THE FIVE BEHAVIORS OF A COHESIVE TEAM™

Patrick Lencioni

BASED ON THE NEW YORK TIMES BEST-SELLING BOOK
The Five Dysfunctions of a Team

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(6 people)
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The Five Behaviors of a Cohesive Team

Are you part of a truly cohesive team?

As much effort as it takes to build a cohesive team, the process does not have to be complicated. In fact, keeping it simple is critical. Based on the best-selling book, The Five Dysfunctions of a Team by Patrick Lencioni, this report is designed to provide a clear, concise, and practical guide to improve your team.

Quite simply, a cohesive team needs to master five behaviors: building trust, mastering conflict, achieving commitment, embracing accountability, and focusing on results. Before you begin, bear in mind that **each behavior builds on the previous one, so the behaviors should not be addressed in isolation of one another.**

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, healthy conflict, commitment, and accountability is one thing: the achievement of results.

What is All Types™?

Team members need to have a meaningful understanding of themselves and their peers, which is why this report gives insight into each team member's personality type using All Types™. So, what is it?

- The All Types assessment uses categories originated by Swiss Psychiatrist Carl Jung in the 1920s.
- His typological theory was further popularized in the 1940s by Isabel Briggs Myers and Katherine Briggs, in the 1950s by David Keirsey, and, more recently, by Linda Berens and others.
- Today, the All Types assessment combines Jung's insights with contemporary psychological measurement and theory.
- It has been woven into this experience to help organizations already using Jung's constructs benefit from Patrick Lencioni's model and enhance the team's ability to collaborate.

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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 interrelated model, and neglecting even one of the behaviors can be potentially harmful to the success of a team. Below are your team's results for each behavior, based on the team's responses to the assessment questions.

Summary of Your Team Survey Results

Your assessment scores indicate that all five behaviors are potentially areas for improvement for your team.

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Building Trust

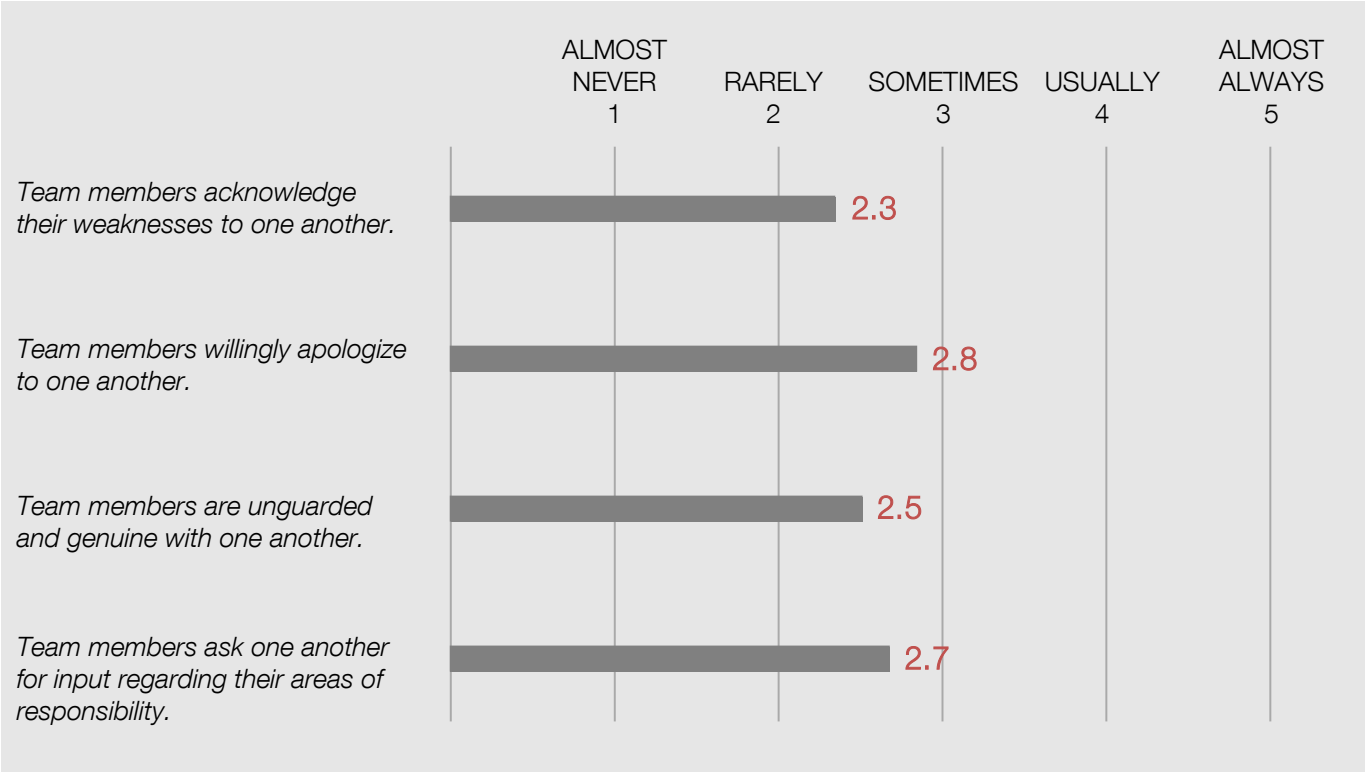
The first and foundational behavior of a cohesive team is trust. Unfortunately, the word trust is used—and misused—so often it may not impart the same meaning to everyone. The definition here isn't centered around the ability to predict a person's behavior based on past experience (a standard description). 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 questions reflect the team's **average score** on the five-point scale. The tables on pages 6-7 identify the distribution of responses within the team.



Your Team's Survey Results for Trust: 2.58 = LOW

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Your Team and Trust

Team members acknowledge their weaknesses to one another.

Almost Never	Rarely	Sometimes	Usually	Almost Always
1	2	3	0	0

Members of great teams don't waste time and energy putting on airs or pretending to be someone they're not. Everyone on the team knows that no one is going to hide his or her weaknesses, which helps build a deep and uncommon sense of trust.

However, Kathryn, your team members don't seem to be willing to admit to their weaknesses, at least not to each other. Rather, the members of this team probably hide their personal limitations for fear of what others might think. The only way for your team to begin to build real trust is for team members to come clean about who they are, warts and all.

Team members willingly apologize to one another.

Almost Never	Rarely	Sometimes	Usually	Almost Always
1	1	2	2	0

When great teams have vulnerability-based trust, they are completely comfortable being transparent and saying things like "I screwed up" or "your idea was better than mine." The level of trust on a team will improve greatly if members are able to set egos aside in order to move forward.

Although there was some disagreement, most of your team seems to see its members as uncomfortable apologizing to one another for mistakes. People may feel compelled to hide slip-ups and avoid "outing" themselves with direct apologies. Remember that a willingness to say "I'm sorry" is an important contributing factor to establishing trust on your team.

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Your Team and Trust

Team members are unguarded and genuine with one another.

Almost Never	Rarely	Sometimes	Usually	Almost Always
0	3	3	0	0

At the heart of vulnerability lies the willingness of people to abandon their pride and their fear and simply be themselves. While this can be a little threatening and uncomfortable at first, ultimately it becomes liberating for people who are tired of overthinking their actions and managing interpersonal politics at work.

However, this type of vulnerability is tough for a lot of teams. As it stands right now, Kathryn, the people on your team may have trouble letting down their guards and showing their true colors. This lack of transparency may hinder the team's ability to have a free exchange of ideas, which, in turn, may challenge the team's ability to build trust.

Team members ask one another for input regarding their areas of responsibility.

Almost Never	Rarely	Sometimes	Usually	Almost Always
1	1	3	1	0

When people trust that their teammates have their best interests in mind, they feel comfortable asking one another for input and opinions. They aren't worried about being exposed or shot down.

In the current environment, however, members of your team may be reluctant to ask for feedback. Team members may think that doing so will make them seem incapable of handling their own work, or maybe they're simply overconfident in their own ideas. Perhaps there is underlying tension that keeps people from sharing. Remember that seeking more input may lead to better ideas and solutions, which, in turn, will drive team success.

How Do We Build Vulnerability-Based Trust? ▶▶▶

Using a behavioral tool like the one on the next page can give team members deeper insights into themselves and their peers. It can help people understand one another and get comfortable being transparent about personal limitations.

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Building Vulnerability-Based Trust

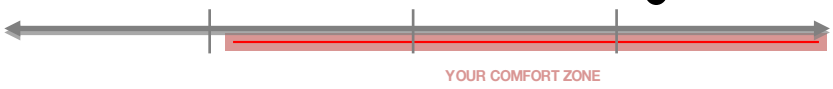
Sometimes it's during the process of coming clean about weaknesses that the biggest breakthroughs happen among team members. Giving people as much information as possible about who a person is and why this person might act the way he or she does will greatly reduce the likelihood of unfair judgments. Understanding your personality type code can help you gain insight and empathy, qualities that allow a team to build trust. **You can see descriptions of all 16 types on page 37,** the appendix.

Personality Dimensions

There are four dimensions that impact your personality type, and you will see them below along with your inclination. Your dot represents where you tend to be *most* comfortable on each continuum, but depending on the situation, your level of comfort may change. Knowing this, we can predict your probable comfort zone, as indicated below.

EXTRAVERSION (E)

Energized by having interaction with other people

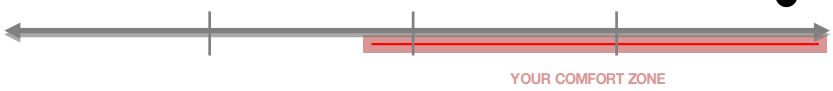


INTROVERSION (I)

Energized by time alone to reflect

SENSING (S)

Tends to be practical and think concretely

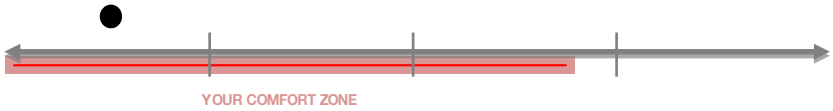


INTUITION (N)

Reads between the lines and thinks abstractly

THINKING (T)

Focuses on logic and objective reasoning

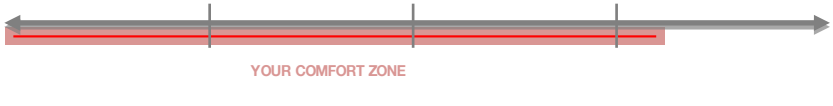


FEELING (F)

Focuses on personal values and empathy

JUDGING (J)

Wants things to be planned and settled



PERCEIVING (P)

Wants to keep things open and flexible

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Your Type and Story

Your personality type: INTJ

Kathryn, if you are like most people with INTJ preferences, you are a naturally conceptual thinker. You thrive when implementing strategies and solving complex problems, and you tend to be especially skilled at anticipating the ripple effects of a plan. Most likely, you can both build theoretical models and translate theory into practice, and you tend to be good at putting together the big picture using the applicable parts. Though you enjoy developing systems, you'd rather leave the execution and routine to others.

You have an uncanny ability to envision solutions and anticipate outcomes, which can sometimes come to you in moments of deep reflection. You appreciate when others allow this process to take place rather than pushing you to make quick decisions. This is not to say that you don't have a sense of urgency or lose sight of the goal. In fact, you can be very task-oriented, sometimes even to the point of obsession.

Most likely, you prefer to make decisions carefully, focusing on the goals and the vision of where the team is going. You are probably keenly aware of the inner workings of the whole organization and its various subsystems. Above all, you trust your ability to rely on logic in any decision-making situation.

INTJ

STRATEGIST

Introverted • Intuitive • Thinking • Judging

STRENGTHS:
pragmatic, conceptual, autonomous, tenacious, analytical

STRESSORS:
routine, redundancy, being sidetracked by others' needs and opinions, being told what to do or how to do things

YOU VALUE:
logic, ideas, ingenuity

Like other INTJ's, your natural skepticism is evident in your tendency to ask why and question the status quo. You don't favor following routines, standard operating procedures, or going by the book. In fact, you are constantly evaluating and reevaluating to determine if something can be done better.

Most of your analysis happens internally, and you don't tend to over-communicate. At times, this may cause you to come across to others as mysterious or secretive. In your mind, you're being efficient in your communication style, which you value in others as well. In fact, when people tend to speak at length or become wordy, you may tune them out.

You are comfortable giving people directions about tasks and providing structure in a work context, but you may be less comfortable taking the initiative in striking up friendships. This means that you may be slow to develop relationships, and you may have fewer, deeper bonds rather than many casual acquaintances.

To others, you may seem cool and aloof at times, and you may not always take care of your or others' emotions. In a work context, you might not really like it when others rely on emotions to help make decisions. You prefer for discussions to be resolved logically and objectively.

Kathryn, like others with INTJ preferences, your most valuable contributions to the workplace may include your ability to anticipate and predict outcomes, your knack for seeing the forest *and* the trees, and your ability to develop complex systems and designs. In fact, these are probably some of the qualities that others admire most about you.

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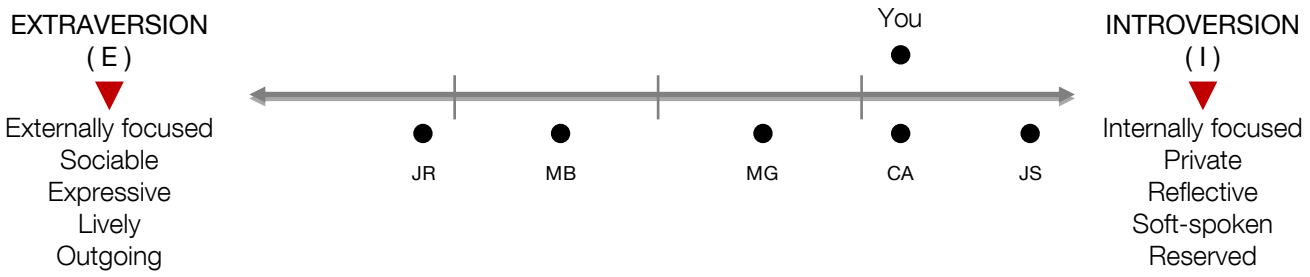
Your Team and the Dimensions

Below you will find more information on the Extraversion-Introversion and Sensing-Intuition continuum. For both, you can see where you and each of your team members fall (out of 6).

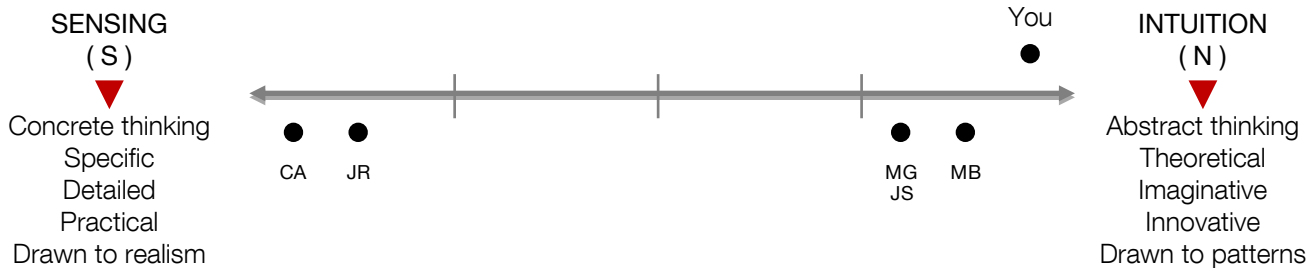
Extraversion—Introversion

The mode of our personal energy and the attitude we have toward others is expressed in the Extraversion and Introversion processes. Extraverts tend to be more gregarious and initiate in relationships more comfortably than those who prefer Introversion. Introverts tend to wait for someone to make the first move and then to respond to that move.



Sensing—Intuiting

A Sensing preference leads individuals to pay attention to the tangible realities of the past or present. An Intuiting preference inclines someone to pay attention to a vision of the future. Someone with a Sensing preference is likely to want to know if there is a real payoff soon, while for someone with an Intuiting preference, a promise in the future can go a long way.



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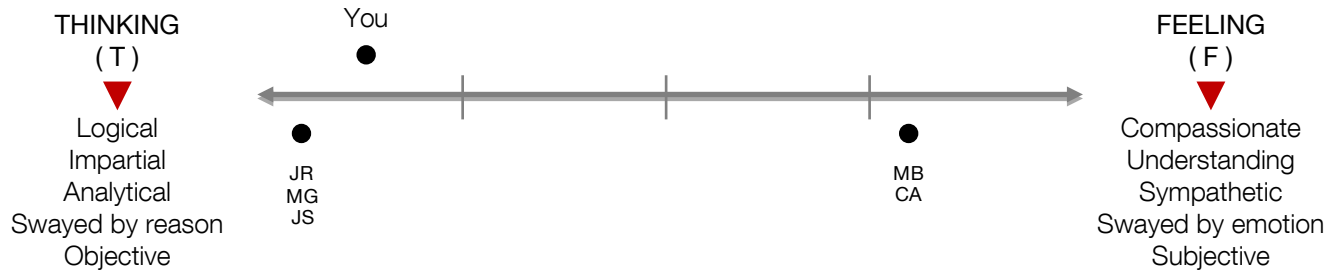
Your Team and the Dimensions

Below you will find information on the Thinking-Feeling and Judging-Perceiving continuum. For both, you can see where you and each of your team members fall (out of 6).

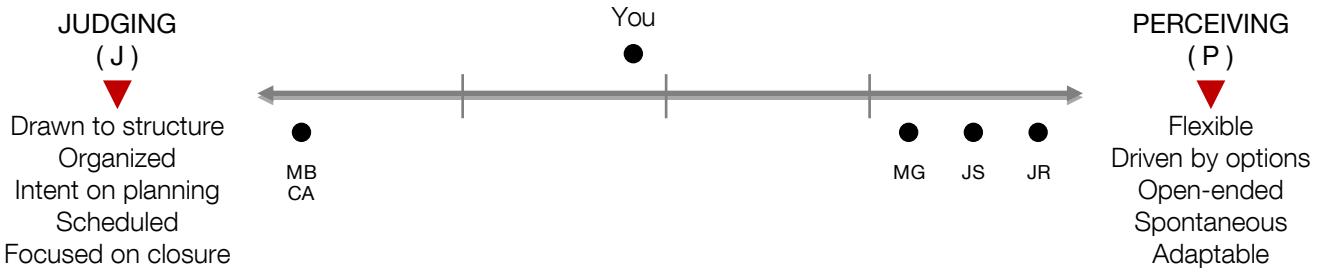
Thinking—Feeling

The processes of Thinking and Feeling are more easily controlled and directed at will. Thinking revolves around the objective and impersonal, while Feeling focuses on values and people. Both of these ways of selecting what to do or not to do are necessary and useful—it is a matter of preference and what people are more comfortable with.



Judging—Perceiving

Those who prefer Judging tend to be more structured and usually have a need to finish whatever they're working on. They are apt to report a sense of urgency until they make a pending decision and then be at rest after it is made. Those with a Perceiving preference are usually delighted to switch mid-stream and do something else. They are apt to consider new possibilities and, after a decision is made, keep options open.



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Building Trust

What is needed to achieve trust?

As part of the assessment, you and your team members also had an opportunity to identify specific areas for the team to focus on in the interest of building trust. The number of people (out of 6) who selected each response appears in the corresponding box below. Note: You had the option to select all that apply.

There would be more trust on our team if people:

5	Reduced the amount of gossiping	2	Got to know each other on a personal level
4	Admitted their mistakes	1	Readily apologized
3	Let go of grudges	1	Spent more time together
3	Understood each other's working styles	0	Shared professional failures and successes
3	Were more forthright with information	0	Would give credit where credit is due

Points of Discussion

1. A number of group members felt that there might be more trust on the team if the amount of gossiping was reduced. How has this hurt trust in the past? Are people ready to let go of that past? What is it going to take to reduce gossiping?

2. Trust might also improve if people more readily admitted their mistakes. Why would not admitting mistakes be an obstacle to trust? How valuable would it be to the group's effectiveness?

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Taking Action to Build Trust

How does a team go about developing vulnerability-based trust? Unfortunately, it cannot be built overnight. It requires shared experiences over time, multiple instances of follow-through and credibility, and an in-depth understanding of the unique attributes of team members. However, taking a focused approach, a team can dramatically accelerate the process and build trust in relatively short order. Consider the importance of building trust, outlined below, as you create an action plan.

Without Trust, Team Members…

- Conceal their weaknesses and mistakes from one another
- Hesitate to ask for help or provide constructive feedback
- Hesitate to offer help outside their own areas of responsibility
- Jump to conclusions about the intentions and aptitudes of others
- Hold grudges

If a Team Is Trusting, Team Members…

- Admit their weaknesses and mistakes
- Ask for help
- Accept questions and input about their areas of responsibility
- Give one another the benefit of the doubt before arriving at a negative conclusion
- Offer and accept apologies without hesitation

Action Plan

Use the following questions to help build an action plan for your team.

1. Based on your team survey (on page 5), trust may be a stumbling block for this team. Why do you think this is so? What three things could the team do to improve the level of trust?

2. According to the team survey (on page 5), your team rated itself lowest on acknowledging weaknesses. What are some of the obstacles that keep people from doing this more openly? What steps can the team take to overcome these obstacles?

The Connection to Conflict ▶▶▶

When team members build a foundation of vulnerability-based trust, conflict simply becomes an attempt to find the best possible answer.

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Mastering Conflict

All great relationships, the ones that last over time, require productive conflict in order to grow. It's important to distinguish productive, ideological conflict from destructive fighting and interpersonal politics.

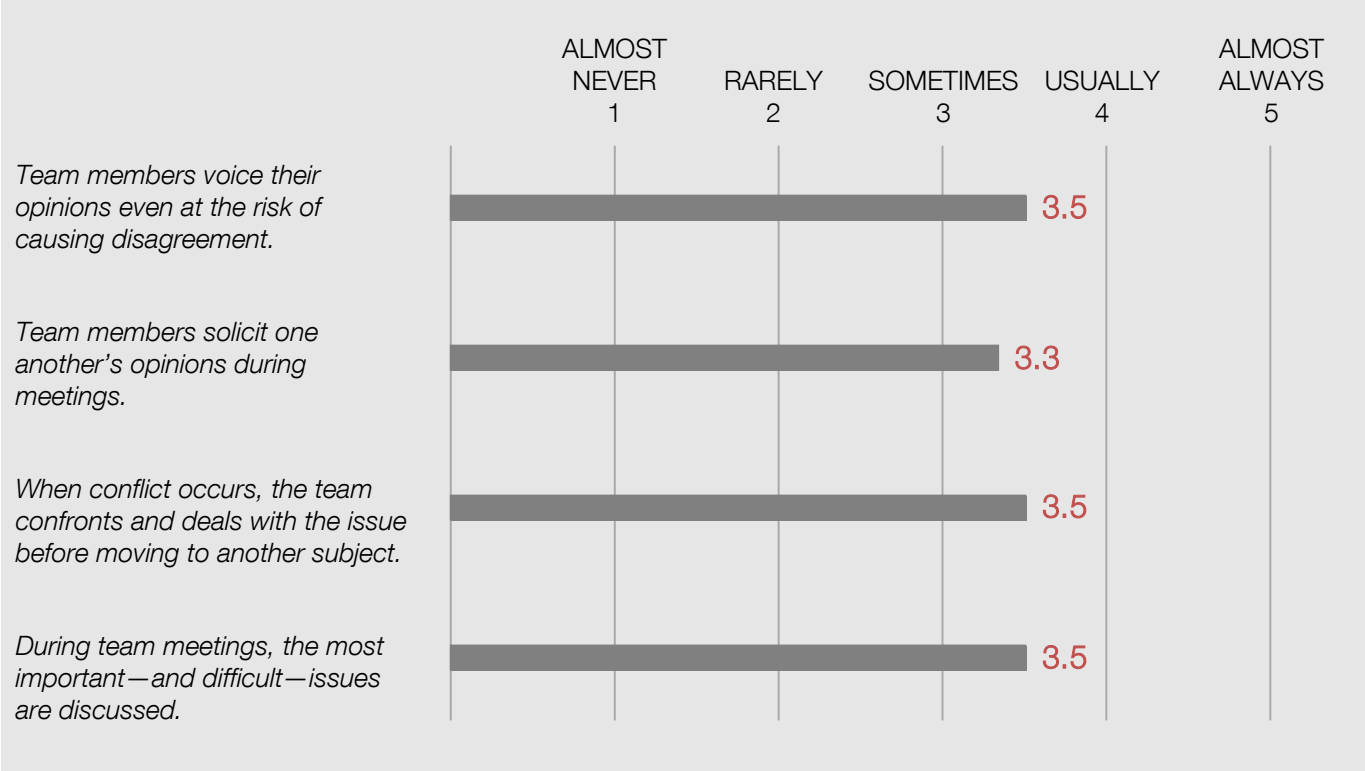
Productive conflict

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

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. Teams that engage in productive conflict know that the only purpose is to produce the best possible solution in the shortest period of time.

Team Survey Results

The following table reflects the team's responses to the conflict-related questions from the team survey. The bars to the right of the questions reflect the team's **average score** on the five-point scale. The tables on page 15 identify the distribution of responses within the team.



Your Team's Survey Results for Conflict: 3.46 = MEDIUM

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Conflict on Your Team

Team members voice their opinions even at the risk of causing disagreement.

Almost Never	Rarely	Sometimes	Usually	Almost Always
0	1	2	2	1

Your team seems to agree that members often voice opinions and debate important ideas. Occasionally, team members may withhold their opinions, perhaps to avoid conflict or to maintain diplomacy. A willingness to engage in productive conflict, however, makes it possible to resolve issues more quickly, which leads to higher-quality solutions without damaging team relationships.

Team members solicit one another's opinions during meetings.

Almost Never	Rarely	Sometimes	Usually	Almost Always
0	1	3	1	1

It seems that your team members solicit one another's opinions only some of the time. It may be that people are fearful of having their ideas shot down or are resistant to input. However, drawing out everyone's point of view is important and can help the team gain valuable insight. Furthermore, it will lay the foundation for making commitments.

When conflict occurs, the team confronts and deals with the issue before moving to another subject.

Almost Never	Rarely	Sometimes	Usually	Almost Always
0	2	1	1	2

There isn't a consensus as to whether your team directly confronts conflict. It may be that some disagreements are handled differently than others, or perhaps some team members see smoothing over an issue as a way to deal with it. Nonetheless, by avoiding conflict, your team may waste more time by having to revisit unresolved issues.

During team meetings, the most important—and difficult—issues are discussed.

Almost Never	Rarely	Sometimes	Usually	Almost Always
0	1	3	0	2

It's often the most important issues that can be the touchiest and hardest to discuss. Generally, your team seems willing to take the risk of broaching these topics during meetings, although people may occasionally hold back to avoid hurting others' feelings or starting a battle. An open discussion, however, will help get to the heart of problems so you can resolve them and move forward.

The Impact of Your INTJ Type

It's important to understand that different people participate in conflict in different ways. We all have our own preferences and tendencies. And that's okay, because there is more than one way to engage in productive conflict. Kathryn, because you have an INTJ type, you may keep many of your thoughts to yourself. That being said, you do enjoy a penetrating and lively debate and can be quite outspoken. You prefer to resolve conflict logically and reasonably, without becoming emotional, but that may make you appear cool and aloof at times.

- Expression of feelings may be a necessary part of some of your teammates' process, but it may make you uncomfortable.
- You may need to remind yourself to be cognizant of others' feelings.
- You tend to enjoy evaluation and reevaluation, so you may get caught up in a cycle that frustrates your more action-oriented teammates.

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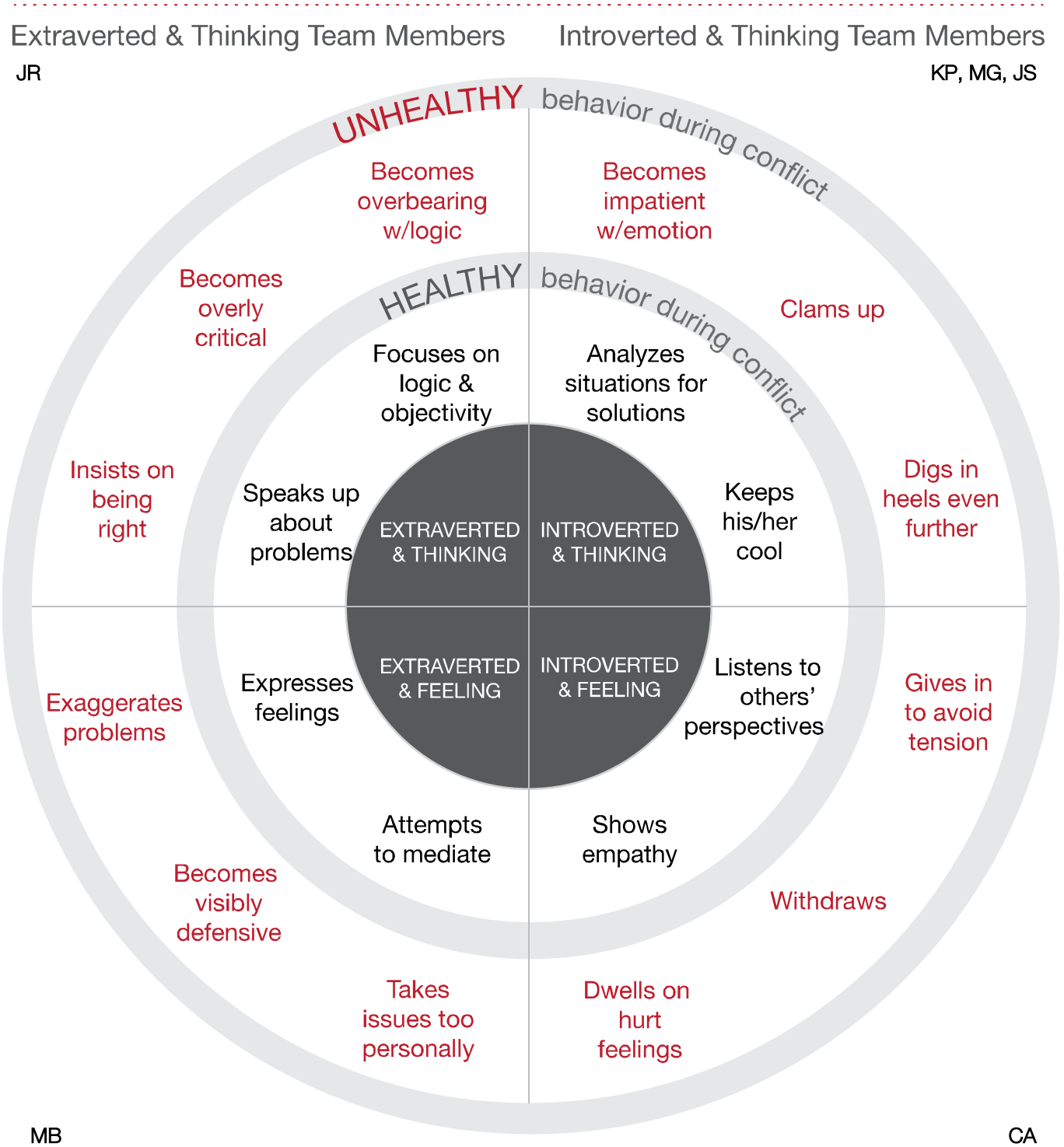
Conflict Team Map

Below are descriptions of healthy and unhealthy responses to conflict as they relate to the Introversion-Extraversion and Thinking-Feeling dimensions. While anyone can engage in these behaviors, you may be more likely to demonstrate the behaviors that are within your region. Your team members' initials appear in their style regions below. **Your region is Introverted & Thinking**



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Mastering Conflict

What is acceptable behavior during conflict?

In some cultures, there is very little direct disagreement and debate during meetings, while in others people tend to "get in one another's faces." In some families, parents and siblings rarely engage in raw, emotional dialogue, while in others people argue passionately and then make up with equal passion. Which is better on a team? The only thing that really matters is—are people holding back their opinions? Members of great teams do not.

As part of the assessment, you and your team members were asked whether you think certain behaviors or actions are acceptable while engaging in conflict at work and how many of you display them (last column). Here are the results of the team survey (6 people):

Response to Conflict	Unacceptable	Tolerable	Perfectly Acceptable	*Number of team members who admit they do this at work*
Raising your voice when you get passionate	1	2	3	3
Going beyond the meeting end time to resolve an issue	0	3	3	6
Using strong language when you're upset	2	4	0	0
Avoiding someone when you're angry	3	3	0	4
Excluding other team members from difficult conversations	1	1	4	3
Being outwardly emotional	2	1	3	4
Expressing anger through indirect actions rather than voicing it directly	5	1	0	2

Points of Discussion

1. Why does "using strong language when you're upset" bother some people more than others? What guidelines could the team enact to ensure a balance between these different perspectives?

2. The team also disagreed about "avoiding someone when you're angry." Why do people see this issue differently? What ground rules can the team agree upon?

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Taking Action to Master Conflict

How does a team go about developing the ability and willingness to engage in healthy conflict? The first step is acknowledging that conflict can be productive, and that many teams have a tendency to avoid it. As long as some team members believe that conflict is undesirable and unnecessary, there is little chance that it will occur. Consider the importance of engaging in conflict, outlined below, as you create an action plan.

A Team That Fears Conflict…

- Has boring meetings
- Creates environments where personal attacks thrive
- Ignores controversial topics that are critical to team success
- Fails to tap into all the opinions and perspectives of team members
- Wastes time and energy with posturing and interpersonal risk management

A Team That Engages in Conflict…

- Has lively, interesting meetings
- Extracts and exploits the ideas of all team members
- Solves real problems quickly
- Minimizes politics
- Puts critical topics on the table for discussion

Action Plan

Use the following questions to help build an action plan for your team.

1. Based on the team survey (page 14), your team does a reasonable job at handling conflict, but there's still room for improvement. What specific fears or behaviors are most likely preventing productive conflict?

2. What concrete benefits would the team see if it had healthy conflict more often?

The Connection to Commitment ▶▶▶

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

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Achieving Commitment

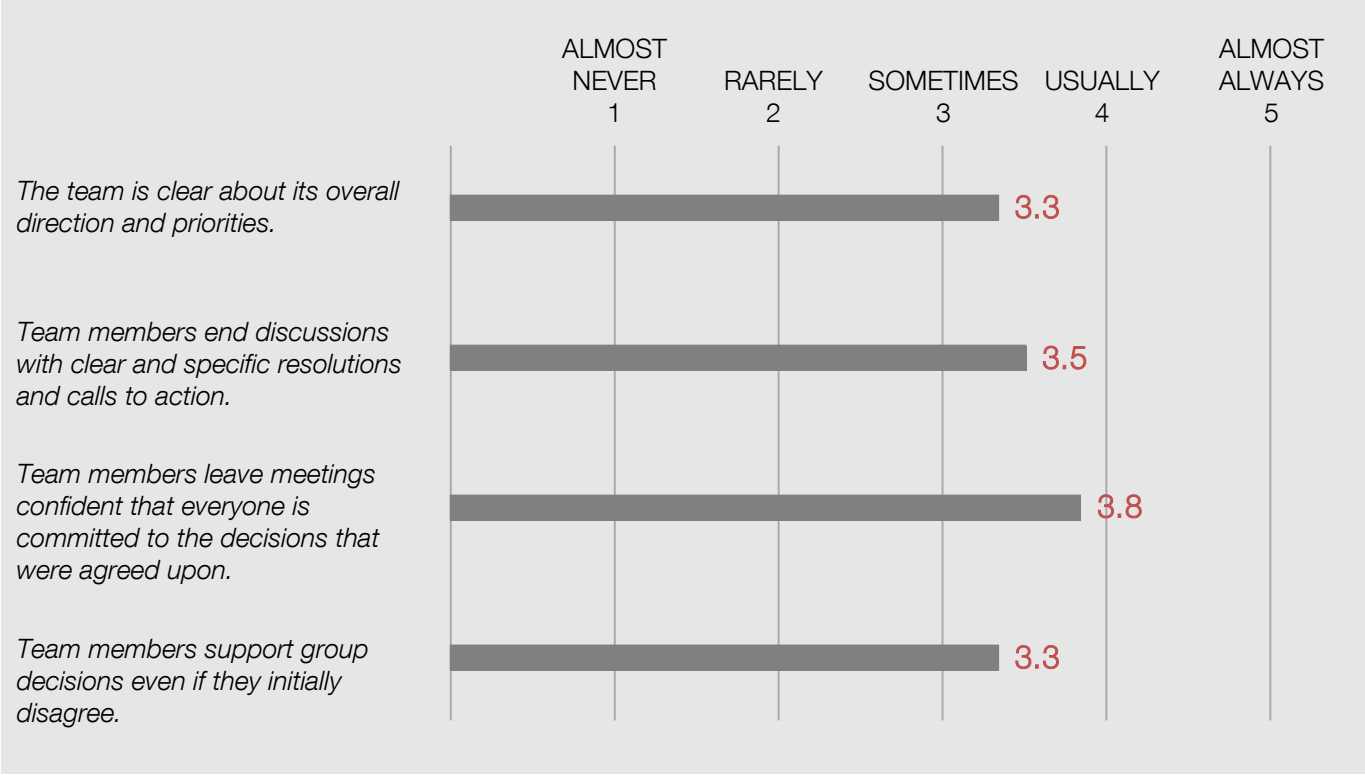
What do we mean by commitment? In the context of a cohesive team, **commitment** is

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

The bottom line is, if people don't commit, they're just half-heartedly going along with decisions. 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.

Team Survey Results

The following table reflects the team's responses to the commitment-related questions from the team survey. The bars to the right of the questions reflect the team's **average score** on the five-point scale. The tables on pages 20 and 21 identify the distribution of responses within the team.



Your Team's Survey Results for Commitment: 3.50 = MEDIUM

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Commitment with Clarity

The team is clear about its overall direction and priorities.

Almost Never	Rarely	Sometimes	Usually	Almost Always
0	1	2	3	0

Team members will be unlikely to commit to decisions that seem vague or incomplete. After all, how can you really commit if you're not sure what you're *committing to*? Your team members seem to think that the team occasionally lacks clarity in its direction and priorities. There may not be a rallying cry that people can cling to, or it may be that some people put individual goals ahead of team goals. As a consequence, the team may sometimes suffer from a sense of confusion and misalignment.

Team members end meetings with clear and specific resolutions and calls to action.

Almost Never	Rarely	Sometimes	Usually	Almost Always
0	0	3	3	0

At the end of every meeting, cohesive teams take a few minutes to ensure that everyone sitting at the table is walking away with the same understanding about what has been agreed to. It appears that team members leave meetings with a clear understanding of the next steps most of the time. This means that there are also times when team members may be confused. Making the effort to review commitments will likely lead to smoother and more successful implementations of team decisions.

The Impact of Your INTJ Type

Kathryn, because you have an INTJ type, you seek insight, understanding, and comprehension, which leaves little room for a lack of clarity. You prefer to plan carefully, consider all the contingencies, and prepare backup plans. Without clarity, you may find it impossible to do that. In fact, you may expect a greater level of clarity than others because to you, no detail is insignificant. Consider how you might be affected by the level of clarity in a situation:

- You prefer communication that is precise and to the point, and you are likely to notice inconsistencies, contradictions, and shifts in position that lead to ambiguity.
- Though you may believe brief communication is more efficient, you may leave people in the dark from time to time.
- You may, at times, assume that you are understood and become frustrated when people ask you to repeat yourself.

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Commitment with Buy-In

Team members leave meetings confident that everyone is committed to the decisions that were agreed upon.

Almost Never	Rarely	Sometimes	Usually	Almost Always
0	1	1	2	2

Great teams move forward with complete buy-in from every member of the team. Members leave meetings confident that no one is quietly harboring doubts about whether to support the agreed-to actions. According to the assessment results, your team frequently achieves this alignment. Most likely, your team has a habit of openly airing doubts or concerns so that people feel a stronger commitment to final decisions. This may allow decisions and plans to take hold more quickly.

Team members support group decisions even if they initially disagree.

Almost Never	Rarely	Sometimes	Usually	Almost Always
0	1	2	3	0

Commitment does not mean consensus. It's important to understand the danger of seeking consensus and find ways to achieve buy-in even when complete agreement is impossible. Reasonable human beings do not need to get their way in order to support a decision, but only need to know that their opinions have been heard and considered. Your assessment results indicate that your team is not always able to gain this sort of support for team decisions. Team members may feel that people are holding back their opinions or are not truly committed, even if they say they are. Remember--ensuring that everyone has an opportunity to be heard is key to obtaining commitment.

The Impact of Your INTJ Type

Kathryn, your INTJ type leads you to buy in to what seems logical and reasonable. Though you're open to new ideas, you expect them to be backed up by a strong rationale. Because you're inclined to think of contingencies and possible outcomes of a decision, you're likely to get down in the weeds and start splitting hairs. Others may become impatient with this process, however. Consider the conditions you might need to buy in to decisions:

- Consider that, while you prefer logic and reasoning, others may be more driven by their intuition and values when buying in to a decision.
- You may feel that you need to plan carefully before proceeding, but some of your teammates may prefer to jump in with very little advanced planning.
- Your natural skepticism and need to understand the "why" of decisions may be perceived as a personal affront to those in authority.

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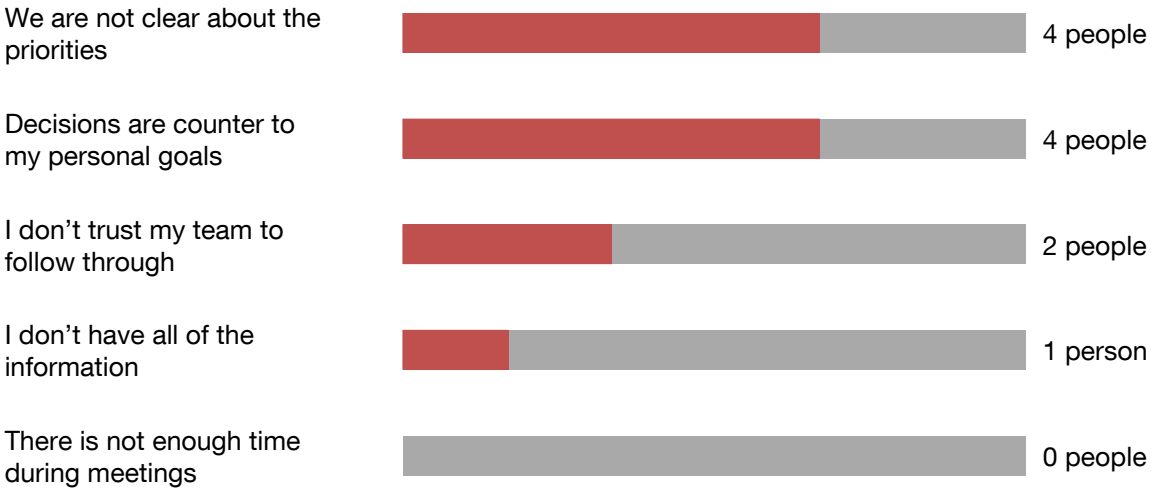
Achieving Commitment

Why don't our team members commit?

As part of the assessment, you and your team members also had an opportunity to identify reasons that could be contributing to a lack of commitment. The number of people (out of 6) who selected each explanation appears next to the corresponding bar below. Note: You had the option to select all that apply.

I sometimes don't buy in to the team's decisions because:



Points of Discussion

1. Based on your team's responses above, some members of the team seem to believe the team is not clear about its priorities. How can the team do a better job at clarifying its priorities?

2. Commitment may also suffer because team decisions sometimes conflict with personal goals. How often do people speak up when they encounter this issue? How can the team do a better job at discussing this conflict of interest when it comes up?

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Taking Action to Achieve Commitment

One of the greatest consequences for a team that does not commit to decisions is unresolvable discord. When a team fails to achieve buy-in from all team members, even if the disparities that exist seem relatively small, there will be a clash of priorities. And small gaps can become major disagreements. Consider the importance of commitment, outlined below, as you create an action plan.

A Team That Fails to Commit…

- Creates ambiguity among the team members about direction and priorities
- Misses opportunities due to excessive analysis and unnecessary delay
- Breeds lack of confidence and fear of failure
- Revisits discussions and decisions again and again
- Encourages second-guessing among team members

A Team That Commits…

- Creates clarity around direction and priorities
- Aligns the entire team around common objectives
- Develops an ability to learn from mistakes
- Moves forward without hesitation
- Changes direction without hesitation or guilt

Action Plan

Use the following questions to help build an action plan for your team.

1. Based on the team survey (page 19), the overall level of buy-in on the team is fairly good but could stand to be improved. What three changes could increase the commitment on the team to an even higher level?

2. The team survey also suggests that your group has a moderate level of clarity around its decisions. Describe the areas that are currently unclear. List specific ways that clarity can be achieved.

The Connection to Accountability ▶▶▶

If everyone is clearly committed to the team's priorities, they will be more willing to hold one another accountable.

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Embracing Accountability

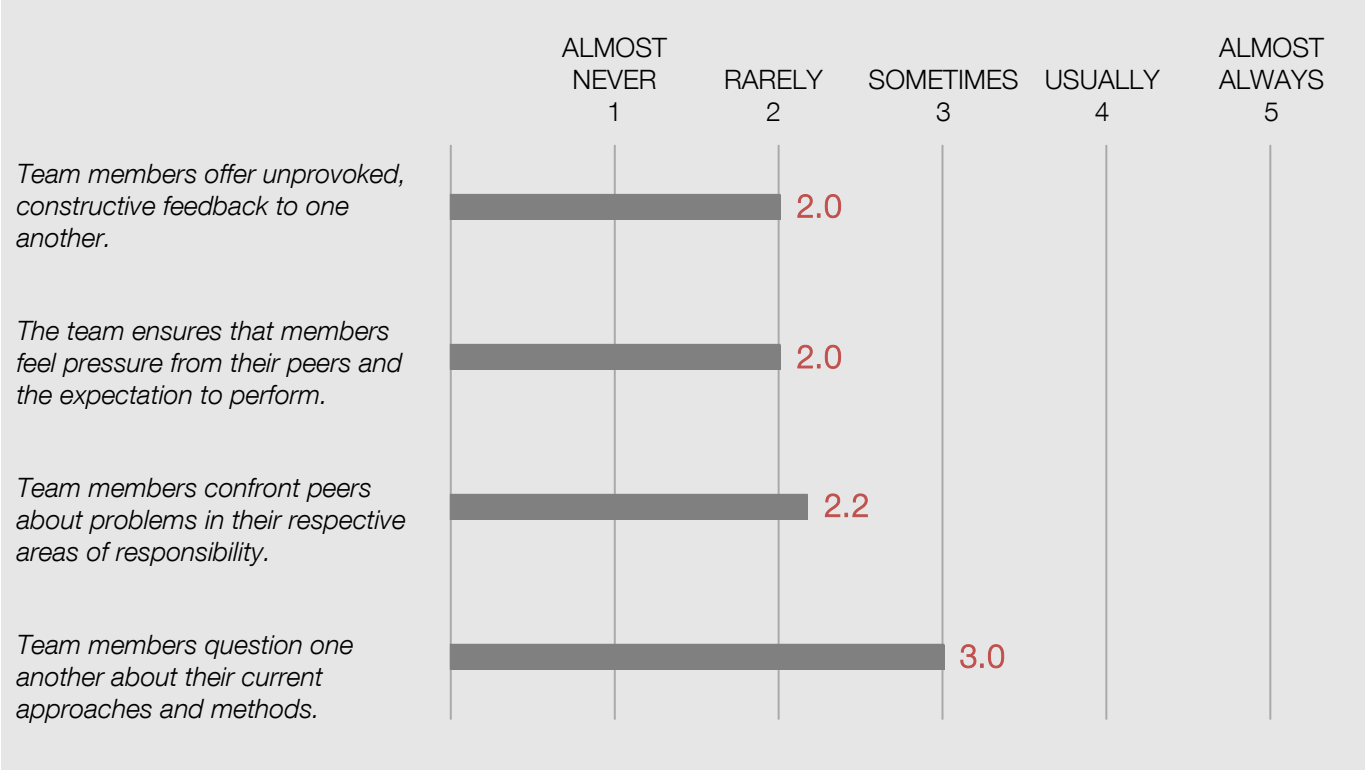
Accountability has become a buzzword—so overused and with so many different interpretations that it has lost much of its meaning. In the context of teamwork, however, **accountability** is

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

The usual source of dysfunction in this area is the unwillingness of team members to tolerate the interpersonal discomfort that accompanies calling out a peer on his or her behavior. This includes the more general tendency to avoid difficult conversations. Functional teams overcome these natural inclinations, opting instead to "enter the danger" with one another.

Team Survey Results

The following table reflects the team's responses to the accountability-related questions from the team survey. The bars to the right of the questions reflect the team's **average score** on the five-point scale. The tables on pages 25-28 identify the distribution of responses within the team.



Your Team's Survey Results for Accountability: 2.29 = LOW

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Your Team and Accountability

Team members offer unprovoked, constructive feedback to one another.

Almost Never	Rarely	Sometimes	Usually	Almost Always
1	4	1	0	0

Great teams are able to call out members' poor performance or unproductive behaviors. However, your team may have trouble in this area. Even team members who are particularly close to one another may hesitate to call one another out precisely because they fear jeopardizing that relationship. Ironically, this only causes relationships to deteriorate. The willingness to hold one another accountable in a constructive way is key to developing cohesiveness and can help a team avoid far more costly and difficult situations later.

What does it look like when team members . . .

DON'T call out poor performance:

- Team members lack confidence and are paranoid about what others may not be saying.
- People feel a sense of unfairness when others perform at a subpar level.
- Passive-aggressive approaches start to thrive.

DO call out poor performance:

- People know what others think so they don't have to waste time and energy wondering.
- Team members own their shortcomings and accept suggestions.
- There is an increased sense of being part of a team.

The Impact of Your INTJ Type

Kathryn, because you tend to be so self-critical, you probably know your "errors" and shortcomings. As a result, you are probably quite open to criticism as long as it is impersonal and to the point. You have a need for achievement and you're likely to be more receptive to any critique that recognizes that trait. You don't require much praise and may not recognize that others do. In fact, your cool and logical approach to feedback, which may be great for other INTJs, may feel too impersonal to others.

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Your Team and Accountability

The team ensures that members feel pressure from their peers and the expectation to perform.

Almost Never	Rarely	Sometimes	Usually	Almost Always
2	2	2	0	0

More than any policy or system, there is nothing like the fear of letting down respected teammates that motivates people to improve their performance. However, your team members don't seem comfortable applying appropriate pressure to each other. Perhaps people don't think it's right to push their peers, or maybe they're afraid that this sort of pressure will create unhealthy conflict. Nonetheless, peer pressure is a highly effective and efficient means of maintaining high standards on a team.

What does it look like when team members . . .

DON'T apply peer pressure:

- Outside management or motivation may be needed to reach set goals.
- People aren't concerned with how their behavior affects their team members.
- Resentment builds.

DO apply peer pressure:

- Team members feel trusted and respected by their peers.
- There is an extra prompt to get work done on time.
- People feel a responsibility to get things done right.

The Impact of Your INTJ Type

Kathryn, your INTJ type suggests that you probably feel as much or more pressure to perform from yourself as from your peers. You have high and rising standards and may push yourself and others too much. If you feel that people are not living up to your standards, you may become detached and aloof. From time to time, you may need to evaluate whether your expectations are realistic.

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Your Team and Accountability

Team members confront peers about problems in their respective areas of responsibility.

Almost Never	Rarely	Sometimes	Usually	Almost Always
2	2	1	1	0

On effective teams, members are able to confront one another when things aren't going well. Your team seems to agree that members are unwilling to challenge one another about what's being done, how time is spent, and whether enough progress is being made. It can be hard to hold people accountable when they are intimidating, defensive, or even overly accommodating. However, making the effort to confront issues head on will allow the team to more easily identify and resolve problems before they get out of hand.

What does it look like when team members . . .

DON'T challenge one another:

- There is limited understanding and interest in what other team members are doing.
- There are misconceptions among team members, causing an overall sense of disjointedness.
- People feel comfortable doing subpar work, knowing they won't be confronted.

DO challenge one another:

- People have a better understanding and appreciation for one another's roles.
- People continually check in with one another, ensuring they're on the same page.
- Better ideas emerge.

The Impact of Your INTJ Type

Like others with your INTJ type, Kathryn, you may get impatient with errors. Though you would likely prefer people to approach you in a calm and rational manner, others may prefer a personal touch. You might even consider starting with some words of praise before addressing the problem. That would go a long way with anyone, no matter the type. Because some people may see your reserve as making you unapproachable, you may need to actively seek feedback and let people know their input is welcome.

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Your Team and Accountability

Team members question one another about their current approaches and methods.

Almost Never	Rarely	Sometimes	Usually	Almost Always
0	2	2	2	0

When team members know that their colleagues are truly committed to a common goal, they can question one another without fearing defensiveness or backlash. After all, they're merely helping someone get back on track or seeking clarity about something that doesn't seem right. However, it doesn't appear that all the members of your team feel comfortable questioning one another about approaches and methods. It's possible that some team members fear confrontation, or perhaps expectations are not always clear, making it difficult to call someone out. Learning to hold each other accountable will benefit the team, allowing higher levels of respect and productivity.

What does it look like when team members . . .

DON'T question one another:

- Mistakes are made.
- Team members aren't clear about one another's roles and responsibilities, leading to misunderstandings.
- Team members fear stepping on one another's toes.

DO question one another:

- Team members understand how everything fits together.
- People are prepared to answer inquiries.
- Team members are able to adjust their behavior accordingly.

The Impact of Your INTJ Type

Kathryn, since you have an INTJ type, you have a healthy sense of skepticism, and you're likely to challenge your teammates' approaches if they don't seem logical, especially in the details. That being said, you're likely very pragmatic and won't want to suspend decision-making too long to hash out the details. If someone can prove a case through logic and reasoning, you'll get on board happily. When giving feedback, though, don't forget to add a personal touch with co-workers who are not as focused on cold hard facts as you are.

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Embracing Accountability

What are your team's accountability needs?

As part of the assessment, you and your team members also had an opportunity to identify aspects of your team's practices that could use improvement—or areas where it would be possible and desirable to hold one another more accountable. The number of people (out of 6) who selected each improvement appears in the corresponding box below. Note: You had the option to select all that apply.

Our ability to hold one another accountable could improve if we challenged one another to:

5	Call one another on unproductive behaviors	1	Follow through on personal commitments
4	Give one another feedback	0	Address missed deadlines immediately
3	Have clearer priorities and goals	0	Be more direct
2	Review progress against goals during team meetings	0	Publicly share goals
1	Have more efficient and productive meetings	0	Spend more time together

Points of Discussion

1. One of the most frequently selected areas in the table above is "call one another on unproductive behaviors." What current problems are related to this issue? How comfortable are people challenging each other to do this more often?

2. Another highly selected area is "give one another feedback." How would the team benefit if people challenged each other to do this more often? How realistic is that goal for this team?

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Taking Action to Hold One Another Accountable

It must be clear to all team members that accountability is a shared team responsibility. As uncomfortable and difficult as it can often be, accountability helps a team and an organization avoid far more costly and difficult situations later. Consider the importance of accountability, outlined below, as you create an action plan.

A Team That Avoids Accountability…

- Creates resentment among team members who have different standards of performance
- Encourages mediocrity
- Misses deadlines and key deliverables
- Places an undue burden on the team leader as the sole source of discipline

A Team That Embraces Accountability…

- Ensures that poor performers feel pressure to improve
- Identifies potential problems quickly by questioning one another's approaches without hesitation
- Establishes respect among team members who are held to the same high standards
- Avoids excessive bureaucracy around performance management and corrective action

Action Plan

Use the following questions to help build an action plan for your team.

1. Based on the team survey (page 24), it appears that accountability is difficult for this team right now. List three obstacles that prevent team members from confronting one another and applying peer pressure. List some specific benefits of engaging in these behaviors.

2. On the team survey (page 24), one of the areas where the group rated itself lowest is giving unprovoked, constructive feedback to one another. List some reasons why giving feedback may be so difficult on your team. What expectations or processes could your team put in place to make feedback feel less threatening or intimidating?

The Connection to Results ▶▶▶

Holding teammates accountable for their contributions and behaviors will keep the team focused on collective results, rather than allowing attention to shift to other areas.

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Focusing on Results

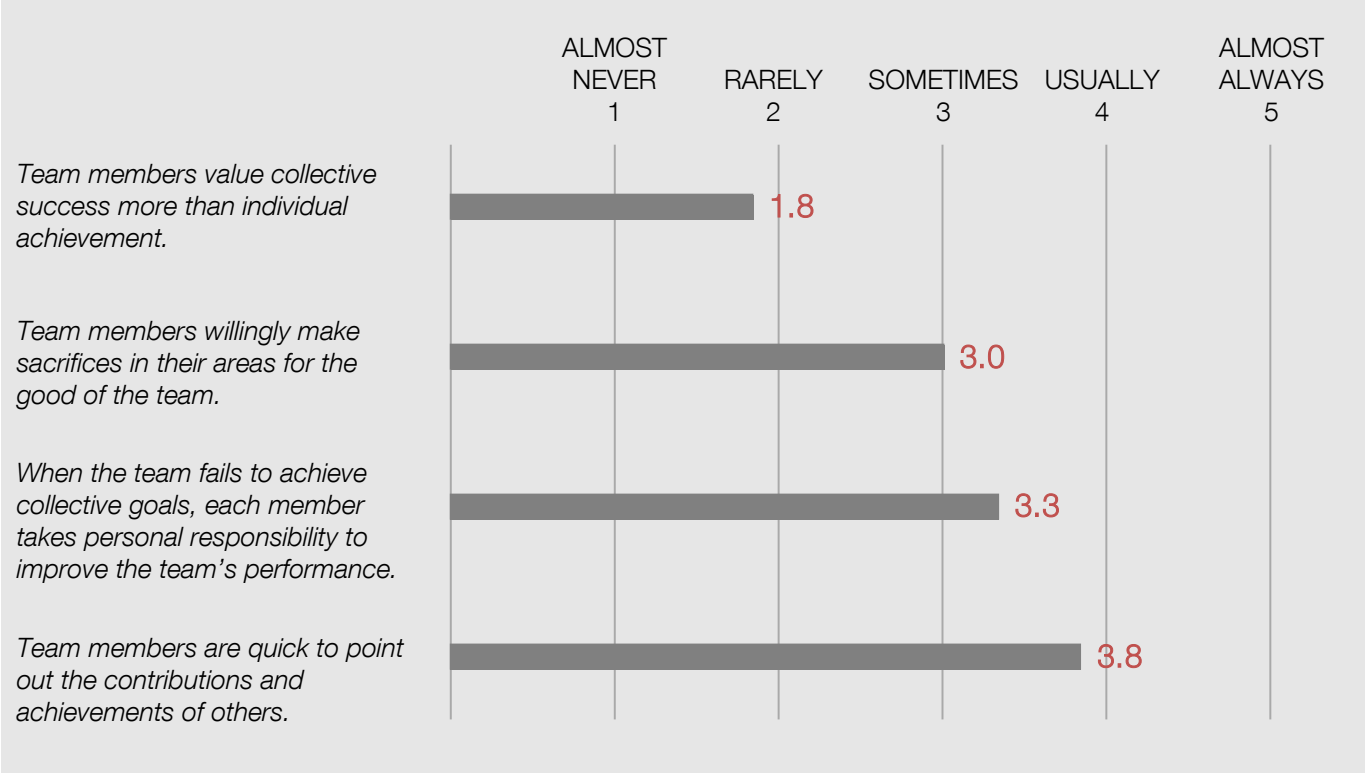
The ultimate goal of encouraging trust, productive conflict, commitment, and accountability is to achieve results. And yet, as it turns out, one of the greatest challenges to team success is the inattention to results. In the context of a cohesive team, **results**

- refer to the collective goals of the team
- are not limited to financial measures, but are more broadly related to expectations and outcome-based performance

But what would a team be focused on other than results? Team status and individual status are the prime candidates. A focus on team status occurs when merely being part of a group is satisfying enough, regardless of results. Individual status refers to the familiar tendency of people to focus on enhancing their own positions or career prospects at the expense of their team.

Team Survey Results

The following table reflects the team's responses to the results-related questions from the team survey. The bars to the right of the questions reflect the team's **average score** on the five-point scale. The tables on page 32 identify the distribution of responses within the team.



Your Team's Survey Results for Results: 3.00 = LOW

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Your Team and Results

Team members value collective success more than individual achievement.

Almost Never	Rarely	Sometimes	Usually	Almost Always
3	1	2	0	0

The members of your team seem to value personal achievement over group success. Though all human beings have an innate tendency toward self-preservation, a functional team must make the collective results of the group more important to each person than his or her own personal goals.

Team members willingly make sacrifices in their areas for the good of the team.

Almost Never	Rarely	Sometimes	Usually	Almost Always
0	1	4	1	0

Sometimes this means making sacrifices to help others who might be struggling. Yet, the members of your team may be so focused on their own responsibilities that they don't make themselves available to assist their teammates.

When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.

Almost Never	Rarely	Sometimes	Usually	Almost Always
0	1	2	3	0

It appears that members of your team may not always take ownership of the team's overall performance. When something goes wrong, they may be tempted to assign blame or to feel that they are not personally responsible.

Team members are quick to point out the contributions and achievements of others.

Almost Never	Rarely	Sometimes	Usually	Almost Always
0	1	1	2	2

Finally, a sense of camaraderie and team spirit can go a long way when it comes to results. Your team members regularly acknowledge and congratulate one another for a job well done, providing a healthy reminder that you're all working toward the same collective goal.

The Impact of Your INTJ Type

With your INTJ type, Kathryn, you are likely very achievement oriented. Though you prefer to work independently, you will gladly be a team player if you view that as most efficient. Because you mostly process internally, and you tend to be very concise in your communication, you may sometimes be perceived as mysterious, and your teammates may wonder if you're working toward the common goal. Giving appreciation may be difficult for you, and it may in fact embarrass you both to give and receive praise. That is not to say that you aren't capable of cultivating that skill.

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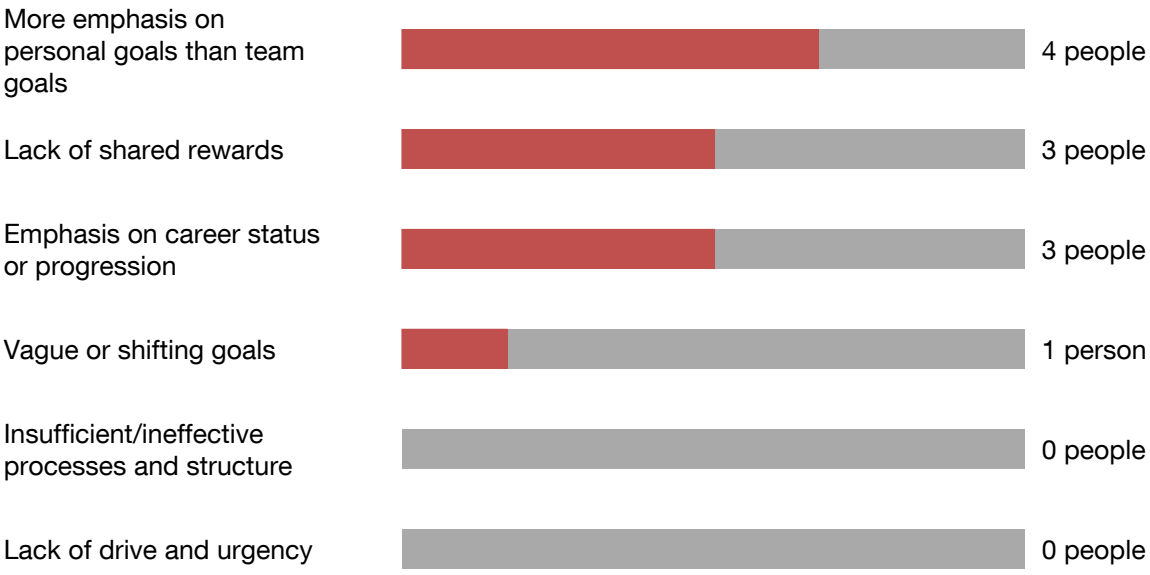
Common Distractions

What is needed to focus on results?

Teams have difficulty staying focused on results because of self-interest and self-preservation. As part of the assessment, you and your team members had an opportunity to identify what you believe might be a distraction from results for the people on your team. The number of people (out of 6) who selected each distraction appears next to the corresponding bar below. Note: You had the option to select all that apply.

Some distractions that keep us from focusing on results are:



Points of Discussion

1. On this team, it appears that personal goals may distract from team goals. Why is this the case? What will need to happen before each person can prioritize the team's goals?

2. Looking at the graph above, a lack of shared rewards may keep the team from focusing on results. In your group, what could "shared rewards" look like?

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Taking Action to Achieve Results

There is no getting around the fact that the only measure of a great team is whether it accomplishes what it sets out to accomplish. Great teams ensure that all members, in spite of their individual responsibilities and areas of expertise, are doing whatever they can to help the team accomplish its goals. Consider the importance of focusing on collective results, outlined below, as you create an action plan.

A Team That Is Not Focused on Results…

- Stagnates/fails to grow
- Rarely defeats competitors
- Loses achievement-oriented employees
- Encourages team members to focus on their own careers and individual goals
- Is easily distracted

A Team That Focuses on Results…

- Retains achievement-oriented employees
- Minimizes individualistic behavior
- Enjoys success and suffers failure acutely
- Benefits from individuals who subjugate their own goals/interest for the good of the team
- Avoids distractions

Action Plan

Use the following questions to help build an action plan for your team.

1. Based on the team survey (page 31), it appears that achieving results is difficult for this team right now. To what degree do team members feel that achieving results is a group effort rather than an individual effort? What specific changes can the team make to help team members feel motivated to achieve team results?

2. One of the areas where your team rated itself lowest is "valuing collective success more than individual success." Do team members call one another out when someone puts his or her personal needs above the team's needs? If not, what are some specific obstacles keeping them from doing so?

Summary ▶▶▶

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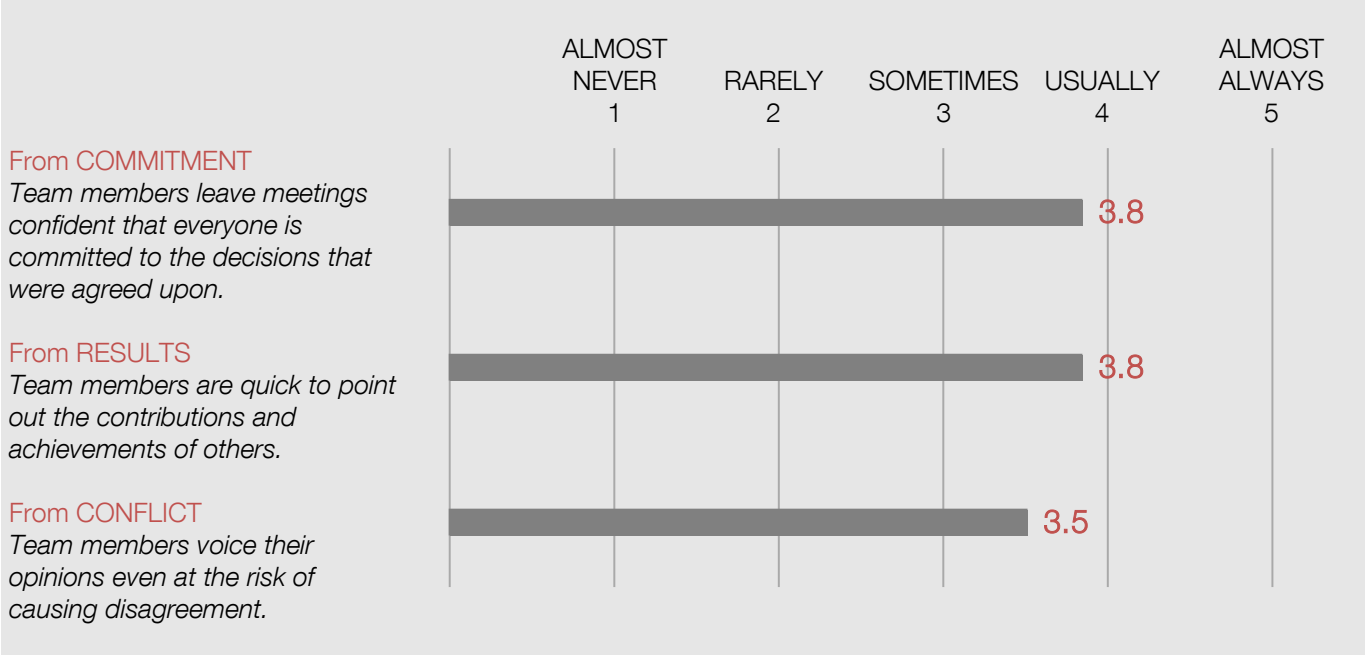
Your Team's Strengths



Recognizing Your Team's Strengths

Based on the assessment, your team members probably demonstrate many of the following strengths:

- Having confidence in the team's ability to act
- Making sure decisions are made so the group can keep moving
- Maintaining high team morale
- Creating a sense of camaraderie
- A willingness to engage in productive conflict
- Openly debating important issues

Points of Discussion

1. Your team rated commitment to decisions as one of its highest areas. To what degree does this mean that people feel that their opinions have been heard on a given topic?

2. An area that was higher for your team involves pointing out one another's contributions. What are the benefits of this practice? For example, does it make the team more efficient? More productive?

3. One of your team's strengths is people's willingness to voice opinions even if it might cause disagreements. To what degree does this come naturally to the team, versus requiring conscious effort?

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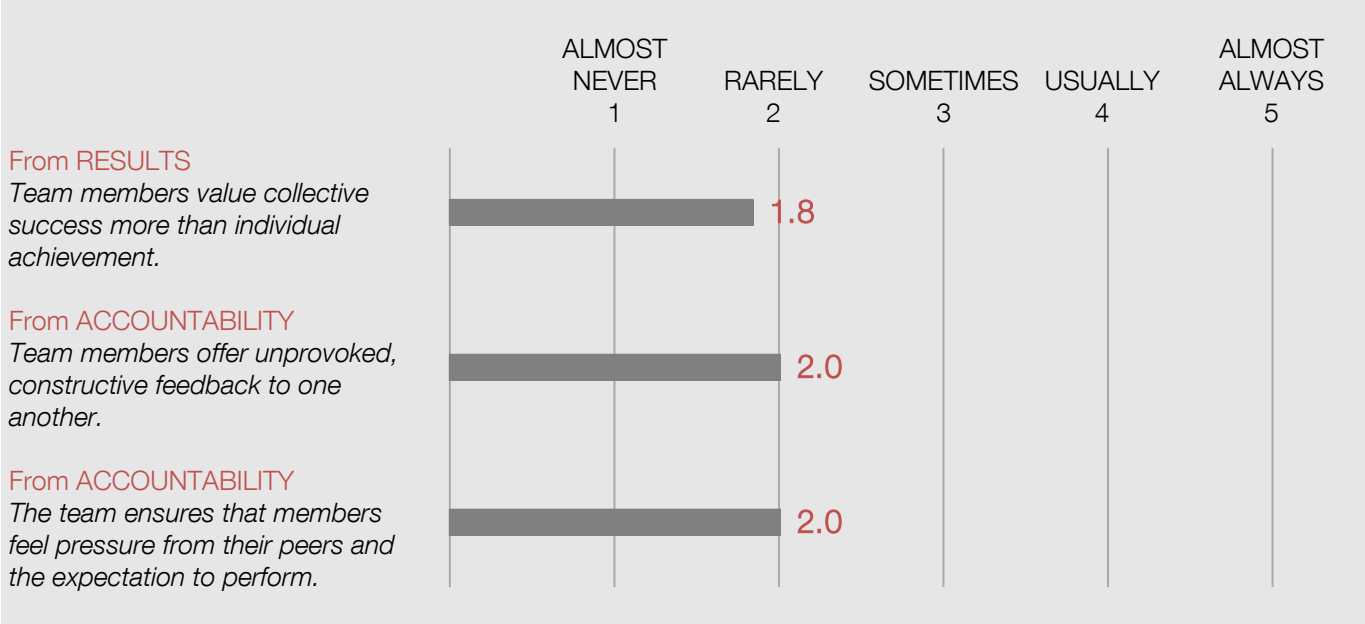
Overcoming Your Team's Challenges



Recognizing Your Team's Challenges

Based on the assessment, your team members probably experience many of the following challenges:

- Personal ambitions interfering with team decision making
- Putting individual accomplishments ahead of team results
- Fear that direct feedback may jeopardize relationships
- Reluctance to offer honest input
- Inconsistent or unclear performance expectations
- Lack of shared ownership for success

Points of Discussion

1. One of the statements that your group rated lowest is about valuing collective success. Why is it worth spending time to improve in this area? What two changes would make the biggest difference with this issue?

2. Your group also gave lower ratings when asked about giving constructive feedback. What is holding the team back in this area? What will it take to improve the ratings you would give your team?

3. As shown above, the group may also have an opportunity to grow when it comes to setting high expectations for each other. How would improving in this area help the team? How can you make that improvement happen?

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Appendix: The 16 Types and Your Team

ESTP EXPEDITOR Rides with the tide; An adaptable realist; Makes the most of every situation; Highly observant; Fun loving. JR	**ESTJ** IMPLEMENTOR Practical and realistic; A natural in business and mechanics; Likes to run things; Gets things done; Has no time to waste.	**ESFP** MOTIVATOR A hands-on operator; Able to "smell the roses"; A natural negotiator; Life of the party, a lot of fun; Exciting company.	**ESFJ** PROVIDER Warm-hearted; Active committee member; Sociable; Strong value systems; Always doing something nice for others.
ISTP OPERATOR Quiet and reserved; Cool observer of life; Usually interested in the how and why of things; Does not waste personal energy.	**ISTJ** PLANNER Serious and quiet; A "no-nonsense" person; Task-oriented; Responsible and trustworthy; Will see the job through to the end.	**ISFP** COMPOSER Quietly friendly and warm; Modest about his or her abilities; A loyal follower; Guided by values; A free spirit.	**ISFJ** PROTECTOR Quiet and conscientious; A loyal and devoted worker; A sympathetic listener; A very dependable person; A real team player. CA
ENTP INVENTOR A creative thinker; Stimulating company; Alert and outspoken; Argues on both sides of an issue; Confident of abilities.	**ENTJ** MOBILIZER Frank and decisive; A natural leader who thinks on his or her feet; Exudes confidence; Is well-informed.	**ENFP** ADVOCATE Warm and enthusiastic; Charming and interesting; People oriented; Knows everyone and all that's going on; Can-do attitude.	**ENFJ** MENTOR A natural communicator; Warmly enthusiastic; Popular and sociable; Charismatic charm; Responsive, responsible. MB
INTP DESIGNER Reserved and objective; Focused on ideas; Skilled w/hairsplitting logic; Enjoys theoretical/scientific topics; Strongly defined interests. MG, JS	**INTJ** STRATEGIST An original thinker; Single-minded concentration; A naturally high achiever; Interested and innovative; Unimpressed w/authority. KP	**INFP** HARMONIZER A peacekeeper; Undertakes a great deal; Absorbed in projects; Deeply caring; Idea oriented.	**INFJ** DEVELOPER Quietly forceful; Concerned for others; Serves the common good; Puts best effort into work; Single-minded concentration.

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