THE FIVE BEHAVIORS OF A COHESIVE TEAM™

Five Behaviors of a Cohesive Team

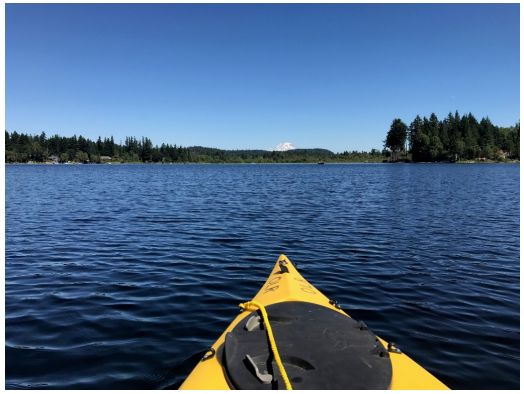
Department of Licensing

Fred Wade, Noemi LaChapelle
And Gwen Voelpel
October 2017

Hello from Frederick Wade

THE FIVE BEHAVIORS OF A COHESIVE TEAM™

- Raised in TN
- Father of three
- 30-year USAF Veteran
- Cycling/fishing/crabbing/
- clamming/kayaker



Hello from Noemi LaChapelle

THE FIVE BEHAVIORS OF A COHESIVE TEAM™

- Raised in WA
- 10 years with the State of WA
- Hobby collector
- Sticky note obsession

Hello from Gwen Voelpel

THE FIVE BEHAVIORS OF A COHESIVE TEAM™

- Raised in WA
- Mother of four/new grandmother
- Backpacker/kayaker

INTEGRIS PERFORMANCE ADVISORS

Session Purpose

THE FIVE BEHAVIORS OF A COHESIVE TEAM™

- Introduce **model** that works
- Share key **Department of Licensing** learnings
- Experience workshop **activities**

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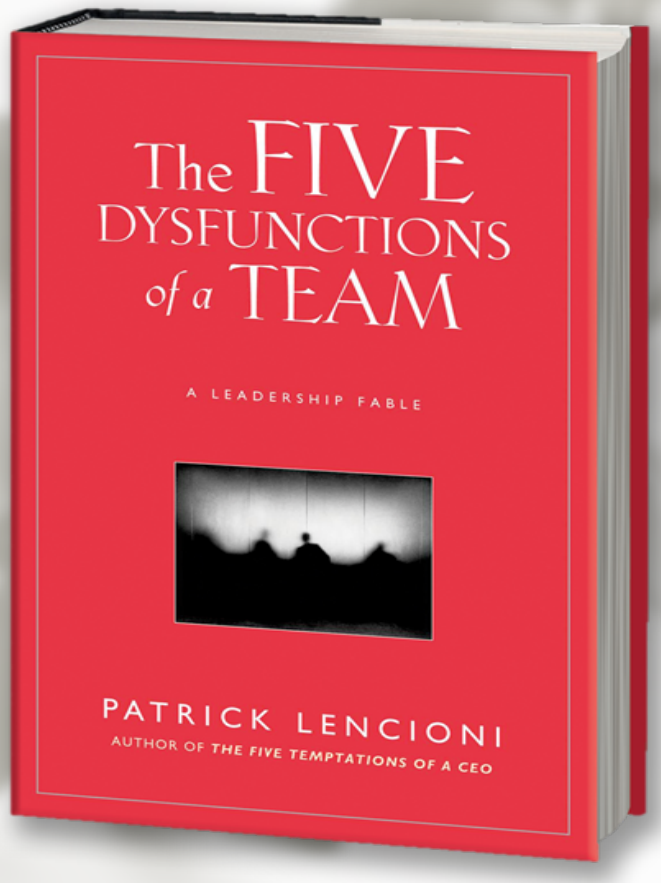
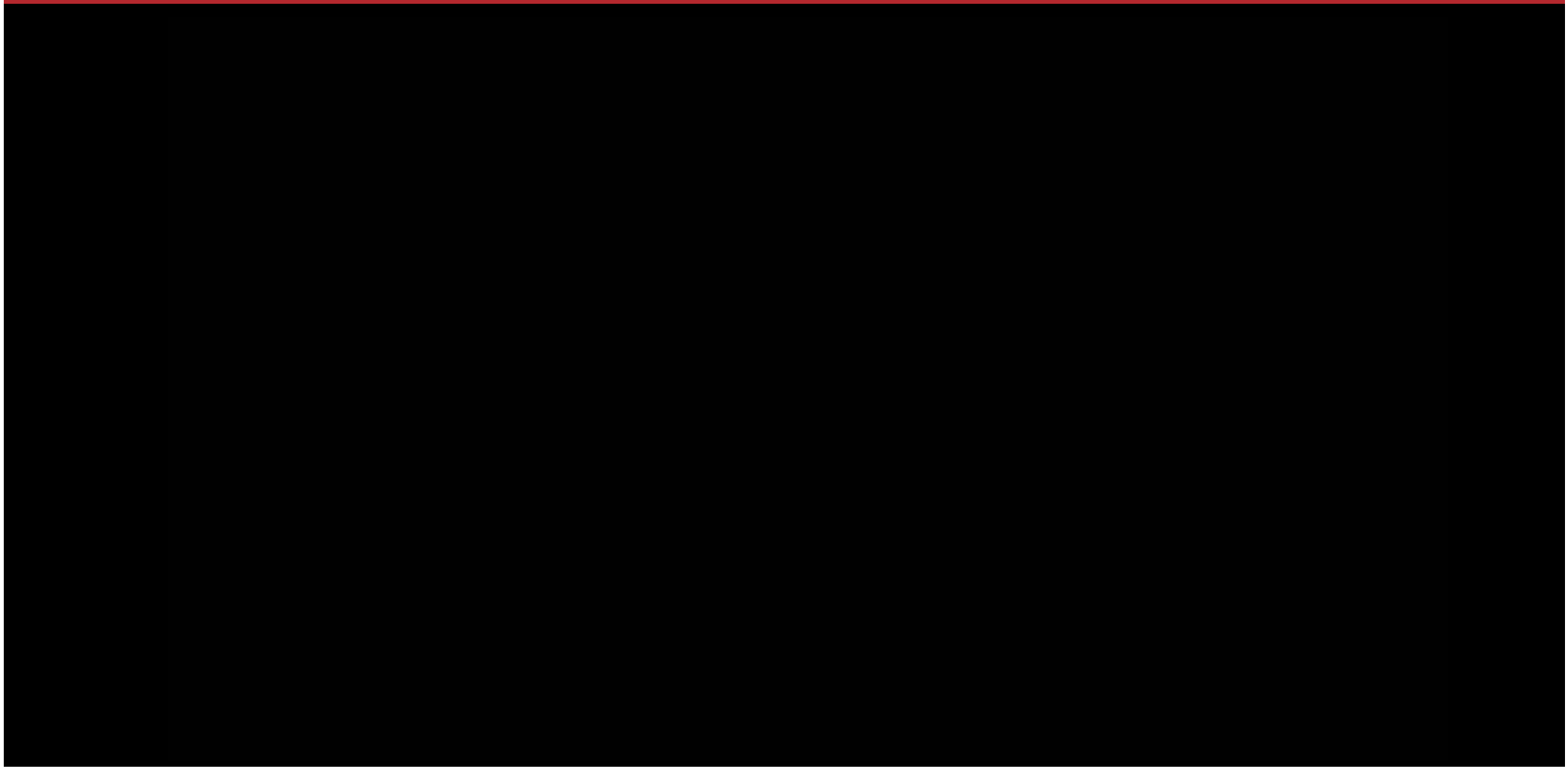


- More than **2.5 million** copies sold.
- **Fable-like** storytelling to relay behaviors.
- Publisher renamed to **The Five Behaviors of a Cohesive Team** for workshops.

Video: The Model

THE FIVE BEHAVIORS OF A COHESIVE TEAM™



Your Team Behaviors

Team members acknowledge their weaknesses to one another.

Trust

Almost never?

Sometimes?

Almost always?

Your Team Behaviors

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

Conflict

Almost never?

Sometimes?

Almost always?

Your Team Behaviors

Team members support group decisions even if they initially disagree.

Commitment

Almost never?

Sometimes?

Almost always?

Your Team Behaviors

Team members offer unprovoked, constructive feedback to one another.

Accountability

Almost never?

Sometimes?

Almost always?

Your Team Behaviors

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

Results

Almost never?

Sometimes?

Almost always?

Department of Licensing Situation Setting

- Complete overhaul of several major IT systems
- Need to re-engineer hundreds of processes
- Key staff changes on Executive Leadership Team
- Legislative changes (i.e. Real-ID Implementation)

Executive Leadership Commitments

- We assume and act with good intent.
- We manage our behavior so impact matches out intent.
- We lead the agency as a team and do what is best for the agency, owning and supporting the decisions and direction of the team.

Executive Leadership Commitments

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- We create a safe environment.
- We acknowledge and own mistakes and learn from them.
- We value each other's perspectives and experience.

The Five Behaviors™ Model

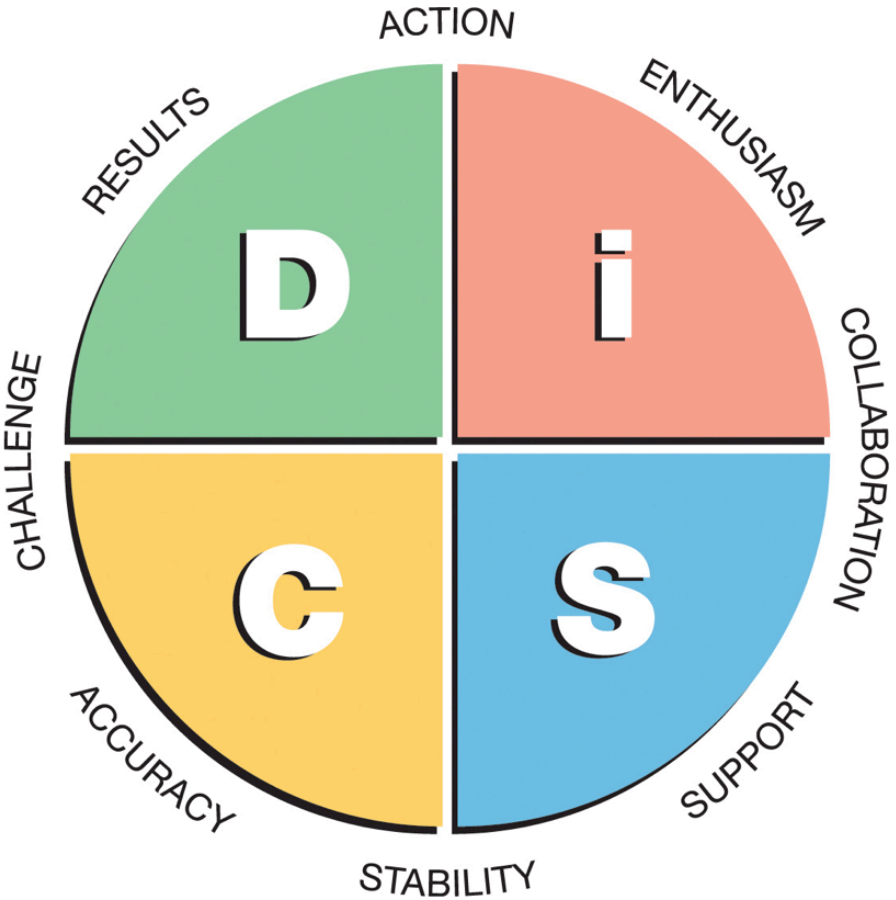
THE FIVE BEHAVIORS OF A COHESIVE TEAM™

DiSC Styles

THE FIVE BEHAVIORS OF A COHESIVE TEAM™

Fast-paced and questioning

Fast-paced and accepting



Reflective and questioning

Reflective and accepting

DiSC Styles

THE FIVE BEHAVIORS OF A COHESIVE TEAM™

Dominance

Direct

Results-oriented

Firm

Strong-willed

Forceful

DiSC Styles

THE FIVE BEHAVIORS OF A COHESIVE TEAM™

Influence

Outgoing

Enthusiastic

Optimistic

High-spirited

Lively

DiSC Styles

THE FIVE BEHAVIORS OF A COHESIVE TEAM™

Lieutenant Nyota Uhura

Steadiness

Even-tempered

Accommodating

Patient

Humble

Tactful

DiSC Styles

THE FIVE BEHAVIORS OF A COHESIVE TEAM™

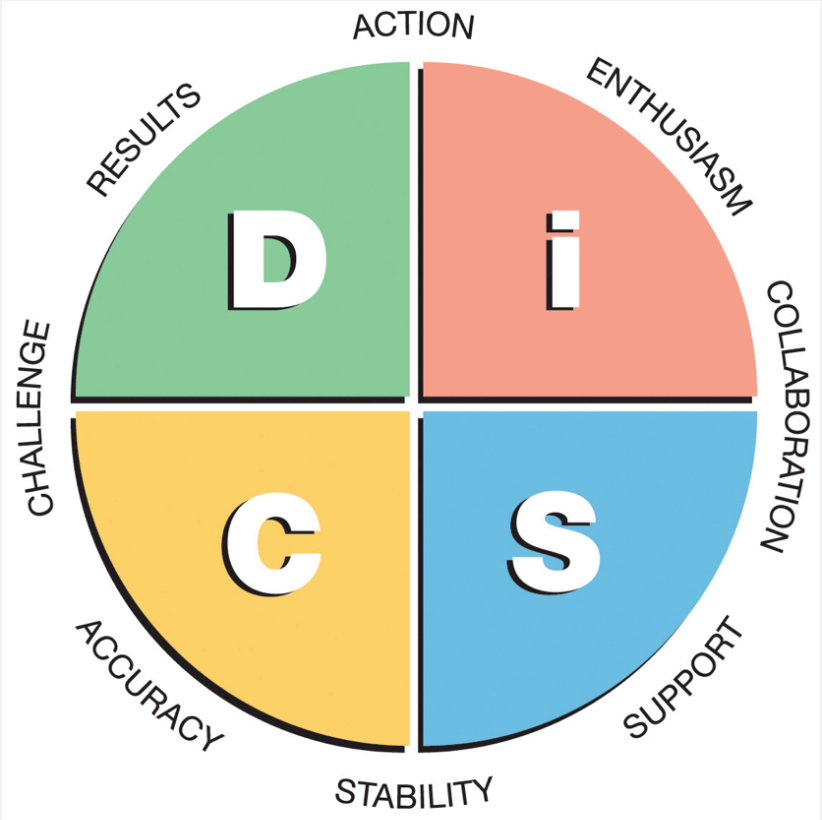
Conscientiousness

Analytical
Reserved
Precise
Private
Systematic

People Reading DiSC

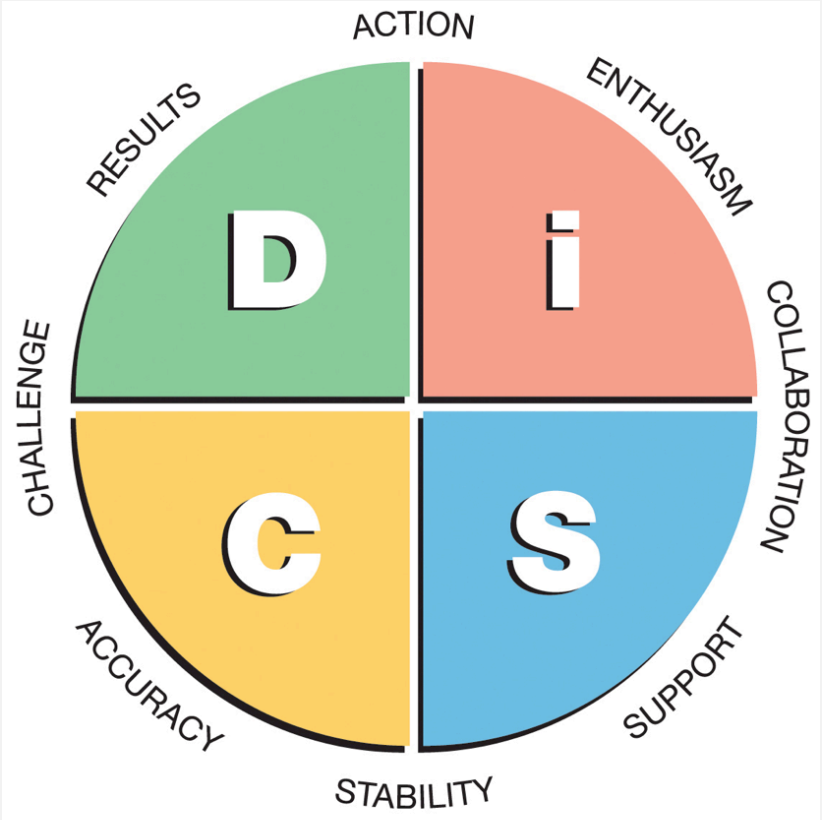
THE FIVE BEHAVIORS OF A COHESIVE TEAM™

- Let’s do it now.
- Let’s do it together.
- Let’s do it in a caring way.
- Let’s do it right.



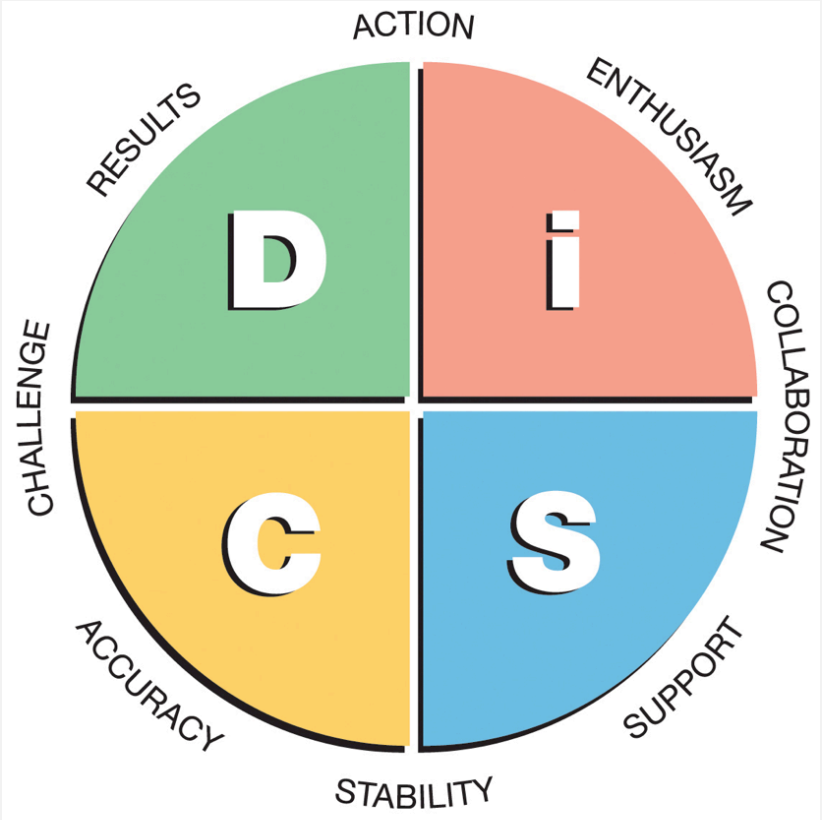
People Reading DiSC

- Motivated by winning.
- Motivated by attention to quality.



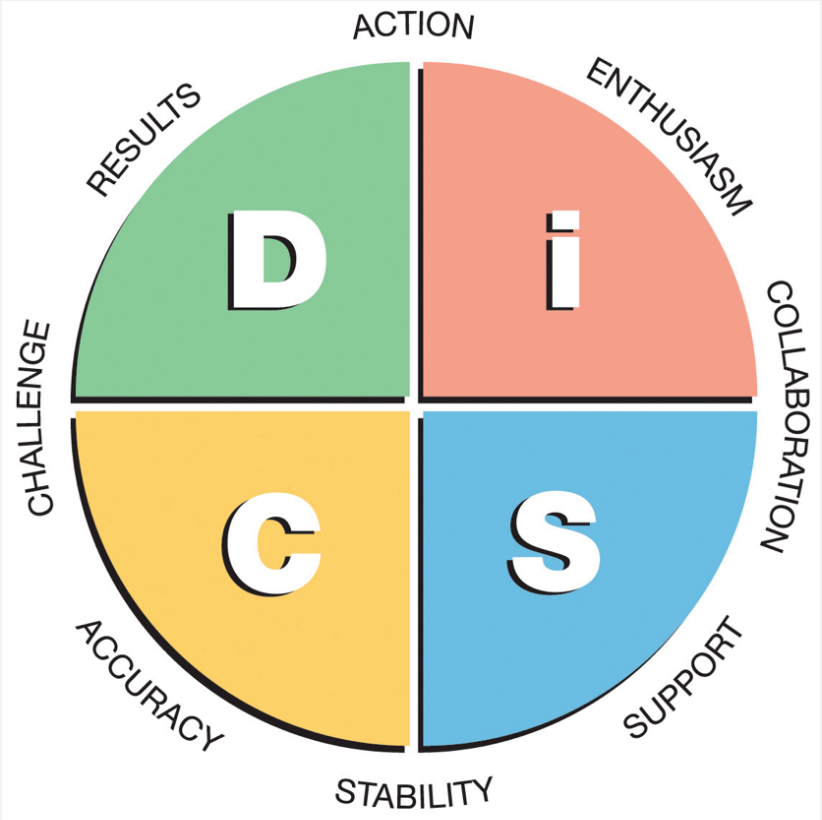
People Reading DiSC

- Stressed by loss of harmony.
- Stressed by being ignored.



People Reading DiSC

Slips on a banana peel and yells, “Ow, stupid banana peel!”



People Reading DiSC

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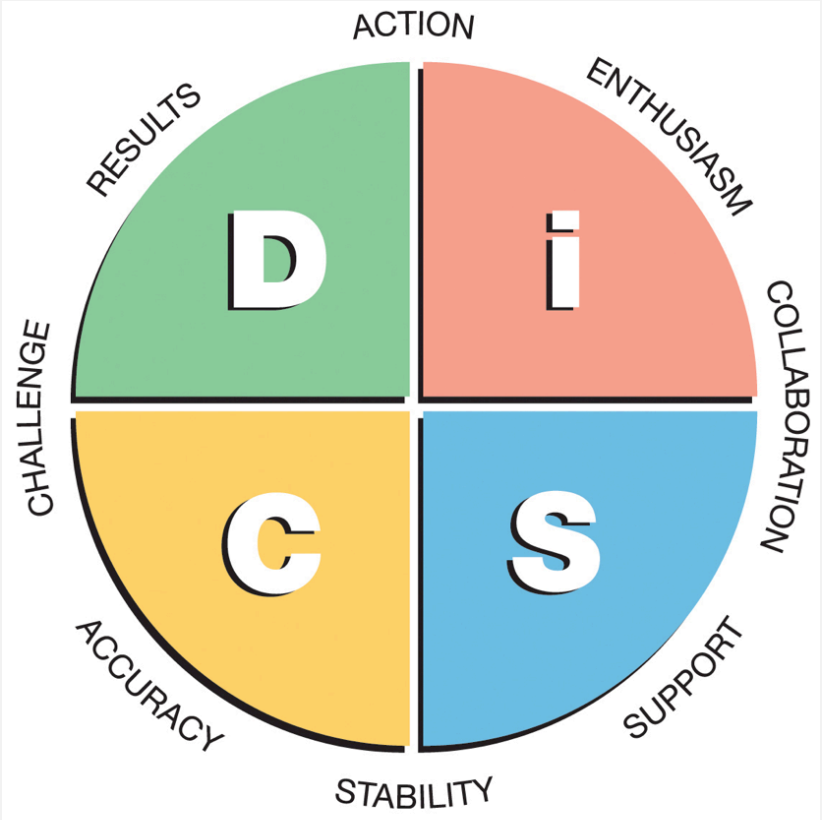
Goes grocery shopping with coupons, a calculator and a list organized by aisle.



People Reading DiSC

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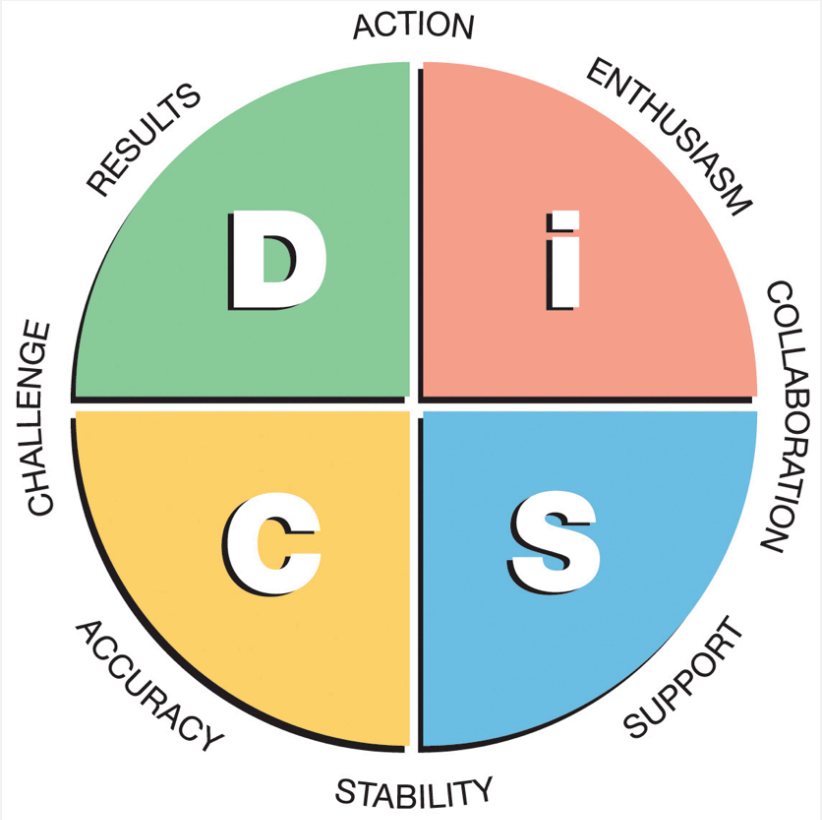
While getting into a crowded elevator, holds the door open for yet another person saying, “Always room for one more. We’ll wait for you.”



People Reading DiSC

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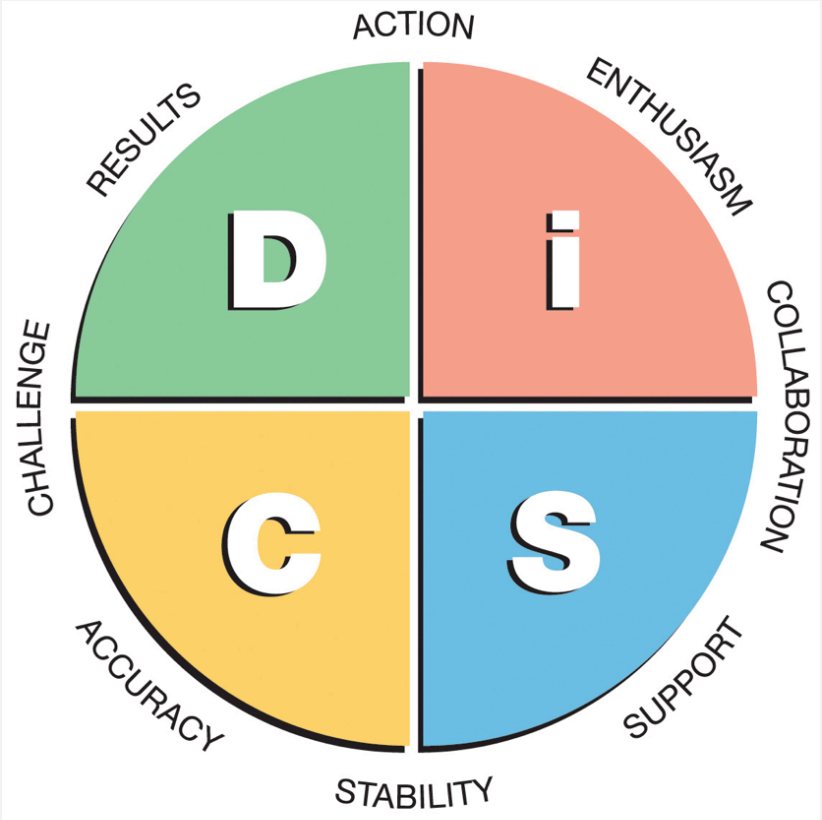
At a big dinner, is the one who would rather not sit at the head but likes to help serve food and clear plates.



Your Style

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Hold up the D, i, S or C card for **YOUR** dominant style.

DOL Application

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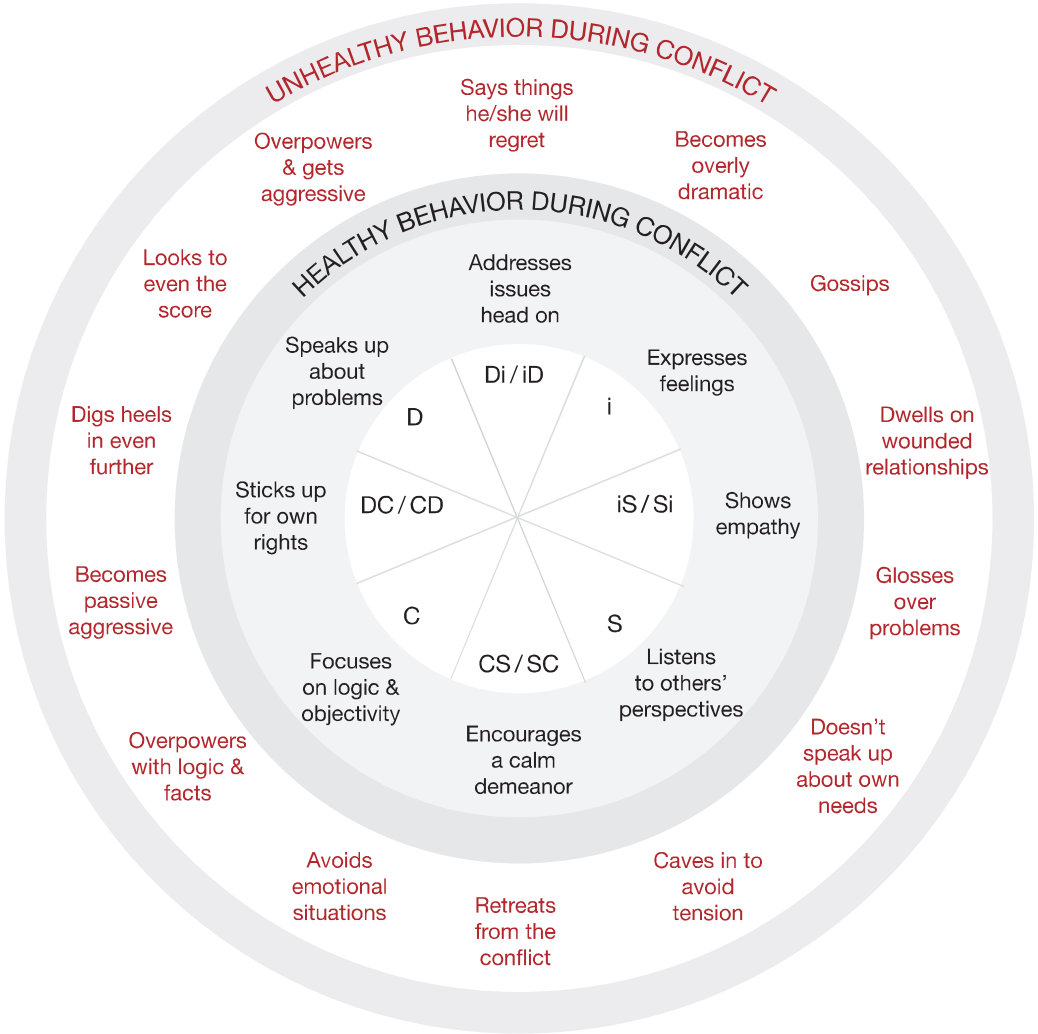
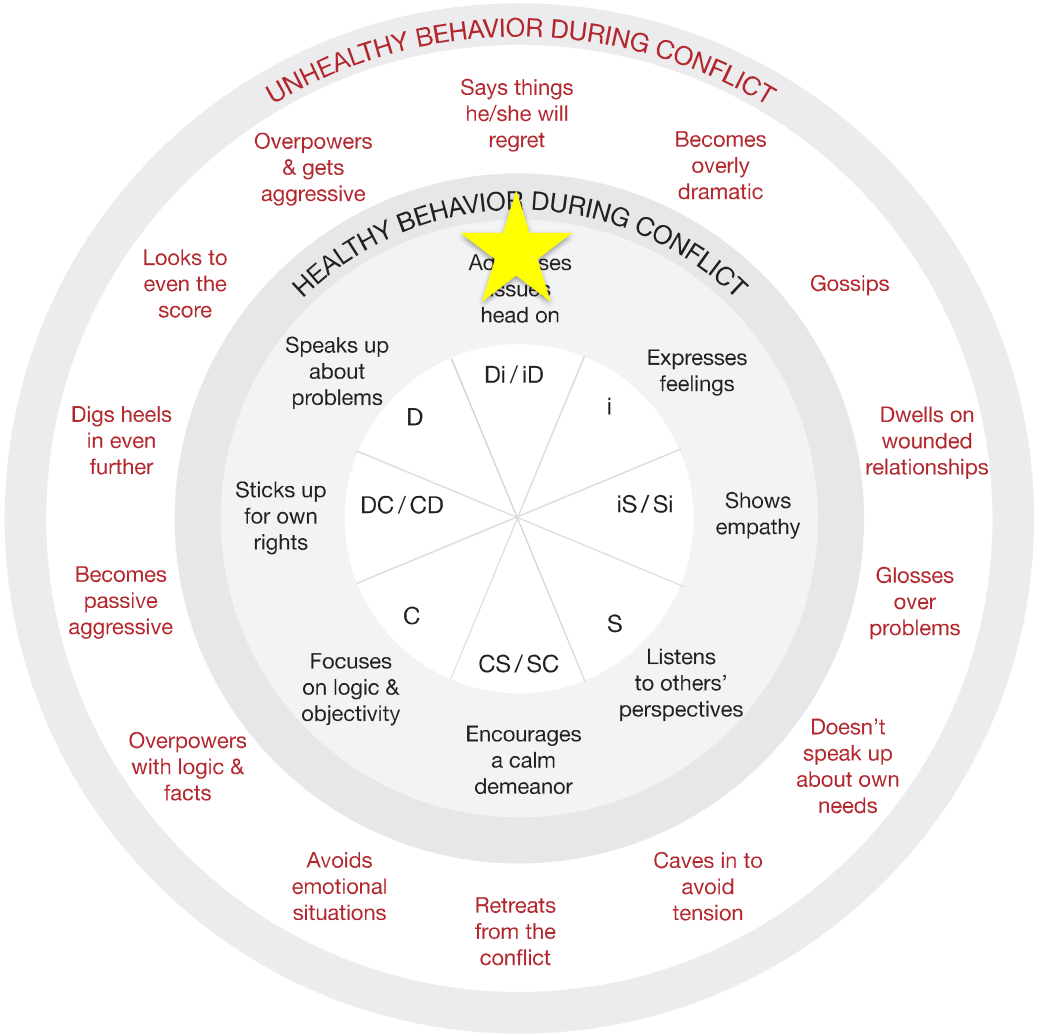
- Cascading workshop model
- The workshop
- After the workshop

The Five Behaviors™ Model

THE FIVE BEHAVIORS OF A COHESIVE TEAM™


UNHEALTHY BEHAVIOR DURING CONFLICT
Says things he/she will regret
Becomes overly dramatic
Gossips
Dwells on wounded relationships
Glosses over problems
Doesn't speak up about own needs
Caves in to avoid tension
Retreats from the conflict
Avoids emotional situations
Overpowers with logic & facts
Becomes passive aggressive
Digs heels in even further
Looks to even the score
Overpowers & gets aggressive
HEALTHY BEHAVIOR DURING CONFLICT
Addresses issues head on
Expresses feelings
Shows empathy
Listens to others' perspectives
Encourages a calm demeanor
Focuses on logic & objectivity
Sticks up for own rights
Speaks up about problems
Di / iD
i
iS / Si
S
CS / SC
C
DC / CD
D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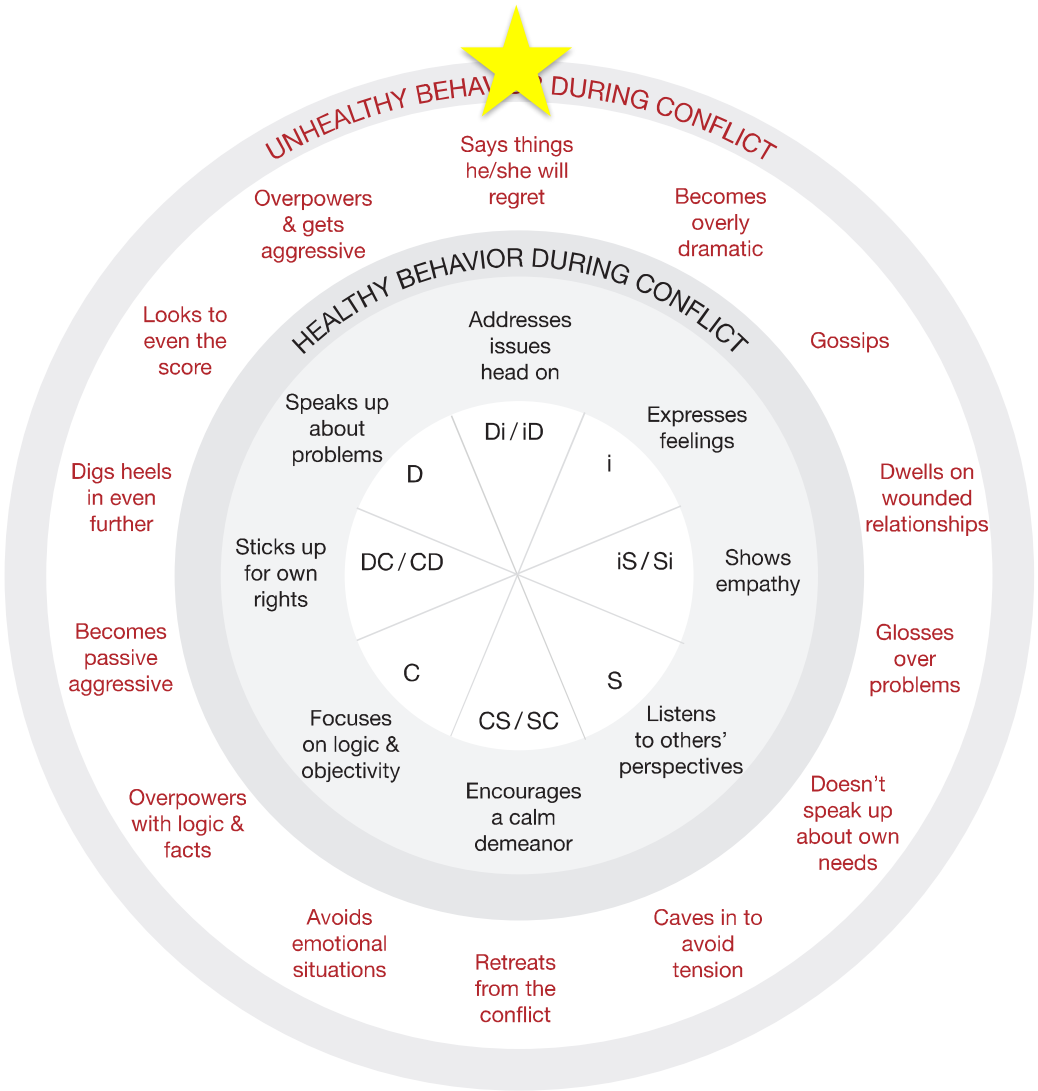
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Conflict Norms

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- Raising your voice when you get passionate

Unacceptable

Tolerable

Acceptable

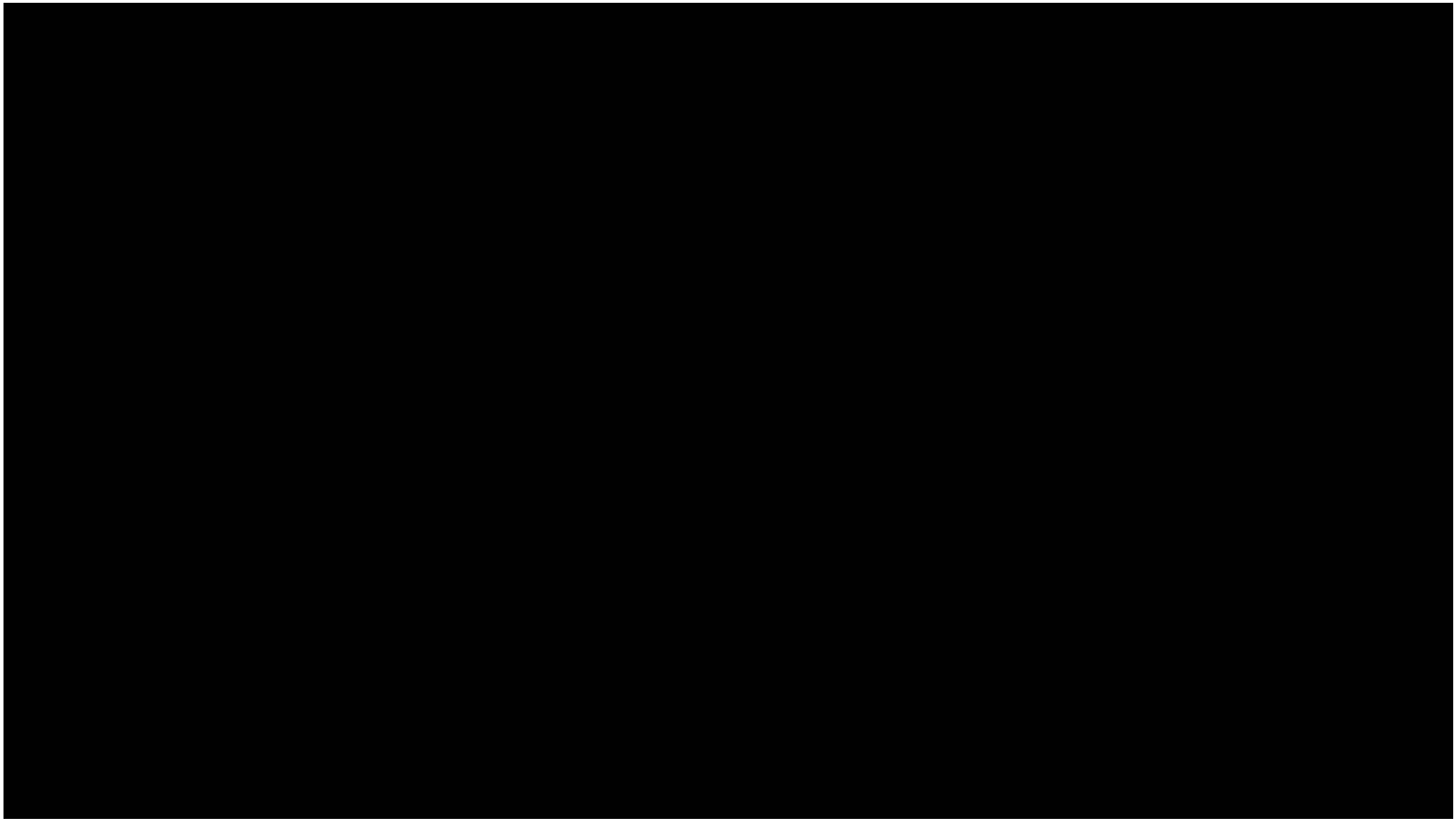
Conflict Norms

THE FIVE BEHAVIORS OF A COHESIVE TEAM™

- Avoiding someone when you're angry
- Going beyond the meeting end time to resolve an issue
- Expressing anger through indirection actions rather than voicing it directly

Department of Licensing Final Thoughts

- We are uniquely different; we are a unique blend of work styles
- As a leader, understanding human behavior and motivation can be a challenging but rewarding responsibility
- Increase your self-awareness; how you and others respond to conflict; what motivates you and others; what causes stress for you and others and how you solve problems.

Department of Licensing Final Thoughts

- You can lead more effectively (and be an ideal team player) when you understand the work styles and motivations of your peers, employees, and team members.
- The sky's the limit…go there!