



Sample Report

Report prepared for
Your Organization
3/6/2019



the **Trispective** Group®

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Section One

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.



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



Provide you with recommended next steps.



What the 1D Assessment Measures

The 1D 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

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.



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.

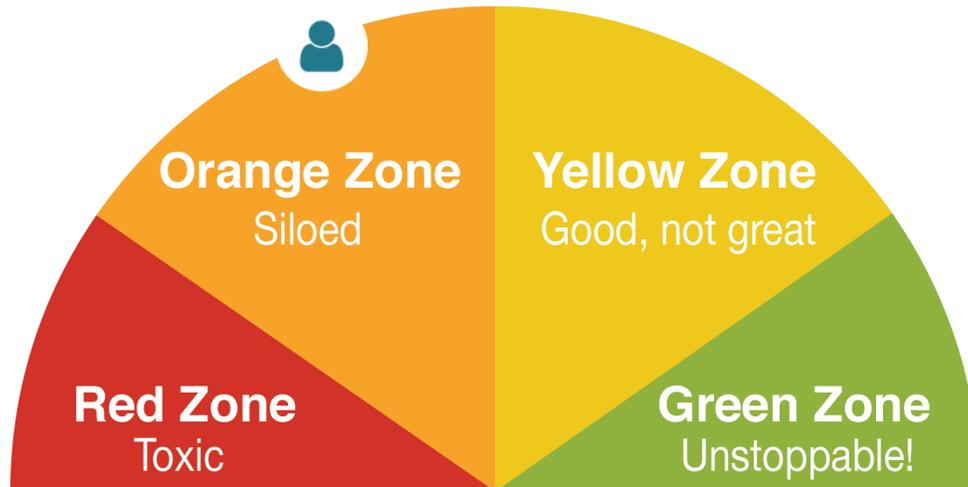
The team supports you, even when you make mistakes.

Teammates have fun and generally enjoy coming to work.

“Loyalist Team” behavior.

Your Team's Dashboard

Your team scored in the **Orange Zone**



This isn't good news. Your team is leaving a lot of value on the table and may be at risk of moving into the Red Zone. When you are in the Orange Zone, 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



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Section Four

Your Team's Brand Scores



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.

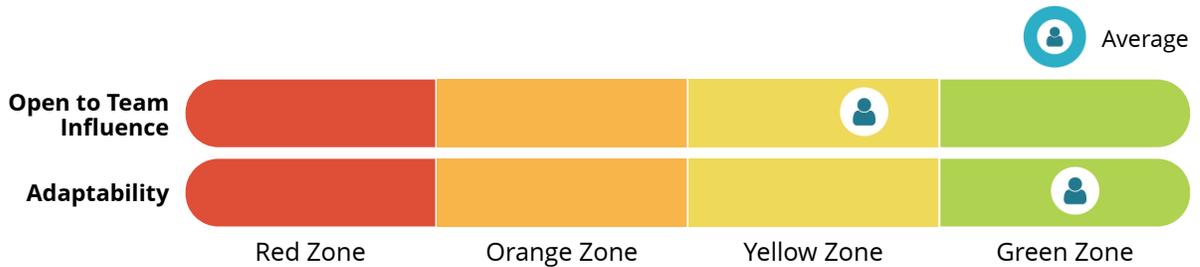
Quality Results: Your team's view on the overall quality and timeliness of the outcomes they deliver internally.

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

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Section Five

Your Team's Mindset Scores



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.

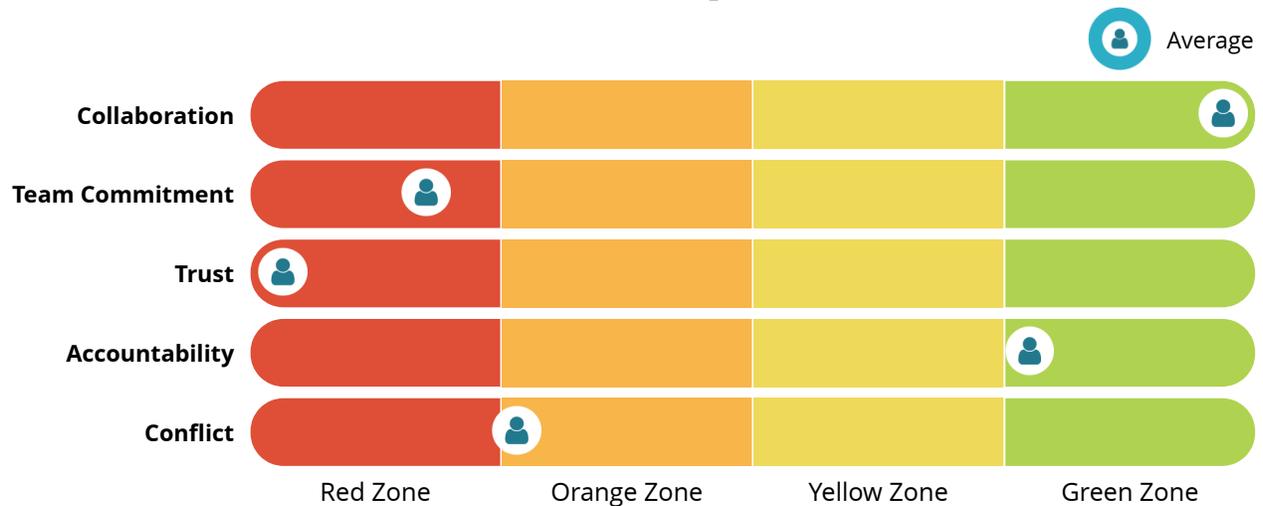
Open to Team Influence: Your team's view on how willing they are to be positively influenced by other team members, including:

- 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

Your Team's Relationship Scores



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

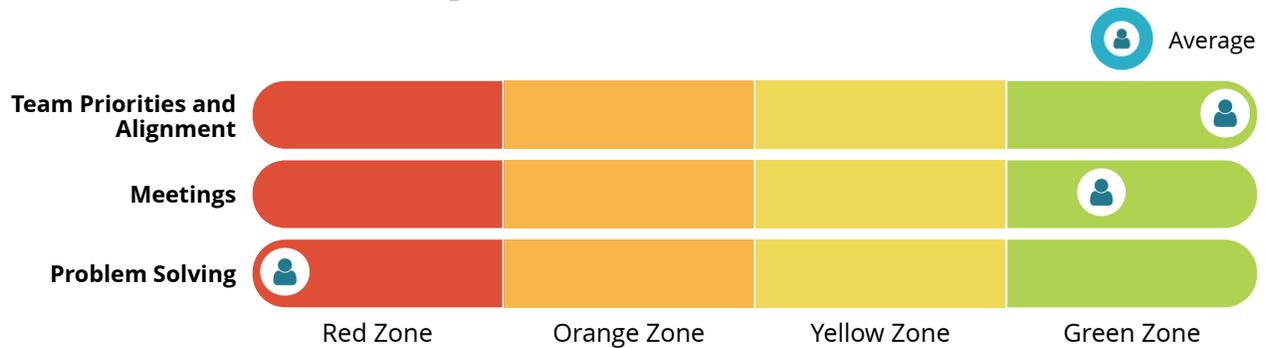
Accountability: Your team's view of how well they follow through and hold each other to commitments, including:

- 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

Your Team's Operations Scores



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

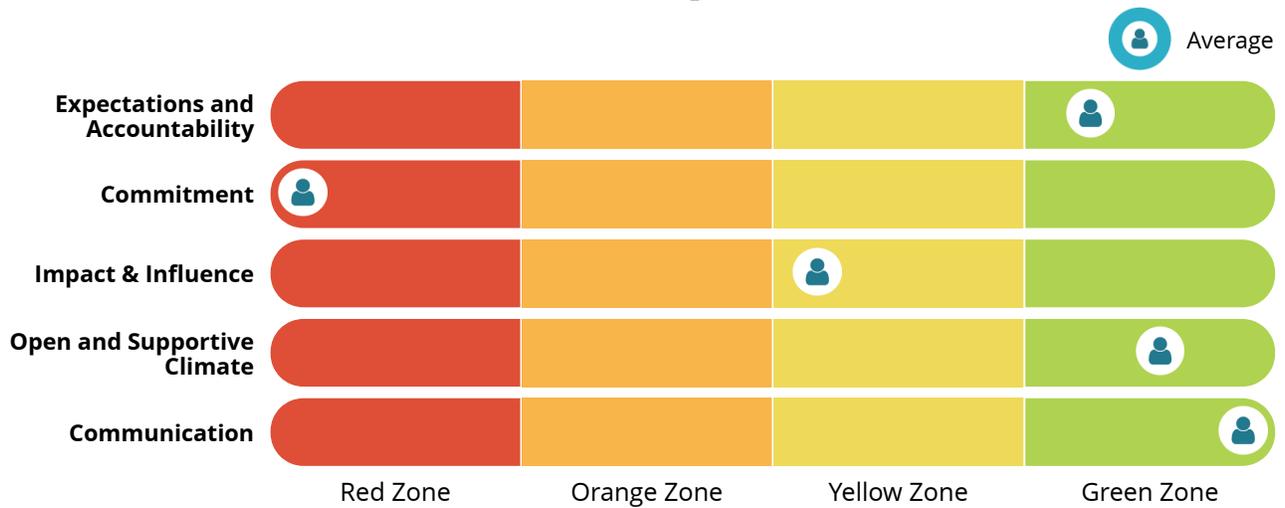
Meetings: How your team views the effectiveness and quality of team meetings, including meetings that are:

- 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

Your Team's Leadership Scores



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:

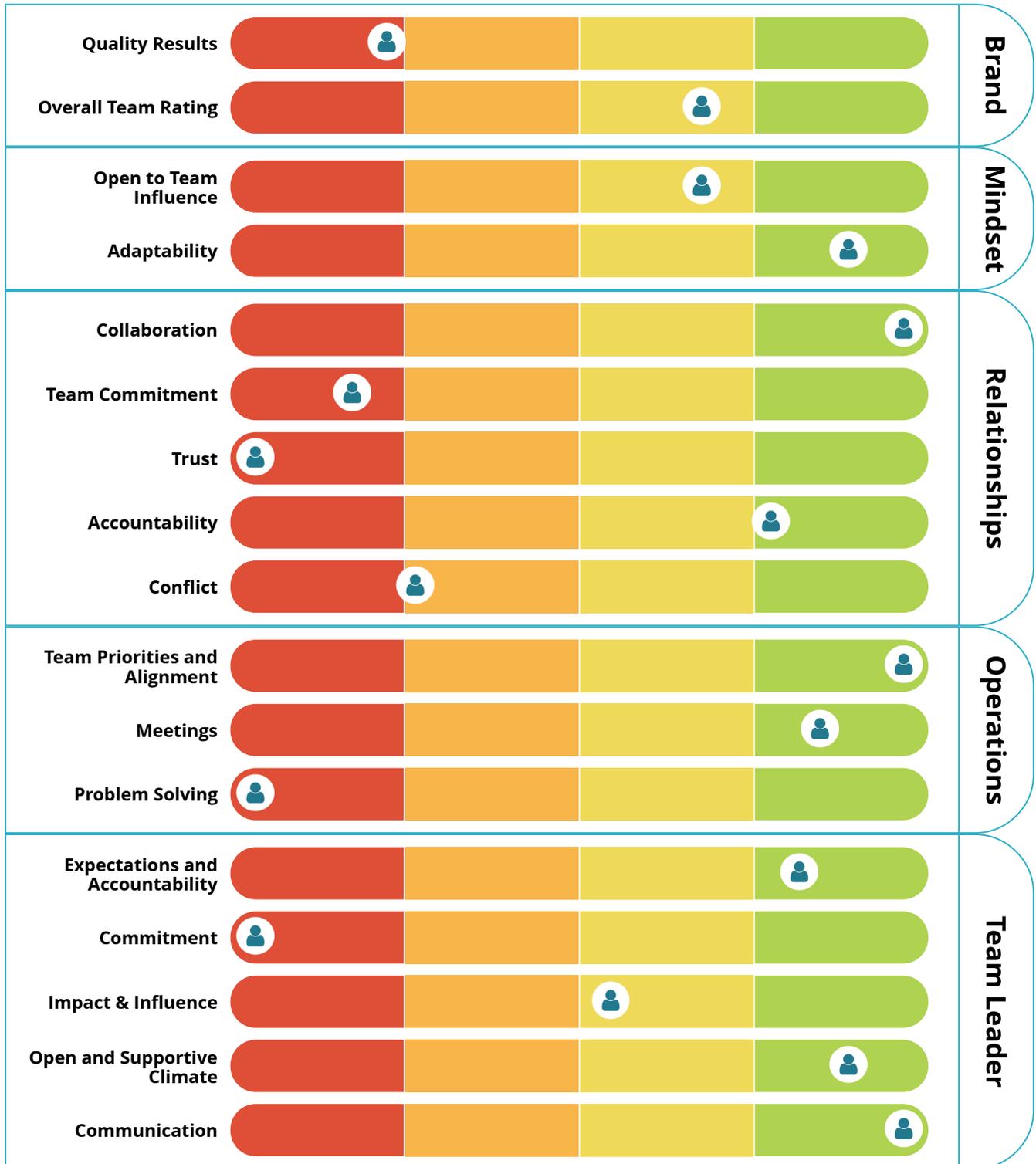
- Encouraging debate and dissent
- Creating a climate of risk taking and learning from mistakes
- Ensuring every team member feels valued and respected

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

Summary of Team Scores

 Average



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Section Ten

Summary of Your Team's Strengths and Challenges

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

Team Brand	Quality Results (from Team)		Overall Team Rating (from Team)	
Mindset			Open to Team Influence	Adaptability
Relationships	Team Commitment Trust	Conflict		Collaboration Accountability
Operations	Problem Solving			Team Priorities and Alignment Meetings
Team Leader	Commitment		Impact & Influence	Expectations and Accountability Open and Supportive Climate Communication
	Red Zone	Orange Zone	Yellow Zone	Green Zone

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

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.

Problem Solving

Effective teams excel at identifying and analyzing high-priority problems and coming to decisions on these key issues. It's clear that teams succeed or fail based upon the quality of their problem solving and decision making. This is not an area where success should be left to chance. If your team scored low on Problem Solving you will want to take action.

- Ensure you have effective forums (team meetings, offsite sessions, project meetings) to collectively address critical challenges and opportunities.
- Assess your current team problem-solving methodology. Where does your team have strengths and challenges in: Prioritizing highest impact challenges and opportunities? Getting to root cause? Making data-driven decisions? Driving clarity on decision-making approach and accountabilities? Moving from problem identification into action?
- Engage your team to brainstorm improvements in problem-solving and decision-making.

Trust

Teams must have a foundation of trust to be effective. Without trust, teams cannot perform. The bottom line: if trust is low on your team, start here! It's the most important ingredient for a successful team.

- Be willing to put the issue of "trust" on the table so the team can begin to address it. Often, a lack of trust stems from missed expectations, poor communication, and a lack of alignment on priorities.
- Build personal relationships and understanding on your team. Consider using a personality assessment as a way for the team to share personal work preferences and their impact on each other and the team.
- Make sure team members have a chance to share their "personal stories" with each other. Provide an opportunity for each team member to share information about their background, work history, motivators, frustrations and work preferences.
- Ensure team members are spending time building strong relationships with all team members. It only takes one dysfunctional relationship on the team to negatively impact the whole team. Hold team members accountable for building strong relationships with all of their peers.
- Set the tone for trust and vulnerability by admitting mistakes, asking for help, and actively supporting others.
- Talk about the power of assuming positive intent.

Team Commitment

If your team scored low on Commitment, they may be putting individual success over team success. There could be several reasons for this behavior. There may not be clear team goals and priorities and therefore focus solely on their own work. They may not understand the need to commit to others' and team goals. There may be a lack of trust among team members that keeps each person from fully committing to the team.

- Work with the team to develop shared team goals and priorities and ensure every team member understands how their work aligns to the overall goals.
- Develop team norms that clearly identify needed behaviors around team commitment, such as caring about others' success the way you do your own.

Quality Results (from Team)

If your team rates your results low, it indicates that they don't believe the team is consistently delivering timely, high-quality results.

- Ensure clarity on team goals and metrics
- Meet with your team to identify the key barriers getting in the way of results.
- Ensure you're setting standards of performance on your team and holding team members accountable