

THE FIVE BEHAVIORS OF A COHESIVE TEAM™

Patrick Lencioni

BASED ON THE NEW YORK TIMES BEST-SELLING BOOK
The Five Dysfunctions of a Team

Progress Report

Kathryn Peterson

With DecisionTech Leadership Team (6 people)

Wednesday, June 29, 2016 & Tuesday, June 20, 2017

This report is provided by:

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The Five Behaviors of a Cohesive Team

Has your team made progress?

This report is designed to give you, Kathryn, and your team insight into the progress you have made since you last took the assessment. Along with the original assessment questions, your team was given additional survey questions to help you pinpoint where improvement has been made and where it might still be needed.

Still, it's important to bear in mind that progress can be measured in more than one ways. While your assessment scores can help uncover weak spots (and strengths), other ways to measure progress may include how it feels to show up for work every day and willingness to stick with this program. Furthermore, it should be noted that your scores can be affected by more than just your progress. A shift in team members, deeper understanding of the concepts, and willingness to answer more honestly should be factored into any changes you see.

Maintaining a cohesive team requires ongoing attention and effort. But it can be—and should be—a rewarding process that benefits everyone on the team. Before you begin, take a moment to refresh yourself on The Five Behaviors model:

Trust One Another

When team members are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.

Engage in Conflict Around Ideas

When there is trust, team members are able to engage in unfiltered, constructive debate of ideas.

Commit to Decisions

When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions.

Hold One Another Accountable

When everyone is committed to a clear plan of action, they will be more willing to hold one another accountable.

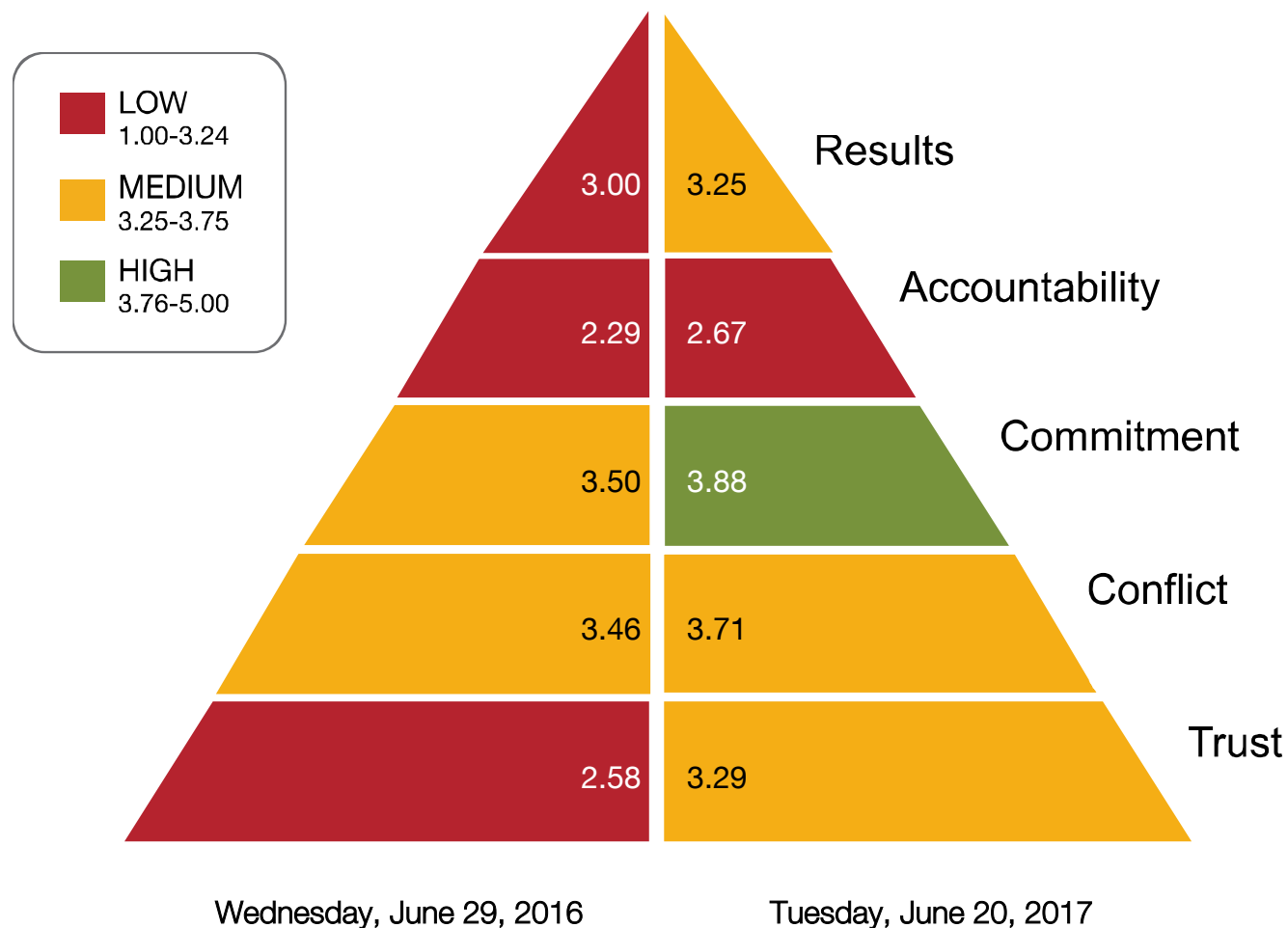
Focus on Achieving Collective Results

The ultimate goal of building greater trust, productive conflict, commitment, and accountability is one thing: the achievement of results.



The Five Behaviors and Your Team

Kathryn, below are your team's results for each behavior. The left side of the pyramid shows your results from the Wednesday, June 29, 2016 assessment. The right side of the pyramid shows your results from the Tuesday, June 20, 2017 assessment.

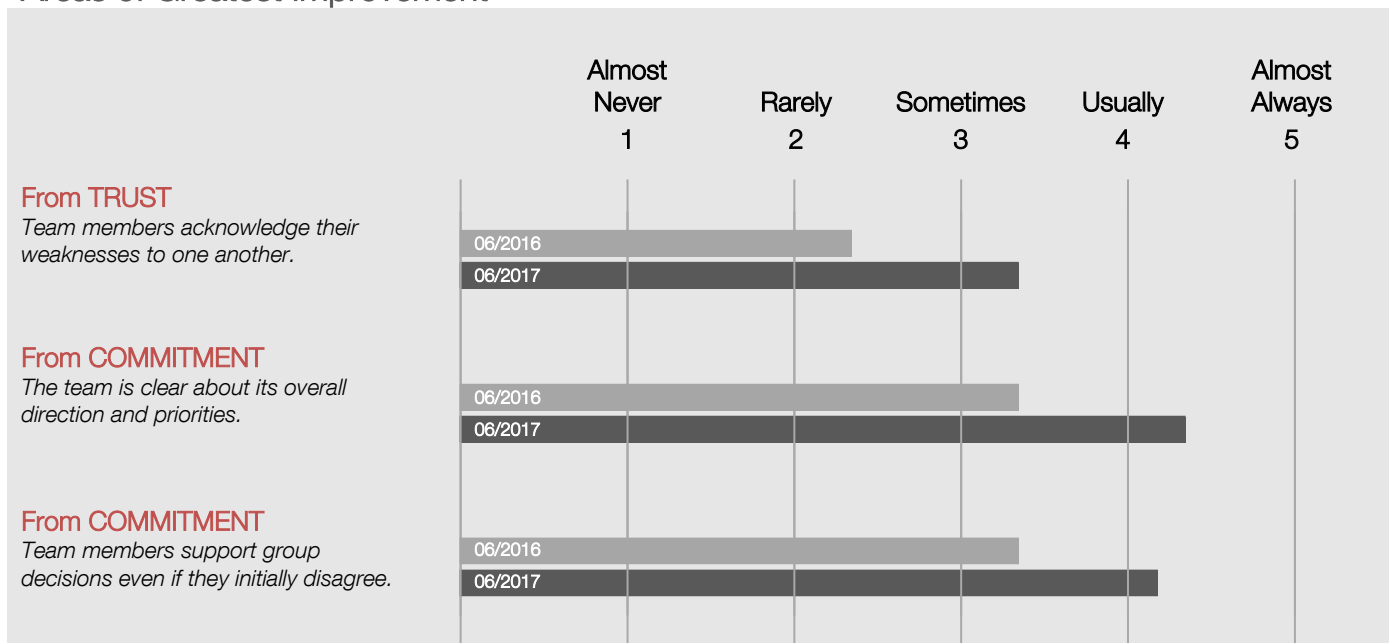


Summary of Your Team Survey Results

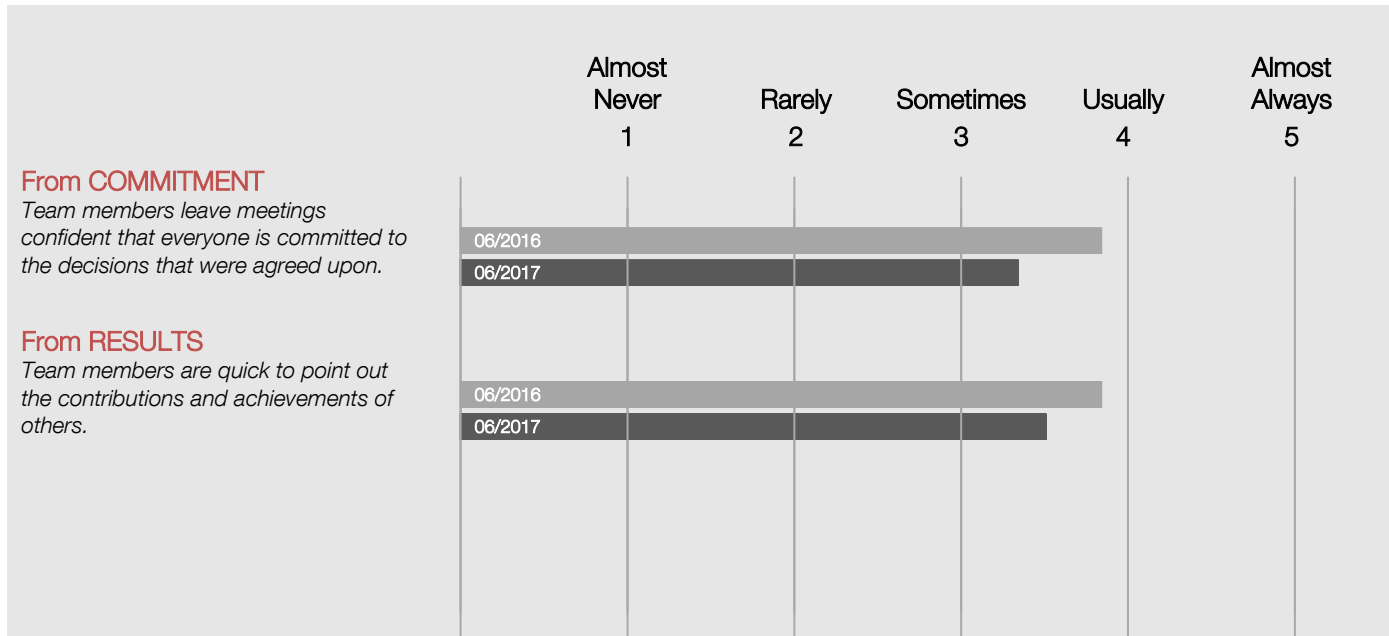
Your assessment scores indicate that commitment is likely an area of strength for your team, while results, accountability, conflict, and trust are potentially areas for improvement. Your team appears to have improved on all of the five behaviors since the last assessment.

Overview

Areas of Greatest Improvement



Areas of Greatest Decline



Your Team's Evaluation

As part of the assessment, you and your team members had an opportunity to assess the overall progress, or lack of progress, you think your team made. The number of teammates who selected each option is indicated in the boxes below (out of 6 participants). Team members who did not participate in the last assessment should have indicated this on the team survey (you can find this tally at the bottom of the page).

Did your team spend enough time working through the issues that came up during your last Five Behaviors session?

1 Yes 5 No

Has your team functioned better since your last Five Behaviors session?

5 Yes 1 No

Has your team become more productive since your last Five Behaviors session?

4 Yes 2 No

Since the last assessment, what factors have kept the team from making more progress?

(Team members could select all that apply)

- | | | | |
|---|---------------------------------------------------------------|---|-----------------------------------------------------------------------|
| 5 | We were too busy | 1 | People didn't know how, or didn't want, to make the necessary changes |
| 5 | The topic just didn't come up much | 1 | We didn't know what changes needed to be made |
| 1 | We didn't make clear/specific goals during the last session | 0 | We didn't know how to make the necessary changes |
| 1 | We didn't allot time to address the changes we needed to make | 0 | We didn't need to make more progress |

"I did not participate in the last assessment" = 0

Building Trust

Remember, the first and foundational behavior of a cohesive team is trust. The definition here isn't centered around the ability to predict a person's behavior based on past experience (a standard description). Rather, in the context of a cohesive team, **trust** means

- a willingness to be completely vulnerable with one another
- confidence among team members that their peers' intentions are good and that there is no reason to be protective or careful around the team

Team Survey Results

The first row in each of the tables shows the spread of responses from your previous assessment to each of the trust-related questions. The second row in each table reflects your current results. To the right of the table, you will find the averages from each assessment. **These averages are based on a five-point scale.**

Team members acknowledge their weaknesses to one another.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	<u>AVG SCORE</u>
06/2016	1	2	3	0	0	2.33
06/2017	1	0	2	2	1	3.33

Team members willingly apologize to one another.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	<u>AVG SCORE</u>
06/2016	1	1	2	2	0	2.83
06/2017	0	0	3	2	1	3.67

Team members are unguarded and genuine with one another.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	<u>AVG SCORE</u>
06/2016	0	3	3	0	0	2.50
06/2017	0	1	4	1	0	3.00

Team members ask one another for input regarding their areas of responsibility.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	<u>AVG SCORE</u>
06/2016	1	1	3	1	0	2.67
06/2017	0	1	3	2	0	3.17

Your Team's Current Survey Results for Trust: 3.29=MEDIUM

Your Team's Trust Score from Wednesday, June 29, 2016: 2.58=LOW

Progress Building Trust

What has your team done to help improve trust?

As part of the assessment, you and your team members had an opportunity to address specific areas that may contribute to the level of trust on this team. The table below has two separate components. The box on the left illustrates the number of teammates (out of 6) that have noticed each level of change in the correlating behavior. The box on the right illustrates whether people on the team believe improvement is needed.

	Since the last assessment, my team does this			We still need to work on this
	More often	The same	Less often	
Readily apologizes	3	3	0	2
Lets go of grudges	1	5	0	3
Shares professional failures and successes	1	4	1	6
Considers one another's working styles	5	1	0	0
Shares personal information	4	2	0	5

"I did not participate in the last assessment" = 0

Points of Discussion

1. A number of group members have noticed an increase in many of the behaviors above. What examples do you have to share? How has this contributed to the level of trust on your team?
2. Based on your team survey (page 6), your team seems to have a higher level of trust than last time. What do you think contributed to your higher score? What steps can the team take to continue building trust?



Mastering Conflict

All great relationships, the ones that last over time, require productive conflict in order to grow. It's important to distinguish productive, ideological conflict from destructive fighting and interpersonal politics. **Productive conflict**

- is focused on concepts and ideas
- avoids mean-spirited, personal attacks

Team Survey Results

The first row in each of the tables shows the spread of responses from your previous assessment to each of the conflict-related questions. The second row in each table reflects your current results. To the right of the table, you will find the averages from each assessment. **These averages are based on a five-point scale.**

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

	Almost Never	Rarely	Sometimes	Usually	Almost Always	<u>AVG SCORE</u>
06/2016	0	1	2	2	1	3.50
06/2017	0	0	1	3	2	4.17

Team members solicit one another's opinions during meetings.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	<u>AVG SCORE</u>
06/2016	0	1	3	1	1	3.33
06/2017	0	1	2	3	0	3.33

When conflict occurs, the team confronts and deals with the issue before moving to another subject.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	<u>AVG SCORE</u>
06/2016	0	2	1	1	2	3.50
06/2017	0	1	0	4	1	3.83

During team meetings, the most important—and difficult—issues are discussed.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	<u>AVG SCORE</u>
06/2016	0	1	3	0	2	3.50
06/2017	0	1	2	2	1	3.50

Your Team's Current Survey Results for Conflict: 3.71=MEDIUM

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Your Team's Conflict Score from Wednesday, June 29, 2016: 3.46=MEDIUM



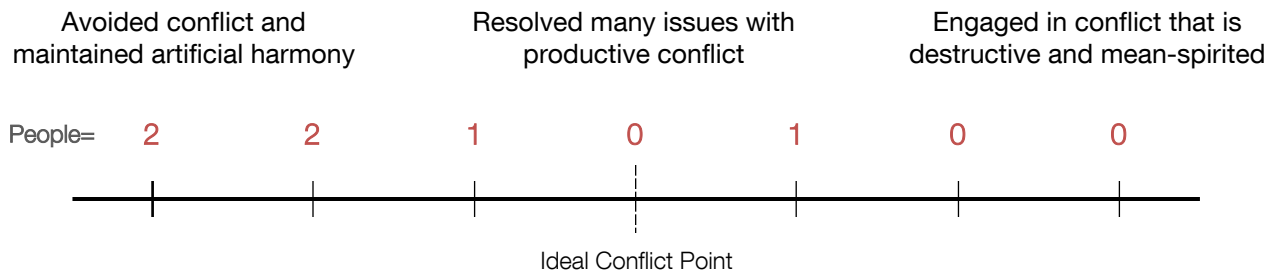
Progress Mastering Conflict

Where is your team on the Conflict Continuum?

When it comes to the range of different conflict dynamics in an organization, there is a continuum of sorts. At one end of the continuum is no conflict at all, marked by false smiling and disingenuous agreement. At the other end of the continuum is relentless, nasty, destructive conflict, with people constantly at one another's throats. Somewhere in the middle of those two extremes is the demarcation line where good, constructive conflict exists.

As part of the assessment, you and your team members had the opportunity to place yourselves on the conflict continuum and to answer questions regarding this placement. Here are the results of the team survey (6 people):

Since the last assessment, our team has largely:



Since the last Five Behaviors session,

	Rarely	Sometimes	Often
I hold back my opinions because I think they will cause tension.	3	3	0
I hold back my opinions because I don't think anyone will listen.	2	2	2
I feel that my opinions are overpowered by others.	2	1	3

"I did not participate in the last assessment" = 0

Points of Discussion

1. A number of people on this team hold back their opinions for the reasons listed above. How has this impacted the team's productivity? What could the team do to encourage people to share their opinions more freely?
2. Based on your team survey (page 8), your team seems to have improved at handling conflict. What do you think contributed to your higher score? What steps can the team take to continue to engage in healthy conflict?



Achieving Commitment

What do we mean by commitment? In the context of a cohesive team, **commitment** is

- clarity around decisions
- moving forward with complete buy-in from every member of the team, even those who initially disagreed with the decision

Team Survey Results

The first row in each of the tables shows the spread of responses from your previous assessment to each of the commitment-related questions. The second row in each table reflects your current results. To the right of the table, you will find the averages from each assessment. **These averages are based on a five-point scale.**

The team is clear about its overall direction and priorities.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	<u>AVG SCORE</u>
06/2016	0	1	2	3	0	3.33
06/2017	0	1	0	1	4	4.33

Team members end meetings with clear and specific resolutions and calls to action.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	<u>AVG SCORE</u>
06/2016	0	0	3	3	0	3.50
06/2017	0	0	2	4	0	3.67

Team members leave meetings confident that everyone is committed to the decisions that were agreed upon.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	<u>AVG SCORE</u>
06/2016	0	1	1	2	2	3.83
06/2017	0	1	2	3	0	3.33

Team members support group decisions even if they initially disagree.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	<u>AVG SCORE</u>
06/2016	0	1	2	3	0	3.33
06/2017	0	0	1	3	2	4.17

Your Team's Current Survey Results for Commitment: 3.88=HIGH

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Your Team's Commitment Score from Wednesday, June 29, 2016: 3.50=MEDIUM



Progress Achieving Commitment

What has your team done to improve commitment?

As part of the assessment, you and your team members also had an opportunity to identify specific commitment-related areas that may have improved since the last assessment and areas that should be improved moving forward. The number of people who agreed and disagreed with each statement appears to the right.

<i>Since the last Five Behaviors session,</i>	Agree	Disagree
We've put some real effort into creating more clarity around our goals and plans.	1	5
The team as a whole has made more of an effort to show support for group decisions.	1	5
<i>Moving forward, we need</i>		
To develop more effective plans and goals	6	0
More clarity in our plans and goals	5	1
A better attitude about our plans and goals	3	3
More input into our plans and goals	5	1
To be more invested in our plans and goals	5	1

"I did not participate in the last assessment" = 0

Points of Discussion

1. According to the survey above, your team generally doesn't seem to think commitment has improved since the last session. What impact does this have on the team? How could more clarity and buy-in be achieved?
2. Based on your team survey (page 10), your team seems to have an even higher level of commitment than last time. What do you think contributed to your higher score? What steps can the team take to continue increasing commitment?

Embracing Accountability

Accountability has become a buzzword—so overused and with so many different interpretations that it has lost much of its meaning. In the context of teamwork, however, **accountability** is

The willingness of team members to call their peers on performance or behaviors that might hurt the team

Team Survey Results

The first row in each of the tables shows the spread of responses from your previous assessment to each of the accountability-related questions. The second row in each table reflects your current results. To the right of the table, you will find the averages from each assessment. **These averages are based on a five-point scale.**

Team members offer unprovoked, constructive feedback to one another.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	<u>AVG SCORE</u>
06/2016	1	4	1	0	0	2.00
06/2017	1	1	4	0	0	2.50

The team ensures that members feel pressure from their peers and the expectation to perform.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	<u>AVG SCORE</u>
06/2016	2	2	2	0	0	2.00
06/2017	1	2	2	0	1	2.67

Team members confront peers about problems in their respective areas of responsibility.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	<u>AVG SCORE</u>
06/2016	2	2	1	1	0	2.17
06/2017	2	2	0	2	0	2.33

Team members question one another about their current approaches and methods.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	<u>AVG SCORE</u>
06/2016	0	2	2	2	0	3.00
06/2017	0	1	4	0	1	3.17

Your Team's Current Survey Results for Accountability: 2.67=LOW

.....

Your Team's Accountability Score from Wednesday, June 29, 2016: 2.29=LOW

Progress Embracing Accountability

What has your team done to improve accountability?

As part of the assessment, you and your team members also had an opportunity to identify specific accountability-related areas that may have improved since the last assessment—or areas where it would be possible and desirable to hold one another more accountable. The number of people (out of 6) who selected each improvement appears in the corresponding box below. Note: You had the option to select all that apply.

	<i>Since the last assessment, we have challenged one another to do this</i>			We still need to work on this
	More often	The same	Less often	
Be more direct	0	6	0	5
Call one another on unproductive behaviors	1	5	0	2
Give one another feedback	4	2	0	0
Address missed deadlines immediately	0	5	1	4
Follow through on personal commitments	4	2	0	0

“I did not participate in the last assessment”= 0

Points of Discussion

1. A number of group members think the team still needs to work on many of the statements listed above. Has the team worked on any of these since the last assessment? What can the team do to make sure this gets addressed?
2. Based on your team survey (page 12), your team seems to have a higher level of accountability than last time. What do you think contributed to your higher score? What steps can the team take to continue to improve?



Focusing on Results

The ultimate goal of encouraging trust, healthy conflict, commitment, and accountability is to achieve results. And yet, as it turns out, one of the greatest challenges to team success is the inattention to results. In the context of a cohesive team, **results**

- refer to the collective goals of the team
- are not limited to financial measures, but are more broadly related to expectations and outcome-based performance

Team Survey Results

The first row in each of the tables shows the spread of responses from your previous assessment to each of the results-related questions. The second row in each table reflects your current results. To the right of the table, you will find the averages from each assessment. **These averages are based on a five-point scale.**

Team members value collective success more than individual achievement.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	<u>AVG SCORE</u>
06/2016	3	1	2	0	0	1.83
06/2017	1	3	2	0	0	2.17

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

	Almost Never	Rarely	Sometimes	Usually	Almost Always	<u>AVG SCORE</u>
06/2016	0	1	4	1	0	3.00
06/2017	0	0	3	3	0	3.50

When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	<u>AVG SCORE</u>
06/2016	0	1	2	3	0	3.33
06/2017	0	0	2	3	1	3.83

Team members are quick to point out the contributions and achievements of others.

	Almost Never	Rarely	Sometimes	Usually	Almost Always	<u>AVG SCORE</u>
06/2016	0	1	1	2	2	3.83
06/2017	0	1	2	2	1	3.50

Your Team's Current Survey Results for Results: 3.25=MEDIUM

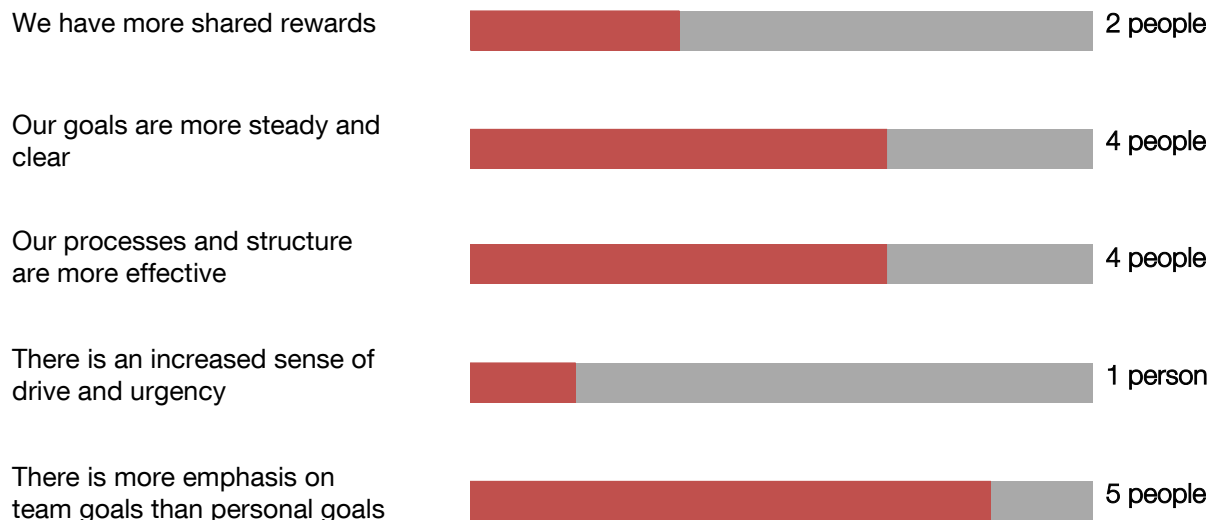
.....
Your Team's Results Score from Wednesday, June 29, 2016: 3.00=LOW

Progress Focusing on Results

What has your team done to improve results?

As part of the assessment, you and your team members had an opportunity to identify specific results-related areas that may have improved since the last assessment. The number of people (out of 6) who selected each option appears next to the corresponding bar below. Note: You had the option to select all that apply.

Since the last assessment, the following changes have helped our team focus on results:



“I did not participate in the last assessment”= 0

Points of Discussion

1. A number of group members have noticed an increase in many of the behaviors above. What examples do you have to share? How has this helped your team focus on results?
2. Based on the team survey (page 14), your scores were mixed regarding results. Why do you think this is so? How has your team’s focus on results changed since the last assessment?

Action Plan

Now that you have reviewed and discussed your assessment results, use the following action planning worksheet to identify the team's priorities for improvements and set specific goals. The team may choose to answer the questions as a group. Or, you could start by answering independently and then sharing and combining ideas.

1. What is the team doing well? Why do you think this is a strength for the team? How can you make sure the team keeps doing this well?

2. What does this team need to work on? Why do you think this area is troublesome for the team? In what ways does it impede the team's progress?

3. Come up with three action steps the team could take to improve, how they will be measured, and when you expect to see improvement.

	ACTION	MEASURED BY	TARGET DATE
1.			
2.			
3.			

Appendix: Your Type and Story

Your personality type: INTJ

Kathryn, if you are like most people with INTJ preferences, you are a naturally conceptual thinker. You thrive when implementing strategies and solving complex problems, and you tend to be especially skilled at anticipating the ripple effects of a plan. Most likely, you can both build theoretical models and translate theory into practice, and you tend to be good at putting together the big picture using the applicable parts. Though you enjoy developing systems, you'd rather leave the execution and routine to others.

You have an uncanny ability to envision solutions and anticipate outcomes, which can sometimes come to you in moments of deep reflection. You appreciate when others allow this process to take place rather than pushing you to make quick decisions. This is not to say that you don't have a sense of urgency or lose sight of the goal. In fact, you can be very task-oriented, sometimes even to the point of obsession.

Most likely, you prefer to make decisions carefully, focusing on the goals and the vision of where the team is going. You are probably keenly aware of the inner workings of the whole organization and its various subsystems. Above all, you trust your ability to rely on logic in any decision-making situation.

Like other INTJ's, your natural skepticism is evident in your tendency to ask why and question the status quo. You don't favor following routines, standard operating procedures, or going by the book. In fact, you are constantly evaluating and reevaluating to determine if something can be done better.

Most of your analysis happens internally, and you don't tend to over-communicate. At times, this may cause you to come across to others as mysterious or secretive. In your mind, you're being efficient in your communication style, which you value in others as well. In fact, when people tend to speak at length or become wordy, you may tune them out.

You are comfortable giving people directions about tasks and providing structure in a work context, but you may be less comfortable taking the initiative in striking up friendships. This means that you may be slow to develop relationships, and you may have fewer, deeper bonds rather than many casual acquaintances.

To others, you may seem cool and aloof at times, and you may not always take care of your or others' emotions. In a work context, you might not really like it when others rely on emotions to help make decisions. You prefer for discussions to be resolved logically and objectively.

Kathryn, like others with INTJ preferences, your most valuable contributions to the workplace may include your ability to anticipate and predict outcomes, your knack for seeing the forest *and* the trees, and your ability to develop complex systems and designs. In fact, these are probably some of the qualities that others admire most about you.

INTJ

STRATEGIST

Introverted • Intuitive • Thinking • Judging

STRENGTHS:

pragmatic, conceptual, autonomous, tenacious, analytical

STRESSORS:

routine, redundancy, being sidetracked by others' needs and opinions, being told what to do or how to do things

YOU VALUE:

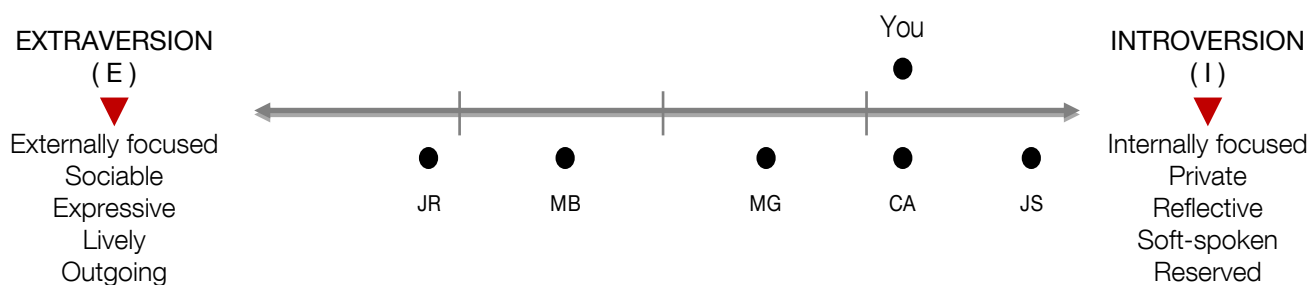
logic, ideas, ingenuity

Appendix: Your Team and the Dimensions

Below you will find more information on the Extraversion-Introversion and Sensing-Intuition continuum. For both, you can see where you and each of your team members fall (out of 6).

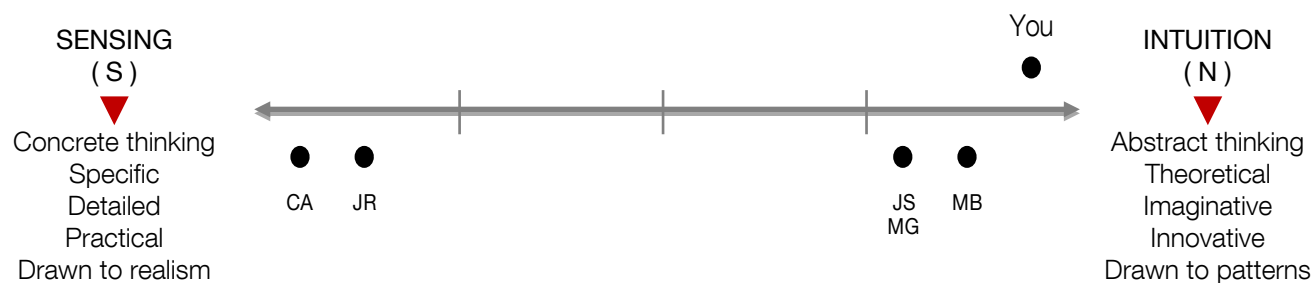
Extraversion—Introversion

The mode of our personal energy and the attitude we have toward others is expressed in the Extraversion and Introversion processes. Extraverts tend to be more gregarious and initiate in relationships more comfortably than those who prefer Introversion. Introverts tend to wait for someone to make the first move and then to respond to that move.



Sensing—Intuiting

A Sensing preference leads individuals to pay attention to the tangible realities of the past or present. An Intuiting preference inclines someone to pay attention to a vision of the future. Someone with a Sensing preference is likely to want to know if there is a real payoff soon, while for someone with an Intuiting preference, a promise in the future can go a long way.

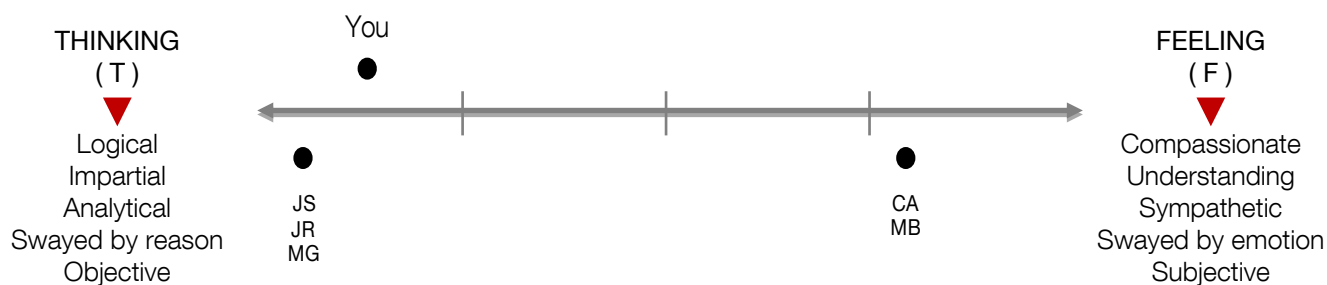


Appendix: Your Team and the Dimensions

Below you will find information on the Thinking-Feeling and Judging-Perceiving continuum. For both, you can see where you and each of your team members fall (out of 6).

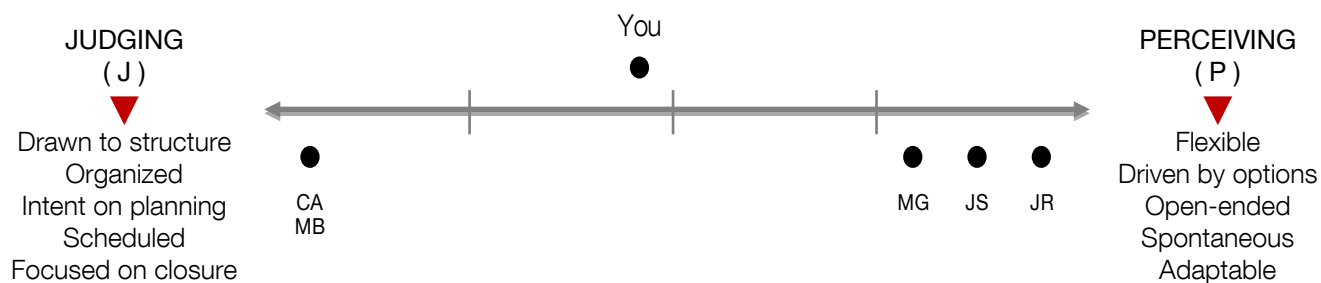
Thinking—Feeling

The processes of Thinking and Feeling are more easily controlled and directed at will. Thinking revolves around the objective and impersonal, while Feeling focuses on values and people. Both of these ways of selecting what to do or not to do are necessary and useful—it is a matter of preference and what people are more comfortable with.



Judging—Perceiving

Those who prefer Judging tend to be more structured and usually have a need to finish whatever they're working on. They are apt to report a sense of urgency until they make a pending decision and then be at rest after it is made. Those with a Perceiving preference are usually delighted to switch mid-stream and do something else. They are apt to consider new possibilities and, after a decision is made, keep options open.



Appendix: Conflict Team Map

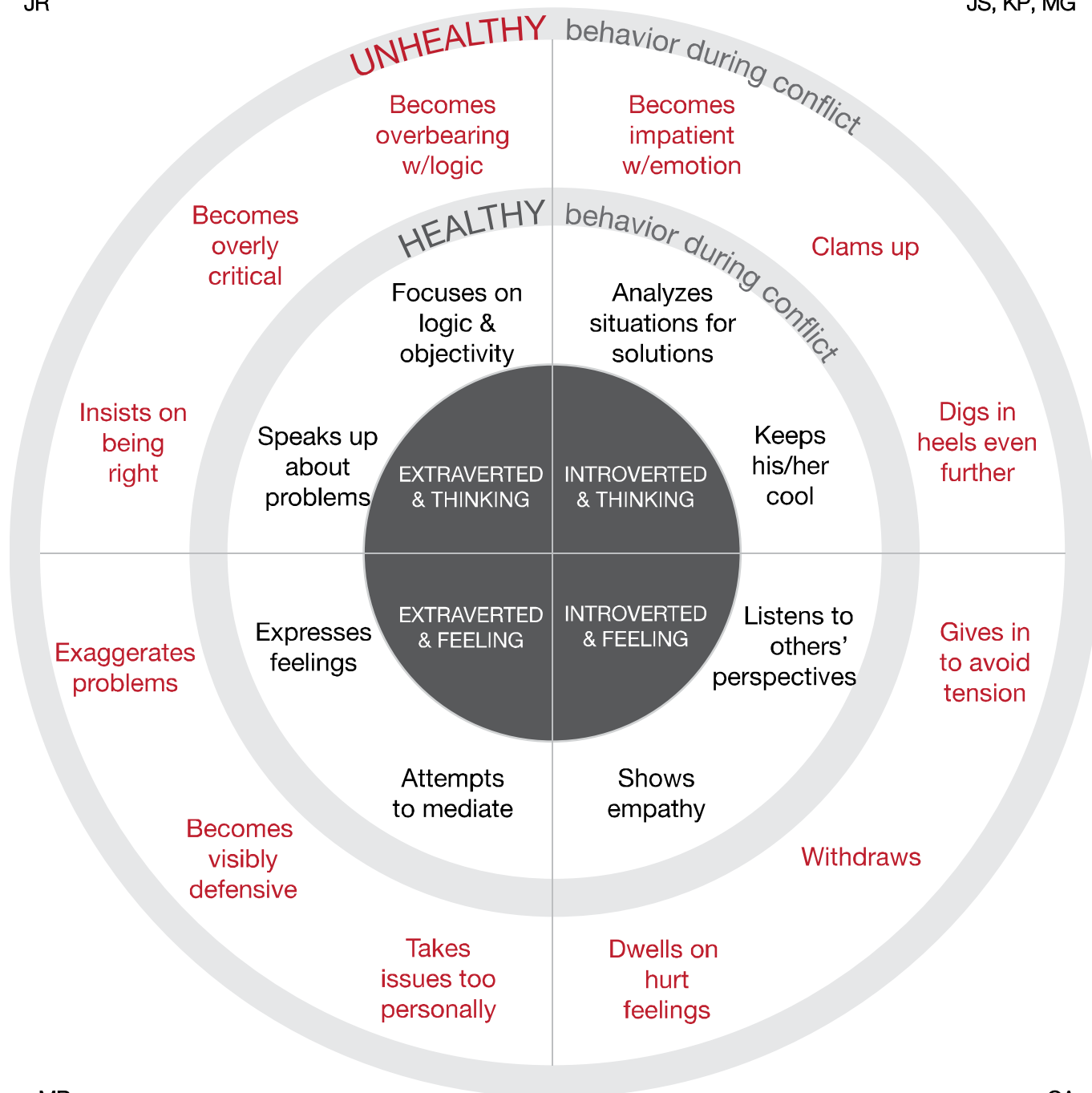
Below are descriptions of healthy and unhealthy responses to conflict as they relate to the Introversion-Extraversion and Thinking-Feeling dimensions. While anyone can engage in these behaviors, you may be more likely to demonstrate the behaviors that are within your region. Your team members' initials appear in their style regions below. **Your region is Introverted & Thinking**

Extraverted & Thinking Team Members

JR

Introverted & Thinking Team Members

JS, KP, MG



MB

Extraverted & Feeling Team Members

CA

Introverted & Feeling Team Members

Appendix: The 16 Types and Your Team

<p>ESTP EXPEDITOR</p> <p>Rides with the tide; An adaptable realist; Makes the most of every situation; Highly observant; Fun loving.</p> <p>.....</p> <p>JR</p>	<p>ESTJ IMPLEMENTOR</p> <p>Practical and realistic; A natural in business and mechanics; Likes to run things; Gets things done; Has no time to waste.</p> <p>.....</p>	<p>ESFP MOTIVATOR</p> <p>A hands-on operator; Able to “smell the roses”; A natural negotiator; Life of the party, a lot of fun; Exciting company.</p> <p>.....</p>	<p>ESFJ PROVIDER</p> <p>Warm-hearted; Active committee member; Sociable; Strong value systems; Always doing something nice for others.</p> <p>.....</p>
<p>ISTP OPERATOR</p> <p>Quiet and reserved; Cool observer of life; Usually interested in the how and why of things; Does not waste personal energy.</p> <p>.....</p>	<p>ISTJ PLANNER</p> <p>Serious and quiet; A “no-nonsense” person; Task-oriented; Responsible and trustworthy; Will see the job through to the end.</p> <p>.....</p>	<p>ISFP COMPOSER</p> <p>Quietly friendly and warm; Modest about his or her abilities; A loyal follower; Guided by values; A free spirit.</p> <p>.....</p>	<p>ISFJ PROTECTOR</p> <p>Quiet and conscientious; A loyal and devoted worker; A sympathetic listener; A very dependable person; A real team player.</p> <p>.....</p> <p>CA</p>
<p>ENTP INVENTOR</p> <p>A creative thinker; Stimulating company; Alert and outspoken; Argues on both sides of an issue; Confident of abilities.</p> <p>.....</p>	<p>ENTJ MOBILIZER</p> <p>Frank and decisive; A natural leader who thinks on his or her feet; Exudes confidence; Is well-informed.</p> <p>.....</p>	<p>ENFP ADVOCATE</p> <p>Warm and enthusiastic; Charming and interesting; People oriented; Knows everyone and all that’s going on; Can-do attitude.</p> <p>.....</p>	<p>ENFJ MENTOR</p> <p>A natural communicator; Warmly enthusiastic; Popular and sociable; Charismatic charm; Responsive, responsible.</p> <p>.....</p> <p>MB</p>
<p>INTP DESIGNER</p> <p>Reserved and objective; Focused on ideas; Skilled w/hairsplitting logic; Enjoys theoretical/scientific topics; Strongly defined interests.</p> <p>.....</p> <p>JS, MG</p>	<p>INTJ STRATEGIST</p> <p>An original thinker; Single-minded concentration; A naturally high achiever; Interested and innovative; Unimpressed w/authority.</p> <p>.....</p> <p>KP</p>	<p>INFP HARMONIZER</p> <p>A peacekeeper; Undertakes a great deal; Absorbed in projects; Deeply caring; Idea oriented.</p> <p>.....</p>	<p>INFJ DEVELOPER</p> <p>Quietly forceful; Concerned for others; Serves the common good; Puts best effort into work; Single-minded concentration.</p> <p>.....</p>