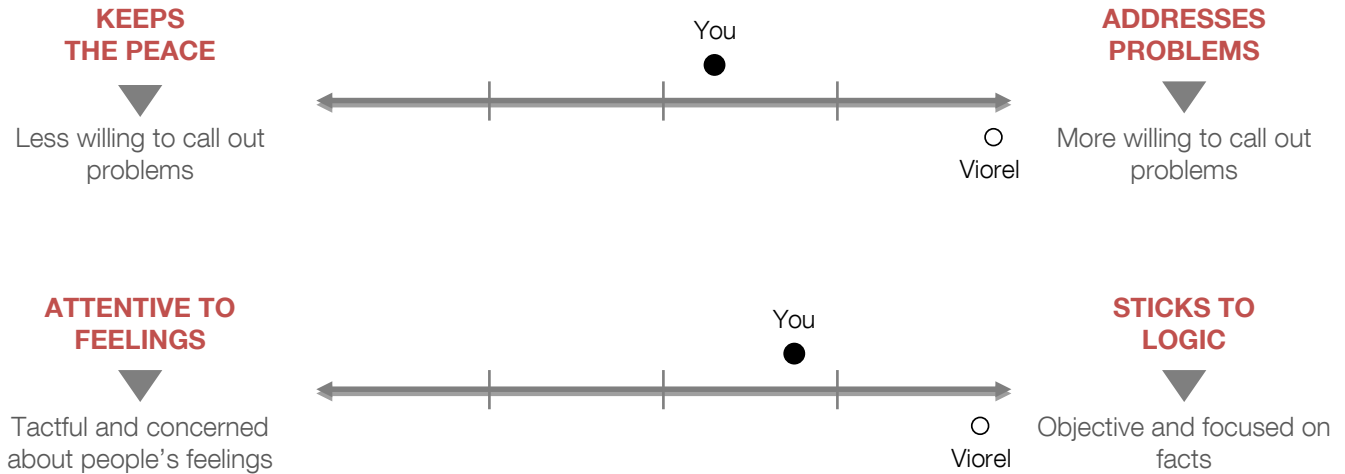
- May appear reluctant to finalize decisions too quickly
- Tends to dive right into projects without planning ahead
- May be likely to push back against advice from others
- Might often find it hard to let go of own opinions

## 3 Apply

- Q Do you and Viorel ever need to make decisions together? If so, what does this process look like? Do you need a lot of details? Does Viorel like to keep options open?
- Q What are the implications of your shared tendency to be strong-willed? How do you think this might impact team commitments?

# Embracing Accountability

## 1 Discover



## 2 Personalize

✓ *agree*    ✗ *disagree*    ? *not sure*

You

- May be willing to rock the boat in order to address a problem
- May be somewhat direct when giving feedback
- Usually back up claims with logic and examples
- May sometimes emphasize what could potentially go wrong

Viorel

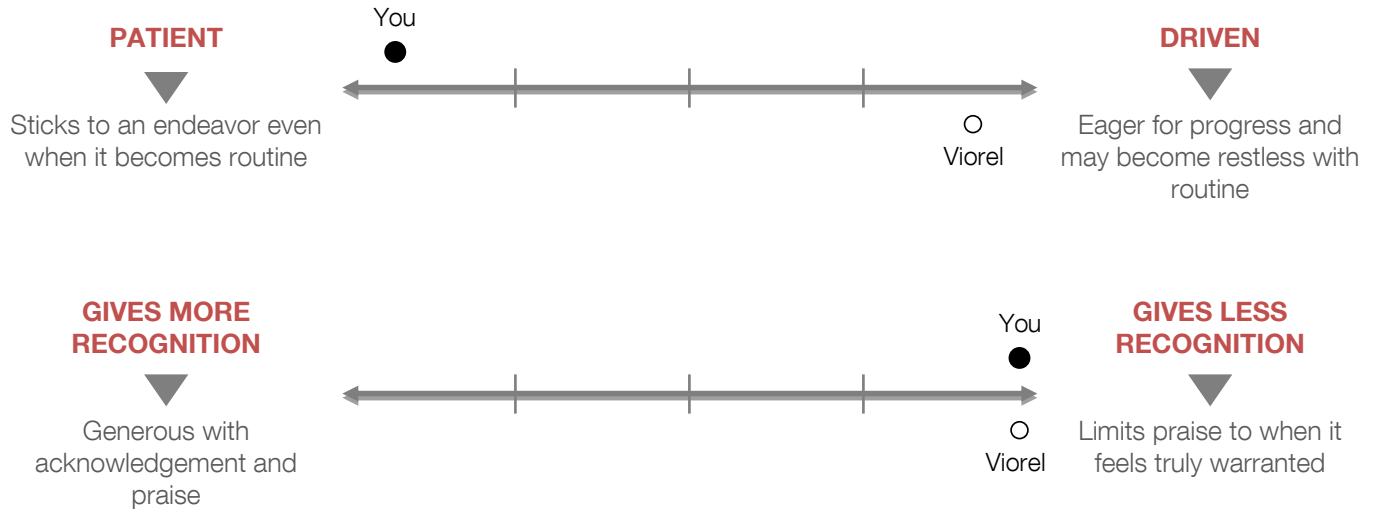
- Tends to uncover issues and challenge people
- May speak directly about other people's shortcomings
- Tends to give objective feedback and concrete examples
- Often finds flaws in other people's arguments

## 3 Apply

- Q What would be the best way for Viorel to address a problem that involves you?
- Q Does your shared focus on logic bring about any challenges? What are the benefits of focusing on objective facts over feelings?

# Focusing on Results

## 1 Discover



## 2 Personalize

✓ agree    ✗ disagree    ? not sure

You

- May come across as lacking urgency at times
- Tend to be uncomfortable pressuring others
- Tend to give recognition and compliments very sparingly
- Tend to focus on what's gone wrong instead of what's gone right

Viorel

- Tends to urge others to move quickly
- May become frustrated with people who seem to lack urgency
- Tends to give recognition and compliments very sparingly
- Tends to focus on what's gone wrong instead of what's gone right

## 3 Apply

- Q You are more patient than Viorel. How does this make it easier for the two of you to work together? What are the drawbacks?
- Q You both appear to be pretty selective when it comes to giving recognition. What impact has this had on your relationship and your work?

# More Similarities and Differences

Adela, this page includes some additional information about you and Viorel, including some of your similarities, differences, and ways that the two of you have the potential to complement each other.

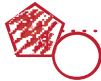
## Your Greatest Similarities



### You and Viorel

- Are skeptical
- Are steadfast with your opinions
- Tend to be strong-willed

## Your Greatest Differences



### You

- Are soft-spoken
- Are patient
- Tend to avoid risk
- Prefer a slower pace
- Are calm

### Viorel

- Is forceful
- Is driven
- Tends to take risks
- Prefers a faster pace
- Is energetic

## How can you complement each other?



- You have the patience to finish projects that Viorel initiates.
- Neither of you expects a lot of recognition or praise from the other.
- Viorel likely conveys ideas with passion.
- Viorel will join you in considering different angles of important decisions.



# 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 very private. Viorel is somewhat expressive.	<ul style="list-style-type: none"> <li>• Make an effort to share personal stories when you feel comfortable.</li> </ul>	
You're very skeptical. Viorel is very skeptical.	<ul style="list-style-type: none"> <li>• Clarify Viorel's intentions before jumping to conclusions.</li> </ul>	
<b>From Conflict</b>		
You're a very calm debater. Viorel is a very spirited debater.	<ul style="list-style-type: none"> <li>• Make it clear when you are feeling pressured by Viorel's tone.</li> </ul>	
You're somewhat steadfast. Viorel is very 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 somewhat likely to seek closure. Viorel is very likely to remain open.	<ul style="list-style-type: none"> <li>• Set a reasonable timeline for making decisions together.</li> </ul>	
You're somewhat strong-willed. Viorel is very 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>		
You're somewhat likely to address problems. Viorel is very likely to address problems.	<ul style="list-style-type: none"> <li>• Regularly and explicitly discuss expectations before problems arise.</li> </ul>	
You're somewhat likely to stick to logic. Viorel is very likely to stick to logic.	<ul style="list-style-type: none"> <li>• State your concerns objectively, but also give Viorel a turn.</li> </ul>	
<b>From Results</b>		
You're very patient. Viorel is very driven.	<ul style="list-style-type: none"> <li>• Point out situations where patience could pay off.</li> </ul>	
You're very unlikely to give recognition. Viorel is very unlikely to give recognition.	<ul style="list-style-type: none"> <li>• Build recognition into your plans.</li> </ul>	