Transforming Organizations with Teamwork
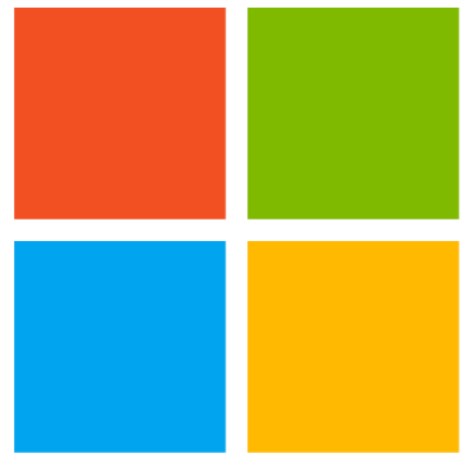
Tolu Babalola, Senior Brand Manager
Robin Kellogg, Instructional Designer & Trainer, Wiley

THE **FIVE BEHAVIORS**
OF A **COHESIVE TEAM**™

TEAMWORK

noun | team·work | ˈtēm-ˌwərk

the work done by people who work together as a team to do something

Microsoft

"...I realized that you can have great products, you can have phenomenal software, you can have the smartest people, but if they're not playing together, it's never going to get you ahead."

Darci Kleindl, General Manager
Microsoft Business Solutions (MBS)

Microsoft

"What happens so often is people do a one-time hit when it comes to team and leadership development. People are put in one class and we expect it to change their world overnight."

Darci Kleindl, General Manager
Microsoft Business Solutions (MBS)

Microsoft

The Solution

- Establish a common language of communication
- Standardize expectations to improve accountability
- Strengthen leadership abilities
- Create an **emotionally intelligent culture**

THE FIVE BEHAVIORS
OF A COHESIVE TEAM™

Microsoft

Results

Increased VISIBILITY

The impact of what they do is CLEARER

IMPROVED WORKING RELATIONSHIPS across the organization

Increased PRODUCTIVITY on the team

THE FIVE BEHAVIORS
OF A COHESIVE TEAM™

Microsoft

"…a large reason why [The Five Behaviors™] was successful was because people felt heard. I got emails from people saying 'no one has ever invested in me in this way. It's FANTASTIC!"

Darci Kleindl, General Manager
Microsoft Business Solutions (MBS)

solutions

Team Building and Group Dynamics

BY ELI BECKER

Creating and fostering a culture of teamwork requires trust, collaboration, and accountability.

Microsoft

THE COMPANY: Microsoft
www.microsoft.com/en-us/dynamics

THE FIVE BEHAVIORS OF A COHESIVE TEAM

THE SUPPLIER: Wiley
www.fivebehaviors.com

Forty exceptional employees, six short months, and the responsibility to one reputable Fortune 100 company: That is what Darci Kleindl was handed when she accepted a job as the general manager of sales excellence and sales enablement for the Microsoft Business Solutions (MBS) group. She inherited a global team of customer support managers, all of whom work with diverse clientele, including engineers, marketing organizations, consultants, and external customers. She also manages a team of leaders who drive worldwide standards for sales basics, internal and external readiness, and the business rhythm and communications to accelerate the MBS group.

To add to the chaos, this group, which had operated autonomously within Microsoft, faced a large organizational shift when she started: "Our enterprise and small business teams integrated our CRM solutions into the overall business strategy and execution. It took our work from a priority state of 4 to 9 overnight," she says.

As daunting as her situation seemed, Kleindl wasn't new to managing dynamic groups or governing complex situations. Her career often has included strategizing on the higher executive level. This time, however, would be different. She planned to implement a comprehensive leadership and team development program that would transform her work culture and provide a foundational structure for her team.

Strategizing for success

Kleindl was resolute in making a lasting impact. "What happens so often is people do a one-time hit when it comes to team and leadership development. People are put in one class and we expect it to change their world overnight," she explains.

Her vision involved stabilizing a culture of trust, collaboration, and accountability—one that would resonate beyond just her direct reports. To do this, she sought the help of a trusted advisor—Bruce Leamon, an authorized partner of The Five Behaviors of a Cohesive Team—who jumped at the opportunity.

"Darci understands that you can have great products, you can have phenomenal software, you can have the smartest people, but if they're not playing together, it's never going to get you ahead," Leamon says. "I recommended that she use The Five Behaviors; it's the operating system for teamwork. Once that's established you have a framework to build from."

The Five Behaviors of a Cohesive Team is a comprehensive team development program based on the work of Patrick Lencioni. It helps both team members and leaders understand how their unique group dynamic can work together to build a more effective team and achieve sustainable results.

100 TD | April 2015

PHOTO: THINKSTOCK

THE FIVE BEHAVIORS OF A COHESIVE TEAM
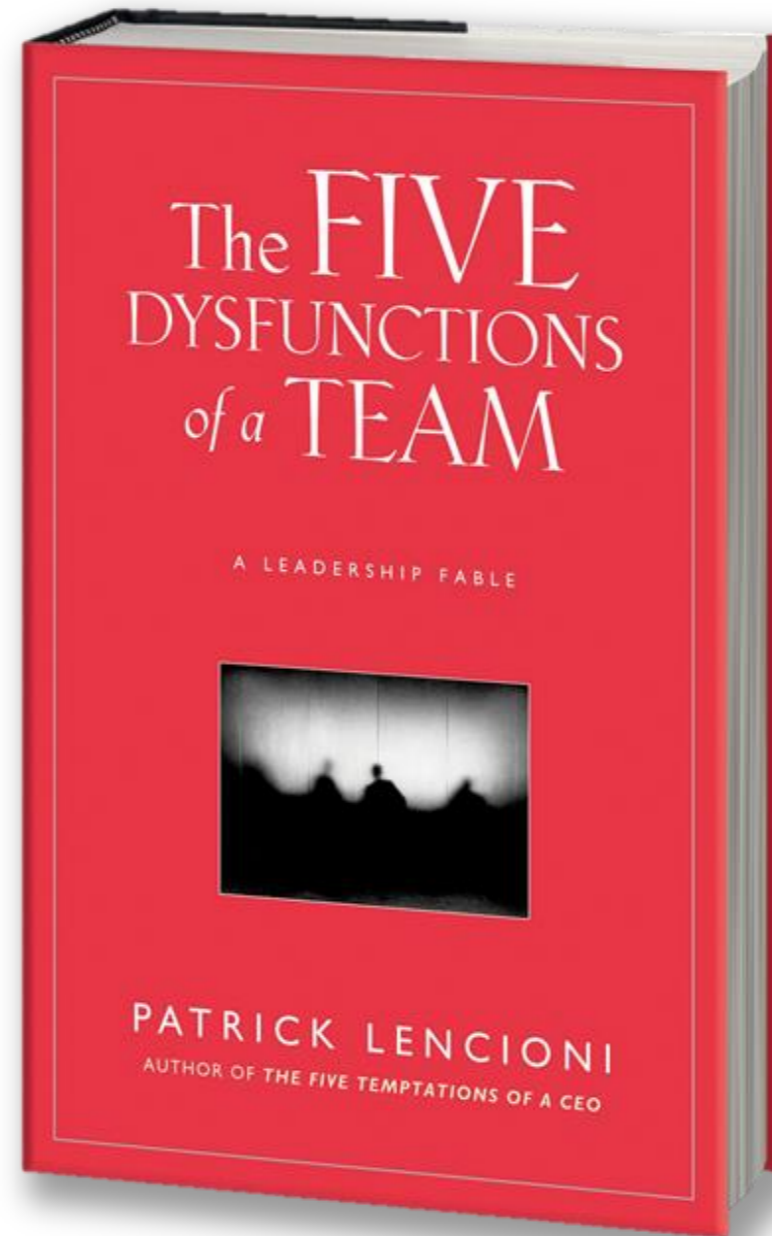
Microsoft

Overview

The Five Behaviors of Cohesive Teams

Words of wisdom from NY Times bestselling author, Patrick Lencioni

How to get a competitive advantage at work

The Five Dysfunctions of a Team

Over 2.5 million copies sold worldwide

Characteristics of a Dysfunctional Team

Unhealthy competition

Finger-pointing

Poor Results!

ME Focused

Lack of Trust

Pessimism

Few Opportunities to Learn

Blame

"I suppose I'll be the one to mention the elephant in the room."

It's time for you to get

REAL

With yourself and your people

"Not finance. Not strategy. Not technology. It is *teamwork* that remains the ultimate competitive advantage, both because it is so powerful and so rare."

Patrick Lencioni

Characteristics of a Cohesive Team

Transparency

Accountability

Healthy Conflict

Goal-Focused

Results!

Trust

Direct

Optimism

Learning Environment

Support

COHESIVE TEAMS...

Make better decisions

Tap into skills and opinions of all members

Avoid wasting time & energy on politics & conflict

Avoid revisiting topics because of a lack of buy-in

Are more fun to be on!

TRUST

noun | ˈtrəst

When team members are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.

"Members of great teams trust one another on a fundamental, emotional level, and they are comfortable being vulnerable with each other about their weaknesses, mistakes, fears, and behaviors."

Patrick Lencioni

Personal Histories Exercise

1. Where did you grow up?
2. How many siblings did you have?
3. Where do you fall in the sibling order?
4. What was an important or unique challenge of your childhood—of being a kid?

CONFLICT

noun | con·flict | ˈkän-ˌflikt

When there is trust, team members are able to engage
in unfiltered, constructive **debate** of ideas.

Interpersonal Conflict is damaging to the team

Remember!
Handling conflict is often easier if we understand one another's natural approaches. Utilizing Everything DiSC® can help!

COMMITMENT

noun | com·mit·ment | kə-ˈmit-mənt

When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions.
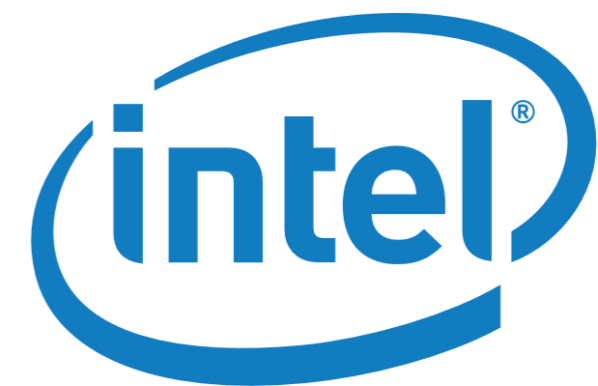
Why don't our team members commit?

- We are not clear about our priorities
- I don't have all the info
- There isn't enough time during meetings
- I don't trust my team to follow through
- Decisions are counter to my personal goals

ACCOUNTABILITY

noun | ac·count·abil·i·ty | ə-ˌkau̇n-tə-ˈbi-lə-tē

When everyone is committed to a clear plan of action,
they will be more willing to hold one another accountable

It's my manager's job to do that. Not mine!

It's not my place to criticize anybody"

My boss won't do it. Why should I?

I can't be bothered with that! I have my own stuff to worry about.

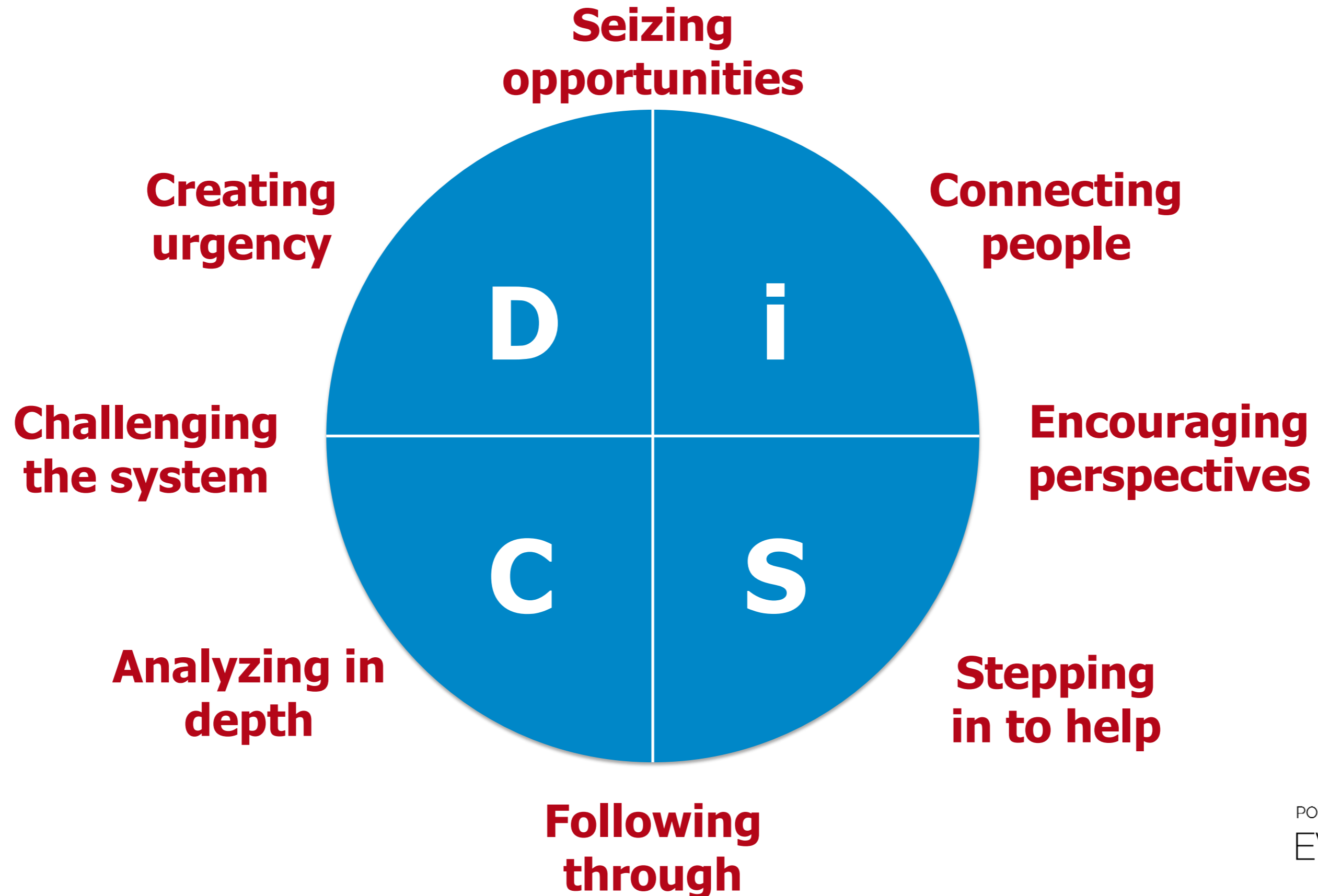Every time I say something, he shuts down.

RESULTS

noun | re·sult | ri-ˈzəlt

For a team to excel, all members must be willing
to put the team's goals ahead of any individual goals.

Valuing Contributions

Seizing opportunities

Connecting people

Creating urgency

Challenging the system

Encouraging perspectives

Analyzing in depth

Stepping in to help

Following through

D i C S

POWERED BY:
EVERYTHING DiSC
A Wiley Brand

Teams That Focus on Collective Results

Celebrate Success!

Bothered by losses to competitors

Members take personal responsibility to fix problems

Minimize individualistic behaviors

Avoid distractions

Retains achievement-oriented members

Members point out each other's contributions

Members willingly sacrifice for the team

Pulling healthcare teams together with The Five Behaviors of a Cohesive Team™

THE FIVE BEHAVIORS OF A COHESIVE TEAM™

LEE MEMORIAL HEALTH SYSTEM

Julie (The Facilitator's) Story

Pulling healthcare teams together with The Five Behaviors of a Cohesive Team™

THE FIVE BEHAVIORS
OF A COHESIVE TEAM™

LEE MEMORIAL
HEALTH SYSTEM

Roles for the Facilitator

Awareness of styles and needs of the group

Help manage the emotions in the room

Observe/reflect - Don't diagnose

Facilitate difficult conversations – know when to let the conversation flow or rein it in

Reinforce The Five Behaviors during and after the sessions

The Participant Experience

Pulling healthcare teams together with The Five Behaviors of a Cohesive Team™

LEE MEMORIAL
HEALTH SYSTEM

Why does The Five Behaviors work?

Surfaces Issues

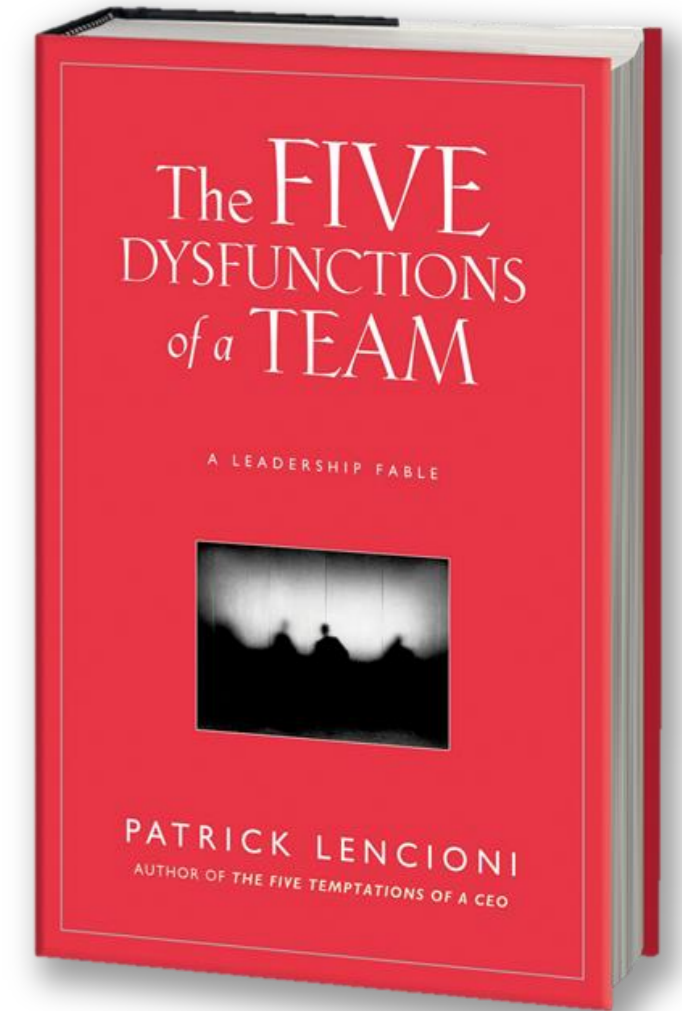Gives teams a **common language** and process to talk about issues

Builds trust and courage on teams

Helps team members take and **internalize ownership**

Next Steps

Visit http://www.fivebehaviors.com/Get-Started for a free ebook

Commit to making cohesive teams YOUR competitive advantage

THE FIVE BEHAVIORS
OF A COHESIVE TEAM™

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Questions