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*Solutions Series*

# #1 - Using TrustTalk™ With Patrick Lencioni's *The Five Dysfunctions of a Team*

We know many of you use the books and products associated with the best selling *Five Dysfunctions of a Team*. We, too, think Five Dysfunctions is very good. We've taken our TrustTalk™ card deck and distributed the cards to fit in with the 5 Dysfunctions model. You can use the TrustTalk™ cards to create dialogue and action plans with the teams depending on where they need help.

Each card contains one item from Thin Book Publishing's Team Trust & Collaboration Assessment, 3 conversation starters for team dialogue and 3 suggested action steps to increase or enhance the behavior represented in that item. While our items don't correlate exactly with the Table Group's assessments, they are philosophically aligned and should provide you with a tool to augment your current team training tools.

If you are using the Table Group's Team-Building Map, this work might fit well in weeks 4-12 as an ongoing reference tool. If the team has multiple areas to work on, you can choose one dysfunction at a time and focus on one each week. Pull the cards under that dysfunction and ask the team to prioritize the top 5 they need to address.

Or you can pull the cards that fit their lowest scores in their Team Assessment as part of their initial off-site activity. You can build the cards into exercises for each area.

## **Dysfunction 1: Trust**

Use TrustTalk™ cards: 2, 3, 4, 5, 6, 7, 9, 10, 11, 18, 32, 46, 47, 49, 50, 68, 69, and 70

## **Dysfunction 2: Conflict**

Use TrustTalk™ cards: 14, 15, 16, 17, 28, 30, 33, 52, 53, 56, 57, 58, 59, 60, 61, 65, 66, and 67

## **Dysfunction 3: Commitment**

Use TrustTalk™ cards: 12, 24, 25, 26, 27, 29, 34, and 35

## **Dysfunction 4: Accountability**

Use TrustTalk™ cards: 8, 19, 38, 40, 41, 42, 43, 44, 45, and 51

## **Dysfunction 5: Results**

Use TrustTalk™ cards: 1, 13, 20, 21, 22, 23, 31, 36, 37, 39, 48, 54, 55, 62, 63, 64, and 71

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**Pricing** - \$75 per card deck

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## #3 - Using DiSC® With Patrick Lencioni's *The Five Dysfunctions of a Team: Conflict*

We know many of you use the books and products associated with the best selling *Five Dysfunctions of a Team*. We, too, think Five Dysfunctions is very good. Here's some ideas to link Thin Book Publishing tools to the Team-Building Roadmap.

High performing organizations see conflict as healthy and constructive and the natural result of different points of view. However, there are deeply held cultural norms that view conflict as negative and something to be avoided. Conflict is defined in the dictionary as a collision, battle, fight, struggle, controversy, opposition and/or antagonism. Yet, the collision of two atoms creates the largest force of energy we know. A battle, fight or struggle of different ideas can be invigorating, if it leads to breakthrough ideas. Controversy can be the beginning of seeing something in a new way. Opposition can be invaluable if it causes a group to break out of group-think. Antagonism in a physiological sense can be beneficial as one muscle works against another to create a whole range of motion. So while many categorize conflict as negative, it can be re-framed as positive. The key is to understand how to manage the dynamics of conflict in a constructive way.

The purpose of any creative process is to co-create new knowledge or ways of seeing problems and opportunities. The elements necessary are a willingness to share diverse points of view and experience in a respectful way. The best quality decisions are made from a large number of ideas which means that some participants will advocate ideas that won't make it to the final group. However, if people feel their ideas are welcome and heard, they won't hold back their thoughts for fear of being dismissed or marginalized. We all have a natural approach to conflict. By learning to identify the team member's styles and leveraging the advantage of each, a team can begin to create that constructive, respectful and creative environment.

### **idXready Conflict Management: A DiSC®-Based Approach**

This professionally designed turnkey program builds on DiSC® 2.0 by showing teams how to manage conflict so that it is constructive. You have the advantage of continuing to use the same language as DiSC to create a common language in the organization that identifies each person's natural approach to conflict and the steps to turn conflict into a constructive team function.

In this program, participants will:

- Discover their natural approaches to conflict and understand how other approaches differ from their own;
- Learn how to find common goals among the parties in a conflict;
- Understand the need to acknowledge all sides of the issue, and learn how to share their perspectives in a productive way;
- Realize the importance of focusing on solutions rather than problems;
- Learn strategies for generating options that resolve conflicts; and
- Discover the need for a balanced approach to bring resolution to conflicts.

### **Pricing**

- Program (Portable flash drive with PowerPoint, video, Leader's Guide and Sample Participant Guide): \$995
- Customized Participant Materials: \$108 per participant (includes the DiSC profile)
- Facilitator Group Report: \$46.50

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## #4 - Using TrustTalk™ With Patrick Lencioni's *The Five Dysfunctions of a Team: Commitment*

We know many of you use the books and products associated with the best selling *Five Dysfunctions of a Team*. We, too, think Five Dysfunctions is very good. Here's how you can take the Thin Book Publishing TrustTalk™ card deck to create commitment.

The function of commitment within the Lencioni model depends on the concept of 'fair process.' That means that team members understand the way a decision was made, felt their views were taken into consideration and are clear about what they now need to do to implement the decision. Much like the earlier steps on the Lencioni pyramid, it helps if the team had a constructive and vigorous discussion about the decision rather than a superficial process designed to avoid any 'conflict.' This is why commitment is dependent on high trust and constructive conflict.

The keywords in this group of TrustTalk cards are:

- *Commitment to others;*
- *Decision-making;*
- *Open to different points of view; and*
- *Innovation and risk-taking.*

You can use the content on these cards to design one or more sessions on creating commitment. For example, the next time your team faces a decision, pull the cards with the key word Decision-making (24-27). Spend 5 minutes per card using the conversation starters to have a team dialogue about that item.

If your team believes you should take action to do more of any of the items, turn the card over to the suggested to-do's and use them as a platform for your own action planning.

### Dysfunction 5: Commitment

Use TrustTalk™ cards: 12, 24, 25, 26, 27, 29, 34, and 35.

#### Example: Card 24 - *This Team has a Defined Process to Make Decisions*

Conversation starters for team dialogue:

- How do we make decisions?
- How do we make sure our decision-making process is appropriate for the different kinds of decisions we make?
- What other decision-making processes could we use?

Many teams default to one decision making process without consciously exploring why they use that one. All decisions are not 'equal' and a team should be able to draw on a wide variety of processes and choose the one that best fits the decision in questions. The conversation starters in this set of cards begin the dialogue within the team to surface and understand the team's decision making process. You can use the other key words to focus on the different parts of the definition of commitment in the Lencioni model.

**Pricing** - \$75 per card deck

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## #5 - Using Trust Talk™ With Patrick Lencioni's *The Five Dysfunctions of a Team: Accountability*

We know many of you use the books and products associated with the best selling *Five Dysfunctions of a Team*. We, too, think *Five Dysfunctions* is very good. Here's some ideas to link Thin Book Publishing tools to the Team-Building Roadmap.

The accountability function within the Lencioni model represents the competency of having tough conversations with openness and respect. Here are three potential tools to help teams develop this competency:

1. Use the TrustTalk™ cards to develop agreements on the key words of *commitment to others*, *competence*, *team learning*, *fulfilling commitments*, *communicating expectations* and *openness*. You can use the cards as the basis of a team building session focused on creating agreements and action plans.
2. Present a half-day or full-day workshop on *Courageous Group Conversations* to build the skills for handling group dynamics with tough conversations. These workshops are Thin Book Publishing products, available for licensing.
3. Present the full-day workshop on *Straight Talk* by our colleague, RW Associates. This workshop focuses on building skill in one-on-one difficult conversations. It is available for licensing from RW Associates. (see Solutions Series #6 for further information)

### TrustTalk™

Use TrustTalk™ cards: 8, 19, 38, 40, 41, 42, 43, 44, 45, and 51

**Pricing** - \$75 per card deck; purchase from Thin Book Publishing ([www.thinbook.com](http://www.thinbook.com); 888.316.9544)

### Courageous Group Conversations Workshop

Think of the last meeting you attended. Was it productive? Did you leave the meeting knowing something you didn't know before you arrived? Did any new idea surface during the meeting? Did everyone participate in the meeting? Did action follow the meeting? Conversation is the way we work together, especially in groups. Organizations can be much more productive and innovative if they take the time to learn how to address conversations and group discussions.

This half day or full day workshop shows participants how to have a constructive group conversation in order to share what they know, learn what they don't know and perhaps find a point of innovation.

**Session Goals** - Learn how to:

- Explore the elements of a collaborative workplace;
- Have the courage to speak up;
- Make the discussion of different opinions constructive and respectful;
- Have teams use each other to find the point of innovation;
- Manage multiple alternatives and still move forward;
- Make decisions that are based on the best knowledge of the group without forcing consensus; and
- "Say it"

**Pricing** - Contact Thin Book Publishing ([www.thinbook.com](http://www.thinbook.com) or 888.316.9544)



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## #6 - Using *Straight Talk* With Patrick Lencioni's *The Five Dysfunctions of a Team: Accountability*

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First, we recommend the work of one of our colleagues, Bob Phillips, co-author of "*Absolute Honesty; Building a Corporate Culture That Values Straight Talk and Rewards Integrity*" (AMACOM 2003).

As groups transition through the first three dysfunctions of a team, the skills and understanding needed to move the group to total accountability are not easy to learn. It is easy to talk about developing trust but most individuals do not understand what behaviors they need to practice with their peers to achieve a trusting relationship. We also know that it is difficult to develop trust but very easy to lose those trusting relationships if we do not understand our own or others' behaviors or motives.

The *Straight Talk* Workshop was developed to assist individuals in understanding their behavior when interacting with others. With this understanding they in turn can improve their effectiveness by modifying their behavior to increase their own and the team's ability to perform at a higher level and develop trusting relationships.

*Straight Talk* is a full day program that is designed to lead participants through the process of building skills that will solidify the way they can effectively interact with other team members and to eliminate dysfunctional behavior that inhibits a team's ability to meet their targeted results.

**Session Goals** - Learn how to:

- Identify the two factors that impact telling the truth - Fear and Trust;
- Identify the eight reasons why people are afraid to tell the truth;
- Develop the process of Constructive Confrontation and how to effectively apply this process in the workplace;
- Better understand how defensiveness causes the best discussions to be derailed;
- Learn how to gain commitment without undermining the team objectives;
- Build an action plan to increase your effectiveness with others; and
- Build a Platform of Integrity to guide personal behavior.

### Pricing

- Two day Train-the-Trainer program to certify in-house trainers
  - \$12,000 plus \$350 per trainer for materials.
  - Student materials cost and licensing fee \$165 per student
- One day program with a Certified Trainer
  - \$2,500; plus \$165 per student
- One day program presented by Bob Phillips
  - \$ 3,500; plus \$165 per student

Purchase from RW & Associates, Inc  
[www.rwassociates.net](http://www.rwassociates.net) or call (541) 617-8922



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## #7 - Using Team Dimensions 2.0 Profile With Patrick Lencioni's *The Five Dysfunctions of a Team: Results*

We know many of you use the books and products associated with the best selling *Five Dysfunctions of a Team*. We, too, think Five Dysfunctions is very good. Here's some ideas to link our tools to the Team-Building Roadmap.

Team results are the top of the Lencioni pyramid because results are dependent on successfully climbing each step to achieve the synergy of collective effort. While many of the success factors for results are dependent on aligned organizational systems for rewards and goals, the team can put the team goals and priorities first if it knows how teams work best.

The Team Dimensions 2.0 Profile® helps team members identify and learn the four different roles within a team, each member's preferred style and how to put those styles to work best with the different team project stages. You can use this valid and reliable profile as a basis for building a custom team building program. Or, you can use one or both of the idXready 2.0 programs that incorporate the Team Dimensions Profile into the participant materials: Capitalizing on Team Talents™ and Collaboration Skills for Teams™.

### What is the Difference?

- Capitalizing on Team Talents™
  - Is geared more towards motivating a team based on their strengths and understanding their limitations.
  - The suggested audience is individuals who want to improve the efficiency of their team and tap into each team member's strengths.
- Collaborative Skills for Teams™
  - Is more situational, focusing on an individual's role as it relates to interpersonal skills, time management, communication, and project management.
  - The suggested audience is team members or team leaders who wish to increase group performance by helping each person in a group fulfill his or her potential to the overall benefit of the group.
- Both programs are designed as 3 1/2- 4 1/2 hour modules with video and customized workbooks

### Pricing for Either Program

- Program (Portable flash drive with PowerPoint, embedded video, Leader's Guide and Sample Participant Guide): \$995
- Customized Participant Materials: \$108 per participant (Team Dimensions 2.0 profile included)
- Facilitator Group Report: \$46.50

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Contact us for the research report on the Team Dimensions Profile.



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## #7 - Using Team Dimensions 2.0 Profile With Patrick Lencioni's *The Five Dysfunctions of a Team: Results*

### Capitalizing on Team Talents™

Have you ever worked on a team where everyone is doing what they enjoy and making the very best use of their talents? A team where people just seem to “get” each other, projects make real progress and everyone is glad to be on the team? The goal of this program is to help you create this kind of engaged, high-functioning team.

In Capitalizing on Team Talents, participants will:

- Learn the four different roles within teams and the diversity of inherent talents each role brings to the team;
- Understand their natural team roles;
- Recognize how to use their innate strengths to contribute maximally to a team;
- Identify how to efficiently tap into their underutilized natural strengths in daily activities;
- Discover activities that don't fall within their preferred role, and recognize that these activities may cause stress;
- Uncover the strengths and limitations of their team, based on the distribution of team talents within the team; and
- Create action plans to reduce individual and team stress and increase team productivity by tapping into the natural talents of the individuals on their team.

### Collaboration Skills for Teams™

More than likely, we've all had to work with people who were quite different than us. Sometimes it's frustrating. But have you ever worked on a team where people have learned to deal with their differences? Where conflict and miscommunication are reduced, meetings have a purpose, and time is managed efficiently? The goal of this program is to reconcile the inherent differences of team members to help you create an engaged, collaborative team.

In Collaborative Skills for Teams, participants will:

- Learn the four different roles within teams, their preferred roles and the diversity of priorities and preferences of each team role;
- Discover the activities and priorities associated with each of the four team project stages;
- Understand the challenges and communication breakdowns they may face when working with others who have different priorities, roles, and talents;
- Learn to maximize productivity of team meetings by aligning expectations and understanding how to manage their own tendencies;
- Explore how team roles interact in meetings and learn effective strategies to be more effective about managing differences;
- Understand their own time-management preferences based on their team roles; and
- Create personal action plans for strategies to consider when working and communicating with each of the four roles.

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## #8 - Using TrustTalk™ for a Session on Team Trust

Here's an idea for a two-hour session on trust using our TrustTalk™ cards:

- Begin the session with a general overview on team trust. (5 minutes)
- Ask the group to pair up with someone and ask each other this question: Think about a team member you trusted. Tell me what he or she did that made you trust him or her. Be as concrete as possible. (10 minutes)
- When the pairs have finished ask for several examples. (8 minutes)
- Introduce the key words of the TrustTalk cards and ask the group what key words seem to match their experience with the trusted team member. (10 minutes)
- Divide the group into smaller groups or intact teams and give each a deck of TrustTalk cards. (1 hour)
  - Instruct them to look over the key words and choose one or two that they want to explore as a group/team.
  - They can pull the cards with those key words and use the conversation starters to have a dialogue about that item. They should also discuss and agree on 2 action steps to take in their own teams in the next week to increase team trust.
- Bring the larger group back together and ask for examples of what the groups learned and what they plan to do. (20 minutes)
- Summarize and conclude. (7 minutes)

Key words in TrustTalk:

### Spirit of Unity

- Belonging (1,2,3, 4, 13)
- Caring (4,5,6,7)
- Commitment to others (8,9,10,11,12,13)
- Positive Environment (13,14,15,16,17)

### Strategic Competence

- Competence (18, 19, 20, 21)
- Supports organizational success (22, 23)
- Decision-making (24, 25, 26, 27, 28, 29)
- Innovation (23, 30, 31, 32, 33, 34, 35)
- Risk-taking (33, 34, 35)
- Team Learning (36, 37, 38, 39,71)

### Predictability & Reliability

- Fulfilling commitments (40, 41)
- Communicating expectations (42, 43, 44, 45, 46)

### Integrity & Openness

- Doing the 'right' thing (47, 48, 49)
- Openness (45, 49,50, 51, 52, 53)
- Sharing credit (54, 55)

### Collaborative Intent

- Open to different points of view (29, 56, 57, 58, 59, 60, 61)
- Supports organizational success (62, 63, 64)

### Psychological Safety

- Safe to be vulnerable (65, 66, 67)
- Take interpersonal risks to learn (68, 69, 70, 71)

**Pricing** - \$75 per card deck

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