



# The Cohesive Team:

*How to avoid team breakdowns & develop a more evolved team*



## TRAITS & TRUTHS of COHESIVE TEAMS

1. Confidence that teammates' ... \_\_\_\_\_
2. There is no need to be ... \_\_\_\_\_
3. Teammates are comfortable being ... \_\_\_\_\_
4. Respect ... \_\_\_\_\_

## QUALITIES & SKILLS DEVELOPED WITHIN HIGHLY FUNCTIONAL, COHESIVE TEAMS:

1. There is a foundation of \_\_\_\_\_
2. They have developed the ability to manage \_\_\_\_\_
3. They feel a commitment to \_\_\_\_\_ and \_\_\_\_\_
4. They recognize they are accountable to \_\_\_\_\_ and \_\_\_\_\_
5. They evaluate and pay attention to \_\_\_\_\_
6. \_\_\_\_\_

### **ABOUT YOUR SPEAKER:**

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**Extensive information on this and other seminar topics is accessible at our website.**

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**FACTORS THAT CAN LEAD TO DYSFUNCTIONAL, "BROKEN" TEAMS:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_

**HOW CAN WE BUILD ALL-IMPORTANT TRUST WITHIN THE TEAM?**

1. Willingness to share ... \_\_\_\_\_
2. Comfort with some ... \_\_\_\_\_
3. Reliable ... \_\_\_\_\_
4. Understand ... \_\_\_\_\_
5. Recognize ... \_\_\_\_\_
6. Communicate ... \_\_\_\_\_

**ASSERTIVENESS**

**Manner of behaving that respects the rights of others  
and the rights of yourself at the same time.**

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## ASSERTIVE BEHAVIORAL SCALE

Assertive

Passive

Aggressive

### You are PASSIVE when you ...

- Allow needs, opinions, judgments of others to become more important than your own
- Do not stand up for yourself

**Typical phrasing:**

- "I shouldn't say this, but ..."
- "I'm not really sure ..."
- "I'm not an expert, but ..."
- Rambling (beating around the bush)
- Apologizing excessively

**Outcomes of Passive behavior:**

- Rarely experience direct rejection
- May be taken advantage of
- May not be taken seriously

### You are AGGRESSIVE when you ...

- Blame, accuse, threaten, humiliate, or put down another person
- Act with little or no regard for the rights of others.

**Typical phrasing:**

- Sentences begin "You..."
- Absolute terms: "Never" "Always"
- Intent is blaming others, demanding, or being accusatory

**Outcomes of Aggressive behavior:**

- Others avoid these individuals
- Others seldom challenge them
- Others may get angry also
- They may get their way but ...

### You are ASSERTIVE when you ...

- Acknowledge your feelings and needs as legitimate
- Express yourself in a direct, honest and constructive way
- Demonstrate a regard for the legitimate rights of others
- Vocal tone is even and reasonable,

**Typical phrasing:**

- Vocal tone is even and well-modulated
- "I" messages (instead of using an accusatory "you" as the opening word)
- "I want you to ...", "I feel uncomfortable when you ..."

**Outcomes of Assertive behavior:**

- Increased self-confidence
- Earn respect from others
- Increased likelihood of being heard

### ASSERTIVE COMMUNICATION

VOCAL	VISUAL	VERBAL
Speak clearly with confidence	Make eye contact	Be direct and to the point
Relaxed, well-modulated voice	Maintain confident posture	Use "I" language
Match the verbal and visual	Listen actively	Request, don't demand

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**Confident and assertive communication using “I” language**

**FIRST ENVISION THE DESIRED OUTCOME**

“I feel \_\_\_\_\_”

(honest, authentic feeling expressed)

“when you \_\_\_\_\_”

(describe behavior of concern)

“because \_\_\_\_\_”

(describe the negative impact the behavior has on you.)

**Ask for what you want (knowing others may refuse)**

“I would appreciate if you would ... \_\_\_\_\_”

(be specific in asking for what you want)

**Ask for confirmation or feedback (knowing others may refuse)**

“Will you be able to do that ...?” “Tell me your thoughts on this ...”

(ask the other person for verbal confirmation ... and wait for response!)

**Example:**

- *I feel a lot of irritation and pressure ...*
- *When people [team mates] leave dishes in the break room sink and don't pick up after themselves*
- *(because) it looks messy and it's a breeding ground for germs ... and then I feel like I need to clean it up myself!*
- *I would appreciate (and I think we'd all appreciate) when each person cleans up after herself/himself.*

**IMPORTANT:** Ending the conversation here leaves the issue up in the air. It assumes that people will follow through, but that may not happen! At this point it's important to ask for what you want ...

- *Would each one of us agree to clean up our own dishes in the break room, so that nothing is left in the sink? (Now look at each person and wait for a response!) If this presents a challenge for anyone, let's talk about it now so we can work something out ... maybe a schedule for “kitchen maintenance”.*

**As a team we will focus on becoming more cohesive through:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**I will personally take the following step toward helping our team become more cohesive:**

To retrieve a copy of this handout or to see related materials please go to:

[www.BoswellSeminars.com/aao.aspx](http://www.BoswellSeminars.com/aao.aspx)

Note: this webpage will be accessible for a limited time and is subject to removal by October 1, 2009

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