the 4 TeamZones®

Sample Report

Report prepared for
Your Organization
3/6/2019

01: **About Your Report**

The result of this assessment will help your team get into the Green Zone. This report shows you where your team stands currently and explains what you need to do to get (or stay) in the Green Zone. Specifically, it will:

Diagnose your team zone so you know where you are on your team journey.

Provide feedback from you, your team, and key stakeholders 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 3D Team Assessment Measures

The 3D Team Assessment measures six critical categories of your team's performance:

Team and Team Leader Perceptions

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

02: Understanding the 4 Team Zones

Our team model defines four team zones based on a team's common mindsets, behaviors, and results. Each team zone has predictable strengths and challenges. The goal for every team is to get to and remain in the Green Zone. These Unstoppable teams empower team members to do their very best work and stay focused on their shared goals. The 4 Team Zones Assessment is a rigorously researched tool that diagnoses what zone your team is currently in and tells you exactly where you are on your team journey.

Orange Zone Siloed

Yellow Zone Good, not great

Red Zone Toxic

Green Zone Unstoppable!
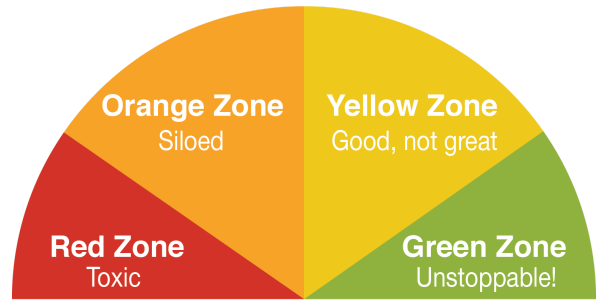
Red Zone Teams

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.

"Saboteur Team" behavior.

Orange Zone 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.

"Benign Saboteur Team" behavior.

Yellow Zone 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.

"Situational Loyalist Team" behavior.

Green Zone 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.

"Loyalist Team" behavior.

Your Team's Dashboard

Good news. Your team scored in the **Yellow Zone**.

Orange Zone Siloed

Yellow Zone Good, not great

**Red Zone** Toxic

Green Zone Unstoppable!

This is pretty good, but you can be better. When you are in the Yellow Zone, your team is likely to:

Work well together and enjoy the team environment most of the time

Have solid trust and candor with some, but not all, team members

Shy away from difficult conversations

Provide help and support to others when asked

Allow occasional low performance on the team

Rely too much on the team leader for decisions, direction, and holding people accountable

Settle for "good enough" and not push for higher team performance

Your challenge now is to not let your team settle for "good enough"
but to push for greatness!

Your Team's Results by Subcategory

Subcategory				
Stakeholder			⚫	
Team Brand				⚫
Mindset		⚫		
Relationships		⚫		
Operations	⚫			
Team Leader			⚫	
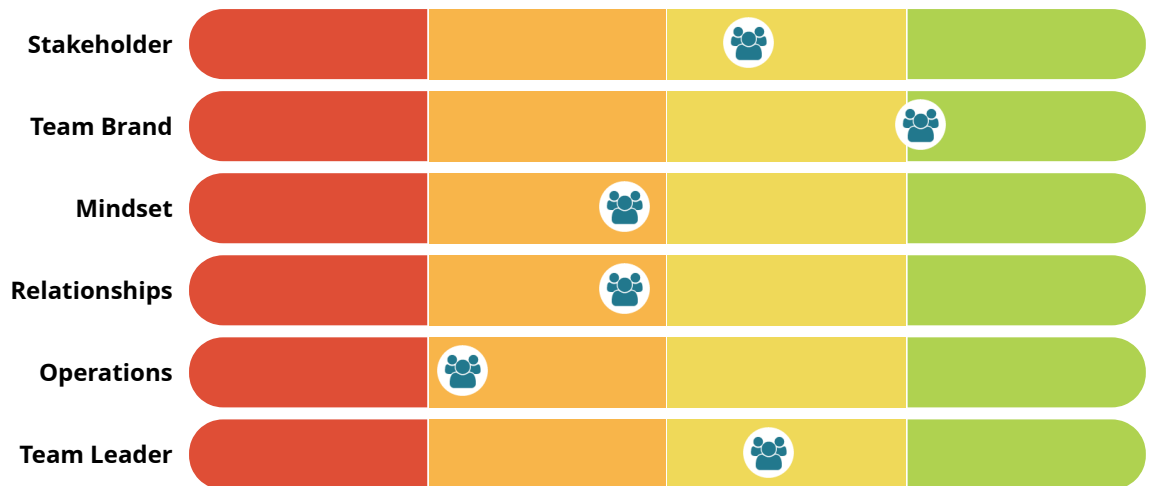
Who You Requested Input From

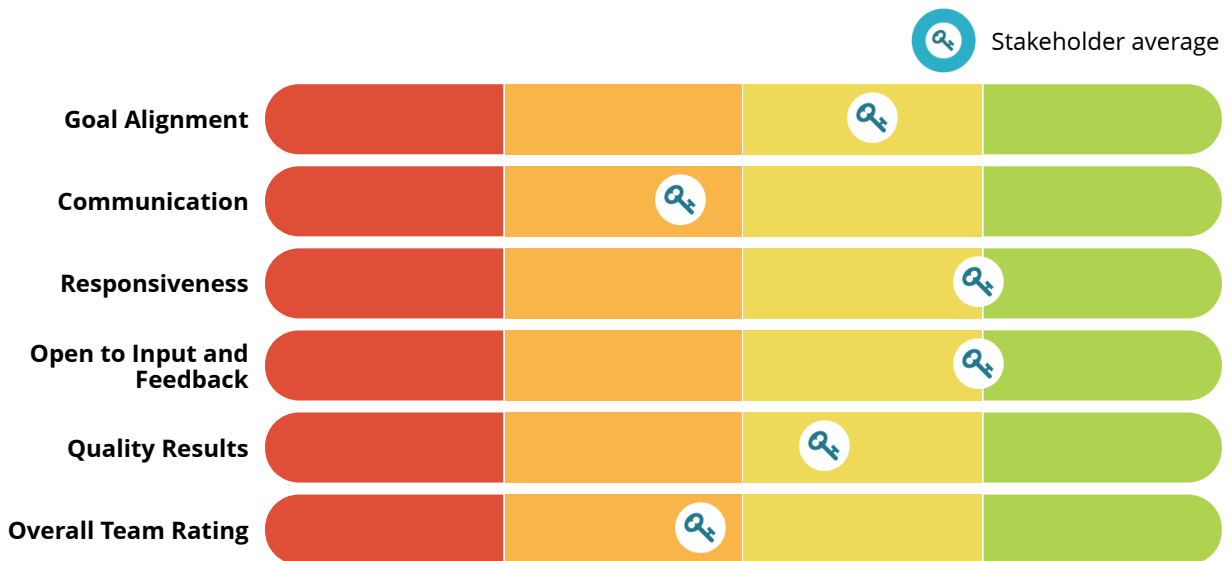| 🔑 Your Key Stakeholders	👥 Your Team Members	👤 Your Team Leader
Each person invited to participate in the assessment will be listed here.		
The report will not indicate whether they completed the assessment or not.		
Their verbatim comments at the end of the report are randomized and not listed in the same order their name appears here.		

04 Your Stakeholders' Perception of Your Team

Stakeholder average

Goal Alignment			
Communication			
Responsiveness			
Open to Input and Feedback			
Quality Results			
Overall Team Rating			

Definitions

Your stakeholders are the key people outside of your team you selected to give input on your team's effectiveness. As internal customers or suppliers, they provide an outside view of your team's performance

Goal Alignment: Your stakeholders' view of how well your team's goals align with their expectations.

Communication: Your stakeholders' view of how well your team communicates with them.

Responsiveness: Your stakeholders' view on how well your team responds to their requests.

**Open to Input and Feedback:** Your stakeholders' view of how well your team listens to and acts on feedback.

Quality Results: Your stakeholders' view of your team's ability to deliver high-quality results in a timely manner.

Overall Team Rating: Your stakeholders' view of how your team compares to all other teams they've worked with.

Section Five
Your Team's Brand Scores

👥 Team average (including leader)   🔑 Stakeholder average

Quality Results

Overall Team Rating
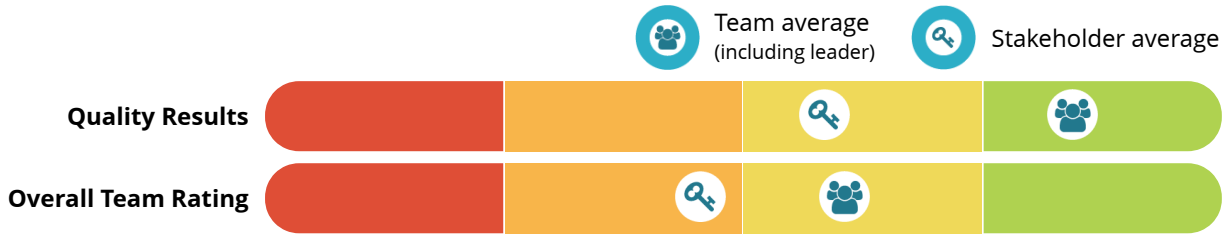
Definitions

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.
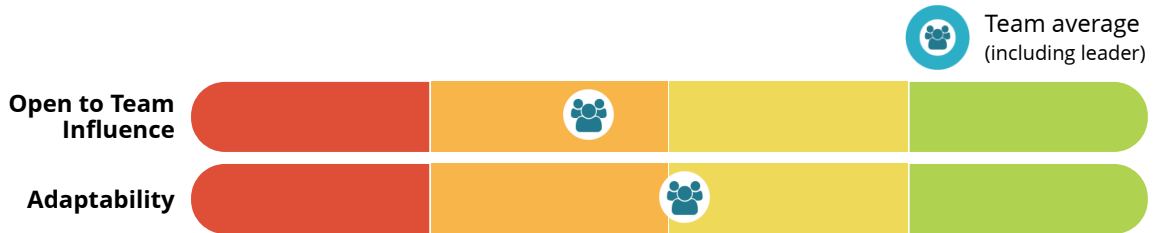
Quality Results: Your team's view on the overall quality and timeliness of the outcomes they deliver internally.

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

06:

Section Six
Your Team's Mindset Scores

👥 Team average (including leader)

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
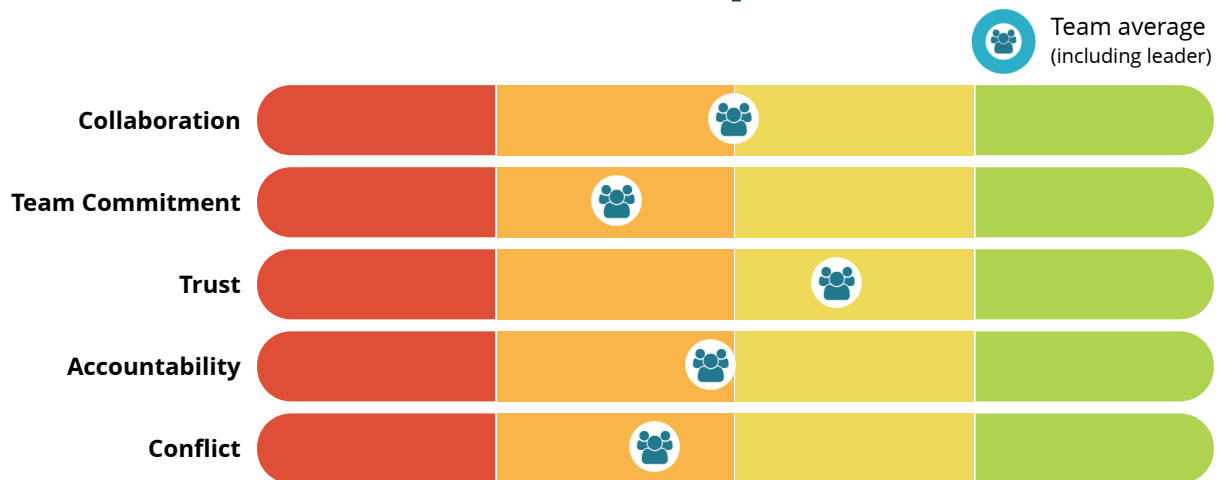- Team members' impact on individual and team positions and beliefs

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 Seven
Your Team's Relationship Scores

Team average
(including leader)

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:
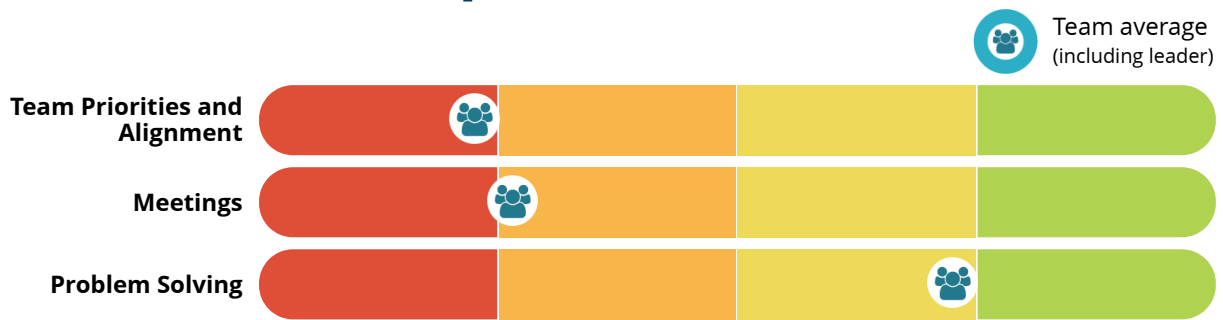- Setting clear expectations of behavior and performance
- Addressing bad behavior
- Holding one another to high standards

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

08:
Your Team's Operations Scores

Team average
(including leader)

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
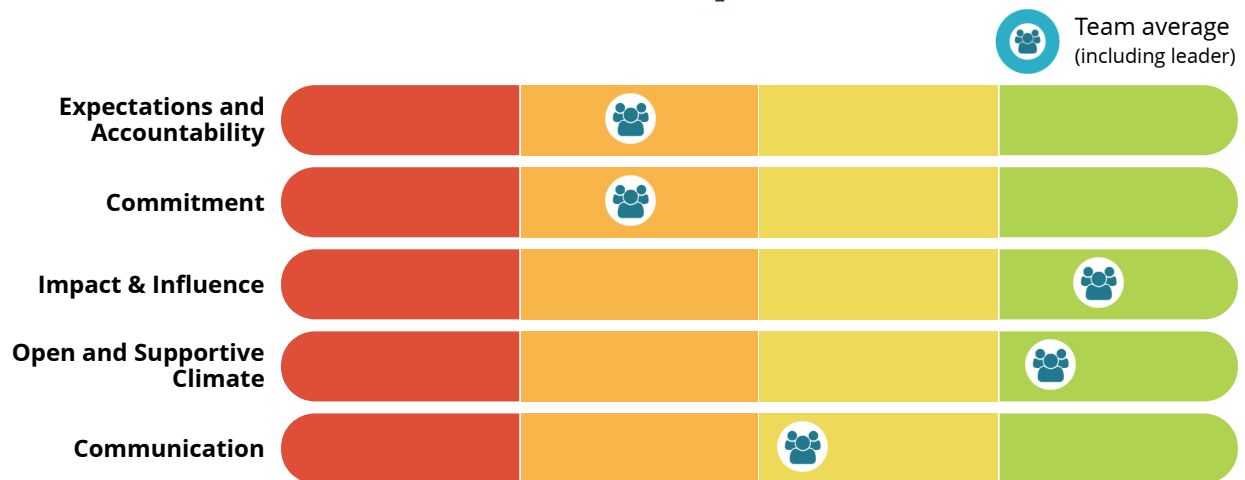- Availability of needed information to complete work

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

09: Your Team's Leadership Scores

Team average
(including leader)

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 Green Zone 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
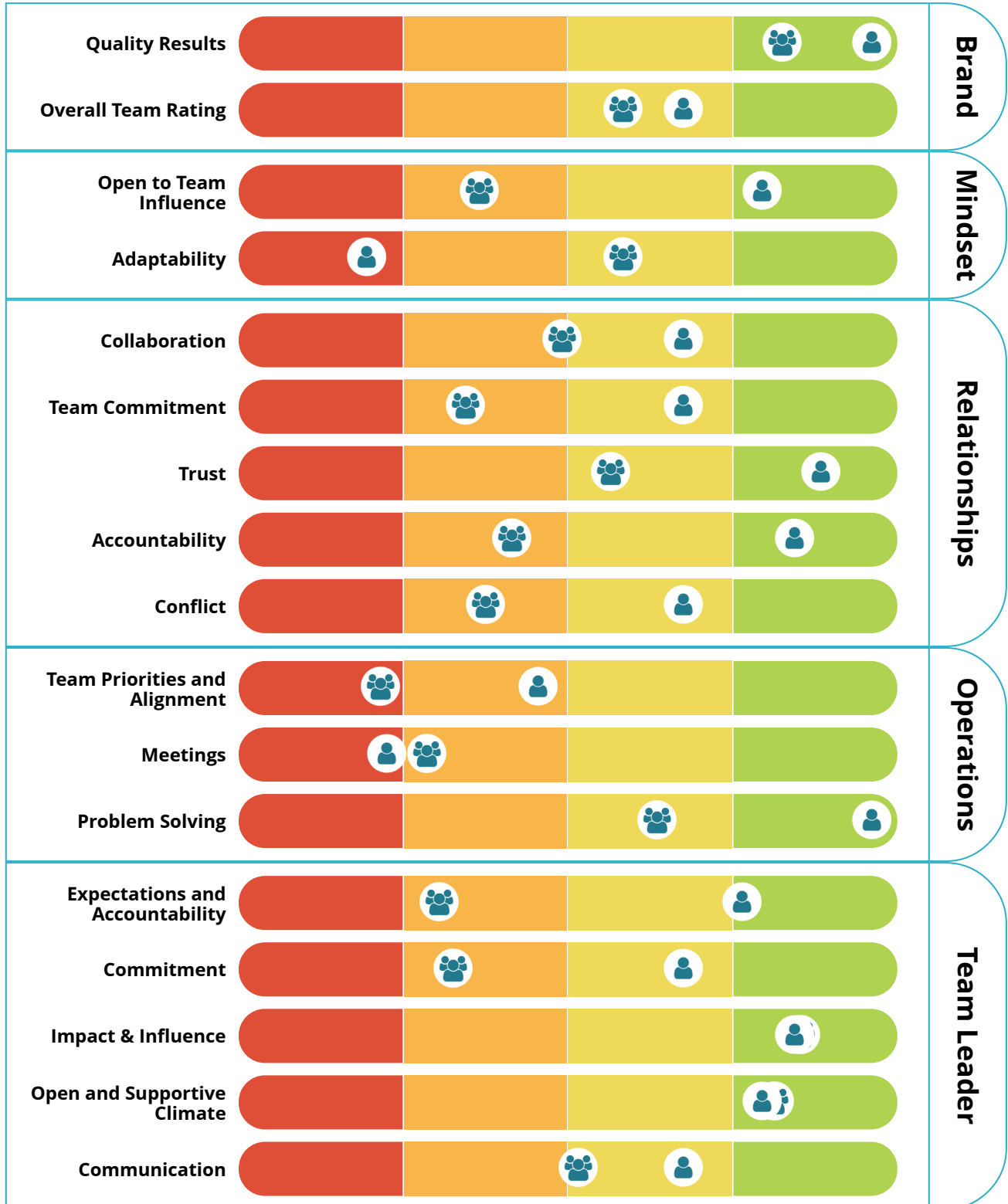- Transparently sharing information on team issues and decisions

10: 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

Quality Results	👥 👤
Overall Team Rating	👥 👤

Mindset

Open to Team Influence	👥 👤
Adaptability	👤 👥

Relationships

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

Operations

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

Team Leader

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

Section Eleven
Verbatim Comments

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

Stakeholder Comments About the Team

Strengths

"Hard working, desire and push to add value, ability to ramp up functions and talent quickly"

"Open for conversations. Listen to issues They make quick decisions. Fairly calibrated"

"They are strongly aligned with their US counterparts Measurement systems are in place, in many cases better than US teams. They communicate messages to teams quickly, roll-out new programs timely with good messaging"

"Easy to approach"

"1. Industry experience 2. Approachable 3. Conducting one on ones with Managers and above 4. Handling day to day business"

"Collaboration with US stake holders."

"Have employee best interest at heart, willingness to continue working on the team dynamic."

"Listen. Communication. Resolve."

"Commitment, focus and collaboration"

"1) Knowledge of how to perform specific roles 2) Focus and desire to be successful 3) Working together at the daily execution model"

"Passionate team. Great energy, innovation, and work ethic"

"Commitment & Passion towards work"

"Adhering to company values."

"Highly knowledgeable in their area of practice. Good relevant experience and industry knowledge"

Challenges

"Decision making"

"Many of the teams go back to the US first for direction before proceeding. Doesn't appear that they feel they have decision making authority, even when we say the center of excellence is in Poland At times teams are slow working across groups, many teams don't seem to understand the criticality of the work and timing for getting it done. Doesn't seem at times there is proper communication across the teams or that things are escalated timely. Teams seem fearful of saying things are not working perfectly."

"Process ownership. Proactive engagement around business gaps"

"1. Deviate from industry practices and implement out of the box solutions that are suitable for our specific organization which is smaller in size. Practices around retention, hiring and other allowances need not conform to industry standards. We can tailor make them to suit our organization needs."

"Leadership Diversity - I would like to see more emphasis on developing women leaders in Poland The Operations/Tech relationship needs continued focus"

"More collaboration and co-ordination with US partners Guiding the US partners to utilize offshore in more productive and efficient ways"

"They should be approachable, inspire and motivate others by giving opportunities to the team members and giving them chance to grow. They should reduce the egoist attitude by being more empathetic towards other people"

"While they listen and are open for conversations, actions are little slow. They are fairly calibrated but when it comes to collaboration, there are opportunities to collaborate more. Lack of debate with each other. Play safe is what I feel most of the time"

"1. Improve organization culture : the current climate does not provide adequate space for dissent, open discussions, enhancing meritocracy and providing recognition to all. The climate is stressful and small mistakes can be risky. The approach is primarily reactive. 2. Delegate responsibility : Decision making seems to be centralized . There is little independence provided to next in line managers or leaders on many administrative matter related to the teams. Too much of micro management at times. 3. Develop Leadership capability: There is no visible focus on developing the next set of leadership due to Inadequate mentoring & recognition and current organization structure. There is no clarity on the hierarchy or growth path. 4. More time should be spent in understanding performance, directing & guiding on strategic issues, identifying improvement ideas, formulating new initiatives and organization capability building 5. Improve employee related policies on travel, seating, training for middle management and above 6. Engage with people directly and share progress updates and strategic insights on regular basis. Communicate proactively on resignations, terminations, rewards and promotions."

"Comfort in pushing back more to executives in the U.S. (comfort in saying no or setting appropriate expectations), increased site collaboration and in certain areas willingness to address performance issues more quickly"

"- Quicker to drive / achieve quality - Quicker to achieve productivity targets - Improve retention / reduce resource churn"

"Continue to partner with Business Units"

Comments About the Team From the Team

Strengths

"Our team is a dotted line matrix so bulk (read as nearly 100%) of our work rolls into our solid line manager so the issues with in team does not impact our success. People are personally warm to each other. People are approachable mostly"

"Respect for each other, high sense of accountability, high integrity committed towards organizational success (winning together)"

"Work as a cohesive group by leveraging the strength of other team members"
"- Key leaders have strong focus on their individual goals and are committed to achieve them successfully - Drives strong results and business outcomes - Strong alignment of individual team members with their respective functional leaders - Approachable and cohesive in their own independent capacity"

"1. Accountability to meet functional goals 2. Execution 3. Deep knowledge of the function each person leads 4. Employee connection"

"Approachable, Accountable, High Integrity, Transparent"

"- Very professional, well experienced in our own field - Cooperative with each other - Communicate well and keep all informed - Team is focused & aligned to company's goals, culture"

Challenges

"1. Bring more proactive when providing updates to the team. There have been occasions when people have been caught by surprise - which could have been easily avoided had updates been more proactive or timely. 2. Strong alignment to the functional leaders could lead to team members operating in silos - this becomes evident in high pressure situations. This is under control at present - but is a watch area 3. Reluctance to provide candid feedback to each other"

"discussing issues (seeking help from each other) determining optimum model of functioning in a matrix organization - where team members don't have the direct line reporting into the team leader communicating success and wins as a team to the wider organization organizational navigation (global)"

"- Strategic thinking and looking at broader picture - Team members like facilities, legal and finance leads do not seem to have performed the leadership role so lack the exposure, maturity and openness. Do not contribute to any 'leadership' or 'org wide' discussions. Hierarchical in nature, which is unlike our global company culture. -Tendency to talk at the back and not bring upfront face to face discussions to build trust and resolve issues. -Ability to say 'no'/ demonstrate candor or provide contrarian view point from the team leader or to those senior in the hierarchy."

"Perhaps better and improved communication, at times"

Comments About the Team Leader From the Team

Strengths

"- Transparent - Clear communication - Respectful to others"

"Great engagement with all teams, understand & resolve any issues and achieve business objectives."

"Our Leader reaches out to us as needed. Personally very affable person. Tries to build consensus"

"Involving all the stakeholders in decision making"

"displays a high sense of integrity - walks the talk. Respects diverse thinking and perspectives works to solve issues in a constructive manner with all stakeholders stays calm"

Challenges

"- Create a vision and mission for the org; work at high level strategy, roadmaps for his role and the site. - Currently comes across as playing favorites. Needs to value (and recognize/ reward) team members as per their contribution and role in the organization."

"Encourage more collaboration between teams"

"Could be more open to ideas and difference of opinion, at times it feels like decision is made and process is to ratify the same. Could spell his vision, charter openly rather than trying to go the risk averse way / too conservative way. Could put in effort consciously to project himself as country head for entire org not for only specific groups."

"- Being Influential"

"Help team understand and navigate organizational dynamics better."

"Perhaps little bit more of pat on the back and appreciation of the work performed"

Section Twelve

12: Summary of Your Team's Strengths and Challenges

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

Category			
Stakeholder		Communication Overall Team Rating (from Stakeholders)	Goal Alignment Quality Results (from Stakeholders)	Responsiveness Open to Input and Feedback
Team Brand			Overall Team Rating (from Team)	Quality Results (from Team)
Mindset		Open to Team Influence	Adaptability	
Relationships		Team Commitment Accountability Conflict	Collaboration Trust	
Operations	Team Priorities and Alignment	Meetings	Problem Solving	
Team Leader		Expectations and Accountability Commitment	Communication	Impact & Influence Open and Supportive Climate

13: 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

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.

Meetings

Meetings are a frequent setting for team interaction. When meetings are well structured, the team can focus on the right activities and ensure meetings result in positive outcomes. If your Meetings score was low, improving your meetings starts in two key areas: ownership and structure.

- Do meetings have an agenda?
- Do meetings start and stop on time?
- Do we document decisions and actions?
- Do we include the right people?
- Do we meet with the right frequency?
- Is everyone engaged?
- Does everyone understand their roles?
- Is everyone held accountable for coming prepared and completing action items?
- Do you talk about the right, highest priority topics?
- Do you have a set of meeting norms that everyone lives by?
- Do you have a process to assess the quality of your meetings and make adjustments when needed?

Expectations and Accountability

If your team scored you low in Expectations and Accountability, you should ask yourself the following questions: Do we have a clear and compelling view of the future for the team? Are there clear expectations for performance, results and behavior on the team? Do I address bad behavior on the team and hold all team members accountable to high standards?

- Hold a strategic planning session with the team to create long and short term team goals, priorities, and metrics. Ensure every team member understands their role in helping to build the team's future and achieve its goals.
- Hold all team members to high standards for performance and results. You lose credibility and motivation with high performers when fellow team members are allowed to perform poorly.
- Work with the team to develop norms of behavior for the team. Ensure all team members understand your expectations on team behaviors.
- Do not make excuses for bad behavior. Address behavior issues head on, even with team members who are delivering results.

Commitment

If your team scored you low on Leader Commitment, team members don't believe you're fully committed to the team's success and/or your own improvement as a leader. They may believe other commitments outside of the team take up too much of your time. They may also believe you don't request their feedback often enough.

- Evaluate how you're spending your time. Determine if you're spending sufficient time on team needs and concerns. Try to minimize additional work or special projects taking you away from team priorities. When spending time on issues outside of the team, make sure you communicate this with the team and provide alternative ways for them to get their needs met.
- Get 360 feedback. Team members may be unwilling to provide you with honest, open feedback face to face. Share a summary of the results with the team and commit to personal improvements on your leadership.
- Openly share your development needs and commitments with the team.
- Frequently ask for feedback on your team leadership behavior and performance from the team.

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.