The Loyalist Team

2d:

Everyone deserves a great team.

John Dorman's Team
Report prepared for

Sample Company

4/5/2018

the TrispectiveGroup®

01: About Your Report

The results of this assessment will help your team become a Loyalist Team. This report shows you where your team stands from Saboteur to Loyalist and explains what you need to do to become (or stay) a Loyalist Team. Specifically, it will:

Diagnose your team type so you know where you are on your Loyalist Team journey.

Provide feedback from you and your team to understand your entire team's mindset.

Highlight your team's strengths and challenges so you know exactly where to take action.

Provide you with recommended next steps.

What the 2D Team Assessment Measures

The 2D Team Assessment measures five critical categories of your team's performance:

Team and Team Leader Perceptions

Team Brand	Mindset	Relationships	Operations	Team Leader
Quality Results	Open to Team Influence	Collaboration	Team Priorities and Alignment	Expectations and Accountability
Overall Team Rating	Adaptability	Team Commitment	Meetings	Commitment
		Trust	Problem Solving	Impact & Influence
		Accountability		Open and Supportive Climate
		Conflict		Communication

Section Two

Understanding the Four Team Types

The Loyalist Team Model defines four team types based on a team's common mindsets, behaviors, and results. Each team type comes with predictable strengths and challenges. The goal for every team is to become and remain a Loyalist Team. Loyalist Teams empower team members to do their very best work and stay focused on their shared goals. The Loyalist Team Assessment is a rigorously researched tool that diagnoses your team's type and tells you exactly where you are on your Loyalist Team journey.
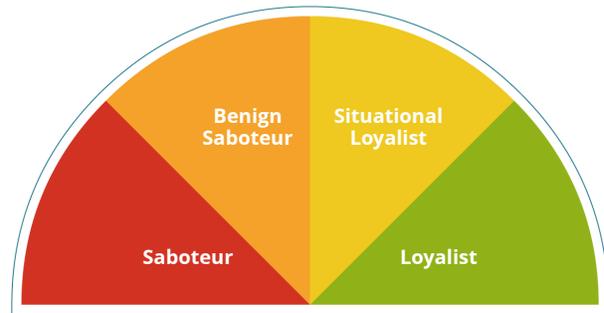
Saboteur Teams

Teammates spend as much time watching their back as doing their work.

Suspicion and mistrust underlie every interaction; everyone seems to have a personal agenda.

Teammates avoid working with each other and everyone hates team meetings.

Teammates believe others want them to fail.

Teammates gossip about one another and there are destructive cliques and factions.

Bad behavior and poor performance are left unchecked.

Benign Saboteur Teams

A "keep-your-head-down" mentality; teammates do their work and don't rock the boat, even if they need to provide critical feedback.

Teammates just want to be left alone to do their work.

Team meetings are dull – people go through the motions with no real collaboration or productive conflict.

Teammates don't feel safe showing uncertainty or lack of confidence.

It feels more like a group of people who happen to work together rather than a real team.

Situational Loyalist Teams

Teammates have strong and trusting relationships with several team members, but not all of them.

Teammates are willing to help and collaborate when asked.

Teammates often meet others halfway.

The team relies heavily on the leader for decision-making, conflict resolution, and feedback.

The fear of discomfort or harming a relationship keeps teammates from having hard conversations.

When things get tough, teammates can't necessarily count on others to have their back.

Loyalist Teams

Teammates trust each other implicitly; they have each other's backs, even when they disagree.

Teammates assume positive intent.

Teammates talk to each other, not *about* each other.

Teammates hold each other accountable; poor performance isn't tolerated.

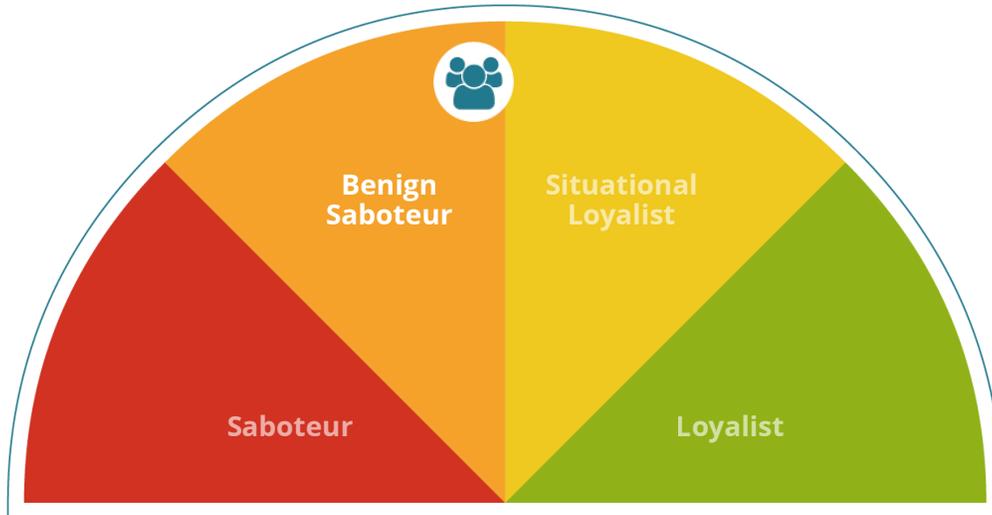The team supports you, even when you make mistakes.

Teammates have fun and generally enjoy coming to work.

Your Team's Dashboard

Your team scored as a **Benign Saboteur Team**

Saboteur
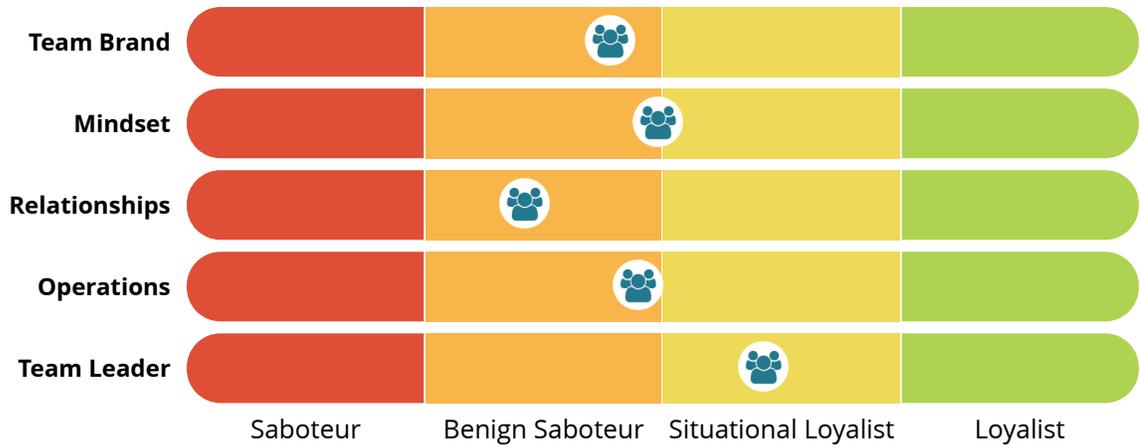Benign Saboteur
Situational Loyalist
Loyalist

This isn't good news. Your team is leaving a lot of value on the table and may be at risk of becoming a Saboteur Team. As a Benign Saboteur Team, your team is likely to:

Work in silos
Withhold feedback and avoid difficult conversations that could create conflict
Avoid risk-taking that could lead to better results and breakthroughs
Struggle to show vulnerability or ask for help
Let each other fail without offering help or support
Fall into victim mode
Avoid "rocking the boat" or pushing the status quo

Your challenge now is to rally the team around a common purpose and set expectations for how to work as a unified team.

Your Team's Results by Subcategory

	Saboteur	Benign Saboteur	Situational Loyalist	Loyalist
Team Brand		👥		
Mindset		👥		
Relationships	👥			
Operations		👥		
Team Leader			👥	

Who You Requested Input From

👥 Your Team Members	👤 Your Team Leader
Blake Porter	John Dorman
Cam Verrili	
John Connor	
Dave Berman	
Frank Johnson	
Eldridge Smith	
Kyle Parker	
Courtney Fisher	
Mark Black	
Mike Nester	
Pamela Bianchi	
Stephen Martin	

Section Four
Your Team's Brand Scores

Team average
(including leader)

	Saboteur	Benign Saboteur	Situational Loyalist	Loyalist
Quality Results		●		
Overall Team Rating		●		
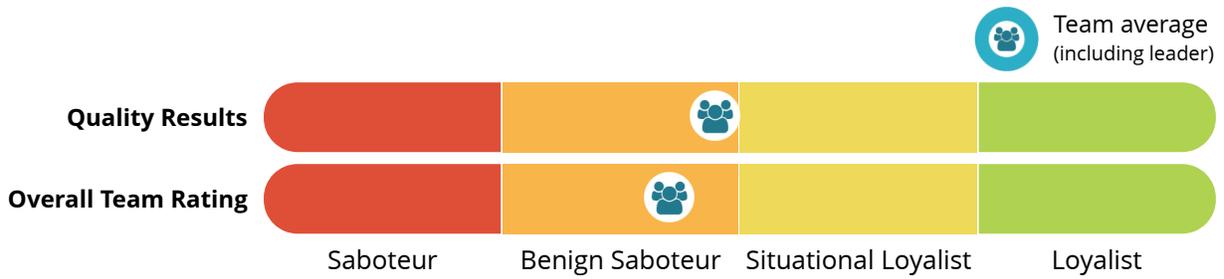
Definitions

Team Brand, or your team's reputation, is important because it influences how much support and good will you have earned with your key stakeholders.
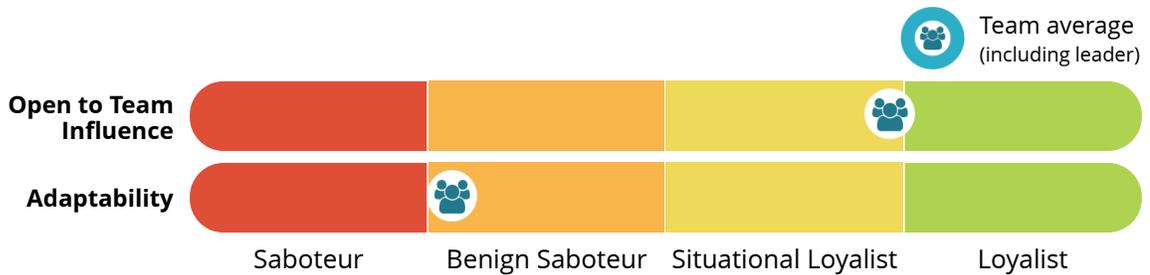
Quality Results: Your team's view on the overall quality and timeliness of the outcomes they deliver internally.

Overall Team Rating: Your team's view on how they rate as a team compared to all other teams they have been on.

05:

Section Five
Your Team's Mindset Scores

Team average
(including leader)

	Saboteur	Benign Saboteur	Situational Loyalist	Loyalist
Open to Team Influence			●	
Adaptability		●		

Definitions

"Mindset" captures your team's beliefs about two important aspects of teamwork. Your team's mindset matters because shared beliefs influence how team members engage and behave with each other.

Open to Team Influence: Your team's view on how willing they are to be positively influenced by other team members, including:
- Team members' impact on individual and team success
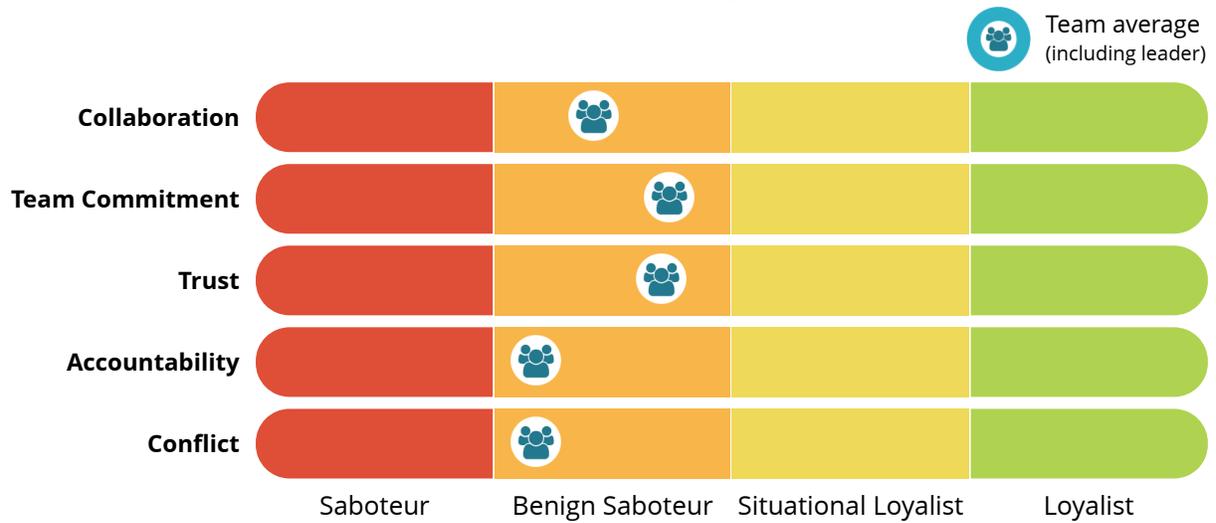- Team members' impact on individual and team positions and beliefs

Adaptability: Your team's view on their ability to be flexible, adaptive, and innovative to changing demands, including:
- Prioritizing innovative thinking
- Adapting to change and challenging the status quo

Section Six
Your Team's Relationship Scores

Team average
(including leader)

	Saboteur	Benign Saboteur	Situational Loyalist	Loyalist
Collaboration		●		
Team Commitment		●		
Trust		●		
Accountability		●		
Conflict		●		

Definitions

Data captured from research on teams shows that team relationships account for 70% of the difference between team types! Therefore, focusing on your team's relationships is a great use of time.

Collaboration: Your team's view of how well they cooperate and work together to produce results, including:
- Seeking input
- Actively engaging in others' work

Team Commitment: Your team's view of how well they commit to the team goals over individual self-interests, including:
- Demonstrating commitment to each other's success
- Valuing team success over individual self-interest

Trust: Your team's view of how well they build and maintain trust and how well the team trusts each other's intentions even when they disagree, including:
- Actively building trust
- Asking for help from each other and showing vulnerability
- Assuming positive intent even when there are disagreements

Accountability: Your team's view of how well they follow through and hold each other to commitments, including:
- Setting clear expectations of behavior and performance
- Addressing bad behavior
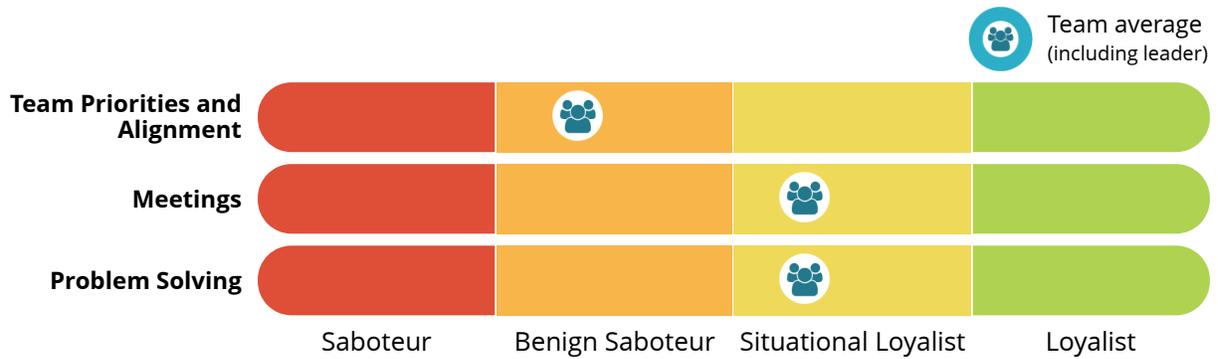- Holding one another to high standards

Conflict: Your team's view of how well they resolve interpersonal challenges and disagreements, including:
- Giving each other open and honest feedback
- Openly addressing conflict productively, i.e., not having "undiscussibles"
- Dealing with conflict directly versus gossip, finger pointing and blaming

07: Your Team's Operations Scores

Team average
(including leader)

	Saboteur	Benign Saboteur	Situational Loyalist	Loyalist
Team Priorities and Alignment		●		
Meetings			●	
Problem Solving			●	

Definitions

Operations captures three key dimensions of how your team works together to set priorities, make decisions, and solve problems together.

Team Priorities and Alignment: How your team views the level of clarity and alignment of tasks, roles, goals and priorities, including:

- Having well defined and understood goals and priorities
- Having well defined roles and responsibilities
- Aligning tasks to goals and priorities
- Availability of needed information to complete work

Meetings: How your team views the effectiveness and quality of team meetings, including meetings that are:

- Well planned and structured
- A good use of team time
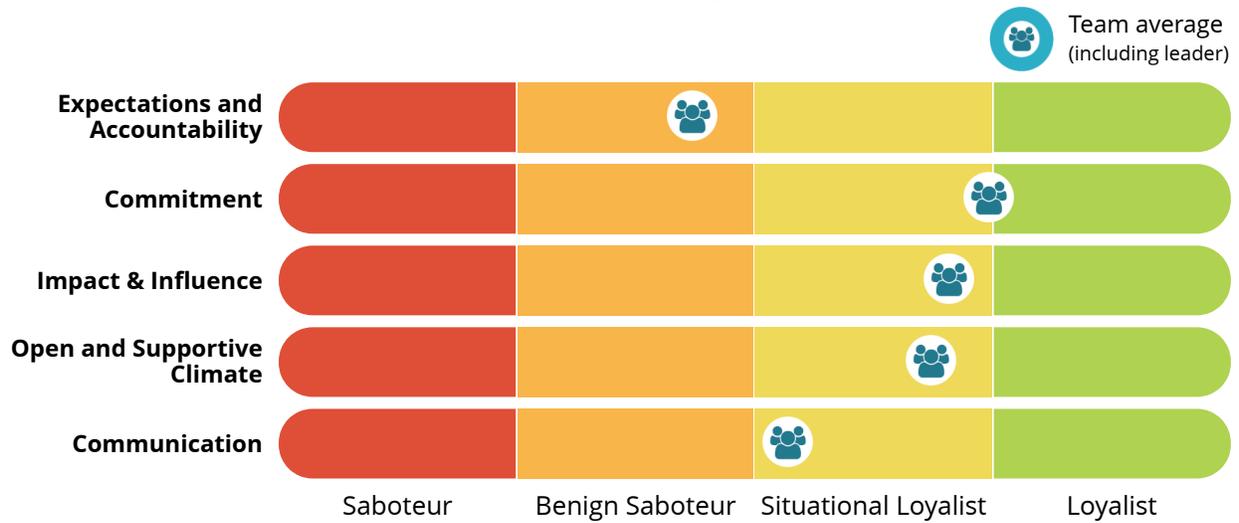- Used effectively to share information and create alignment

Problem Solving: Your team's view of how well they work through challenges together to make decisions and resolve issues that impact them, including:

- Open problem-solving discussions in which all team members can contribute
- Effective decision-making and implementation following problem-solving

Section Eight
Your Team's Leadership Scores

Team average
(including leader)

	Saboteur	Benign Saboteur	Situational Loyalist	Loyalist
Expectations and Accountability		●		
Commitment			●	
Impact & Influence			●	
Open and Supportive Climate			●	
Communication			●	

Definitions
This category looks at the team leader's impact on the team. The leader carries much of the responsibility for creating a high-performing team and creating a Loyalist Team dynamic.

Expectations and Accountability: Your team's view of how well your leader sets a compelling vision and clear expectations – and holds team members accountable, including:
- Setting clear expectations for performance and results
- Creating a compelling view of the future
- Holding all team members accountable for high standards of behavior

Commitment: Your team's view of the leader's commitment to the team and to self-improvement, including:
- Fully committing to driving team success
- Asking for feedback for self-improvement

Impact & Influence: Your team's view on the leader's ability to manage stakeholders and navigate company politics, including:
- Securing needed resources
- Effectively managing stakeholder relationships and expectations
- Building strong personal reputation

Open and Supportive Climate: Your team's view on how well the leader creates a climate of risk-taking, learning, open debate and respect, including.
- Encouraging debate and dissent
- Creating a climate of risk taking and learning from mistakes
- Ensuring every team member feels valued and respected

Communication: Your team's view on how well and transparently the leader communicates information the team needs to succeed, including:
- Communicating important information in a timely way
- Transparently sharing information on team issues and decisions
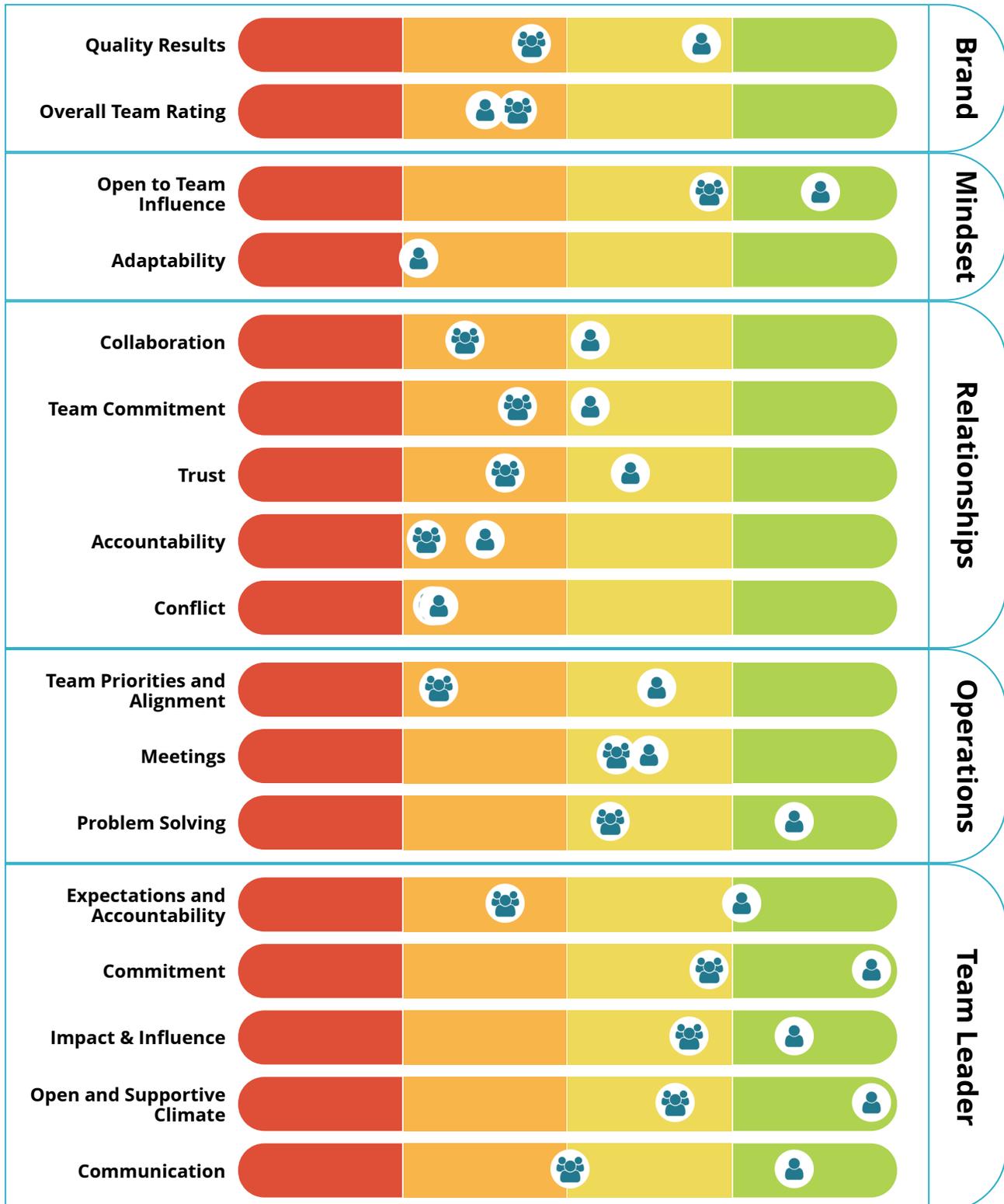
09: Comparison of Leader and Team Scores

The more agreement between the leader's and team members' perceptions, the greater alignment on the team's strengths and challenges.

👥 Team average 👤 Leader score

Brand

Category		
Quality Results	👥	👤
Overall Team Rating	👤👥	

Mindset

Category		
Open to Team Influence	👥	👤
Adaptability	👤	

Relationships

Category		
Collaboration	👥	👤
Team Commitment	👥	👤
Trust	👥	👤
Accountability	👥 👤	
Conflict	👤	

Operations

Category		
Team Priorities and Alignment	👥	👤
Meetings	👥👤	
Problem Solving	👥	👤

Team Leader

Category		
Expectations and Accountability	👥	👤
Commitment	👥	👤
Impact & Influence	👥	👤
Open and Supportive Climate	👥	👤
Communication	👥	👤

Section Ten
Verbatim Comments

This section gives verbatim comments on the open-ended responses from your feedback providers.

Comments About the Team From the Team

Strengths

"Individual expertise Get 'er done attitude Knowledge of the Industry Functional Accumen"

"Strong reputation in the industry experienced team with track record of success innovative thinking Supportive leadership and stakeholders"

"All members are excellent relationship builders and are well-respected in the real estate industry. The strength of these personal relationships are what have allowed the business to grow so significantly in the past 3 years."

"the ability to overcome obstacles and achieve results in whatever the task is"

"hard working committed"

"Most members of the team are intelligent, kind and work as team players."

"- Willingness to do what's required to get the job done - Dedication, commitment - Passion for what we do"

"1. excellent reputation 2. depth of expertise across all facets of RE"

"They are trying and I believe generally want to do better."

"disciplined strong and broad base industry and business knowledge committed"

"We have the top talent in the region for key positions, irrespective of what is happening corporately, the major business units can operate in silos and make us wildly successful."

"Loyalty, work ethic, do what we say and do it well, passionate about our company and our clients, very strong technically - situationally credible"

"dedication to deliverables positive approach eager to learn and improve"

Challenges

"Trust, accountability and communication."

"accountability, communication"

"Communication with each other Confrontation Trust in each other"

"Alignment/communication on what everyone is working on leveraging the team with active projects"

"Be better at thinking ahead and being prepared, too insular - need to broaden our perspective outside of our company, current clients and geography"

"1. Communication 2. Common Goals 3. Clarity of roles and purpose"

"There is a continuous betrayal of trust by two key members of the executive team. One of the two individuals has a role that is undefined and unclear. This causes us to randomize our activities, distracts from quality work."

"trust communication"

"- Certain team members are known to make commitments but not follow through. We're not always true to our core value "do what you say you're going to do and do it well" - More focus on the top priorities and a stronger commitment to execution is required (this appears to be improving through recent business planning initiatives however its still new and the results aren't yet proven)"

"Trust issues amongst certain players/dept communication because all are busy. Desire is there. Getting to know each other better. Not always sure what hats people are wearing at times."

"Uncertain whether the question is asking what areas we have improved the most, or what areas require the most improvement. My response address what areas we need to improve upon the most. - Communication; - Team building - cross departmental; - Achieve appropriate staffing levels to create a better balance between work and home life; - Allow and enable the staff to make the appropriate decisions - and learn from their mistakes as required"

"Communication, Structure, really just having time to work on these is a struggle"

"communication industry knowledge developing standard processes understanding of team and corporate goals"

Comments About the Team Leader From the Team

Strengths

"gives honest feedback sets goals and priorities for team holds himself accountable and acknowledges when he was wrong"

"Good sounding board when available Manages the Board expectations well. Company has seen some strong growth since we merged."

"Relate to people"

"Close. He is able to see past all challenges and drive deals to closure."

"bring the team together to communicate issues understand the business of real estate brings a well respected view to all transactions"

"conveys commitment to improvement understands industry trends and direction innovative supportive and understanding of team challenges"

"He wants to be successful..."

"- Hugh has a great understanding of the industry and all aspects of commercial real estate. He is an excellent relationship builder and BD driver of growth at CB."

"- good speaker - relationship building - starting to provide more direction and focus"

"insight into the industry and the business"

"Bringing clarity to the situation, no matter what it is, he seems to know every aspect of the business and can speak to it with confidence and understanding"

"Espouses confidence Humble Open to innovation"

Challenges

"Dont defend bad behavior- acknowledge and address ineffective team members."

"- Hold folks accountable for their commitments and deal with those that can't fulfill the roles"

"Make sure processes do not drive the business Clarity around CI's role within ColonnadeBridgePort"

"Focus on the priorities and hold members of the team accountable to those priorities."

"- enable the staff to make decisions that affect/impact them - avoid getting involved where it's not necessary"

"Stop keeping employees around that aren't fulfilling their role."

"hold everyone accountable, communicate clearly who is his senior team"

"Lead...don't execute."

"I think he is doing it by bringing everyone together on the leadership team, having team leaders accountable is helping to bring unity to the team"

"communicate how we are doing as a company on a quarterly basis clarify roles and responsibilities both internally and externally"

"provide a more clear direction re market targets and mid to long term goals"

"Make tough decisions."

11: Summary of Your Team's Strengths and Challenges

The chart below gives a summary of your team's strengths and challenges organized by category.

	Saboteur	Benign Saboteur	Situational Loyalist	Loyalist
Team Brand		Quality Results (from Team) Overall Team Rating (from Team)		
Mindset		Adaptability	Open to Team Influence	
Relationships		Collaboration Team Commitment Trust Accountability Conflict		
Operations		Team Priorities and Alignment	Meetings Problem Solving	
Team Leader		Expectations and Accountability	Impact & Influence Open and Supportive Climate Communication	Commitment

12: Recommended Actions

This section highlights the team's five lowest scores. These recommendations will help the team define actions and next steps for improving the team's performance.

Actions to Take

Adaptability

If your team scored low in Adaptability, team members believe the team is slow to change and challenge the status quo and may not be adaptable or innovative enough to prepare for future changes.

- Determine if there are dominating personalities or cultural challenges keeping team members stuck in the status quo. Often, fear of failure or making mistakes keeps teams from thinking differently. Try to get to the root cause.
- Conduct team sessions to teach and drive change and innovative thinking.
- Use innovation methods (there are many out there!) to challenge conventional thinking, break free from company or industry- standard beliefs and help the team think big and bold.
- Pick one area where the team needs to be more flexible or agile. Experiment with different ways of working together to see if you can drive faster, more innovative results.

Conflict

If your team scores low on Conflict, team members don't have productive conflict. Disagreement on any high-performing team is not only inevitable, but essential for avoiding groupthink and driving innovation. On teams with low conflict scores, conflict often goes underground, and instead of openly addressing disagreements and providing feedback, team members engage in gossip, finger pointing, and blame. Team members may also be having "the meeting after the meeting," where cliques meet and share their real views, instead of doing so in front of the whole team. There may be "undiscussables," topics that are too "hot" to bring up. Or, on some teams with low conflict scores, there IS active disagreement, it's just destructive. The conflict feels personal, hostile, and unproductive. Healthy teams are able to discuss and debate tough issues knowing that their relationships are strong enough to weather the disagreements.

- It is difficult to engage in productive conflict when there's low trust. See Trust section for ideas.
- Talk with team members about their views on conflict. Do they believe conflict is healthy or unhealthy for the team? Do they feel personally comfortable engaging in tough, candid conversations?
- Have the team engage in a learning session on candor and conflict to improve their comfort level and skills.
- Set a team norm around productive conflict. For example, a norm might be: We deal with conflict openly and productively in the room and leave aligned. Or, We discuss even the toughest issues in the room together and ensure we leave aligned. Or, We talk face-to-face about all issues; we don't talk behind each other's backs.

Accountability

If your team scored low on Accountability, team members don't hold each other to clear standards of performance and behavior. There may be an over-reliance on the team leader to drive accountability on the team. They may not believe that others on the team are performing at a high standard, but feel unable or unwilling to address the concern.

- Work with your team to determine clear norms of behavior that ensure every member understands these expected standards.
- Ensure individual and team goals are clear and expectations are well understood.
- Work with your team to identify regular check-in processes on how well team members are living these norms.
- As a team leader, hold every team member to the same standards of behavior and performance – no excuses.
- Ensure the team openly discusses accountability and bad behavior. Do not solve these challenges for the team; team members must practice having challenging conversations on accountability and follow through with each other.

Team Priorities and Alignment

Team members perform best when they understand their roles and responsibilities and can clearly see the connection of their work to the team goals and priorities. If your team scored low in Priorities and Alignment, team members are unclear around roles, goals, or priorities. This confusion can cause rework and misalignments. It can also create feelings of dissatisfaction and distrust in team members, since they can't see the connection of their work to the greater team or company purpose.

- Hold a team session to work through team goals and priorities. Ask each team member to share their current goals and priorities with the whole team. Ensure work is aligned across all team members and discuss any overlaps or gaps. Identify shared team goals and priorities and create a process to monitor and measure progress throughout the year.
- Make sure team members have all the information they need to perform their jobs in a timely way.
- Regularly review priorities and adjust them as business needs change.

Collaboration

If your team scored low in Collaboration, team members aren't actively or effectively engaged in each other's work. They believe their teammates aren't asking for enough input before taking action or making decisions. There needs to be a greater emphasis on working together to produce results.

- Create opportunities for team members to work with each other on team-based goals and priorities.
- Use team meetings for each team member to present a current challenge and ask other team members to provide input.
- Ensure all team members understand when they should make decisions on their own, when they should ask for input, and when they should make decisions collectively.
- Monitor interactions at team meetings. Ensure there is opportunity for each person to contribute and everyone's opinion to be heard.