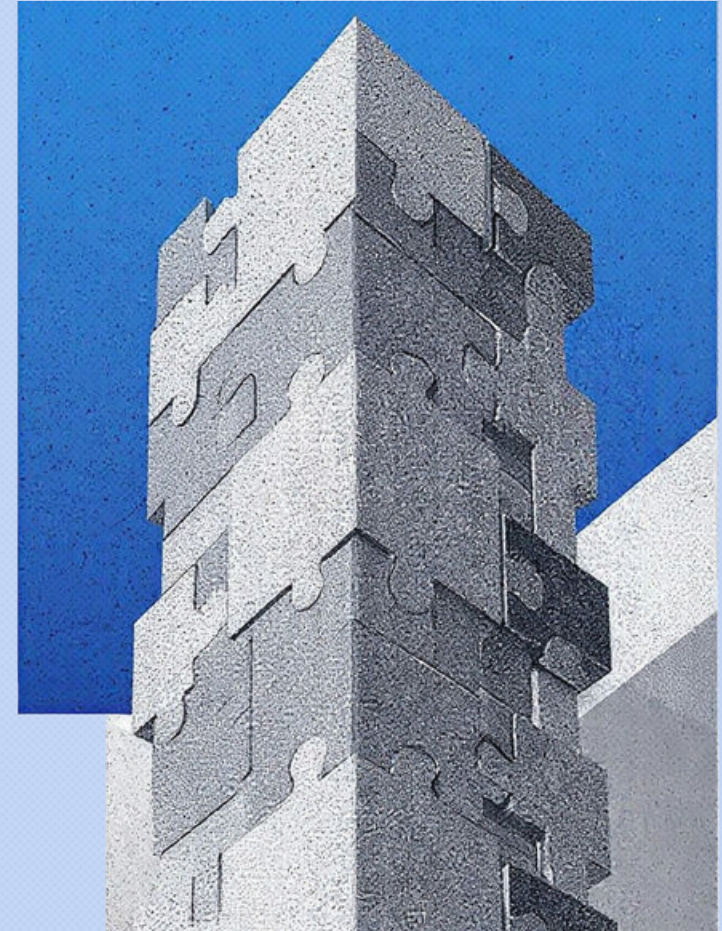


The ROI of Cohesion

A Strategic Economic Analysis of Team Dynamics,
Leadership Development, and Respectful Workplace
Training in the Canadian Public, Private, and Social Sectors

Presented by  | Hone Training



Website:
www.honetraining.com

HONE
TRAINING

1. INTRODUCTION

The Macroeconomic Imperative for Human Capital Development

In the contemporary Canadian economic landscape, the traditional delineation between "**soft skills**" and "**hard returns**" has effectively evaporated.

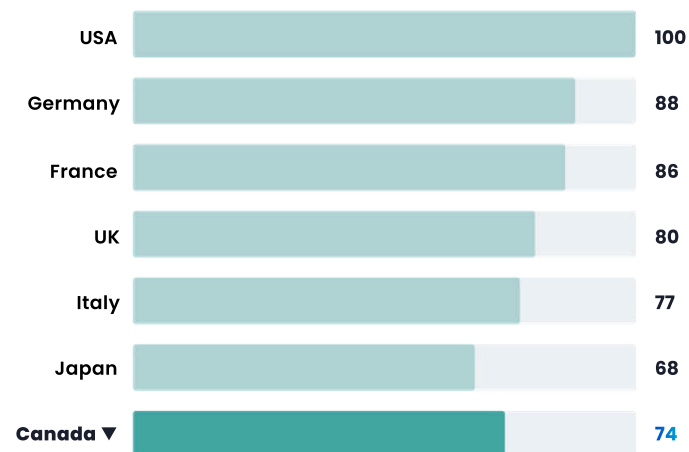
As organizations across the **private sector, federal public service, provincial healthcare systems, and the non-profit sector** grapple with unprecedented labor market tightness and rising mental health claims, the investment in leadership, teamwork, and respectful workplace training has transitioned from a discretionary line item to a critical risk management and productivity strategy.



The historical view of team building as a morale-boosting peripheral activity has been supplanted by a data-driven recognition that interpersonal dynamics are the primary governor of organizational capacity.

Canada faces a dual challenge: a persistent **productivity lag compared to G7 peers** and a labor market crisis in essential services that threatens the sustainability of the social safety net.

G7 PRODUCTIVITY INDEX · GDP/HR (USA = 100)



▲ 26-point gap vs. US peer - The Conference Board of Canada

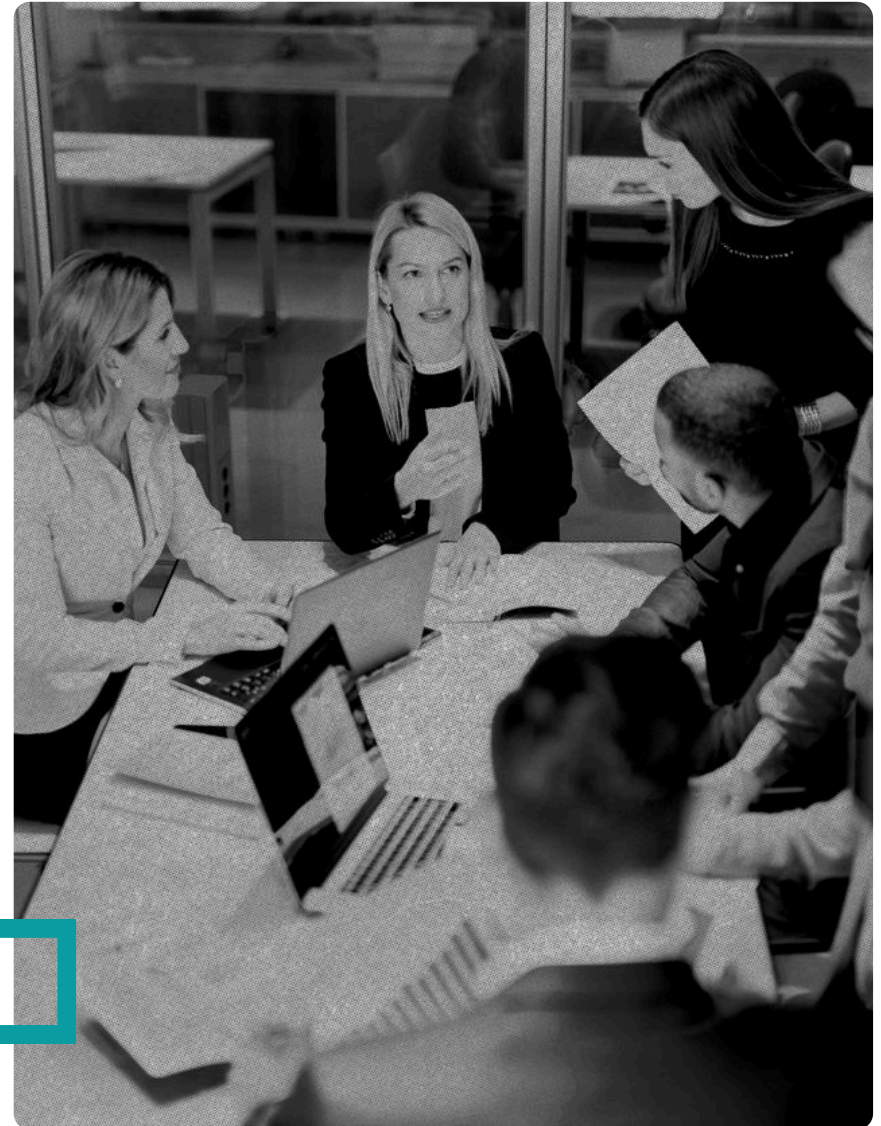
The Conference Board of Canada and Statistics Canada have repeatedly highlighted that while Canadian workers are highly educated, the utilization of that human capital is frequently impeded by organizational friction—specifically, the inefficiencies generated by **poor management, toxic team climates, and unresolved conflict.**



The cost of inaction is quantifiable, measuring in the billions of dollars annually in lost GDP, ballooning healthcare agency costs, and private sector turnover. This report provides an exhaustive, expert-level examination of the Return on Investment (ROI) associated with training interventions that target **team health and respectful workplace behaviors.**

Unlike traditional leadership analyses that focus on the C-suite, this inquiry zones in on the **operational engine of organizations**: the functional teams where value is created or lost.

The analysis synthesizes data from authoritative Canadian sources, including the Auditor General of Canada, the Canadian Federation of Nurses Unions (CFNU), and the Mental Health Commission of Canada, alongside validated psychometric frameworks such as **Everything DiSC®** and **The Five Behaviors of a Cohesive Team®**. By dissecting these figures, this document articulates how **"soft" interventions** in trust, conflict resolution, and accountability deliver **"hard" financial controls** against the rising tides of turnover, litigation, and error.



1.1 The Definition of ROI in the "Soft Skills" Context

Calculating ROI in the domain of human behavior requires a sophisticated framework that moves beyond simple revenue generation. For public, health, and non-profit—**ROI is frequently defined by cost avoidance and efficiency preservation** rather than profit maximization.

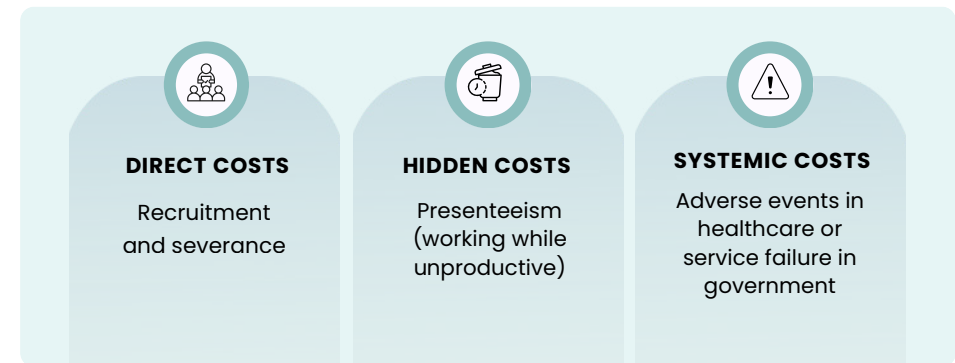
The ROI Methodology, utilized by over **200 public sector organizations** including the Government of Canada, frames value through multiple lenses: the reduction of grievance adjudication costs, the mitigation of long-term disability claims due to stress, and the retention of institutional knowledge.

THE CORE FORMULA

$$\text{ROI (\%)} = [(\text{Benefits} - \text{Program Costs}) \div \text{Program Costs}] \times 100$$

Where "Benefits" includes all quantified cost avoidance — reduced turnover, fewer grievances, lower disability claims, and recovered productivity.

The formulaic approach to this analysis considers the **"Total Cost of Dysfunction"** as the baseline. This includes the direct costs of recruitment and severance, the hidden costs of presenteeism (working while unproductive), and the systemic costs of adverse events in healthcare or service failure in government.

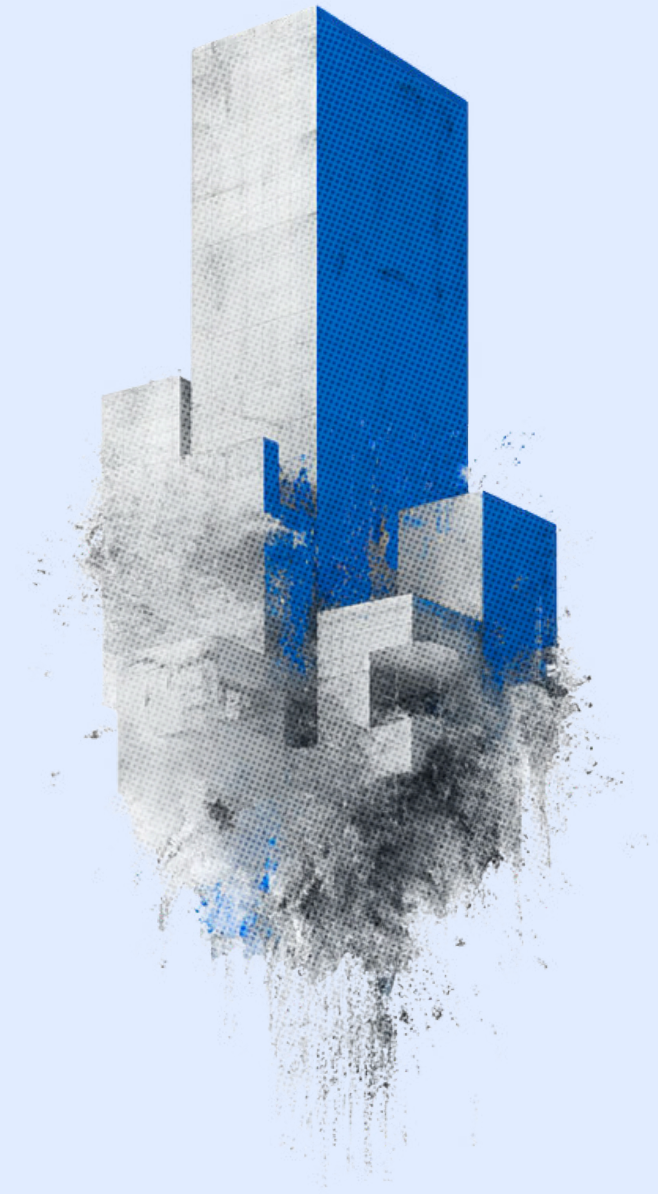


Any training intervention that statistically reduces these verified liabilities generates a positive ROI. As the data will demonstrate, the leverage ratio of these investments is often **disproportionately high**; a relatively minor investment in team cohesion can prevent catastrophic failures that cost millions.

SECTION 2

The Quantitative Burden of Workplace Dysfunction in Canada

To understand the value of a solution, one must first rigorously quantify the problem. In Canada, the aggregate costs associated with **poor interpersonal dynamics, toxic leadership, and unresolved conflict** are staggering, functioning as a silent tax on the national economy.



2.1 The Multi-Billion Dollar Cost of Conflict

Conflict in the workplace is inevitable, but its mismanagement is expensive. A landmark study by Morneau Shepell (now TELUS Health) estimated the direct cost of workplace conflict to Canadian businesses at **over \$2.0 billion annually**. This figure represents a conservative estimate of the "time theft" that occurs when employees engage in non-productive complaining, ruminating, and navigating interpersonal friction rather than executing their core responsibilities.

This financial hemorrhage is driven by the sheer volume of time consumed by friction. Research indicates that the average employee spends approximately **2.1 to 2.8 hours per week** dealing with conflict. In a standard 40-hour work week, this represents over **5-7% of total capacity lost** to friction—essentially, for every 20 employees hired, the organization loses the productivity of one full-time equivalent (FTE) solely to the management of interpersonal drama.



The burden on leadership is even heavier. Managers and supervisors report spending between **30% and 50% of their time** managing conflict rather than driving strategy or innovation. For a Canadian public sector manager with an annual salary of \$110,000, this equates to approximately **\$33,000 to \$55,000 of public funds** spent annually per manager on mediating disputes that arguably should not exist in a healthy team culture. When extrapolated across the federal public service, the sunk cost of managerial time spent on conflict resolution becomes a **massive inefficiency in government operations**.

2.2 Absenteeism and the **Mental Health Link**

The Conference Board of Canada has long tracked the economic impact of absenteeism, estimating a **\$16.6 billion annual loss** to the Canadian economy. A critical nuance in this data is the etiology of the absenteeism. It is not merely physical illness driving these numbers; it is **psychological strain**.

COSTS DRIVING THE \$16.6B ABSENTEEISM BURDEN

MENTAL HEALTH CLAIMS

30–40%

of all short- and long-term disability claims in Canada — now the leading cause

PRESENTEEISM

\$6.3B

additional annual loss — employees physically present but psychologically disengaged

Mental health issues are now the leading cause of short- and long-term disability claims in Canada, accounting for 30% to 40% of such claims. Toxic team environments, characterized by low trust and high interpersonal aggression, are primary contributors to this mental health crisis. The Mental Health Commission of Canada notes that **30 of every 1,000** Canadian employees miss work each week due to mental health reasons. The "**Cost of Doing Nothing**" analysis suggests that organizations failing to implement psychological health and safety standards—which are fundamentally rooted in respectful workplace behaviors—are absorbing significantly higher benefit premiums and productivity losses.

Furthermore, the phenomenon of "**presenteeism**"—where employees are physically present but psychologically disengaged—costs the economy an **additional \$6.3 billion**. This state is often a direct coping mechanism for employees in teams lacking psychological safety; they withdraw their cognitive effort to protect themselves from a hostile or chaotic social environment. Training that restores safety and cohesion re-activates this dormant capacity.

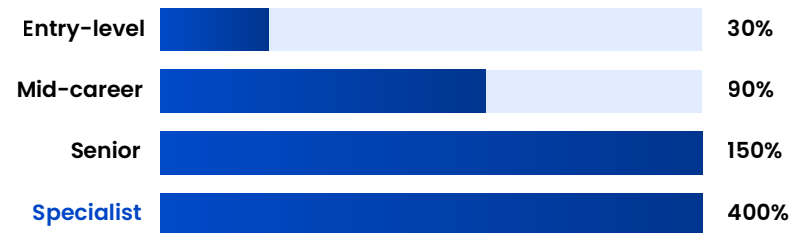
2.3 The Cost of Turnover and Replacement

Perhaps the most tangible metric for ROI analysis is employee turnover. The loss of an employee incurs costs far beyond the administrative expense of changing payroll records. In the Canadian context, replacing an employee costs between **30% and 150% of their annual salary**, depending on the specialization and seniority of the role.

For highly specialized positions in healthcare or the public sector, this cost can skyrocket to **400%** when factoring in the loss of institutional memory, the ramp-up time for new hires (which can take **6-12 months for full productivity**), and the reliance on expensive interim staffing solutions.



REPLACEMENT COST AS % OF ANNUAL SALARY — BY ROLE TYPE



▲ Specialist figure includes institutional memory loss, 6-12 month ramp-up agency staffing premium

In 2024, turnover intentions remain alarmingly high. NSI Nursing Solutions data indicates the average cost of turnover for a single bedside Registered Nurse (RN) is **\$56,300 USD (approx. \$75,000 CAD)**, with hospitals losing between **\$3.9 million and \$5.8 million annually** to this single line item. As will be discussed in the sector-specific chapters, the failure to retain staff through effective team culture is **arguably the single largest controllable expense** in the Canadian healthcare system.

SECTION 3

The Science and ROI of Team Development and Cohesion

Moving beyond the costs of failure, the analysis turns to the quantifiable benefits of intervention. The data suggests that **focusing on team dynamics yields a higher multiplier effect** than focusing solely on individual skills.



3.1 Quantifying Psychological Safety: The Project Aristotle Benchmark

The most compelling statistical evidence for the ROI of healthy team training comes from Google's **Project Aristotle**, a rigorous multi-year study that has become the gold standard for understanding team effectiveness. The study sought to identify the common denominators of high-performing teams. After analyzing 180 teams, the researchers found that "who" was on the team (e.g., individual IQ, seniority) mattered much less than "how" the team interacted.



The study isolated **psychological safety**—the shared belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes—as the single most critical predictor of team success. The statistical findings from Project Aristotle and subsequent validations reveal that teams with high psychological safety exhibit:

- 1 19% Higher Productivity:** Teams execute tasks faster and with fewer errors, effectively generating a "fifth day" of productivity in a standard work week.
- 2 27% Lower Turnover:** Employees are significantly less likely to leave, directly impacting the retention costs .
- 3 3.6x Higher Engagement:** High-safety teams report significantly higher levels of morale, correlating with the engagement metrics monitored by Gallup.

For Canadian organizations, particularly in the knowledge and innovation sectors, these statistics validate the investment in training programs that teach leaders how to foster safety. Training that moves a team from a low-safety to a high-safety culture essentially unlocks a **19% capacity increase without adding headcount**—a critical ROI during periods of hiring freezes or budget austerity.

180

Google teams analyzed across 2+ years of research

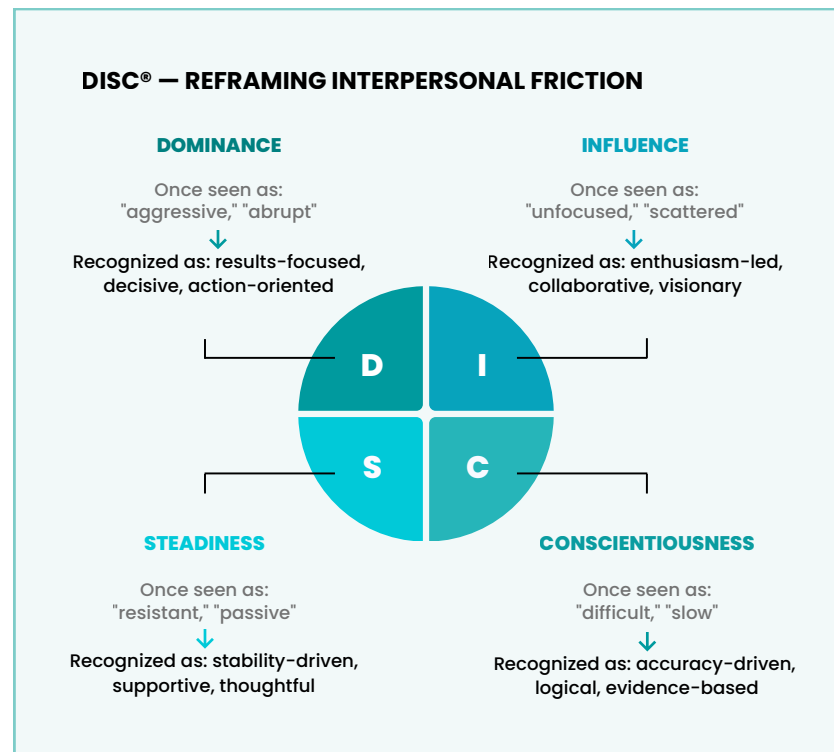
#1

Factor differentiating high-performing teams: safety, not IQ



3.2 The Economics of DiSC® Assessments

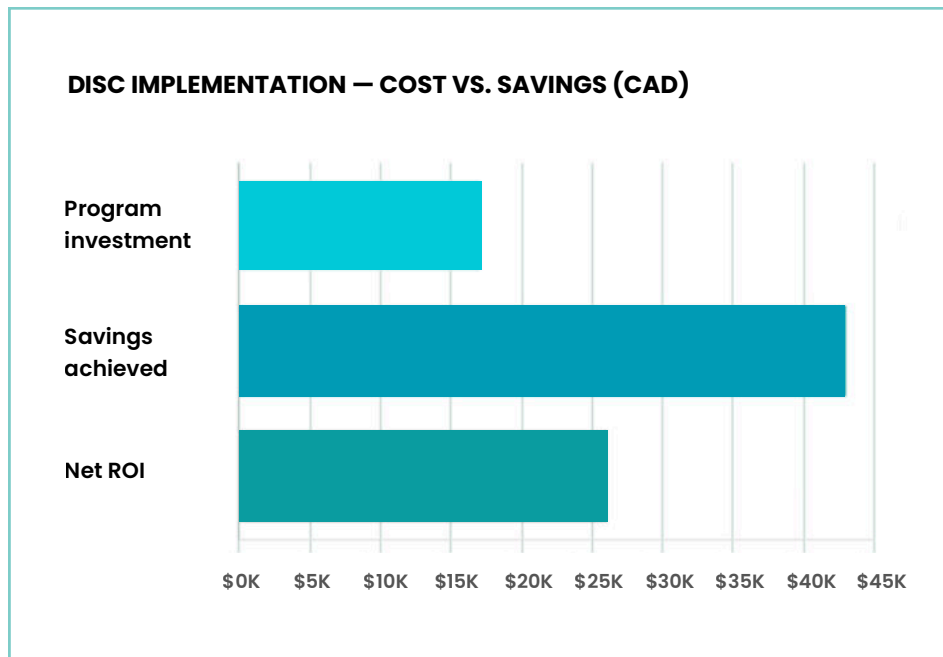
The Everything DiSC® framework is widely used in Canadian public and private sectors not merely as a personality assessment, but as a mechanism to **reduce the transaction costs of communication.**



The model creates a shared language (Dominance, Influence, Steadiness, Conscientiousness) that depersonalizes conflict. This shift moves the team from judgment to objective observation:

- ✓ Instead of viewing a colleague as **"aggressive"** or **"abrupt,"** a team member recognizes a **"D-style"** focus on results, challenge, and immediate action.
- ✓ Instead of dismissing someone as **"unfocused"** or **"scattered,"** they see an **"i-style"** drive for enthusiasm, collaboration, and high-level vision.
- ✓ Instead of labeling a peer as **"resistant"** or **"passive,"** they understand an **"S-style"** need for stability, support, and thoughtful pacing.
- ✓ Instead of viewing a partner as **"difficult"** or **"slow,"** they recognize a **"C-style"** requirement for accuracy, logic, and data-driven proof.

By replacing subjective frustration with objective behavioral profiles, teams significantly reduce the interpersonal friction described in Section 2.1, allowing cognitive energy to be redirected toward operational goals rather than conflict management.



A practical ROI calculation for DiSC implementation illustrates its value in retention. In a documented case study, an organization investing **£10,000 (approx. \$17,000 CAD)** in DiSC implementation to address culture issues saw turnover drop significantly, saving an estimated **£25,000 (approx. \$43,000 CAD)** in recruitment and lost productivity costs. This yielded a **150% ROI**.

Another case demonstrated that implementing DiSC reduced turnover to **4%**, a figure well below industry averages. This reduction meant the company avoided the cost of replacing 8 out of 10 employees who would statistically have left, saving between **\$240,000 and \$960,000 annually** depending on the role complexity. For Canadian public sector clients, where unionized environments and merit-based hiring processes make recruitment exceptionally lengthy and administratively costly, the value of retaining staff through better interpersonal dynamics is amplified.

3.3 The Five Behaviors of a Cohesive Team[®]: From Dysfunction to Results

Based on Patrick Lencioni's model, **The Five Behaviors of a Cohesive Team (Trust, Conflict, Commitment, Accountability, Results)** targets the root causes of team failure. Unlike general leadership training, this program is designed for **intact teams**, forcing them to confront their specific dysfunctions.



The ROI of this intervention is observable in operational turnarounds. In a detailed case study involving the **Lee Memorial Health System** (a context highly relevant to Canadian healthcare), a diagnostic radiology team transitioned from an "all-time low" in engagement to scoring in the **high 80s and 90s** on engagement indices within six months of intervention.

The ROI in this context was multidimensional:

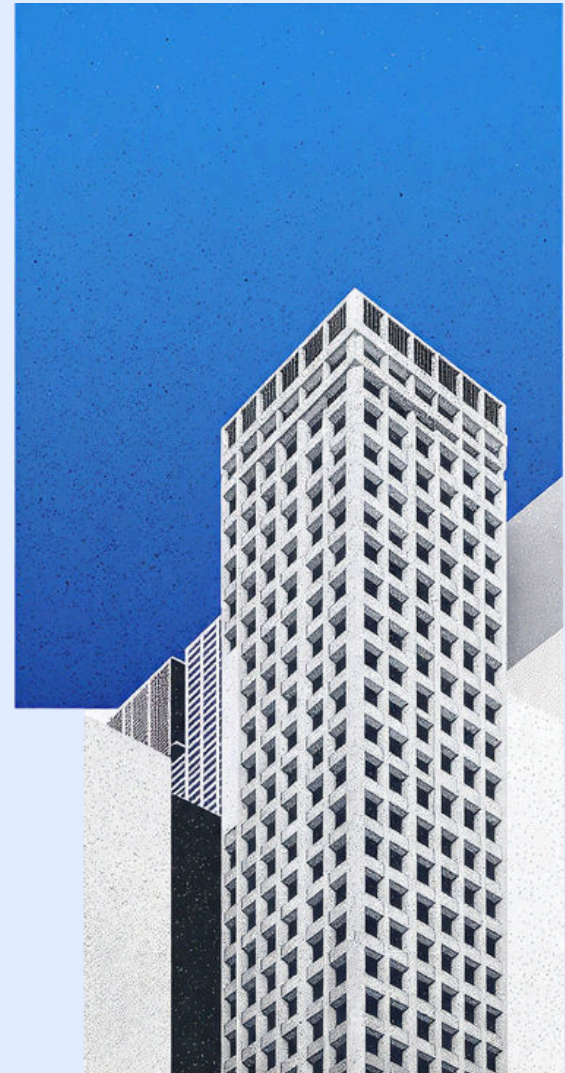
- ✓ **Recruitment:** The unit moved from a labor shortage to having a "waiting list" of applicants, effectively reducing recruitment marketing and agency costs to zero.
- ✓ **Quality of Care:** The unit became the #1 rated clinical rotation site for students, ensuring a high-quality pipeline of future hires.
- ✓ **Operational Efficiency:** The team developed a "neutral language" to discuss errors and improvements, accelerating the cycle of continuous improvement and patient safety.

This demonstrates that investing in the **"soft" behaviors** of trust and conflict has a **direct causal link to "hard" metrics** like labor supply and quality ratings.

SECTION 4

Sector-Specific Analysis: The Canadian Federal and Provincial Public Service

The Canadian public sector operates under a unique ROI framework. **"Profit"** is replaced by **"public value," "cost avoidance,"** and **"service delivery efficiency."** However, the fiscal pressures are no less intense than in the private sector. The ROI of training in this sector is primarily realized through the reduction of liability and the preservation of capacity.



4.1 The High Cost of Harassment and Grievances

In the federal public service, harassment and discrimination remain persistent, expensive challenges. The 2022 Public Service Employee Survey (PSES) indicated that **11% of employees reported harassment** and **8% reported discrimination**. While these percentages may appear low, when applied to a workforce of over 300,000, they represent tens of thousands of incidents that destabilize teams.



The financial implications of these incidents are severe. Federal departments have spent significant sums on external interventions; for instance, over \$1.6 million was spent on private investigators for harassment complaints in a single fiscal year. This figure represents only the external cost.

The internal costs are often higher:

- ✓ **Grievance Arbitration:** The cost of resolving a single labour grievance can be exorbitant. Arbitration hearings can cost **\$3,000 to \$5,000 per day** for the arbitrator alone, excluding the billable hours of legal counsel and the lost time of management and union representatives. A complex grievance can drag on for months or years, consuming hundreds of hours of salary time.
- ✓ **Settlements and Damages:** While Canadian damages are generally lower than in the US, the costs are rising. US data shows median judgments of **\$200,000** for employment matters, and Canadian tribunals are increasingly awarding damages for injury to dignity.

4.2 ROI of Prevention Through "Respectful Workplace" Training

Respectful workplace training acts as a primary prevention mechanism. It is the fiscal equivalent of preventative maintenance on machinery. By equipping employees and managers with the skills to recognize and interrupt incivility before it escalates to harassment, organizations avoid the downstream costs of formal complaints.

95%

of employees who receive conflict management training feel better equipped to navigate disputes

20%

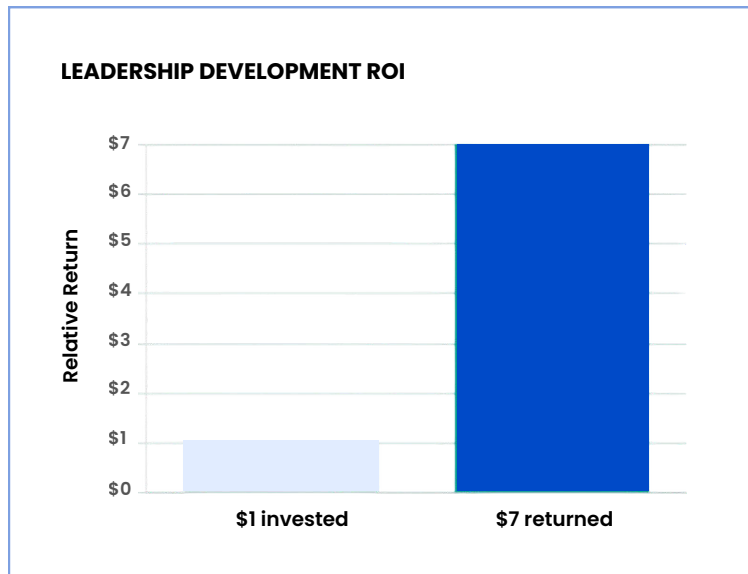
report avoiding conflicts entirely following training

Data suggests that **95% of employees** who receive conflict management training feel better equipped to navigate disputes positively, and **20% report avoiding conflicts entirely**. If a departmental training program costing \$50,000 prevents even one complex harassment investigation and subsequent constructive dismissal grievance (which could total \$100,000+ in damages, back pay, and legal fees), the ROI is immediate and positive (100%).

Furthermore, the Auditor General of Canada has previously criticized federal organizations for insufficient action on harassment risks. Investing in high-quality, validated training like The Five Behaviors demonstrates due diligence, which can mitigate liability in legal proceedings. It shifts the organization from a reactive stance (paying for investigators) to a proactive stance (paying for capacity building).

4.3 Leadership Training and Employee Engagement

The Public Service Commission of Canada links **leadership quality directly to employee engagement**. "Engaged" employees in the public sector are less likely to use excessive sick leave and are more productive. Data from the New Level Work study, which included Canadian participants, suggests an average ROI of **\$7 for every \$1 spent** on leadership development.



For the public sector, this return manifests in:

- ✓ **Succession Planning:** Preparing the next generation of ADMs and Directors to lead increasingly diverse and remote teams.
- ✓ **Change Management:** Helping teams navigate the hybrid work model—a major source of friction in the current public service—without losing productivity. The "learning culture" fostered by such training is correlated with **30-50% higher retention rates**.

SECTION 5

Sector-Specific Analysis: Canadian Healthcare Systems

The healthcare sector presents the most urgent and mathematically undeniable case for the ROI of team training. The sector is currently facing a **"human resources crisis"** where the failure to retain staff is threatening the collapse of services.



5.1 The Economic Crisis of Nurse Turnover

The Canadian Federation of Nurses Unions (CFNU) recently revealed that public spending on for-profit nursing agencies reached **\$1.5 billion in the 2023–2024 fiscal year**, a six-fold increase over three years. This expenditure is a direct result of the inability to retain permanent staff due to burnout and toxic working conditions.

The average cost of turnover for a single bedside Registered Nurse (RN) is approximately **\$61,110 USD (approx. \$83,000 CAD at current exchange rates, parity adjusted)**, with the average hospital losing between **\$3.9 million and \$5.8 million annually** to this single line item. Other estimates suggest replacing a specialized nurse can cost up to **150% of their annual salary**.

AGENCY NURSE SPEND

2023–2024 FISCAL YEAR

\$1.5B

Public spending on for-profit nursing agencies · CFNU

A six-fold increase over three years — a direct result of the inability to retain permanent staff due to burnout and toxic working conditions.

\$61,110

USD average turnover cost per bedside RN
(approx. \$83,000 CAD)

\$3.9–5.8M

Annual hospital loss from nurse turnover — single line item

5.2 ROI of Mentorship and Residency Programs

Interventions that foster team connection, such as mentorship and nurse residency programs, show **dramatic ROIs by plugging this leak.**

- ✓ **Retention Rates:** Nurse residency programs, which provide social and professional support to new graduates, have been shown to improve retention rates significantly. One study projected an **ROI of 366.5%** at one-year post-implementation.



- ✓ **Cost Avoidance Calculation:** If a hospital unit invests **\$50,000** in a mentorship and team cohesion program and retains **just one specialized nurse** who would have otherwise quit, the program has paid for itself. If it retains **five nurses**, the ROI exceeds **800%**. This does not even factor in the savings from reducing reliance on agency nurses, who cost the system significantly more per hour than staff nurses.

1 nurse retained

Program pays for itself

5 nurses retained

800%+ ROI

5.3 Teamwork and Patient Safety (Adverse Events)

The connection between team communication and patient safety is well-established and carries a massive financial weight. Adverse events (medical errors) cost the Canadian healthcare system heavily—estimates suggest **1 in 18 hospital visits** results in preventable harm. The Canadian Patient Safety Institute notes that treating the effects of patient harm consumes **one out of every seven healthcare dollars**.



Adverse Drug Reactions (ADRs) alone, often resulting from communication failures during handoffs or rounds, cost the system millions. One study estimated the cost of ADR-related admissions at **\$13.6 million** for a specific cohort.

Team training programs like **TeamSTEPPS**, which are implemented in Canadian contexts to improve communication and mutual support, utilize principles similar to DiSC and Five Behaviors. Research indicates that such training can lead to:

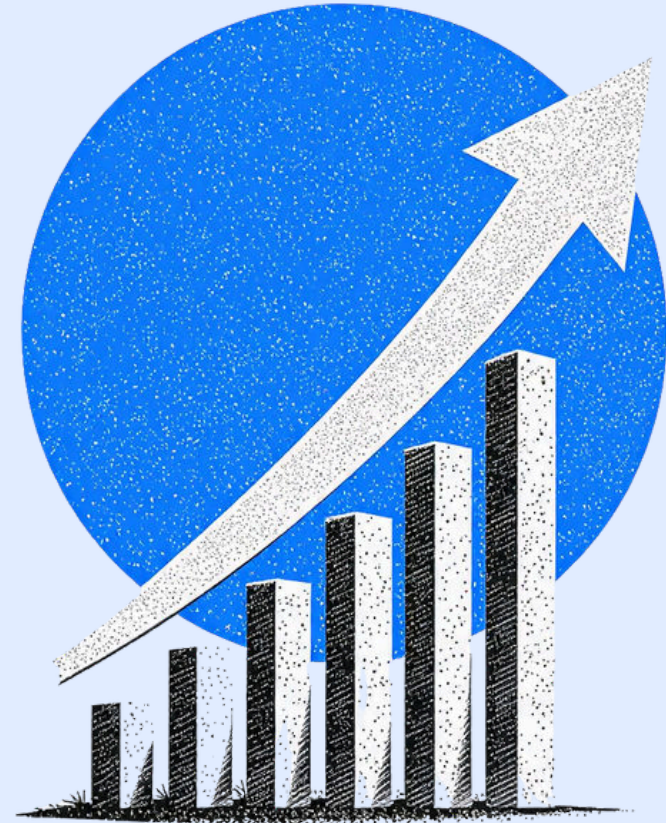
- ✓ **20% reduction in surgical morbidity.**
- ✓ **50% reduction in technical errors in some contexts.**
- ✓ **Significant decreases in malpractice claims.**

The ROI of teamwork training in healthcare is systemic. **A "healthy team" that communicates effectively makes fewer errors.** The financial value of preventing even a single major adverse event—which can cost the system hundreds of thousands of dollars in extended ICU stays and litigation—dwarfs the cost of the training.

SECTION 6

6. Sector-Specific Analysis: **The Canadian Private Sector**

For mid-to-large private organizations, culture is no longer a peripheral HR concern; it is a brand differentiator and a driver of shareholder value.



6.1 The Talent War and the "Toxic Tax"

In highly competitive industries—including professional services, tech, and finance—the "Toxic Tax" manifests as the loss of high-potential talent to competitors.

Mid-to-large firms spend an average of **1.5x to 2x an annual salary** to replace a senior manager or specialized professional.



Research shows that employees are **10.4 times more likely to quit** due to a toxic culture than due to compensation issues.

For a firm of 500 employees, reducing turnover by just **5% through respectful workplace training** can save the organization upwards of **\$1.2 million annually**.

WHY EMPLOYEES QUIT — CULTURE VS. COMPENSATION

TOXIC CULTURE — PRIMARY DRIVER

10.4×

more likely to quit than for pay reasons

500-PERSON FIRM · 5% TURNOVER REDUCTION

\$1.2M SAVED

annually through respectful workplace training

6.2 Innovation and Speed to Market

The ROI of The Five Behaviors® in the private sector is measured in "**velocity.**"

Teams that lack trust experience "**artificial harmony,**" where critical flaws in projects are not challenged for fear of conflict.

This leads to late-stage project failures and missed market opportunities.

Conversely, teams with high psychological safety are **27% more likely to be rated as high-performing** and move from ideation to execution faster, providing a critical "first-mover" advantage in the Canadian market.

6.3 The High ROI of Custom Leadership Interventions

While off-the-shelf programs provide a baseline, custom training solutions that align with the specific organizational context of a mid-to-large firm yield a significantly higher multiplier.

Data from multi-industry studies indicates that **custom leadership development programs yield an average ROI of \$7 for every \$1 spent.**

This return is realized through improved managerial efficiency, higher billable utilization rates, and a **21% delta in profitability** between highly cohesive business units and their fragmented counterparts.

\$7 : \$1

Average ROI — custom leadership development programs · multi-industry studies

SECTION 7

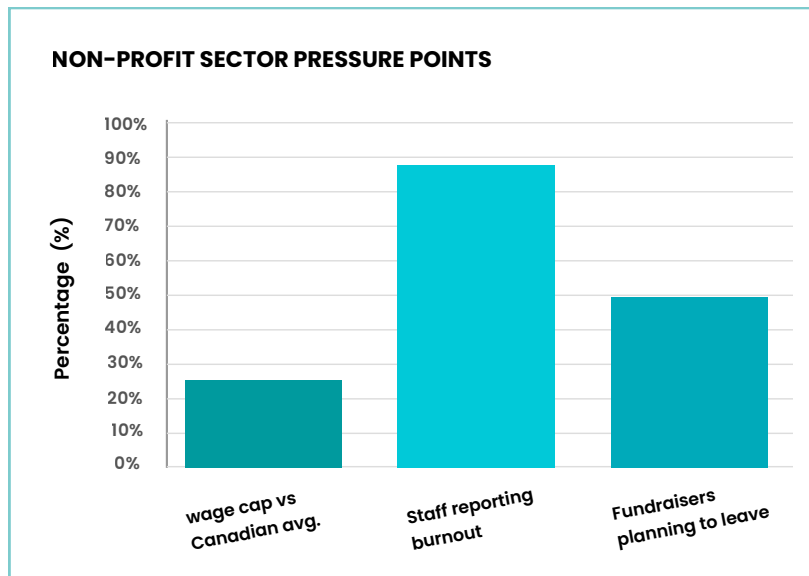
Sector-Specific Analysis: The Non-Profit and Voluntary Sector

The Canadian non-profit sector contributes **8.3%** to the national GDP and employs **2.5 million people**, yet it faces a unique "**starvation cycle**" regarding training investment. The data suggests that this under-investment is a false economy leading to higher long-term costs.



7.1 The Cost of Fundraiser Turnover

Turnover in the non-profit sector is driven by **wage stagnation** (non-profit employees earn ~26% less than the Canadian average) and **burnout** (reported by **88% of staff**). Fundraiser turnover is particularly devastating. In 2023, over **50% of fundraisers** indicated they were actively looking for new jobs or planning to leave the field.



The cost of replacing a fundraiser is distinct from other roles because it involves the **loss of donor relationships**. When a major gift officer leaves, donations often pause or cease as relationships must be rebuilt. If a fundraiser responsible for **\$1 million in annual revenue** leaves, and the position remains vacant for **six months** (a common duration), the opportunity cost is **\$500,000**—far exceeding the salary savings. Furthermore, the loss of institutional knowledge regarding donor intent can lead to long-term revenue attrition.

7.2 Culture as the Primary Retention Lever

Since non-profits often cannot compete with public or private sector wages, **workplace culture becomes the primary retention tool**—essentially a "non-monetary wage."



✓ **Engagement Premium:** Non-profits with high employee engagement can retain staff despite lower wages. Training that builds a respectful, cohesive team environment increases this "psychological income."

✓ **ROI of Training Grants:** A critical factor for Canadian non-profits is the availability of government funding. The **Canada-Ontario Job Grant (COJG)** and similar provincial programs can cover up to **100% of training costs** for small organizations hiring unemployed individuals, or **66-83%** for existing staff.

The Math: If a non-profit utilizes a **\$10,000 grant** to provide Five Behaviors training, their direct cost might be **\$1,600 (or \$0)**. If this training prevents the departure of one staff member (**saving ~\$30,000 in replacement costs**), the ROI is **infinite** in the case of 100% funding, or over **1700%** with partial funding.

7.3 Volunteer Retention and Economic Value

Volunteers contribute value equivalent to **863,000 full-time jobs** in Canada, adding nearly **\$56 billion to the GDP**. However, volunteer retention is dropping, with **50% of organizations reporting challenges**.

Volunteers leave when they feel unappreciated or when the organizational culture is disorganized and toxic. Training staff to manage volunteers respectfully and effectively is a high-yield investment. The loss of a trained volunteer force requires immense paid-staff time to rebuild. Thus, **leadership training for volunteer coordinators** yields a high ROI by stabilizing this massive "free" labor force.

\$56B

Volunteer contribution to Canadian GDP – a fragile "free" labour force

50%

Of organizations reporting volunteer retention challenges

SECTION 8

Comparative Analysis of Training Frameworks: DiSC vs. Five Behaviors

While both frameworks are distributed by Wiley and often used in tandem, they serve different economic functions within an organization.



8.1 Everything DiSC®: The Efficiency of Communication

- ✓ **Mechanism:** DiSC maps individual behavioral preferences on a circumplex model (Dominance, Influence, Steadiness, Conscientiousness). It is statistically validated with high reliability (scales showing strong internal consistency).
- ✓ **Economic Utility:** It reduces the "transaction cost" of communication. By teaching team members to adapt their styles (e.g., a "D" style learning to provide details to a "C" style), teams reduce rework, shorten meeting times, and prevent the 49% of conflict that stems from "personality clashes".

Best For: Large-scale deployment to create a common language; reducing friction in cross-functional healthcare teams; sales teams (using DiSC Sales) to increase revenue conversion.

8.2 The Five Behaviors of a Cohesive Team®: The Structure of Performance

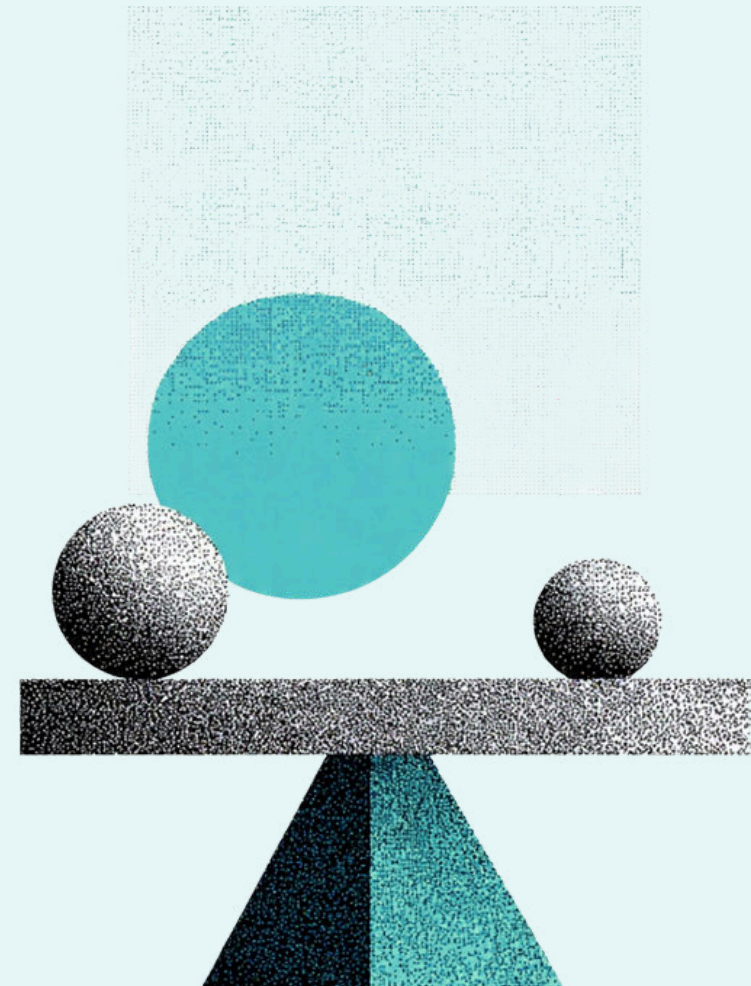
- ✓ **Mechanism:** Based on Lencioni's pyramid (Trust, Conflict, Commitment, Accountability, Results), this is a heavy-duty intervention for intact teams. It requires vulnerability and often exposes deep-seated issues.
- ✓ **Economic Utility:** It targets "sunk cost" errors. In low-trust teams, members do not admit mistakes or challenge flawed plans (fear of conflict). This leads to projects failing late and expensively. By building trust, teams catch errors early (Project Aristotle finding).

Best For: Leadership teams, high-stakes project teams (e.g., healthcare unit leadership), and boards of directors where the cost of misalignment is strategic failure. The "red/yellow/green" reporting provides a tangible metric of team health improvement over time.

SECTION 9

Strategic Recommendations

The synthesis of Canadian and sector-specific data points to a singular conclusion: investment in healthy team training is a **superior financial strategy to funding the consequences of dysfunction**. The "soft" skills of trust, respect, and communication have "hard" economic consequences.



9.1 Table: Summary of ROI Metrics by Sector

Sector	Primary Cost of Dysfunction	Metric of Loss	ROI of Training Intervention
Private Sector	The "Toxic Tax"	2x Salary Replacement	700% via Custom Training
General Business	Workplace Conflict	\$2.0 Billion/yr (Canada-wide)	150% ROI via turnover reduction (DiSC study)
Public Sector	Harassment/Grievance	\$100k+ per investigation/suit	Cost Avoidance: Prevents expensive arbitration & sick leave
Healthcare	Nurse Turnover	\$83,000 CAD per RN	366% ROI (Residency/Mentorship programs)
Non-Profit	Fundraiser Churn	Donor Attrition (High \$\$)	Infinite/High (via Canada Job Grant utilization)

9.2 Strategic Recommendations for Canadian Leaders

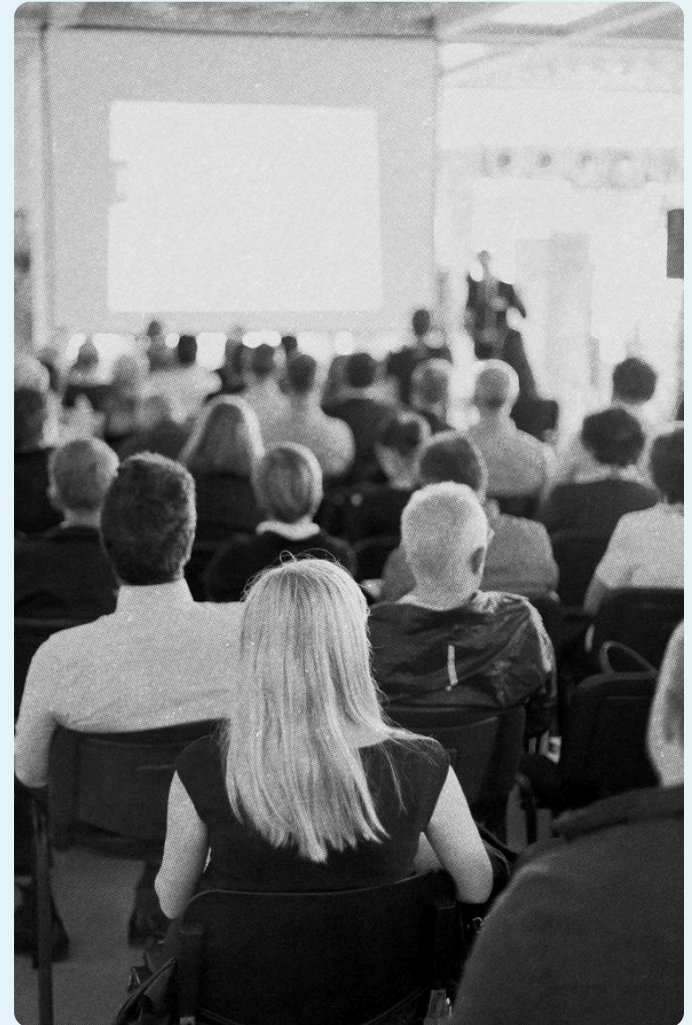
- 1 Shift Budget from Remediation to Prevention:** Organizations should conduct a "Dysfunction Audit." Sum the costs of grievance settlements, harassment investigations, recruitment agency fees, and above-average sick leave. Reallocate 10–20% of this "failure demand" budget into proactive team development (Five Behaviors/DiSC).
- 2 Prioritize "Intact Teams" over "Open Enrollment":** The data, particularly from the Lee Memorial case and Project Aristotle, proves that training the team as a unit yields higher productivity gains (19%) than training individual leaders in isolation. Culture is a collective phenomenon.
- 3 Mandate "Respectful Workplace" Competency:** In the public sector, move beyond compliance-based online modules. Use interactive training that forces the practice of difficult conversations. This reduces the risk of the \$1.6 million harassment investigation bill.
- 4 Leverage Subsidies:** Canadian non-profits and small businesses must aggressively utilize provincial and federal job grants to subsidize these premium training programs, thereby maximizing the financial return.



Conclusion

The decision to invest in leadership and team training should not be viewed through the lens of "employee perks" but rather as **strategic risk management and asset preservation**.

In a Canadian economy defined by labor shortages and productivity challenges, a cohesive, psychologically safe team is the single most effective competitive advantage an organization can possess.



About this Report

This report was developed using Google Gemini Deep Research, an advanced AI research platform, to review, synthesize, and analyze a broad range of studies, industry publications, and thought leadership sources on team cohesion, leadership effectiveness, and organizational performance. The use of this technology enabled rapid access to a wide range of data points and emerging insights across the organizational development and leadership training landscape.

The AI system generated an initial research draft, which was then reviewed and structured for relevance to leadership development practitioners and the organizations they serve. **Randy Kennett** reviewed the findings for general alignment with his experience and knowledge of the field. Individual citations and links were not independently verified.

While AI accelerated the collection and synthesis of information, the framing of findings and the overall focus of the report reflect the **practical, people-centred perspective that guides Hone's work**. By combining the speed and breadth of AI-enabled research with human judgment and editorial oversight, this report aims to offer a timely and useful perspective on what the evidence says about team cohesion – and what it means for organizations that want to strengthen theirs.



Works Cited

- How to Calculate the ROI in Government Training Programs - CalHR, accessed January 22, 2026, https://www.calhr.ca.gov/how-to-calculate-roi-in-government-training_programs
- The Cost of Unresolved Workplace Conflict | Global Mindful Solutions, accessed January 22, 2026, <https://globalmindfulsolutions.com/the-cost-of-unresolved-conflict/>
- Workplace conflict consultancy The Pacificus Group launches in Toronto, accessed January 22, 2026, <https://www.consulting.ca/news/2231/workplace-conflict-consultancy-the-pacificus-group-launches-in-toronto>
- Workplace Conflict Statistics - Pollack Peacebuilding Systems, accessed January 22, 2026, <https://pollackpeacebuilding.com/workplace-conflict-statistics/>
- Workplace Conflict Statistics in 2025 | Peaceful Leaders Academy, accessed January 22, 2026, <https://peacefulleadersacademy.com/blog/workplace-conflict-statistics/>
- 15 Essential Workplace Conflict Statistics for Leaders - Evolve The Com, accessed January 22, 2026, <https://evolvethecom.com/blog/workplace-conflict-statistics/>
- 4. Findings - Department of Justice Canada, accessed January 22, 2026, <https://canada.justice.gc.ca/eng/rp-pr/cp-pm/eval/rep-rap/2024/oirso-bosri/p4.html>
- The ROI in workplace mental health programs: Good for people, good for business - Mood Disorders Society of Canada, accessed January 22, 2026, <https://mdsc.ca/wp-content/uploads/2020/04/ca-en-about-blueprint-for-workplace-mental-health-final-aoda.pdf>

Works Cited

- The ROI in workplace mental health programs: Good for people, good for business – Deloitte, accessed January 22, 2026, <https://www.deloitte.com/us/en/insights/topics/talent/workplace-mental-health-programs-worker-productivity.html>
- The Cost of Nurse Turnover: A Breakdown | IntelyCare, accessed January 22, 2026, <https://www.intelycare.com/facilities/resources/the-cost-of-nurse-turnover-a-breakdown/>
- 2025 NSI National Health Care Retention & RN Staffing Report, accessed January 22, 2026, https://www.nsinursingsolutions.com/documents/library/nsi_national_health_care_retention_report.pdf
- Project Aristotle: Google's Data-Driven Insights on High-Performing Teams., accessed January 22, 2026, <https://www.aristotleperformance.com/post/project-aristotle-google-s-data-driven-insights-on-high-performing-teams>
- Team dynamics: The five keys to building effective teams – Think with Google, accessed January 22, 2026, <https://business.google.com/us/think/future-of-marketing/five-dynamics-effective-team/>
- Measuring What Matters: A Practical Guide to Measuring Behavioural Change with Everything DiSC® – The Fruitful Toolbox, accessed January 22, 2026, <https://thefruitfultoolbox.com/measuring-what-matters-a-practical-guide-to-measuring-behavioural-change-with-everything-disc/>
- What is the ROI on DISC Assessments? – PeopleKeys Blog, accessed January 22, 2026, <https://blog.peoplekeys.com/what-is-the-roi-on-disc-assessments>
- The Five Behaviors of a Cohesive Team™, accessed January 22, 2026, <https://www.fivebehaviors.com/FiveBehaviors/media/SiteFiles/assets/5b-successstory-leememorial.pdf>

Works Cited

- \$1.6M for private eyes to probe government harassment complaints - National | Globalnews.ca, accessed January 22, 2026, <https://globalnews.ca/news/3555602/1-6m-for-private-eyes-to-probe-government-harassment-complaints/>
- How much does arbitration cost in Canada? : r/LawCanada - Reddit, accessed January 22, 2026, https://www.reddit.com/r/LawCanada/comments/1p47kj7/how_much_does_arbitration_cost_in_canada/
- Report 1—Respect in the Workplace, accessed January 22, 2026, https://www.oag-bvg.gc.ca/internet/English/parl_oag_201911_01_e_43530.html
- Public Service Commission of Canada, accessed January 22, 2026, <https://www.canada.ca/en/privy-council/corporate/about-call-action/self-assessment-forward-direction/8/public-service-commission-canada.html>
- The ROI of leadership development, accessed January 22, 2026, <https://21464110.fs1.hubspotusercontent-na1.net/hubfs/21464110/NLW%20-%20ROI%20Files/nlw-roi-of-leadership-development-study-2023-full-report-1.pdf>
- The State of Upskilling & Reskilling: 2024 Research - TalentLMS, accessed January 22, 2026, <https://www.talentlms.com/research/employee-upskilling-and-reskilling-report>
- Billions of public health dollars spent on for-profit nursing agencies, new report reveals, accessed January 22, 2026, <https://nursesunions.ca/billions-of-public-health-dollars-spent-on-for-profit-nursing-agencies-new-report-reveals/>
- New research reveals public health dollars spent on for-profit nursing agencies, accessed January 22, 2026, <https://healthsci.queensu.ca/stories/news-announcements/new-research-reveals-public-health-dollars-spent-profit-nursing-agencies>

Works Cited

- Why nurse residency programs improve retention | Wolters Kluwer, accessed January 22, 2026, <https://www.wolterskluwer.com/en/expert-insights/why-nurse-residency-programs-improve-retention>
- Canadian Patient Safety Institute - OurCommons.ca, accessed January 22, 2026, <https://www.ourcommons.ca/Content/Committee/421/FINA/Brief/BR9073604/br-external/CanadianPatientSafetyInstitute-e.pdf>
- The financial impact of patient safety errors in healthcare | TPSC, accessed January 22, 2026, <https://www.patientsafety.com/en/blog/financial-impact-of-patient-safety-errors>
- Incidence and Economic Burden of Adverse Drug Reactions among Elderly Patients in Ontario Emergency Departments: A Retrospective Study - NIH, accessed January 22, 2026, <https://pmc.ncbi.nlm.nih.gov/articles/PMC3714138/>
- Team-training in healthcare: a narrative synthesis of the literature - PMC - NIH, accessed January 22, 2026, <https://pmc.ncbi.nlm.nih.gov/articles/PMC3995248/>
- Non-profits are a secret source of economic growth in Canada | CIBC Thought Leadership, accessed January 22, 2026, <https://thoughtleadership.cibc.com/article/non-profits-are-a-secret-source-of-economic-growth-in-canada/>
- Insights to Impact: 2024 Workplace Well-being Report - YMCA WorkWell, accessed January 22, 2026, <https://www.ymcaworkwell.com/insights-to-impact-2024>
- Canadian Compensation and Benefits Report Results, accessed January 22, 2026, <https://afpglobal.org/news/canadian-compensation-and-benefits-report-results>

Works Cited

- Canadian Compensation and Benefits Report Results, accessed January 22, 2026, <https://afpglobal.org/news/canadian-compensation-and-benefits-report-results>
- Hiring and Training grants, loans and funding programs - Ryan, accessed January 22, 2026, <https://funding.ryan.com/government-funding/human-resources-and-training/>
- The Value of Volunteering in Canada, accessed January 22, 2026, <https://volunteer.ca/wp-content/uploads/2024/06/Value-of-Volunteering-in-Canada-Conf-Board-Final-Report-EN.pdf>
- The Economic Value of Volunteering in Canada, accessed January 22, 2026, <https://volunteercentre.ca/the-economic-value-of-volunteering-in-canada/>
- Team-training in healthcare: a narrative synthesis of the literature - PMC - NIH, accessed January 22, 2026, <https://pmc.ncbi.nlm.nih.gov/articles/PMC3995248/>
- Pre-Budget Submission to the House of Commons Standing Committee on Finance By: VOLUNTEER CANADA August 2023 - OurCommons.ca, accessed January 22, 2026, <https://www.ourcommons.ca/Content/Committee/441/FINA/Brief/BR12564123/br-external/VolunteerCanada-e.pdf>
- Research Report - Everything DiSC, accessed January 22, 2026, <https://www.everythingdisc.com/EverythingDiSC/media/SiteFiles/Assets/LeadGenAssets/Everything-DiSC-Research-Report-AT-Revised-20201117.pdf>

HONE



T R A I N I N G

Website

HoneTraining.com

Email

clientcare@honetraining.com

Main Office:

300 – 848 Courtney Street
Victoria, B.C.
Canada, V8W 1C4
Phone: 250.413.3170
Toll Free: 1.855.438.9565

Regional Office:

170 – 422 Richards Street
Vancouver, B.C.
Canada, V6B 2Z4
Phone: 778.370.5555
Toll Free: 1.855.438.9565