

# From Me to We: Developing the Behaviors of an Ideal Team Player

*DEVELOPED AND PRESENTED BY SRSD CONSULTING, LLC*





# Agenda

- 5 Behaviors of a Cohesive Team
- Vulnerability-Based Trust
- Productive Conflict
- Strategies to Increase Trust

# Learning Objectives

- Learn how Trust, Conflict, Commitment, Accountability, and Results drive high-performing teams.
- Reflect on behaviors and habits that impact team dynamics.
- Use tools to enhance emotional intelligence, accountability, and teamwork.



# Why We Are Here

- Cohesive teams.....
  - Make better, faster decisions
  - Tap into skills and opinions of all members
  - Avoid wasting time and energy on politics, confusion, and destructive conflict
  - Create a competitive advantage
  - Are more fun to be on!



# Ice Breaker

- What does it mean to be a “cohesive team”?

# WHY

## WHO

Thoughts

Emotions

Experiences

The lens by which we  
interpret the world

## HOW

Actions

Behaviors

Logic, Heart, Gut

## WHAT

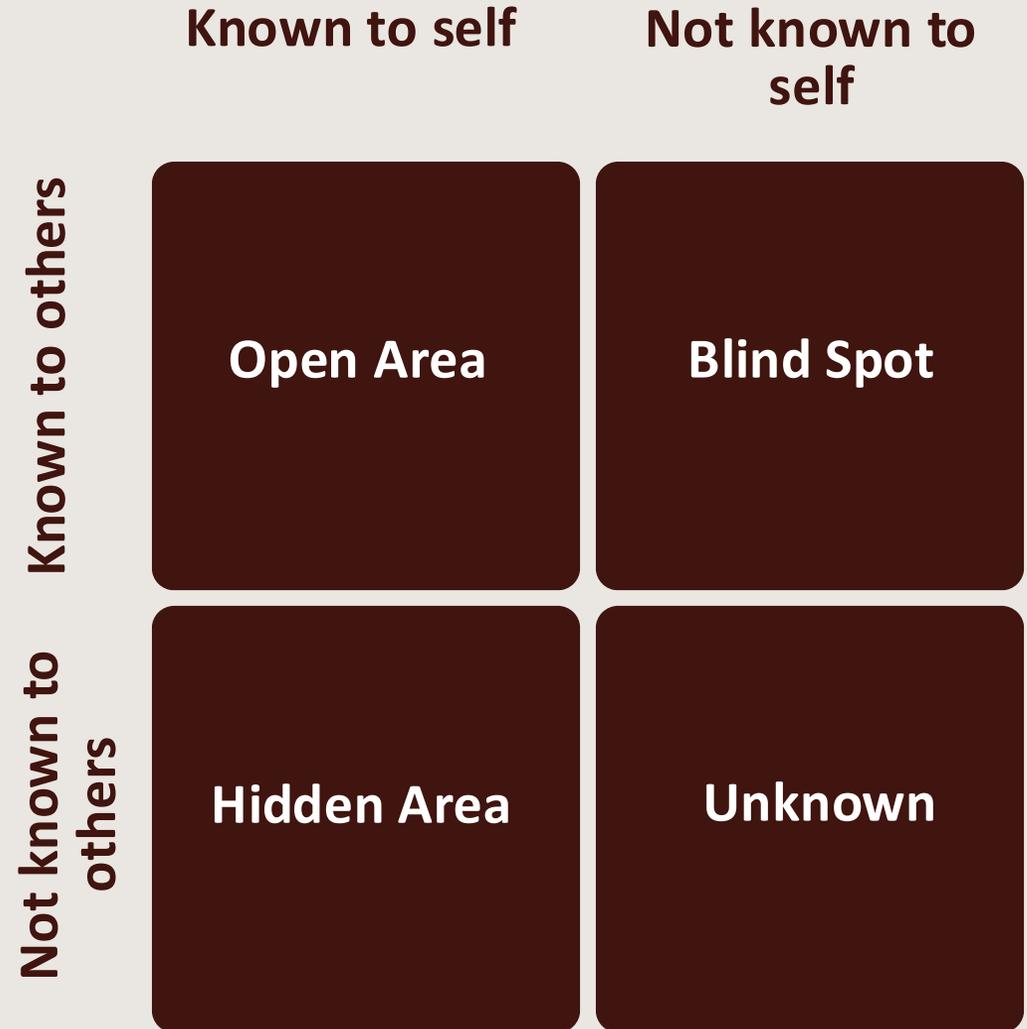
Outcomes

Outputs

Tasks

# Johari Window

- Need to expand awareness of our blind spots
- Need other people to help us
- Find people who tell you what you **NEED** to hear, not what you **WANT** to hear.





# Step Back

- Above the Surface
  - Programs and activities (e.g. the pizza party)
  - What we say
  - What we do
  - More training
- Below the surface
  - Beliefs
  - Emotions
  - How we do things

# The Five Behaviors<sup>®</sup> Model



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A close-up photograph of two monkeys. The monkey on the left is looking upwards and to the right, while the monkey on the right is looking towards the left. They are positioned close together, suggesting a social interaction. The background is a plain, light-colored wall. A red vertical bar with a white topographic map pattern is on the right side of the image.

# High Trust Relationship

Describe the relationship

A photograph of two monkeys in a lush green forest. One monkey is perched on a branch on the left, looking upwards and to the right. The other monkey is perched on a lower branch on the right, looking towards the left. The background is filled with dense green foliage. A semi-transparent grey box with a red border is overlaid on the center of the image, containing the text.

# Low Trust Relationship

Describe the relationship

# Types of Trust

- **Predictive Trust**

- Consistent patterns of behavior.
- You know what you can expect from others.
- Follow through on commitments.
- Dependable and responsive.

- **Vulnerability Based Trust**

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

A stack of several hands, with the top one being orange and the others white, holding a small orange figure. The hands are arranged in a way that suggests support and care. The orange figure is a simple, stylized human-like shape with a round head and outstretched arms and legs.

***“Without trust, we don’t truly collaborate; we merely coordinate-or, at best, cooperate.”***

**Stephen M.R. Covey**

# Connecting Trust and Conflict



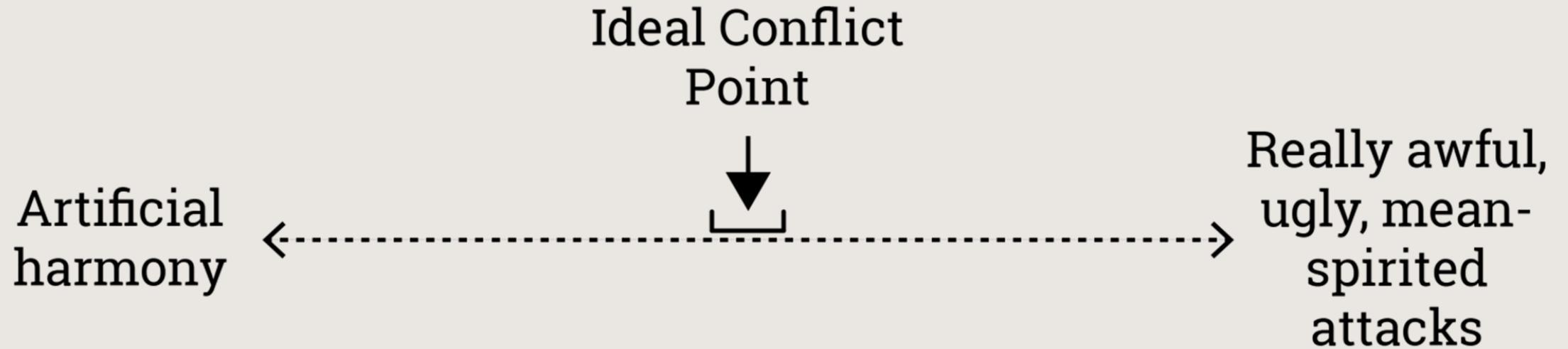
- When there is trust, team members feel safe engaging in passionate and emotional debate.
- They know they will not be punished or resented for saying something that might be interpreted as destructive or critical.

# Discussion

- What behaviors on a team signal real trust to you, not just friendly cooperation.



# Conflict Continuum



**Where is your team on the continuum?**



# Productive Conflict

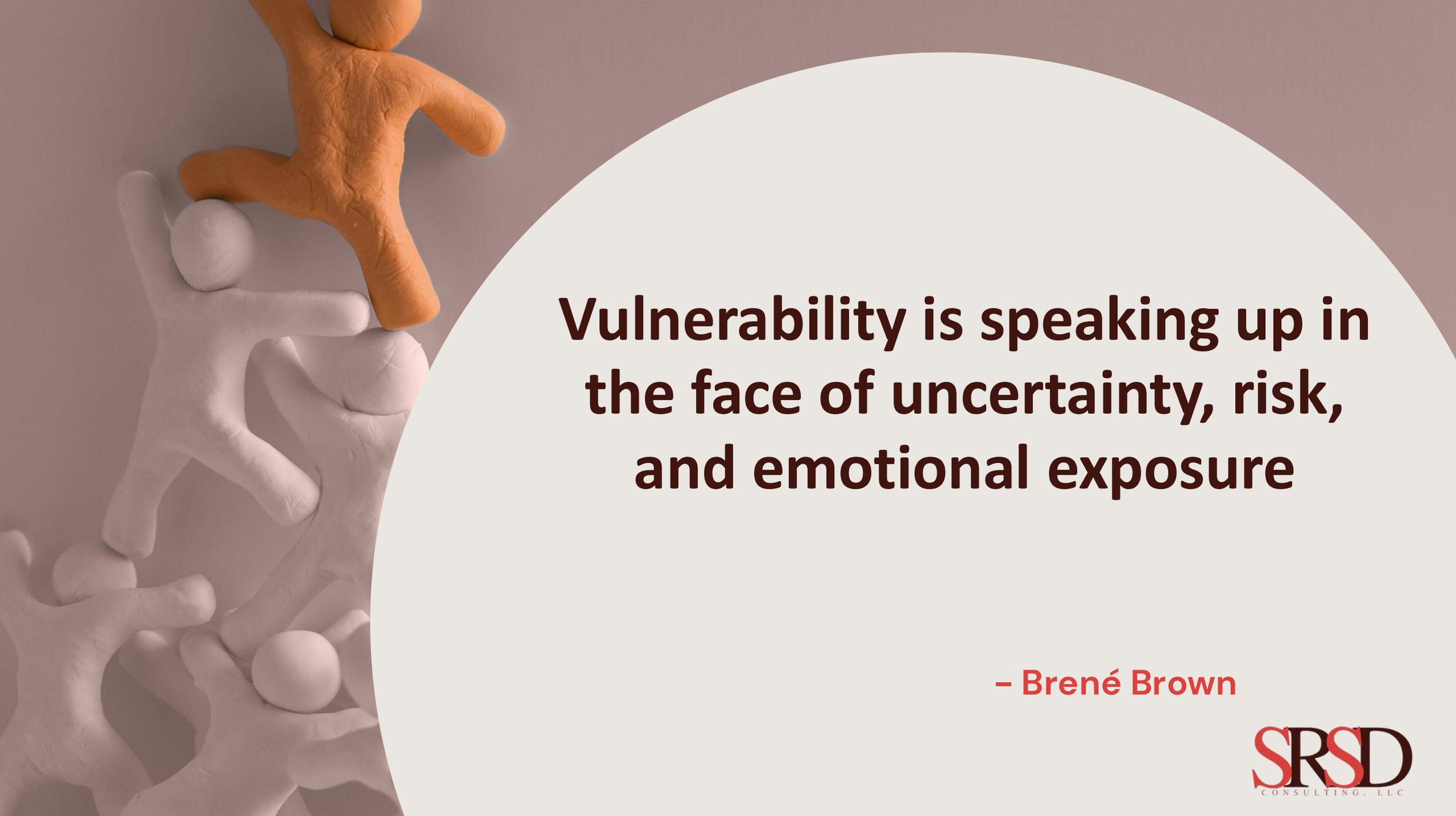
- Voicing your opinions even at the risk of causing disagreement.
- Seeking out your teammates' opinions during meetings.
- Confronting and dealing with the most important and difficult issues.
- Exploring everyone's ideas to uncover the best solutions.

# Destructive Responses

- Arguing
- Belittling
- Caving in
- Defensiveness
- Dismissing others' opinions
- Becoming overly dramatic
- Exaggerating the problem
- Exclusion/leaving people out
- Finger-pointing/blaming/scapegoating
- Gossiping/complaining about someone
- Becoming hypercritical
- Overpowering
- Passive-aggression
- Revenge/looking to even the score
- Sabotage/introducing obstacles
- Sarcasm
- Stonewalling/becoming non-receptive
- Withdrawing

# Productive Responses

- Straightforward with opinions
- Acknowledges tough issues
- Willing to have objective debate
- Find the root cause
- Hears out all issues
- Gives people space
- Focus on facts
- Expresses empathy
- Encourages open dialogue
- Provides reassurance
- Expresses emotions
- Demonstrates flexibility
- Considerate of others feelings
- Communicate with tact
- Listens objectively and intuitively
- Find the best solution



**Vulnerability is speaking up in  
the face of uncertainty, risk,  
and emotional exposure**

**– Brené Brown**



# Vulnerability is the Path to Building Trust

- When a leader or team member is willing to be open, admitting mistakes, asking for help, or sharing uncertainties, they signal authenticity and humility.
- In environments where people feel psychologically safe, they are more likely to express themselves honestly without fear of judgment or punishment.

# Barriers to Vulnerability

## Fear of Judgment or Rejection

- “If I say this out loud, what will they think of me?”
- Worry about being seen as weak, incompetent, or overly emotional.

## Perceived Loss of Credibility or Authority

- “If I admit I don’t know, will they still respect me?”
- Fear of losing status or being second guessed.

## Cultural or Organizational Norms

- “No one else does this – why should I?”
- Openness may be seen as “unprofessional” or a “just the facts” mentality

## Perfectionism and Control

- “If I let go, things might fall apart”
- Take pride in being a high performer and resistant to showing any doubt

# Barriers to Vulnerability Cont...

## Fear of Emotional Overexposure

- “What if I can’t manage the emotion once I open up?”
- Concern that showing emotion will lead to emotional overwhelm or loss of composure.”

## Lack of Psychological Safety

- “It’s not safe to be vulnerable here”
- Without trust, openness can feel risky or dangerous.

## Ego and Identity Attachment

- “I’m the one who always has it together”
- Attempt to project an image of strength and “having all the answers”

## Lack of Language

- “I don’t know how to say this without it sounding unprofessional”
- May want to share but don’t have the language or clarity to express vulnerability constructively.”

# Discussion

- Think about a recent situation where you held back from expressing your full point of view.
- What kept you from being more forthcoming?





# Strategies to Increase Trust

- Respond well to the vulnerability of others.
- Clarify intent before delivering hard messages.
- Shift from judgment to curiosity.
- Reinforce that tension can signal importance, and not danger.





# Review

- 5 Behaviors of a Cohesive Team
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**THANK YOU!**



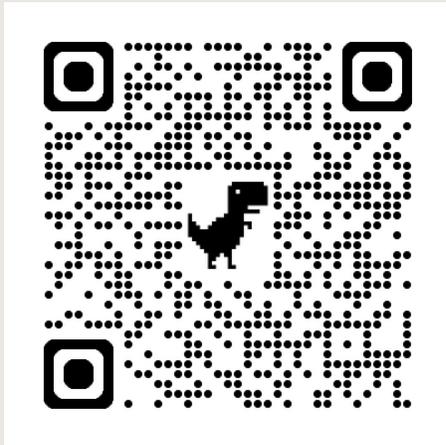
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