Linking the **Intégro Trust Model** to
The Five Behaviors of a Cohesive Team

Background

Intégro has been providing interpersonal skills training for over 40 years, and the foundation of that training has been our proprietary trust model, or the four behaviors that build trust. In 2014 Wiley released the Five Behaviors of a Cohesive Team to its distribution network and the foundation of that program and first behavior is vulnerability-based trust.

Since most of Intégro's Associates are also Wiley Authorized Partners and Five Behaviors accredited, I thought it made sense to clarify the overlap and any differences between the way the subject of trust is explained.

I would also like to clarify that Intégro and I personally use the Five Behaviors program extensively, so this paper is not intended to indicate that the Intégro Trust Model is in any way better than the Five Behaviors approach to trust.

In this paper I describe how the items used in the Five Behaviors Team Development assessment relate to the eight Values that Build Trust in situations where they do. So, following, I will go through the Five Behaviors and provide my comments about how I think the items correlate with the eight values that build trust in the Intégro Trust Model.

1.   TRUST

The Five Behaviors Program emphasizes that this module is not about "predictive trust" as Lencioni calls it – it is about "vulnerability-based trust."

> The four questions measuring "vulnerability – based trust" are measuring **openness**. The first three are about **disclosure** and the fourth question is about **receptivity.**

> While I think that question two – "Team members willingly apologize to one another" – requires **disclosure**, it also indicates a level of **respect** for each other, although I wouldn't say it measures **respect**.

> *Team Culture Questions*: I also reviewed these questions and again the main emphasis is on **openness**, with again an indirect indication that **respect** is required for "vulnerability-based trust" to develop.

2.   CONFLICT

The team survey questions in this module are a combination of **openness** and **straightforwardness.**

Question one is about **disclosure**, two is focused on **receptivity** and both three and four are measuring **straightforwardness**.

Team Culture questions: In this module the questions do not relate to the Intégro Trust Model. In fact, they are values-based decisions people make about what is appropriate or inappropriate – there really isn't a correct answer. They are, however, important behaviors to discuss so the team can agree on what they deem to be acceptable.

Reaching agreement on some of these behaviors will require a high degree of **flexibility** – *the willingness to see others needs as at least as important as my own.*

3.   COMMITMENT

While one of the values that build trust is **keeps commitments**, this module is about making commitments. So again, it is really about **openness** and **straightforwardness**.

Looking at the four Team Survey questions, the first requires a high level of **receptivity** and **disclosure** – through healthy discussion the team can become very clear.

For question two, it requires a high level of **straightforwardness** and **disclosure** to end discussions with clear and specific resolutions and calls to action.

Question three, knowing that everyone is committed to the decisions agreed upon, requires **disclosure** from all team members that they are committed – and will only be achieved if a high level of **straightforwardness** has flushed out any areas of disagreement.

Question four is an interesting one. For team members to support group decisions even if they initially disagree – more than one of the values that build trust come into play. Firstly, it is important that each team member **respects** the other members of the team so that they value their input on the decision. They need to be **receptive** to other opinions, and more specifically – be willing to change their mind in the face of new evidence. They will also need to have **disclosed** their points of disagreement during the discussion so that they know their thoughts have been heard.

Team Culture questions: For this module the questions are quite significant in my opinion.

Questions one and three; "I don't have all the information" and "We are not clear about the priorities", indicates a lack of **disclosure** from the team leader. This is significant because some team leaders view information as power, so they feel like their power is diminished by being transparent.

Question two is about not having enough time during team meetings. This is one of the most common reasons why teams are dysfunctional – they don't allow enough time at team meetings to communicate openly with each other about what they are committing to. Because of this lack of time the team is often pushed to make a decision by voting, when in fact the decision may be too important to have winners and losers from a vote.

Question four is a good question to measure the degree to which team members **keep commitments**. In debriefing this question, I think it would be important for the facilitator to encourage open discussion about specific examples where team members have not followed through. It might be uncomfortable for some team members, but until they know they are letting other team members down, their behavior is unlikely to change.

Question five is very interesting, Decisions are counter to my personal goals. Are people putting their own interests ahead of the team or organization's interests? This would create some interesting discussions if several team members agreed with this question.

4.   ACCOUNTABILITY

This module is very clearly focused on the trust value of **straightforwardness** if we look at the skill needed to perform well in each of the four questions.

When I look at these four questions, my first thought is that a team that does this well would be in a challenging, confronting environment. Not many people, in my experience, would enjoy working in that environment.

However, when you look at this in the context of the Five Behaviors Model – the team will already have made commitments as to what they will be doing and achieving. Given that context, it makes sense that people would hold each other accountable.

This is a critical factor in facilitating this model/program – most teams score lowest in *Accountability*. I think the reason for that is most teams are not as good as they think they are at making commitments.

Although the questions measure behaviors that relate very clearly to **straightforwardness**, the underlying assumption behind these questions is that team members are expected to keep their commitments and seek excellence in everything they do.

Team Culture Questions: The questions in the *Accountability* module are again focused primarily on **straightforwardness** and **disclosure** to ensure that team members openly discuss issues related to following through on commitments, there are also questions that address the trust values of **keeping commitments** and **seeking excellence**.

5. RESULTS

This last module is an interesting one. My first thought was that it was going to be measuring reliability – but in fact only question three leans in that direction.

Questions one and two don't seem to tie directly to the Values that Build Trust. In fact, I would say they are more related to *interpersonal flexibility* than anything else – particularly the idea of *seeing others needs as at least as important as your own.*

Question four relates to giving other team members appropriate **recognition** for their contribution and achievements.

The Team Culture questions are also mainly focused on the self-interest factor – or lack of *flexibility*.

SUMMARY

The Five Behaviors of a Cohesive Team does an excellent job of getting a team focused on working together cohesively and learning the communication skills needed to build trust. It also addresses several challenges that many teams face:

1. The lack of willingness to discuss issues that may be blocking team performance.
2. Performance issues – team members who are not pulling their weight or who are continually late for team meetings.
3. Team members who put their own interests ahead of the welfare of the team and for the organization.
4. Difficulty in making decisions because team members are inflexible and have very fixed opinions.
5. Team members who do not participate in team discussions or decisions.

It is a very effective program for raising the level of communication and commitment to a point where the team will be much more effective in creating change – developing a new vision and strategy.

The key difference between the Five Behaviors assessment and the Team Alignment Survey (TAS) is that the TAS is measuring alignment as well as trust and more specifically, measuring alignment on key strategic factors – purpose, values, vision and goals. In an ideal world teams need both – to be in alignment and to be able to have the robust conversations that Five Behaviors encourages.

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January 2021