



## Sample Report

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Report prepared for  
Your Organization  
3/6/2019



the **Trispective** Group®

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Section One

# About Your Report

The results 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 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

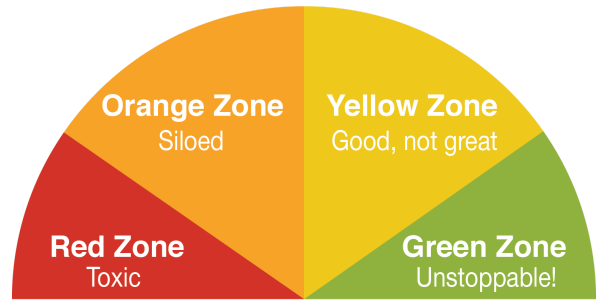
Team Brand	Mindset	Relationships	Operations	Team Leader
Quality Results	Open to Team Influence	Collaboration	Team Priorities and Alignment	Expectations and Accountability
Overall Team Rating	Adaptability	Team Commitment	Meetings	Commitment
		Trust	Problem Solving	Impact & Influence
		Accountability	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

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Section Two

# 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.

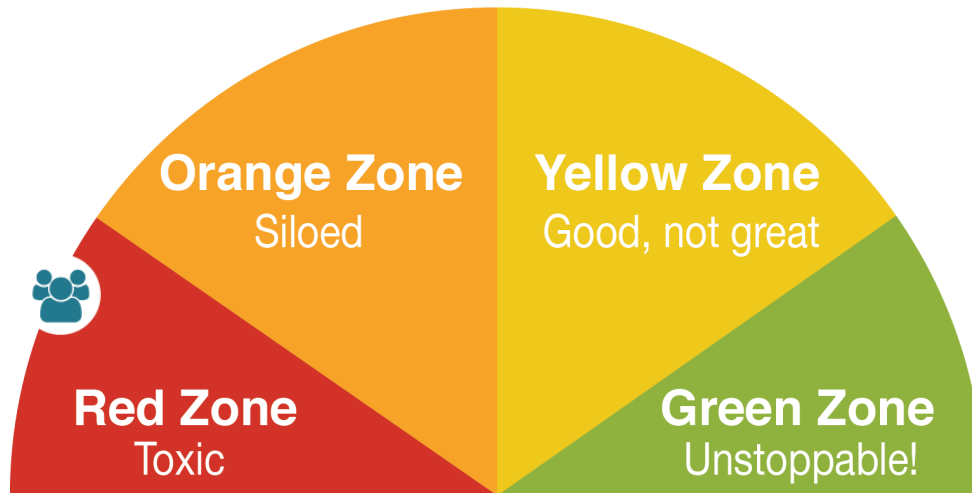
The team supports you, even when you make mistakes.

Teammates have fun and generally enjoy coming to work.

"Loyalist Team" behavior.

# Your Team's Dashboard

Your team scored in the **Red Zone**

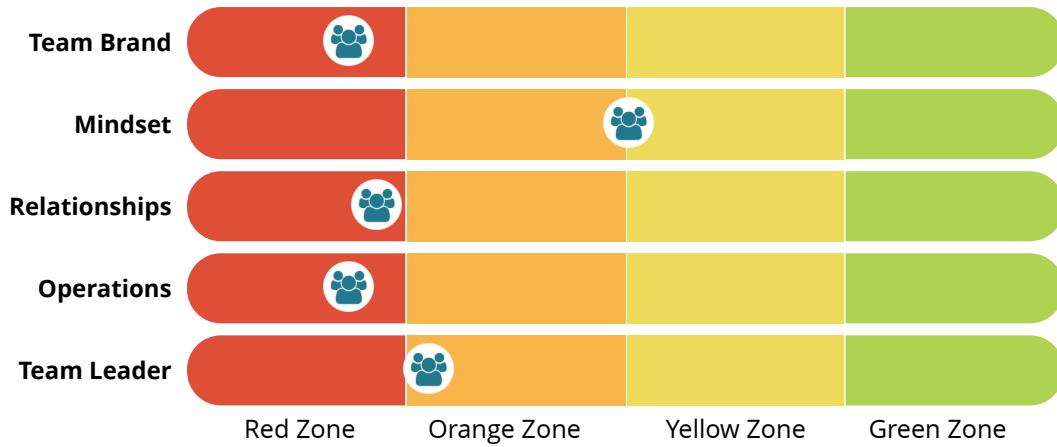


**This is bad news. Your team is engaging in destructive habits and is likely destroying value for your team and the business. This could lead to failure for the team and team members. When you are in the Red Zone, your team is likely to:**

- Undermine each other or throw others "under the bus"
- Finger point and blame others
- Make plays behind the scenes
- Actively sabotage each other and promote win-lose thinking
- Assume the worst of each other
- Experience high levels of distrust
- Engage in negative, destructive conflict and infighting
- Put individual agenda above team goals
- Have poor morale and high turnover

Your challenge now is to stop the toxic behavior, rebuild trust, deal with underperformers, and put ground rules in place to improve performance and behavior.

## Your Team's Results by Subcategory



## Who You Requested Input From



Your Team Members



Your Team Leaders

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.

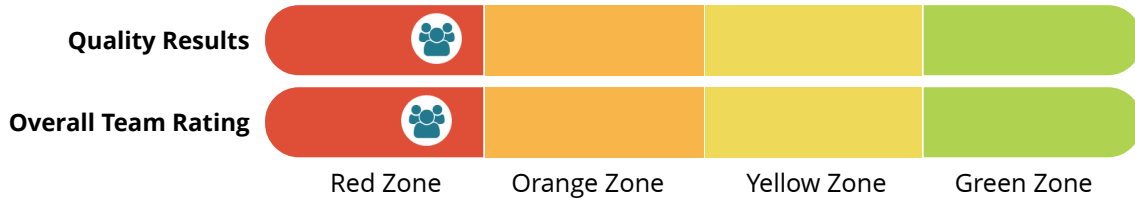

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Section Four

# Your Team's Brand Scores



Team average (including leader)



## 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



Team average (including leader)



## 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.

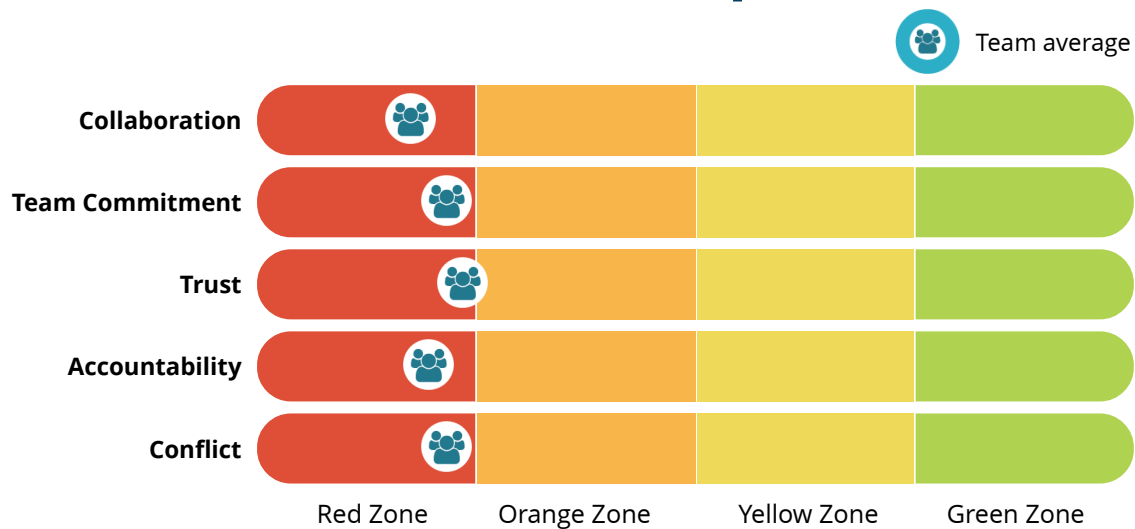
**Open to Team Influence:** Your team's view on how willing they are to be positively influenced by other team members, including:

- 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

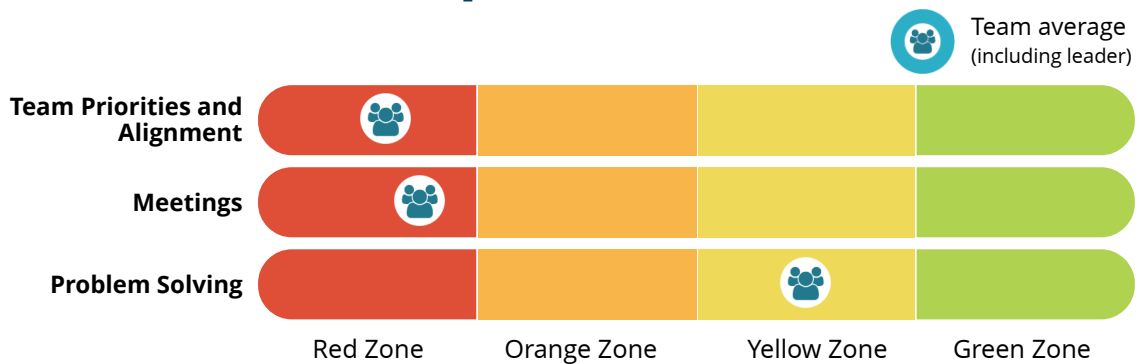
**Accountability:** Your team's view of how well they follow through and hold each other to commitments, including:

- 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:

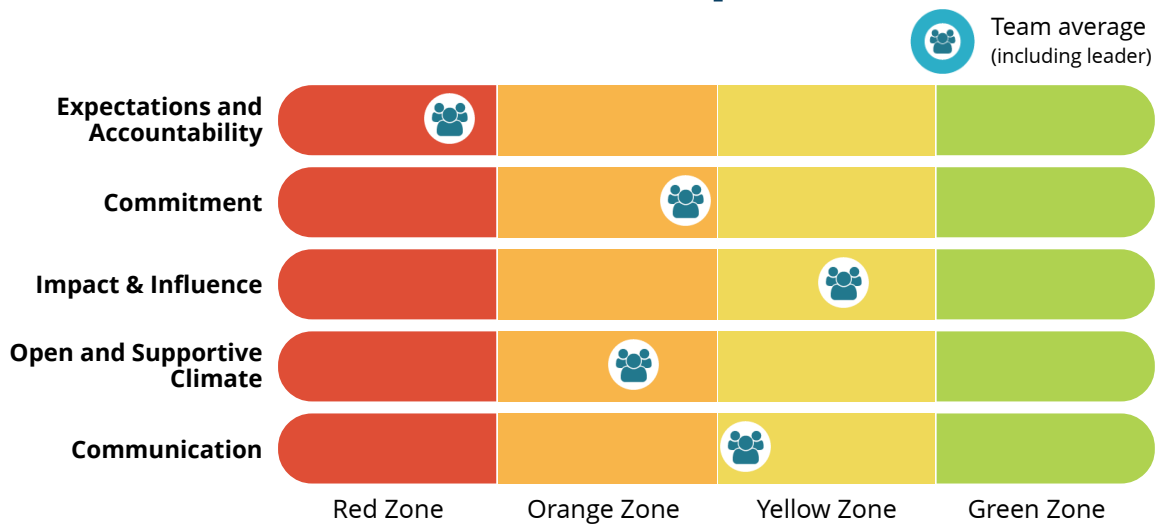
- Well planned and structured
- A good use of team time
- Used effectively to share information and create alignment

**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

# Comparison of Leader and Team Scores

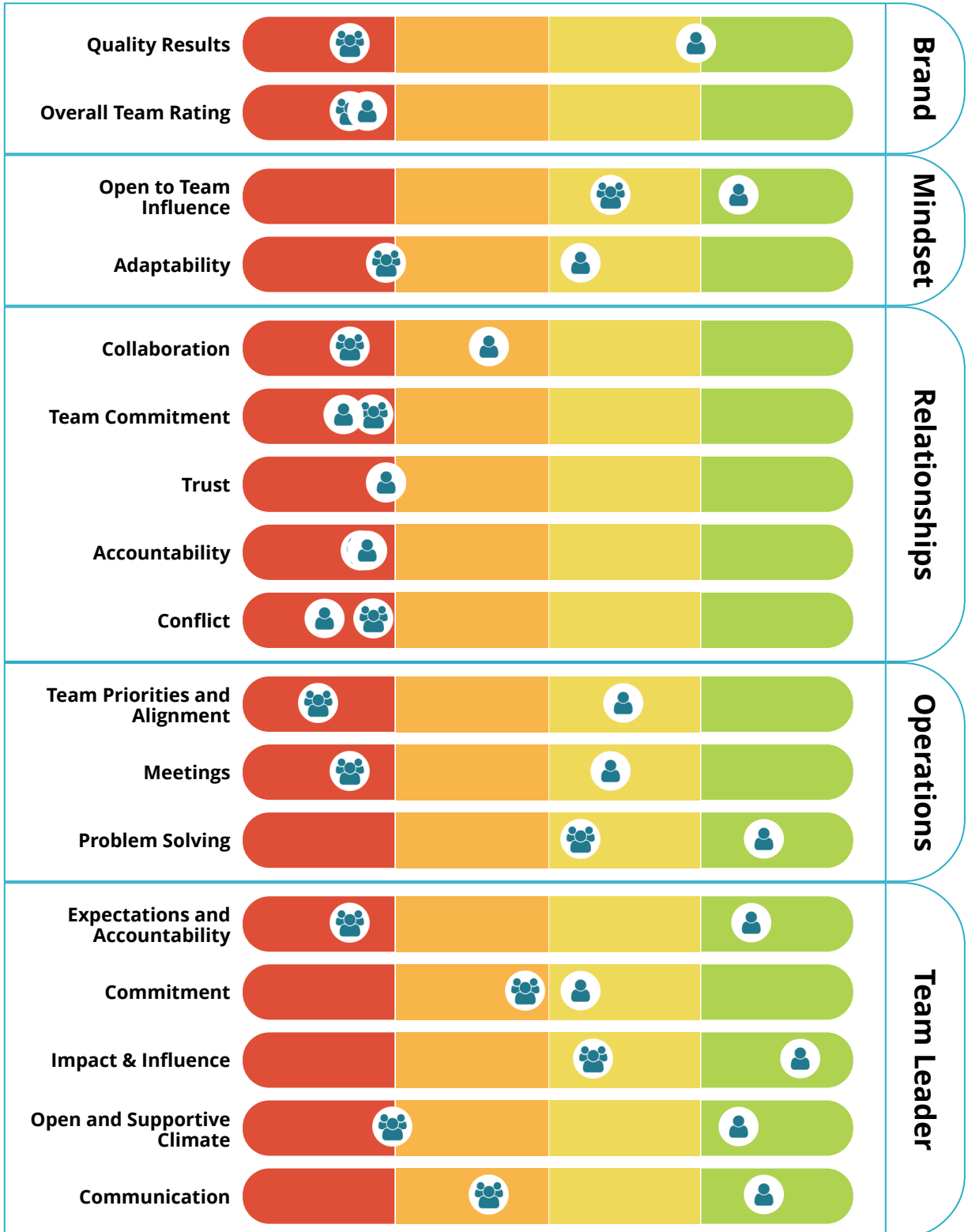
The more agreement between the leader's and team members' perceptions, the greater alignment on the team's strengths and challenges.



Team average



Leader score



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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

"Open to change. Optimistic about future. Willing to work hard."

"Knowledge"

"It is a new team."

"Deep marketing know-how. Dynamic personalities. Commitment to excellent work"

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"Talent, confidence, agile, motivated"

"Talent. Collaboration. Innovation."

### Challenges

"Less focus on tactics - more on focus on high-level strategy. Patience. Willingness to try something new / listen to other opinions. Needing to say no to things"

"?"

"Communication. Working as a team. Letting go of the past. Aligning on roles and responsibilities. Learning to move forward in areas that are not 100% mapped out"

"Chance to start fresh and start communication flowing and working together as a team. Define roles and responsibilities."

"Communication, alignment, goal setting/end-goal is to support sales/revenue growth, listening, understanding technology/customer"

"Collaboration, prioritization, roles and responsibilities, general organization."

"Having a better grasp on key objectives; managing to those objectives. Visibility on deadlines so we're not scrambling. Understanding responsibilities"



## Comments About the Team Leader From the Team

### Strengths

"Acknowledge that we are going to work better as a highly functioning team"

"Includes everyone. Is optimistic about what our organization can accomplish. Makes sure we are staffed appropriately"

"Trusts team members to work independently. Open to feedback"

"Excellent listener, open to try new things, encouraging / positive reinforcement, positions the team in a positive light with executives / stakeholders (she has our back)."

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"Communicate with upper management."

### Challenges

"Listen and support unity"

"Let team members know when she is asking several people to solve a single problem so we don't step on each other's toes."

"Set clear expectations, roles and responsibilities"

"Define roles and responsibilities."

"Set clear priorities on what we should be focusing on. Campaigns, business units, etc."

"Need leadership to better define roles and responsibilities, help manage the chaos."

## Section Eleven

# 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.

<b>Team Brand</b>	Quality Results (from Team) Overall Team Rating (from Team)			
<b>Mindset</b>	Adaptability		Open to Team Influence	
<b>Relationships</b>	Collaboration Team Commitment Trust Accountability Conflict			
<b>Operations</b>	Team Priorities and Alignment Meetings		Problem Solving	
<b>Team Leader</b>	Expectations and Accountability	Commitment Open and Supportive Climate	Impact & Influence 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

### 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?

### **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.

### **Overall Team Rating (from Team)**

If the overall rating from the team is low, it indicates that team members don't believe they are part of a strong, high-performing team. Since this is a summary rating, you must look at other low scores to prioritize the appropriate actions to improve this rating.

### **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