



# BRITE™

Broad-based Roots Influencing Team Effectiveness

# Participant Workbook

LEADERSHIP  
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# ORIENTATION TO THE MODEL

*“In order to change an existing paradigm you do not struggle to try and change the problematic model. You create a new model and make the old one obsolete.”*

- Buckminster R. Fuller

# Team Context

## Defining Team:

For the purposes of BRITE, any group of 3 or more individuals who regularly work together toward some type of common goal, can be thought of as a team and their dynamics measured.

## Importance of Team Effectiveness:

Most organizations operate in teams. Effective teams can accomplish more than individuals working alone because aggregation of energy leads to new, emergent knowledge and ideas. However, most teams aren't effective - they don't have a good flow of energy among team members or not everyone contributes equally.



## Keys to Measuring Team Effectiveness:

**Measure the Team as a Whole Entity, not as Individuals:** It's critical to not simply measure individuals' beliefs, preferences, and skills and then sum up the parts, but rather assess how the unique constellation of individual abilities and attitudes come together and the relationships that are formed to manifest as THIS TEAM.

**Measure the Dynamic Nature of the Team:** Because it is really in the way that individuals come together, interact, and share with each other that produces team energy or the lack thereof, it is important to capture these dynamic interactions.

**Tap the Underlying Psychological Factors at Play:** It is important to remember that the underlying belief systems and perceptions of the team will impact their relationships and teamwork. So, we need to tap these latent (unobservable) variables to fully tap team effectiveness - this means our measure must be a psychometric assessment.

**Diagnostic, Identify Strengths and Areas for Development:** To be useful, the measure needs to identify strengths and areas for development for the team, and provide a rich, broad vocabulary to orient productive team conversations about next steps for improving team effectiveness.

We developed BRITE so that it would fulfill these measurement requirements and provide the needed diagnostic indicators of team dynamics.

## NOTES

## Understanding the Dynamics and Effectiveness of Teams

When teams lack a shared purpose or pursue competing goals, it creates a fragmented environment where members are pulled in different directions, hindering progress and productivity.

Additionally, ineffective communication within the team, characterized by information withholding or dominance in conversations by certain members, leads to misunderstandings and discord.

Without mutual respect for each other's ideas, collaboration becomes challenging, and team members may feel undervalued or marginalized.

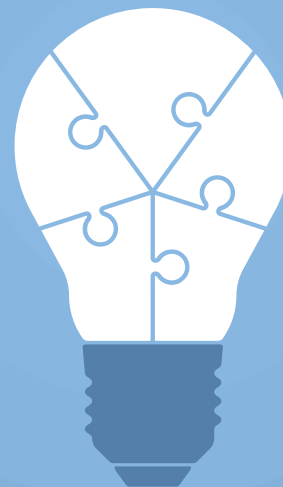
Moreover, inefficient use of time and resources further exacerbates the team's struggles, resulting in frustration and a sense of wasted potential.

This disruption in dynamic energy prevents the team from functioning cohesively and harnessing the collective motivation and cognitive energy necessary for success. The findings of the 2015 study reported in the Harvard Business Review underscore the prevalence of dysfunctional teams, with a staggering 75% falling short of their potential.

These teams often lack cohesion, struggle with conflict management, and fail to achieve meaningful collaboration, resulting in surface-level agreements or outright discord. As a result, team members may disengage, seek alternative ways to work, or form smaller cliques within the team to find a sense of acceptance and productivity.

### EFFECTIVE TEAMS CREATE...

- Added value for the organization
  - High productivity and speed to market
  - Increased customer satisfaction and employee engagement
  - Higher task completion and decision implementation
  - Efficient resource utilization
  - Bright ideas and innovative strategies and solutions



## Dynamic Energy System

An integrated energy system is composed of multiple components that each play a unique role but must be connected together to allow sufficient energy to flow.

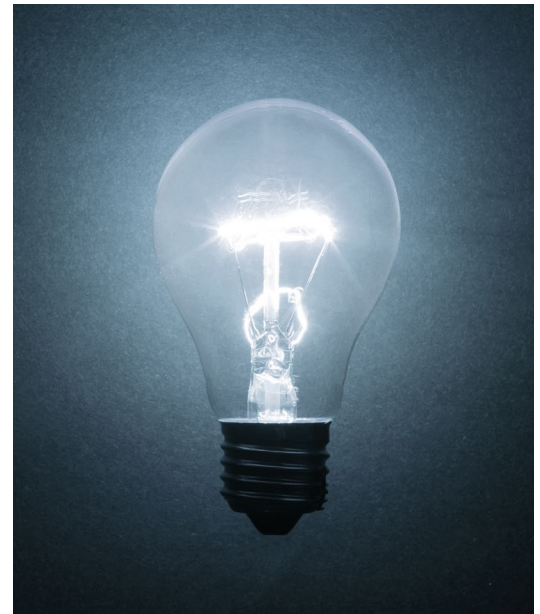
That flow can be adapted based on changing conditions, fluctuations in energy supply and demand, but these impact efficiency and output. We chose a lightbulb metaphor to represent team effectiveness because like teams, a lightbulb is a dynamic energy system.

The lightbulb elements either:

- Produce good energy flow, leading to illumination
- Have a deficiency in energy flow, leading to reduced or dim output

The dynamic interaction of team members can either:

- Unleash creative energy leading to bright and innovative ideas
- Disrupt team functioning, resulting in diminished performance



## NOTES

# The BRITE Model

## PRODUCING RESULTS

The most effective teams are agile in performing tasks and ensure collective accountability for outcomes.

## CREATING SAFETY AND COHESION

The most effective teams have created an environment where members feel safe to take personal risks, actively support one another, and hold a “we-ness” attitude.

## SHARING MINDSETS

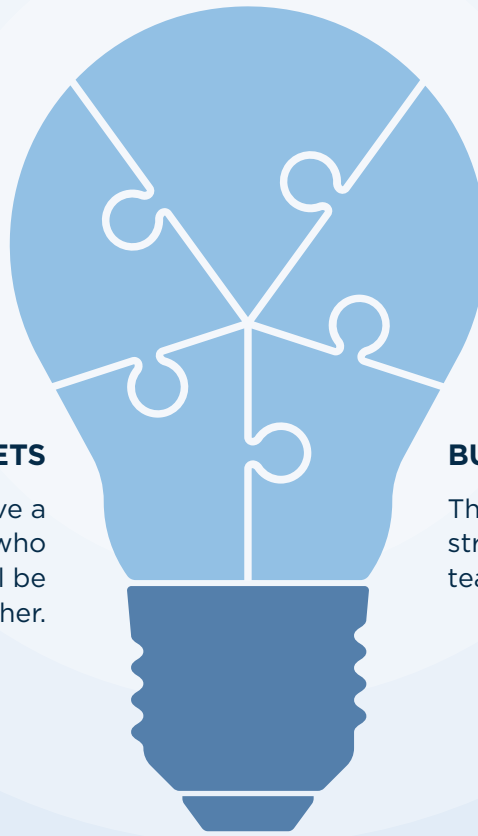
The most effective teams have a shared understanding about who they are and what they will be pursuing together.

## PROCESSING INFORMATION

The most effective teams process information through quality interactions, in which all team members actively engage and where new ideas emerge.

## BUILDING THE RIGHT STRUCTURE

The most effective teams are structured to ensure a thriving team culture.



NOTES

# CORE RESEARCH FOUNDATIONS & PSYCHOMETRIC PROPERTIES

*You can't build a great building on a  
weak foundation*

*- Gordon B. Hinckley*

# Core Research Foundations and Psychometric Properties

Identification of the factors that influence team effectiveness

- Conducted two years of research
  - Reviewed hundreds of studies with 26,000 teams from around the world
  - Collected survey data from LC coaches/practitioners working with teams
- 32 factors emerged that consistently predict team effectiveness (either positively or negatively)



Categorization of factors into key elements

- Reviewed extensive data collected as part of LC Team Effectiveness Assessment (TEA) conducted with more than 400 top leadership teams to look at correlations between factors
- Interviewed lead consultants working with teams to identify patterns of factors that correspond to one another
- Created a measurement model that illustrates the structure

Generated and Tested Items

- Created an extensive item pool, tested items with over 1200 team members and team leaders, and maintained items that demonstrated adequate performance
- Reduced the number of items per factor while maintaining optimal performance
  - each factor has at least 3 items to allow triangulation
  - includes a balance of affirmative and reverse-scored items

Conducted Psychometric Analyses

- Principal components analysis (each factor loaded as a single factor)
- Internal consistency (Cronbach's Alpha was .68 or higher for each factor)
- Inter-correlations between elements indicate that there is interdependence between elements

**You can review all the items using this link to the BRITE assessment:**

[https://www.research.net/r/BRITE\\_Item\\_Review](https://www.research.net/r/BRITE_Item_Review)

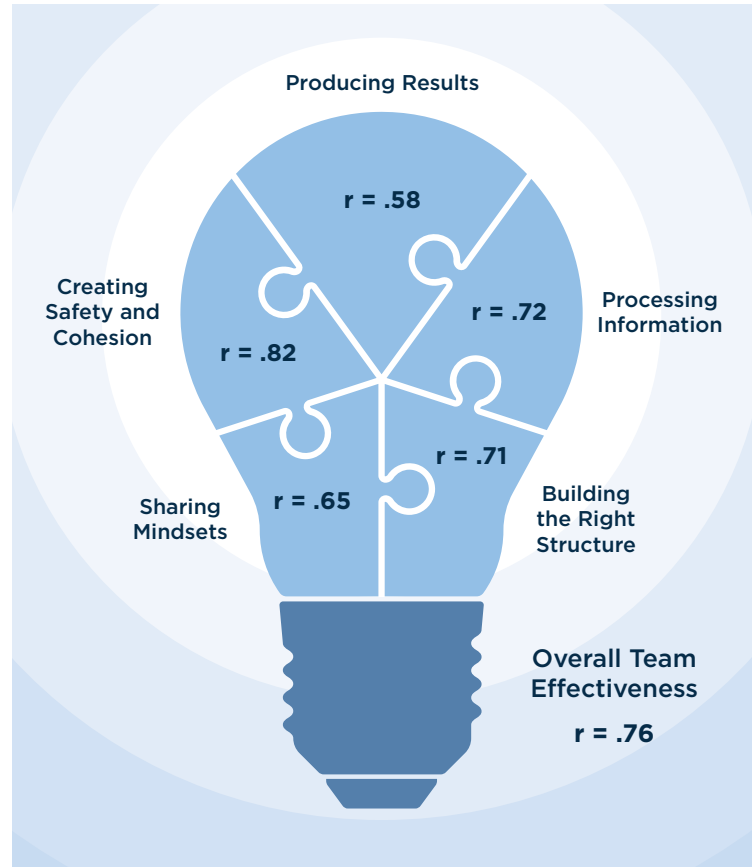
## Psychometrics: Predictive Validity

This graphic shows the correlation between the BRITE model and a measure of Team Effectiveness.

As can be seen, the correlation of each BRITE element with team effectiveness is strong (ranging from .58 to .82). In addition, the Overall Team Effectiveness score produced by BRITE is significantly correlated with ratings of team effectiveness.

These findings suggest that BRITE is a valid assessment and can be used to accurately predict how effective a team will be.

*\*Note: Additional details about the technical aspects of BRITE can be found in the Research and Psychometric Properties Guide located on the BRITE landing page.*



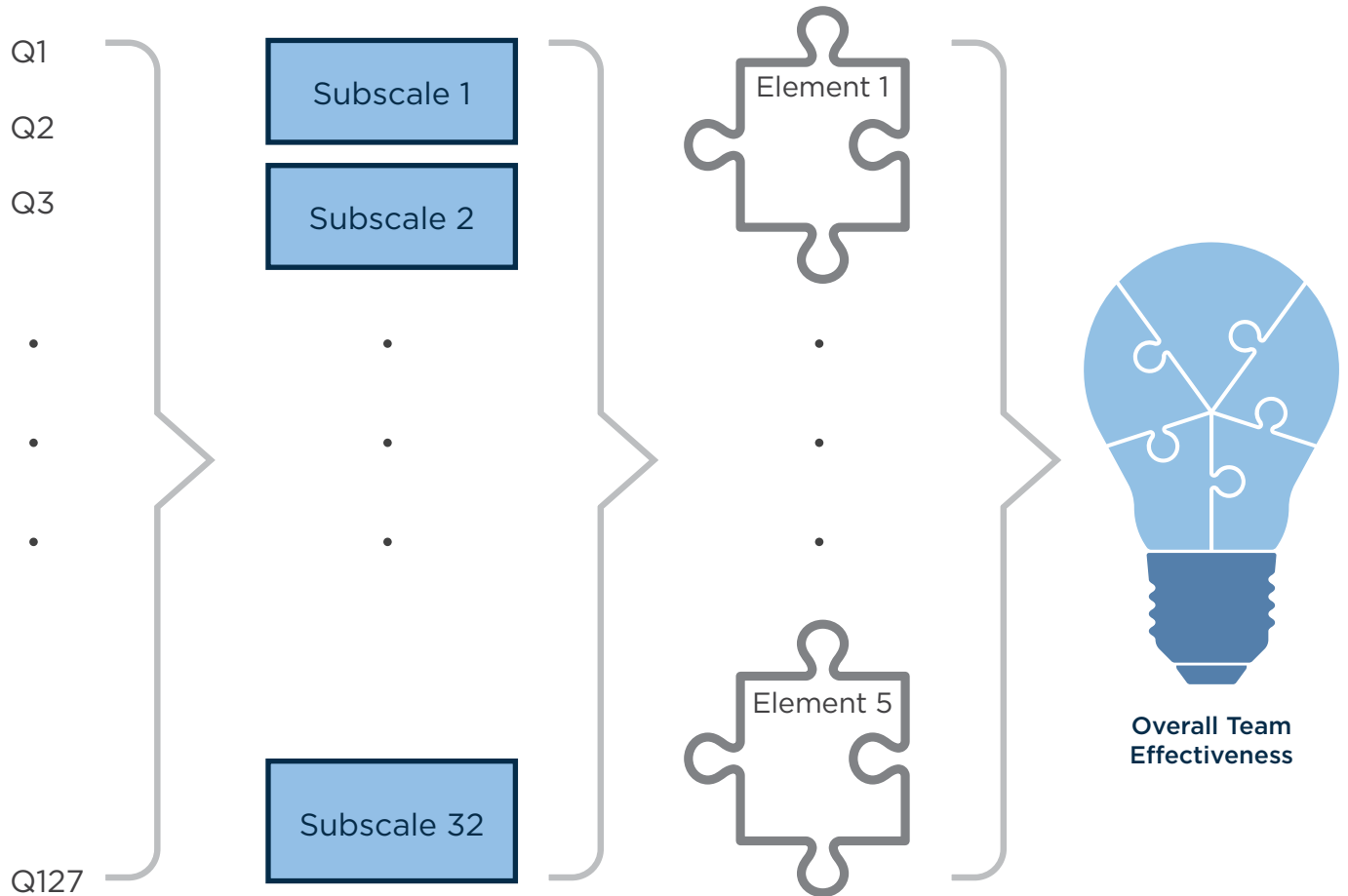
### NOTES

# ASSESSMENT LAYERS AND SCORING

*If you can't measure it, you can't improve it.*

*- Peter Drucker*

# Constructing the Assessment Layers



- Each team member completes all items on the assessment, which includes 127 rating scale items and 5 open-ended items.
- Responses for each team member are aggregated into 17 energy generator scores and 15 energy disruptor scores (often referred to as energy subscales).
- Raw scores are average across team members to create a team raw score for each energy subscale.
- The scores from specific generators and distrutors are aggregated into the 5 critical element scores.
- Element Scores are aggregated into overall team effectiveness depicted by the lightbulb.

# Scoring: Subscales

Team raw scores on each energy subscale are converted to a 100-point scale so that variance among energy subscales can be easily observed.

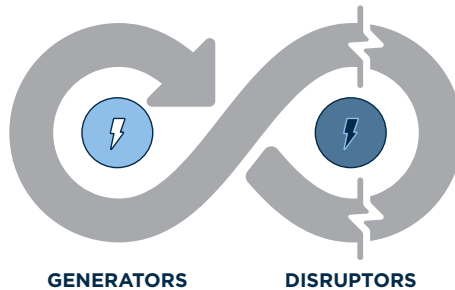
- The higher the generator score, the more creative energy available for team interactions.
- The higher the disruptor score, the more energy is being drained and the greater the likelihood of team dysfunction.

While not necessarily polar opposites, the presence of disruptors is typically related to lower available generative energy, as in the example below.

## Example of Generators and Disruptors Associated with the Sharing Mindsets Element:

### ENERGY GENERATORS

- 85 One Team, One Goal
- 74 Belief in Team Efficacy
- 57 Systemic View



### ENERGY DISRUPTORS

- 20 Silo Mentality
- 22 Negative Attitude
- 48 Blaming Culture

*The higher the generator score, the more energy is flowing in the team.*

*The higher the disruptor score, the more team energy is being drained.*

**80/40 Rule:** Good energy is flowing through the team when Generators score above 80 and Disruptors score below 40

## NOTES

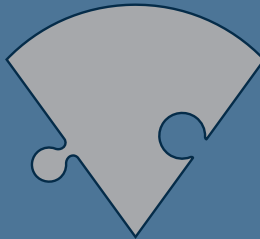
## Scoring: Elements

- Element scores are calculated by computing a weighted average for the subscales
  - Disruptor subscale scores are reverse-scored before aggregation
  - Generator subscale scores are weighted slightly higher
- The amount of creative energy within an element is visually indicated by shading in addition to the number

**Team Energy** - The flow of energy in a team. Is illustrated by the shading that is used within each element of team effectiveness



Bright shading indicates a full flow of energy produced by a strong presence of generators and relatively few, if any, disruptors.



Dim shading indicates only partial energy flow caused by a lower presence of generators and/or an increased presence of disruptors.



Dark shading indicates insufficient levels of energy created by a lack of generators or a strong presence of disruptors.

## NOTES

# Report Page Illustrating an Element Score

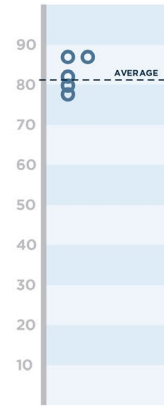
## SHARING MINDSETS

The most effective teams have a shared understanding about who they are and what they will be pursuing together.

### Energy Score

71

COLOR	ENERGY SCORE	INTERPRETATION
White	70-100	Full Energy
Grey	50-69	Partial Energy
Black	Below 50	Insufficient Energy



TEAM ALIGNMENT  
SD\* = 3  
\*See page 6

**BRITE**

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The generators and disruptors aggregate into an energy score for the element indicating how much creative energy is available to the team.

On the right-hand side of the report page, a scatterplot graphic is provided. This graph indicates how each member rated the team on that element. Each bubble within the graph represents a team member.

The more dispersion among the bubbles, the more likely that team members are not having the same experiences within the team, creating an imbalance in energy flow. This suggests that the team is not aligned or equally contributing to the dynamics associated with that element.

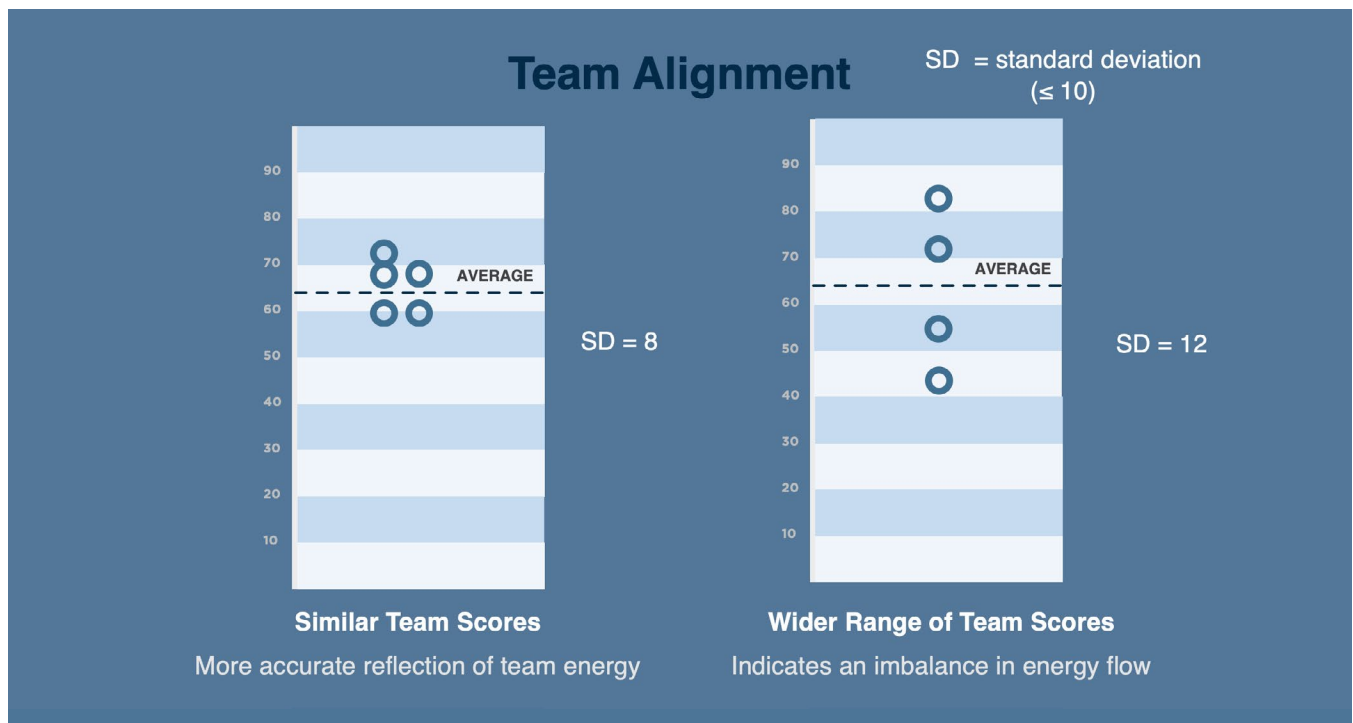
## NOTES

# Team Alignment

Alignment is important to team effectiveness. The level of team alignment is measured by a statistic known as a standard deviation (SD) and indicates how spread out scores are from the average. The larger the SD, the more spread out the scores and the greater the disparity among team members.

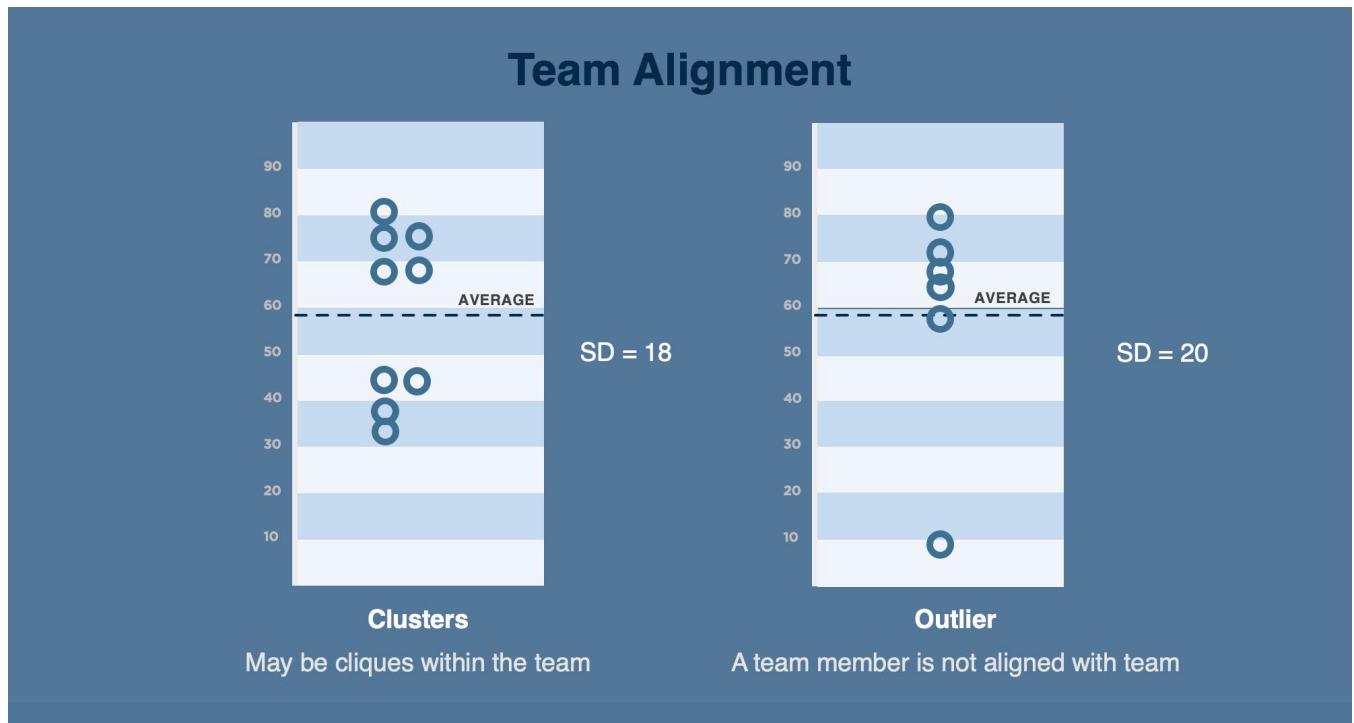
**RULE:** Any SD greater than 10 suggests that the potential energy of the team may not be realized for all team members.

Working together as a group on strategies for developing an element with a SD greater than 10 will help to bring team members into alignment and improve the flow of energy within the team.



## NOTES

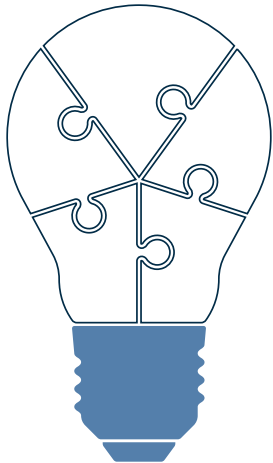
# Team Alignment (Continued)



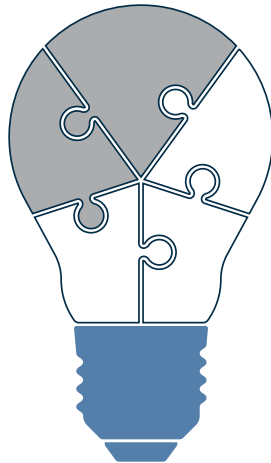
NOTES

## Scoring: Overall Team Effectiveness

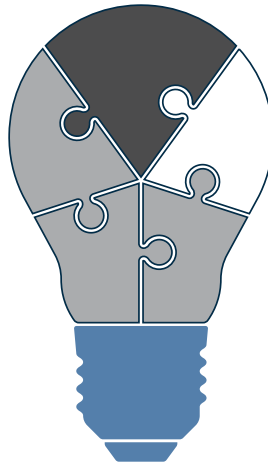
- The Overall Team Effectiveness Score is calculated based on aggregating the element scores
  - The more elements that have a good flow of creative energy the more effective the team
  - The more lightly shaded elements, the more effective the team
- The Overall Team Effectiveness Score is presented both as a number and with the entire lightbulb completely shaded in.



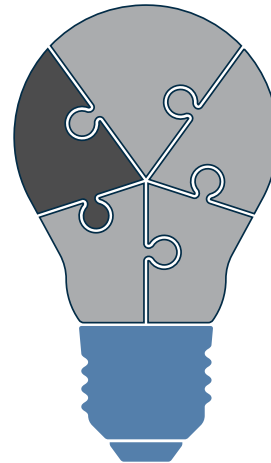
Exceptional  
Team



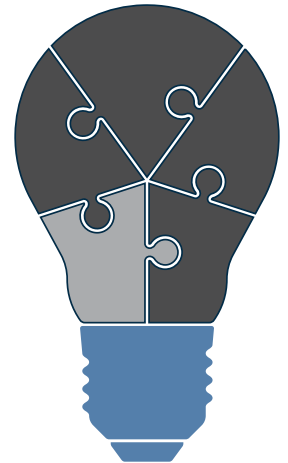
High-Performing  
Team



Moderately Effective  
Team



Low-Performing  
Team



Ineffective  
Team

### NOTES

# Team Effectiveness Levels:

## Exceptional Team (Scores between 88 and 100)

World-class team. They represent less than 7% of all teams. There is an abundance of energy and good flow throughout the team with very few disruptors.

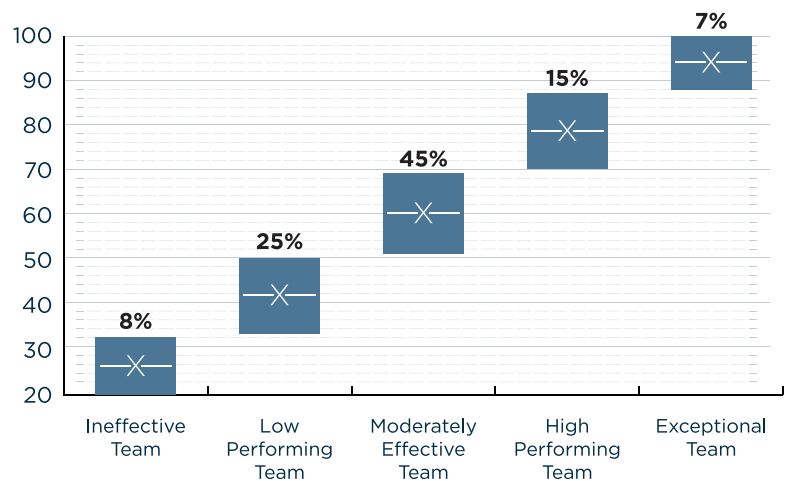
## High-Performing Team (Scores between 70 and 87)

This team is effective but has not yet matured into a world-class team. This represents only around 15% of all teams. There is good energy in most areas of team functioning, but there are also some gaps that may be reducing the overall capability of the team to achieve all goals in a timely and efficient manner.

## Moderately Effective Team (Scores between 51 and 69)

45% of teams fall into this category, representing the bulk of teams. They are neither highly effective nor ineffective. They have strengths but also one or two key areas that are holding them back. They are likely experiencing some successes but also many setbacks.

**Team Effectiveness Levels**  
and the Frequency of Teams Scoring at each Level



## Low-Performing Team (Scores between 33 and 50)

This is about 25% of teams. They generally lack energy, making teamwork tedious and exhausting for most members. It is possible that one or two team members may be largely disruptive, draining energy from the group.

## Ineffective Team (Scores below 33)

Although there are relatively few exceptional teams, there are also relatively few ineffective teams, around 8%. But when they score at this level, they are in serious trouble. There is little, if any, positive energy or capitalization on the collective skills of individual team members. Consequently, most team members have given up on pursuing team goals and instead work only on their own agendas.

### NOTES

# INTERPRETING RESULTS

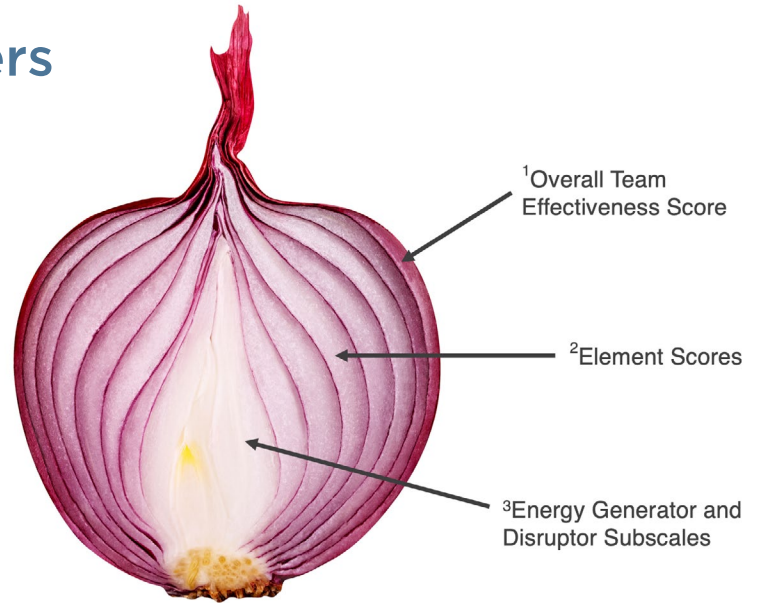
*Coaching is like peeling the onion...  
Through this process of delayering the team can gain a deeper understanding of themselves, their goals, their aspirations, and their purpose.*

*It is also through this process that they can get to the root of most of their internal barriers, perceptions, and challenges, while reigniting forgotten dreams and aspirations.*

*- Preeti Kurani, Executive Coach*

## Peeling Back the Layers

Results are interpreted by starting at the outer layer - Overall Team Effectiveness score - and then continuing to dive deeper for further understanding.



### NOTES

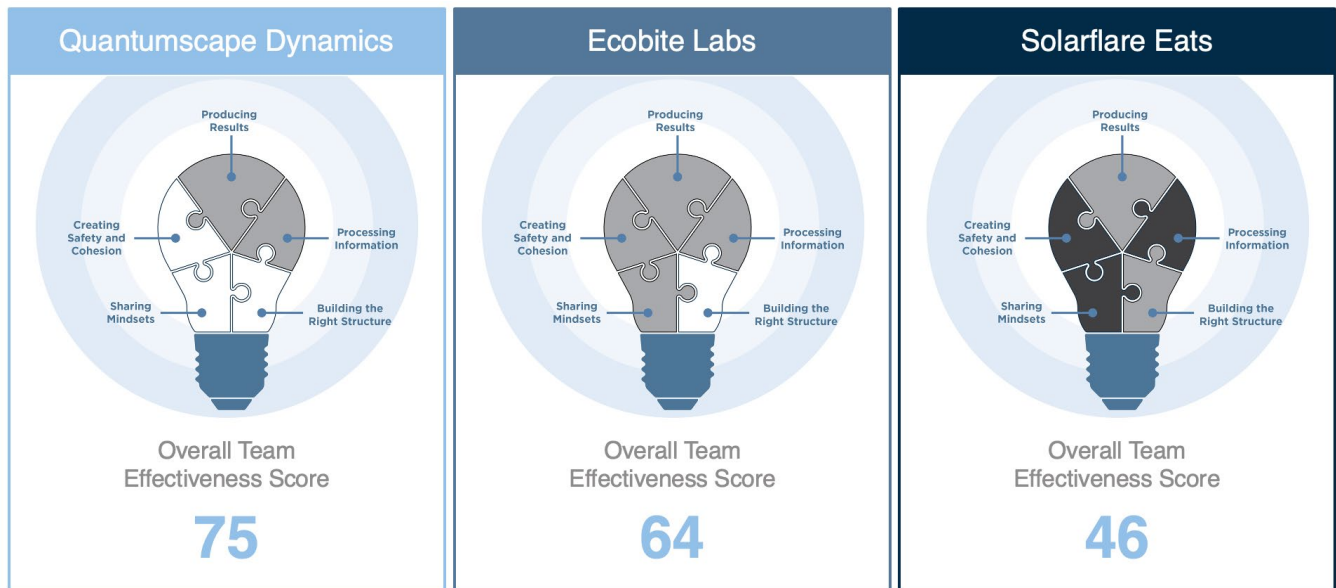
# Interpreting Overall Team Effectiveness

Your team’s overall effectiveness is based on the energy flow within and between BRITE elements. The overall performance profile of the team is compared against standards of team effectiveness (refer to page 11 of the report). The resulting score allows the team to understand its overall level of performance and how much work is required to progress to the next level on the pathway to becoming an exceptional team—one that achieves its goals, creates innovative solutions, and adds significant value to the organization.

The definition of each level can be found on page 10 of the report. As you read the description for the category that your team falls into, think about how well that result lines up with how you expected the team to score. Discussing any discrepancy between expectations and results is a good starting point to begin processing your report.

To help teams better understand what is contributing to their overall score, look at the shading in the lightbulb. The shading reflects the flow of energy within each element. Exceptional teams show up well on all elements of team effectiveness. In our examples below, the team on the left has predominately brightly shaded elements, whereas the team on the right has predominately darkly shaded elements. The corresponding Overall Team Effectiveness Scores reflect these variations.

## Overall Team Effectiveness Scores from 3 Sample Reports



### NOTES

# SHARING MINDSETS

The most effective teams have shared understandings about who the team is and what team members will be pursuing together.

## Energy Subscales Associated with Sharing Mindsets

Generators provide directional energy that unifies and aligns the efforts of a team; whereas disruptors tend to disperse energy and fragment the team.

Definitions of Energy Generators	Sample Item
<p><b>One Team, One Goal:</b> Teams that are in unity about their mission and vision and have created a “team identity” pursue purpose with passion and creativity. A clear purpose helps teams determine what is in and out of scope and narrows the focus such that more energy can be given to what is important for the team to accomplish. When goals have not been clearly defined and shared, or there is disagreement on how best to pursue them, less energy is available for any particular strategic objective and some strategic priorities may not receive adequate attention.</p>	<p><i>This team’s objectives have been fully defined and agreed upon.</i></p>
<p><b>Belief in Team Efficacy:</b> The shared belief that the team as a whole is capable of achieving its goals is a key source of motivational energy that increases individual and collective effort and productivity. When team members do not share this mindset, less energy is available for pursuing challenging goals or continuing to persist when success is not immediately forthcoming.</p>	<p><i>This team’s objectives are realistic and can be obtained.</i></p>
<p><b>Systemic View:</b> When team members collectively view the team as part of a larger, interdependent whole, energy is focused on integrating and aligning goals and processes across other teams, the organization, and the larger community. Without this energy, teams can become insulated and may avoid collaborating with stakeholders outside the team, resulting in less impact on the organization.</p>	<p><i>It is clear how our work integrates with that of other teams in the organization.</i></p>

Definitions of Energy Disruptors	Sample Item
<p><b>Silo Mentality:</b> When team members focus only on work that is relevant to their expertise or individual area of influence rather than taking a broader perspective on teamwork, they are likely to miss opportunities for integration and collaboration. Maintaining a silo mentality is likely to build walls that prevent good energy flow across the team and can be at the root of why a team struggles with collective accountability. Further, the stronger the presence of silo mentality, the less the likelihood that a team will develop shared goals, instead focusing on egocentric goals that may undermine the collective strategic agenda.</p>	<p><i>Team members are willing to work and address issues only if they impact their own department / area of influence.</i></p>
<p><b>Negative Attitude:</b> When one or more team members have a negative outlook, are overly pessimistic about opportunities, or cynical about the future, it drains motivational energy from the team and makes it extremely challenging to align around what can be achieved.</p>	<p><i>There are too many outside factors that we can’t control affecting team performance.</i></p>
<p><b>Blaming Culture:</b> How a team views mistakes and performance setbacks can greatly impact a team’s productive energy. A blaming culture, in which team members focus on “whom” or “what” to blame for problems or lack of performance is counterproductive to a growth mindset and severely limits the team’s ability to learn and evolve over time, increasing the likelihood that the team will repeat challenges. Further, in an attempt to avoid blame, the team may only set easily attainable goals that result in underwhelming performance.</p>	<p><i>This team is so focused on avoiding mistakes that we miss opportunities.</i></p>

Team Characteristics Related to Sharing Mindsets	Subscale	Low or High Score
Work on common goals that are clearly defined and aligned to purpose.	One Team, One Goal	High
Lack a shared identity.	One Team, One Goal	Low
Share the belief that the team as a whole is capable of achieving its goals.	Belief in Team Efficacy	High
Avoid challenging goals that seem beyond the capability of the team.	Belief in Team Efficacy	Low
Understand that the team is part of a larger, interdependent whole and that work must integrate with the goals and processes of other teams.	Systemic View	High
Hold an “Us vs. Them” mentality in which other teams and external stakeholders are seen as the outgroup or in competition with the team.	Systemic View	Low
Pursue competitive goals.	Silo Mentality	High
Focus on why things cannot work rather than how to make things work.	Negative Attitude	High
View mistakes as unacceptable or blameworthy, rather than as an opportunity for learning and growth.	Blaming Culture	High

## NOTES

## Interaction of Sharing Mindsets with other Elements of Team Dynamics



NOTES



## Focusing on Alignment

The key to sharing mindsets lies in open discussion of what everyone thinks and believes. Often, teams fall into the trap of believing that perceptions are reality. In our experience, most teams perceive that they have a high level of consensus regarding their purpose, values, goals and capability, but when we talk with individual team members about their understanding, we find that there are significant discrepancies.

## The Diversity Paradox

To fully boost team energy, it is important to have both diversity **and** clear and shared goals to which the diverse energy can be directed. When both are present, team performance is accelerated.

### NOTES

# BUILDING THE RIGHT STRUCTURE

The most effective teams are structured to ensure a thriving team culture.

## Energy Subscales Associated with Building the Right Structure

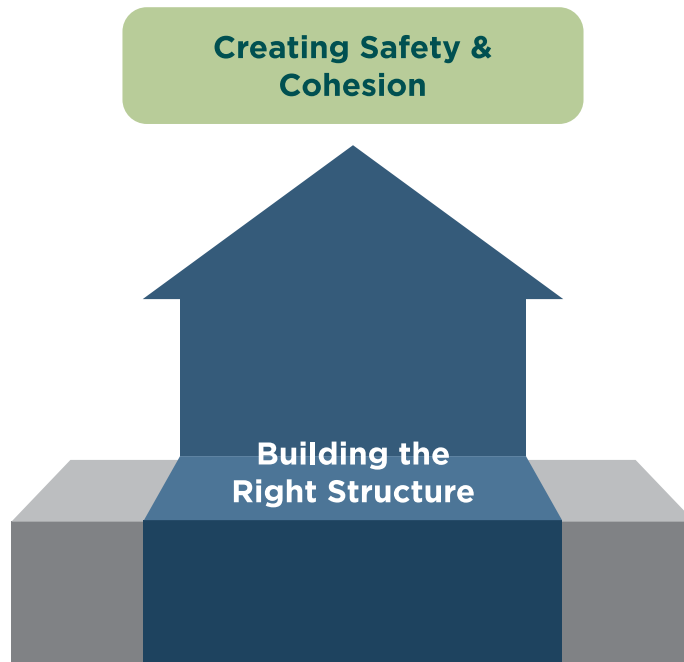
Generators help ensure the team comprises the right people and roles that increase cohesion and maximize agility; whereas disruptors tend to result in redundant, unmotivated, and/or disempowered team members.

Definitions of Energy Generators	Sample Item
<p><b>Effective Team Composition:</b> Teams that have the right mix of capable individuals, individuals who possess the requisite skills, diverse experiences, and backgrounds, as well as complimentary personalities, values, and orientations toward teamwork, function more effectively together. When there are gaps in skills or too much similarity among team members, teams often overlook perspectives that would make them more effective.</p>	<p><i>We have the right people on this team.</i></p>
<p><b>Clear Roles and Responsibilities:</b> The most effective teams have clearly laid out who does what and encourage and expect collective accountability. Without the energy created by this shared understanding, teams cannot effectively coordinate actions in the most efficient manner, nor are they likely to capitalize on the integration of individual strengths.</p>	<p><i>This team is well set up to capitalize on the specialization of each member.</i></p>
<p><b>Transformational Team Leadership:</b> Team leaders who share leadership and empower team members by involving them in decision-making and cocreating strategy, while also recognizing and supporting team efforts, tend to unleash the energy within the team to deliver upon results. Team leaders who abdicate their role in developing team members may find that complex and interdependent work will be more challenging for the team.</p>	<p><i>The team leader communicates their expectations regularly with the team.</i></p>

Definitions of Energy Disruptors	Sample Item
<p><b>Team Size Too Big:</b> When the size of the team becomes too large, it increases the likelihood that there will be inefficient redundancy of skills and a reduction in the nimbleness of the team. In essence, energy gets spread so thinly that there is not enough to effectively engage all members. This can increase opportunities for conflict and make it challenging to coordinate and collaborate together.</p>	<p><i>This team would be more efficient with less people.</i></p>
<p><b>Unreliable Team Members:</b> If even one team member does not fully or supportively participate, it disrupts team functioning. The dysfunctional team member usually persistently behaves in ways that reduce energy necessary for effective interactions, often by withholding information, not following through on commitments, and/or violating agreed-upon participation norms.</p>	<p><i>Some team members lack follow-through on their commitments.</i></p>
<p><b>Transactional Team Leadership:</b> When a team leader focuses more energy on tasks as opposed to people, taking a “command and control” approach and/or only working with some team members, it tends to drain motivational energy from other members of the team, resulting in lower satisfaction. Further, disempowered team members are less likely to take risks without being explicitly told to do so, reducing the natural innovation that emerges from fully engaged team members.</p>	<p><i>The team leader focuses more on task performance than team rapport.</i></p>

Team Characteristics Related to Building the Right Structure	Subscale	Low or High Score?
Does not have adequate diversity, limiting the perspectives that are available.	Effective Team Composition	
Have one or more team members who are unreliable—actively derail team processes and/or do not follow through on commitments.	Unreliable Team Members	
Has a team leader who takes authority for all strategic decisions.	Transactional Team Leadership	
Have too many members, slowing processing.	Team Size Too Big	
Has a team leader who sets the tone for effective teamwork, exemplifying the behaviors and attitudes the team should engage in.	Transformational Team Leadership	
Have one or more team members who are confused about their roles and may not take responsibility for achieving team goals.	Clear Roles and Responsibilities	
Have team members who are underprepared to accomplish objectives.	Transformational Team Leadership	
Has clearly defined and integrated roles and responsibilities that are tied to collective accountability.	Clear Roles and Responsibilities	
Has a good mix of backgrounds, ethnicity, nationality, gender, and life experiences (e.g., global vs. local).	Effective Team Composition	

# The role of Building the Right Structure in Creating Safety & Cohesion



NOTES

## Focusing on the Role of the Team Leader

**Transactional Leaders** employ a hierarchical approach to leadership. They have the authority for all strategic decisions of the team and focus on performance management (rewarding or punishing goal achievement or lack thereof).

**Transformational Leaders** share leadership. They look to co-create with team members providing emphasis on members development as leaders. They are viewed as inspirational, rapport builders, and are servant leaders.

## The Leadership Paradox

In some teams having a transactional team leader results in greater productivity, while in other teams having a transformational leader increases team effectiveness. This paradox can be explained by the maturity level of the team. As team members continue to work together, the team leader needs to exhibit more transformational qualities.

### NOTES

# CREATING SAFETY AND COHESION

The most effective teams have created an environment where members feel safe to take personal risks, actively support one another, and hold a “we-ness” attitude.

## Energy Subscales Associated with Creating Safety and Cohesion

Generators increase comradery and are at the heart of what it means to be a team as opposed to a group of individuals; whereas disruptors tend to tear a team apart, reducing the ability of the team to bring its full collective ability to the table.

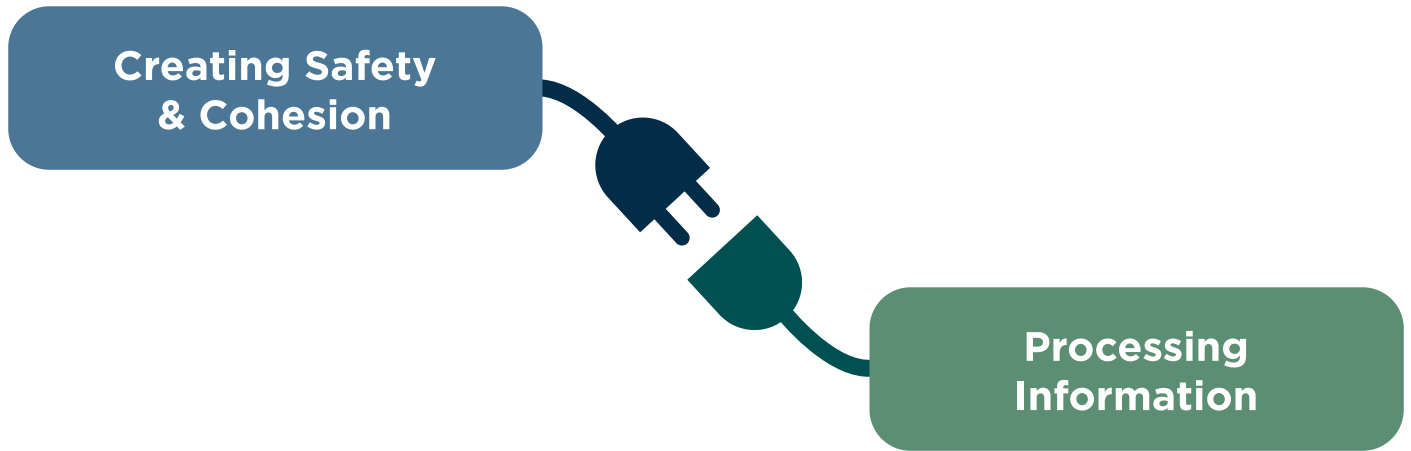
Definitions of Energy Generators	Sample Item
<p><b>Welcoming Participation Structure:</b> Teams that have formally verbalized or published group norms and expectations about how team members will interact increase active participation. When team members are unsure whether all opinions are welcome, will be accepted without repercussions, or even listened to, they are much less likely to share ideas or provide constructive criticism.</p>	<p><i>We have created a “judgement-free” space when working together as a team.</i></p>
<p><b>Interconnectedness:</b> When team members get along well and genuinely enjoy spending time with one another, it produces synergistic energy that promotes collaboration and better conflict management, as well as allows team members to remain optimistic, even in the face of setbacks. Time spent together without this interconnection can actually result in “contempt” for other team members.</p>	<p><i>Team members enjoy each other’s company.</i></p>
<p><b>Team Emotional Intelligence (EQ):</b> Team EQ builds upon individual emotional intelligence skills. It extends awareness of individual emotional states to also include team moods that must be regulated. Teams with a high Team EQ have the skills to handle difficult conversations and actively seek information to clarify opinions about their performance, allowing members to more effectively work together in reciprocal relationships. Teams with a low EQ often fail to recognize and manage the emotions of the team, reducing cohesive energy.</p>	<p><i>Team members are sensitive to the feelings and emotions of each other.</i></p>

Definitions of Energy Disruptors	Sample Item
<p><b>Distrust:</b> When team members distrust the intentions or integrity of other members, they are less willing to vulnerably and courageously interact with others. The resulting decrease in energy can lead to other team dysfunctions, including poor team processes and ineffective application of team performance skills.</p>	<p><i>Some team members are less forthright and honest in their interactions.</i></p>
<p><b>Political/Pleasing Culture:</b> When team members contribute their opinions only when it will be politically acceptable, please the team leader, or agree with prevailing thought and otherwise withhold their participation so as not to risk ostracization or negative confrontation, it diminishes the potential of surfacing the most important information during team discussions. A political or pleasing culture reduces the likelihood that team members will challenge ideas, even when there are issues or problems with proceeding in that direction.</p>	<p><i>Team members often say what they think will please others rather than what needs to be said.</i></p>
<p><b>Destructive Dynamics:</b> Team members that actively engage in undermining the ideas of others (overtly or covertly) or only interact with and support some members tend to fragment team energy. Consequently, the team functions less as a unit and more as individuals or “cliques” based on shared interests. In the extreme, this can lead to entrenched “us vs. them” factions on the team that are diametrically opposed to anything “they” offer, which makes it all but impossible to achieve collective goals.</p>	<p><i>Team members say one thing in team meetings but share different ideas with others outside of the meeting.</i></p>

Team Characteristics Related to Creating Safety and Cohesion	Subscale?	Low or High Score?
Team members feel that they are treated unfairly.		
Have team members who get along well with each other.		
Have team members who withhold information and only contribute when it is politically advantageous or will be pleasing to the team leader or others on the team.		
Understand and agree on how team members should interact with one another.		
Have formed “in” and “out” subgroups with the ideas of the “in group” being favored over others’ ideas.		
Have members who read and meet the emotional needs of other members.		
Some team members feel contempt for other team members.		
Some team members don’t understand nor empathize with those who are different from them.		
Team members distrust the intentions of others and fear being vulnerable.		

NOTES

# The Influence of Safety & Cohesion in Exchanging and Processing Information



NOTES

## Participation Norms

- Just as with alignment in sharing mindsets, teams often assume that members know they are welcome to participate. However, creating and disseminating formal guidelines outlining expected interactions facilitates everyone's participation and results in smoother team functioning.
- Further, it is important that the team leader model expected ways of interacting and creating inclusiveness to ensure that all team members feel comfortable offering their opinions without fear of repercussions or ideas being dismissed out of hand.



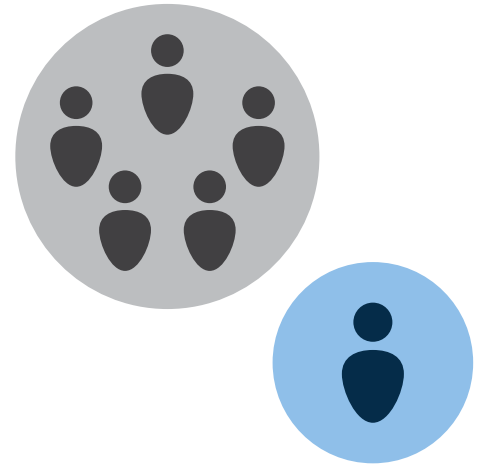
## NOTES

## Understanding the Outlier (Team Alignment Revisited):

Teams that have not created safety and cohesion are more likely to have outliers that are not in sync or aligned with the rest of the team.

One of the main reasons that team members are not having the same experience is that they are not fully participating. There are four reasons (the first three are the most common):

1. Inclusive participation is not perceived to be encouraged.
2. Do not have requisite information to fully participate.
3. Lack skills that would allow them to fully participate.
4. One or more team members are dysfunctional
  - frequently complains about or criticizes other team members
  - attacks people instead of the issues
  - disagrees with everyone and everything / is overly negative
  - constantly violates important interpersonal norms
  - withholds effort and/or information from the group
  - demonstrates chronic discrepancies between public views and private actions
  - brings out the worst in other members
  - is resistant to change



### NOTES

# PROCESSING INFORMATION

The most effective teams process information through quality interactions, where all team members actively engage and where new ideas emerge.

# Energy Subscales Associated with Processing Information

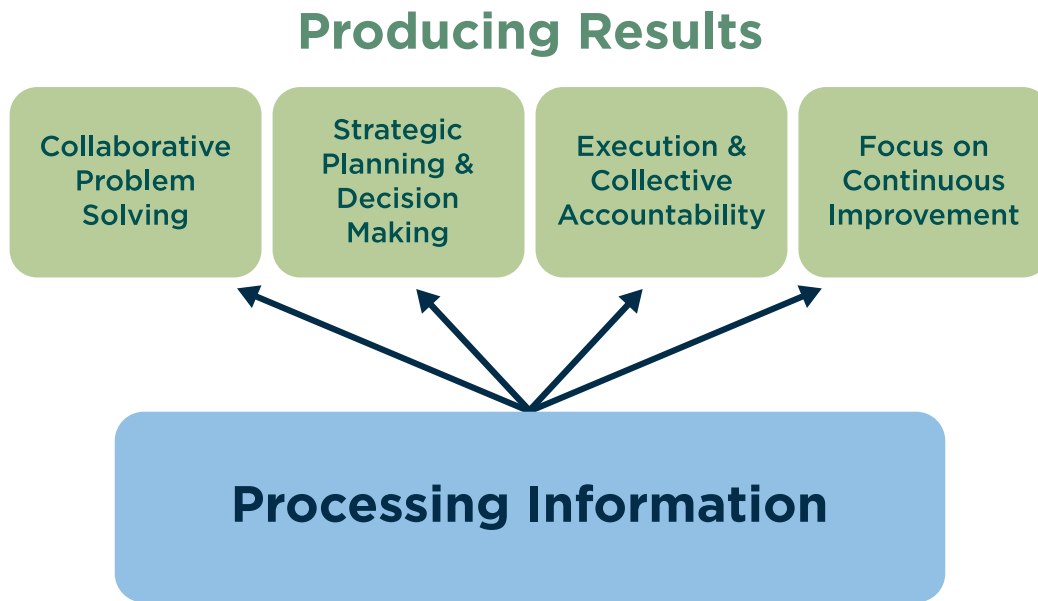
Generators produce expansive and innovative thinking, whereas disruptors drain all the creative energy, leaving discussions, meetings, and interactions uninformative and lifeless.

Definitions of Energy Generators	Sample Item
<p><b>Open Information Exchange:</b> Communication is key for team members to gain fuller insight into the nature and scope of the objectives they are pursuing and to evaluate the best approach for making progress. As team members share information, they build a better understanding of each other’s strengths and expertise, which can be leveraged in future problem-solving. When not everyone shares or when the communication is not transparent or focused, there is an increased chance for misunderstandings and a higher probability that the team will not consider the most relevant information critical to moving forward.</p>	<p><i>Some team members withhold information that the team needs.</i></p>
<p><b>Efficient Meetings:</b> Information flows more freely in meetings that are well-managed and focused on important strategic priorities. When meetings drift off target or devolve into endless discussions, they waste valuable energy that could be used to better engage team members and ensure all are aligned.</p>	<p><i>We spend too much time discussing issues that could be better handled outside of meetings.</i></p>
<p><b>Collective Knowledge Generation:</b> To be effective, teams must not only share information but also coordinate and integrate ideas to create a more complete understanding of the issues and possible solutions. Lack of collective knowledge generation can result in failure to fully process information or attain the learning that is necessary for strategic planning and decision-making.</p>	<p><i>Even after collaborating, this team still lacks important information.</i></p>
<p><b>Active Monitoring and Regulation:</b> Team processes are enhanced when team members follow their agreed-upon participation structures and hold one another accountable when someone violates that agreement. Further, taking time to debrief after meetings to determine what is working well and what concerns have arisen ensures that important issues are addressed. Without monitoring and regulation, the opportunity for proactively making needed course corrections may be missed.</p>	<p><i>Some team members won’t correct mistakes made by other team members.</i></p>

Definitions of Energy Disruptors	Sample Item
<p><b>Impulsive Responding and Polarization:</b> When team members do not engage in deeper reflection on topics, choosing to simply build off the first thoughts or solutions offered or focusing only on common knowledge without actively soliciting unique points of view, they may garner only limited insights. In addition, team members who initially disagree with an opinion offered by another member may become further entrenched in their own thinking, taking even more extreme and narrow views.</p>	<p><i>Disagreements within this team often lead to further entrenching on both sides.</i></p>
<p><b>Unbalanced Participation:</b> When only some team members participate in discussions, it limits the insights the team will have and increases the likelihood that important information will be overlooked. Unbalanced participation is typically caused by one of two reasons. First, some team members dominate conversations, leaving little or no space for others to participate. Second, team members may remain passive because of a natural diffusion of responsibility that occurs in social setting, a phenomenon known as social loafing.</p>	<p><i>One or two people tend to monopolize team discussions.</i></p>
<p><b>Unmanaged Conflict:</b> Because of differences in opinions, perspectives, and personalities on the team, it is inevitable that conflict will arise. The extent to which this conflict disrupts team energy depends largely on how it is managed. Teams that tend to ignore or gloss over disagreements and avoid holding conversations to directly address them suppress creative energy that would be generated from entertaining more disparate ideas. Over time, unmanaged conflict continues to absorb energy and can completely deplete a team’s motivation to work together.</p>	<p><i>We tend to ignore problems between team members until they become disruptive to team functioning.</i></p>

Team Characteristics Related to Processing Information	Subscale	Low or High Score?
	Open Information Exchange	High
Only some team members contribute to team conversations.	Open Information Exchange	Low
	Efficient Meetings	High
Team members spend meetings digressing on topics with low productivity.	Efficient Meetings	Low
	Collective Knowledge Generation	High
Team members fail to learn.	Collective Knowledge Generation	Low
	Active Monitoring and Regulation	High
Don't notice when they are off course.	Active Monitoring and Regulation	Low
	Impulsive Responding and Polarization	High
	Unbalanced Participation	High
	Unmanaged Conflict	High

# The Impact of Processing Information on Team Performance Outcomes



NOTES

## Focusing on Team Meetings

Ideally, meetings should be focused, fun, and fulfilling. Nothing zaps team energy like boring, unproductive meetings. Explore ways in which team meetings are limiting good energy and how they could be improved to increase effective information exchange and knowledge generation.

For some meetings, the focus needs to be on having an agenda which is clearly aligned with strategic priorities and has a structure to ensure all the important things are covered within the allotted time. For other meetings, the focus might be on creating space to generate collective knowledge by exploring beyond the typical agenda. Both are equally effective in the right context.



## Influences of Team Stability and Time Together

Perhaps it is self-evident that the lower the turnover rate on a team, the more likely team members will grow in their knowledge and interdependence on each other. However, it is not just a matter of retaining the same team members, but rather also allowing these members sufficient opportunities to grow relationships and establish shared understandings.

As the same team members spend more time together in an open and encouraging team environment, their mutual influence and trust increases, and they are more likely to engage in complex and tough conversations with less reticence to constructive controversy.

### NOTES

# PRODUCING RESULTS

The most effective teams are agile in performing tasks and ensure collective accountability for outcomes.

## Energy Subscales Associated with Producing Results

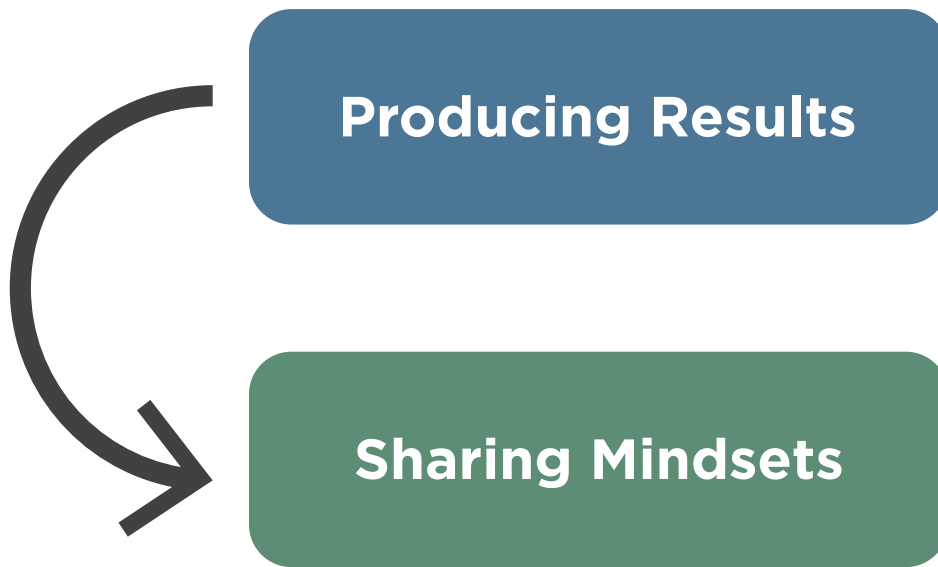
Generators increase the likelihood of timely and proactive decisions, innovative solutions, and continuous improvement; whereas disruptors increase the likelihood that a team will become bogged down, get stuck, and/or simply give up before fully achieving objectives.

Definitions of Energy Generators	Sample Item
<p><b>Collaborative Problem Solving:</b> Teams that are willing to discuss complex issues from diverse (or even adverse) perspectives are more likely to arrive at a workable and innovative solution. Using collective knowledge, the team is able to develop a more complete schema of the problem, which overcomes the “holes” in understanding about where to start and how best to proceed that often plague teams that rely on only one or two viewpoints.</p>	<p><i>There are sometimes holes in our understanding that prevent us from effectively solving problems.</i></p>
<p><b>Strategic Planning and Decision Making:</b> Effective teams regularly discuss key initiatives, providing their experiences on what has and has not worked in the past and integrating all information to fully analyze the best path forward. They proactively make decisions concerning the resources for pursuing the strategic agenda and determining the priority of each initiative in alignment with the overall purpose of the team. Teams that put less energy into performing these tasks often end up pursuing numerous and unaligned objectives with fewer timely or meaningful results.</p>	<p><i>It takes too long to make decisions on this team.</i></p>
<p><b>Execution and Collective Accountability:</b> To have a significant impact on the organization, it is important not only to identify solutions and make decisions for how to implement, but also to execute and evaluate those plans. The most effective teams measure progress, including resource utilization and functioning of internal support systems, and then adapt objectives, strategies, and processes as needed. Teams that do not engage in shared accountability practices miss opportunities for course corrections that would have avoided poorer team and business performance.</p> <p><b>Focus on Continuous Improvement:</b> The most effective teams solicit and use feedback to grow and improve as a team. They create a culture of leadership and mentorship, including succession planning to replace team members. Without this focus, teams do not mature and are unlikely to realize their full potential.</p>	<p><i>We set the path, but don't offer clear implementation guides for following that path.</i></p> <p><i>We actively solicit feedback on how we are performing as a team.</i></p>

Definitions of Energy Disruptors	Sample Item
<p><b>Groupthink:</b> To move quickly on initiatives, teams will sometimes simply follow the advice of the resident expert or go with the first idea generated. All subsequent discussion and plans then get locked into this one way of conceptualizing the situation, which may be misinterpreted as consensus building when, in fact, it is conformity. Groupthink often results in impasses or the generation of less than ideal (unimaginative and uninspiring) solutions because important pieces of information that would unleash creative energy may not have been considered.</p>	<p><i>Team members are likely to go along with whatever the expert thinks.</i></p>
<p><b>Reactive Responding:</b> Teams that spend most of their cognitive efforts in reacting to immediate crises and employing short-term solutions increase the energy burden on the team. Teams that get caught up in “firefighting” have less available time and energy for focusing on preventive strategies, which can result in continuing problems and inefficient resource utilization. Prolonged firefighting is not sustainable, leading to team member burnout and reducing the impact on long-term goals.</p>	<p><i>The team more often reacts to problems when they occur instead of doing something to prevent them.</i></p>
<p><b>Capitulation:</b> When teams are not making progress, encounter a particularly challenging issue, or lack commitment to team objectives, some team members may “shut down” or withdraw from further expenditure of effort. This capitulation of responsibility leads to an overall lowering of team motivation and engagement, and ultimately increases the likelihood that the team will give up before finding a solution that can turn the situation around.</p>	<p><i>This team often favors moving quickly over sustainable progress.</i></p>

Team Characteristics Related to Producing Results	Subscale	Low or High Score?
	Collaborative Problem Solving	High
	Collaborative Problem Solving	Low
	Strategic Planning and Decision Making	High
	Strategic Planning and Decision Making	Low
	Execution and Collective Accountability	High
	Execution and Collective Accountability	Low
	Focus on Continuous Improvement	High
	Focus on Continuous Improvement	Low
	Groupthink	High
	Reactive Responding	High
	Capitulation	High

## Coming Full Circle



There is an interactive energy that flows from Producing Results back into Sharing Mindsets. Creating strategic imperatives, monitoring performance on these initiatives, and making decisions on how team objectives and strategy should be revised directly influences the ability of the team to unify around priorities and increases team members' shared understanding of what is most important to pursue.

Further, when teams measure and celebrate their successes, it builds belief in the potency of the team and what it can achieve.

### NOTES

## Influence of Organizational Support

Ultimate levels of team productivity are influenced not only by the team's ability to produce results but also by the amount of support received from the organization.

- Team performance is elevated when a team's work is important to the organization. When an organization provides sufficient resources and rewards the team for achievement of organizational goals, it promotes cooperation, collaboration, and resilience.
- The structure of the organization can also be more less empowering of a team.

Example: Organizations that structure decision-making authority to reside at the level of the team responsible for the work rather than to oversight teams (decentralized vs. centralized structures), increase the feelings of empowerment and confidence on the team and improve the team's agility in responding to organizational needs.

### NOTES

# OVERVIEW OF RESULTS AND TEAM PATTERNS

*“There are always patterns in everything, there are patterns in books, there are patterns in human behavior, there are patterns in success, there are patterns for everything in life. You just need to pay attention to them.”*

*- Jordan Belfort*

# Overview of Results

Overall Team Effectiveness Score: **75**

## SHARING MINDSETS

Energy Score: 82  
Alignment Score: 3

Energy Subscales	Score
<b>Generators:</b>	
One Team, One Goal	88
Belief in Team Efficacy	92
Systemic View	77
<b>Disruptors:</b>	
Silo Mentality	20
Negative Attitude	22
Blaming Culture	24

## BUILDING THE RIGHT STRUCTURE

Energy Score: 83  
Alignment Score: 4

Energy Subscales	Score
<b>Generators:</b>	
Effective Team Composition	91
Clear Roles and Responsibilities	88
Transformational Leadership	82
<b>Disruptors:</b>	
Team Size Too Big	23
Unreliable Team Members	20
Transactional Team Leadership	21

## CREATING SAFETY AND COHESION

Energy Score: 77  
Alignment Score: 10

Energy Subscales	Score
<b>Generators:</b>	
Welcoming Participation Structures	82
Interconnectedness	82
Team Emotional Intelligence	76
<b>Disruptors:</b>	
Distrust	22
Political / Pleasing Culture	40
Destructive Dynamics	20

## PROCESSING INFORMATION

Energy Score: 68  
Alignment Score: 2

Energy Subscales	Score
<b>Generators:</b>	
Open Information Exchange	72
Efficient Meetings	66
Collective Knowledge Generation	74
Active Monitoring and Regulation	78
<b>Disruptors:</b>	
Impulsive Responding and Polarization	32
Unbalanced Participation	28
Unmanaged Conflict	55

## PRODUCING RESULTS

Energy Score: 65  
Alignment Score: 17

Energy Subscales	Score
<b>Generators:</b>	
Collaborative Problem Solving	66
Strategic Planning and Decision Making	74
Execution and Collective Accountability	67
Focus on Continuous Improvement	77
<b>Disruptors:</b>	
Groupthink	34
Reactive Responding	35
Capitulation	20

## QUANTUMSCAPE DYNAMICS

### NOTES

# Overview of Results

Overall Team Effectiveness Score: **64**

## SHARING MINDSETS

Energy Score: 64  
Alignment Score: 11

Energy Subscales	Score
<b>Generators:</b>	
One Team, One Goal	67
Belief in Team Efficacy	75
Systemic View	50
<b>Disruptors:</b>	
Silo Mentality	37
Negative Attitude	40
Blaming Culture	34

## BUILDING THE RIGHT STRUCTURE

Energy Score: 77  
Alignment Score: 4

Energy Subscales	Score
<b>Generators:</b>	
Effective Team Composition	76
Clear Roles and Responsibilities	84
Transformational Leadership	80
<b>Disruptors:</b>	
Team Size Too Big	27
Unreliable Team Members	22
Transactional Team Leadership	29

## CREATING SAFETY AND COHESION

Energy Score: 62  
Alignment Score: 1

Energy Subscales	Score
<b>Generators:</b>	
Welcoming Participation Structures	60
Interconnectedness	65
Team Emotional Intelligence	62
<b>Disruptors:</b>	
Distrust	42
Political / Pleasing Culture	30
Destructive Dynamics	41

## PROCESSING INFORMATION

Energy Score: 62  
Alignment Score: 14

Energy Subscales	Score
<b>Generators:</b>	
Open Information Exchange	61
Efficient Meetings	58
Collective Knowledge Generation	67
Active Monitoring and Regulation	56
<b>Disruptors:</b>	
Impulsive Responding and Polarization	32
Unbalanced Participation	44
Unmanaged Conflict	34

## PRODUCING RESULTS

Energy Score: 56  
Alignment Score: 4

Energy Subscales	Score
<b>Generators:</b>	
Collaborative Problem Solving	57
Strategic Planning and Decision Making	59
Execution and Collective Accountability	57
Focus on Continuous Improvement	52
<b>Disruptors:</b>	
Groupthink	41
Reactive Responding	43
Capitulation	47



## NOTES

# Overview of Results

Overall Team Effectiveness Score: **46**

## SHARING MINDSETS

Energy Score: 45  
Alignment Score: 3

Energy Subscales	Score
<b>Generators:</b>	
One Team, One Goal	53
Belief in Team Efficacy	49
Systemic View	33
<b>Disruptors:</b>	
Silo Mentality	46
Negative Attitude	57
Blaming Culture	63

## BUILDING THE RIGHT STRUCTURE

Energy Score: 63  
Alignment Score: 7

Energy Subscales	Score
<b>Generators:</b>	
Effective Team Composition	75
Clear Roles and Responsibilities	64
Transformational Leadership	57
<b>Disruptors:</b>	
Team Size Too Big	34
Unreliable Team Members	41
Transactional Team Leadership	46

## CREATING SAFETY AND COHESION

Energy Score: 37  
Alignment Score: 4

Energy Subscales	Score
<b>Generators:</b>	
Welcoming Participation Structures	40
Interconnectedness	36
Team Emotional Intelligence	35
<b>Disruptors:</b>	
Distrust	66
Political / Pleasing Culture	58
Destructive Dynamics	62

## PROCESSING INFORMATION

Energy Score: 32  
Alignment Score: 2

Energy Subscales	Score
<b>Generators:</b>	
Open Information Exchange	39
Efficient Meetings	45
Collective Knowledge Generation	41
Active Monitoring and Regulation	38
<b>Disruptors:</b>	
Impulsive Responding and Polarization	67
Unbalanced Participation	80
Unmanaged Conflict	75

## PRODUCING RESULTS

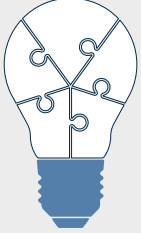
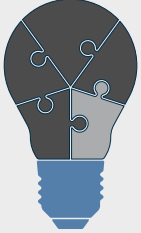
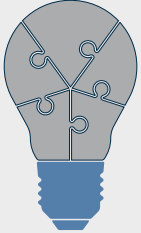
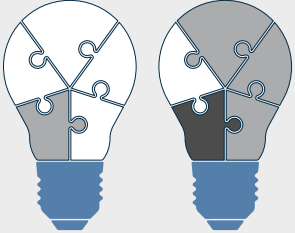
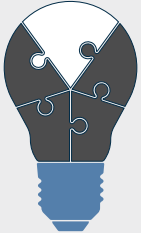
Energy Score: 51  
Alignment Score: 19

Energy Subscales	Score
<b>Generators:</b>	
Collaborative Problem Solving	58
Strategic Planning and Decision Making	50
Execution and Collective Accountability	54
Focus on Continuous Improvement	52
<b>Disruptors:</b>	
Groupthink	48
Reactive Responding	57
Capitulation	53



**SOLARFLARE EATS**

## NOTES

## Frequent Patterns in Team Results

Pattern	Interpretation
<p>High energy in four or more elements</p> 	
<p>Low energy in four or more elements</p> 	<p>Teamwork is uninspired, if it exists at all.</p>
<p>Partial energy in all elements</p> 	<p>The team is okay but not performing up to its potential.</p>
<p>Sharing Mindsets is the lowest element</p> 	
<p>All elements are in mid to low range except Producing Results</p> 	

# Frequent Patterns in Team Results

Pattern	Interpretation
<p><b>Convergent Results</b></p> <p>Generator Scores are High &amp; Disruptor Scores are Low</p> <p>Generator Scores are Low &amp; Disruptor Scores are High</p> 	<p>Convergent results occur when there is an inverse relationship between Generators and Disruptors - they converge on the same interpretation</p>
<p><b>Divergent Results</b></p> <p>Generator Scores are Low &amp; Disruptor Scores are Low</p> <p>Generator Scores are High &amp; Disruptor Scores are High</p> 	<p>Divergent results occur when the pattern for Generators is the same as the pattern for Disruptors - they provide different insights about team performance.</p>

## Considerations in Interpreting Scores for Various Types of Teams

Types of Teams	Key Considerations
<p><b>Senior Leadership Teams (SLT)</b></p>	<p>SLT should score above 88 on the following generators:</p> <ul style="list-style-type: none"> <li>• One Team, One Goal (Sharing Mindsets)</li> <li>• Transformational Leader (Building the Right Structure)</li> <li>• Interconnectedness (Creating Safety and Cohesion)</li> <li>• Open Information Exchange (Processing Information)</li> </ul>
<p><b>Newly Formed Teams (NFT)</b></p>	<ul style="list-style-type: none"> <li>• Ratings may underestimate a teams true potential to execute</li> <li>• Ratings may overestimate a team’s effectiveness</li> </ul>
<p><b>Virtual Teams</b></p>	<ul style="list-style-type: none"> <li>• Systemic View (Sharing Mindsets)</li> <li>• Distrust (Creating Safety and Cohesion)</li> <li>• Interconnectedness (Creating Safety and Cohesion)</li> <li>• Open Information Exchange (Processing Information)</li> <li>• Impulsive Responding and Polarization (Processing Information)</li> <li>• Efficient Meetings (Processing Information)</li> <li>• Collective Knowledge Generation (Processing Information)</li> <li>• Groupthink (Producing Results)</li> </ul>

# DEBRIEFING THE REPORT RESULTS

*“Debriefing is at least as important to learning as the activity you are debriefing.”*

- Vroon, Global Shipping Company

## Setting the Stage

- Approaching the debrief with curiosity and exploration
- Setting the context
- Importance of taking a developmental approach
- Look at the overall results to observe general patterns and the story that you want to weave throughout the debrief



## NOTES

# Presenting Results

## Overall Team Effectiveness

1

Where does your team fall in terms of the standards of team effectiveness?

- Review Page 8 in the report
- Determine the level at which your team is performing.
- Use the definitions on Page 9 to ask how well that resonates with their assessment of team performance
- Help them understand the growth that is required to be a high-performing team (Page 10)

2

## Strengths and Challenges

In which elements are there full, partial, or insufficient energy?

- Relative energy levels among elements of team interactions
  - Focus the team on the shading within the puzzle pieces of the lightbulb on Page 8 and have them note their observations
  - Point out the color differences within each puzzle piece of the lightbulb
    - o Clear strengths include any element with bright shading - interactions are fully energized and likely to produce stellar results
    - o Obvious challenges include any element with dark shading - interactions are likely to be draining to the team and result in team dysfunctions
    - o Dim shading indicates challenges that may need to be explored further to determine the extent of challenge
- Point out how strengths and challenges are contributing to the Overall Team Effectiveness Score

## Energy Loss

3

Are there disruptors at play or can more energy be generated?

- Dive deeper on each of the elements (have the team leader note the patterns they see)
- Note the current level of energy within this element
  - Look for level of alignment applying the  $SD \leq 10$  rule (discuss why team members may be having different experiences of the team for any SD above 10)
  - Explore the lack of energy generators and the presence of energy disruptors that may be limiting the team - be sure to apply the 80/40 rule in interpreting the subscales (ask for specific examples for how this shows up in the team)
  - Review open-ended comments to gain further understanding of how challenges might be addressed

4

## Increasing Team Effectiveness

Where should the team focus development efforts first?

- Determine where to start the development conversation
  - Issues with one of the foundational elements
  - The element with the lowest score
- Look in the Strategic Facilitation Guide for a strategy that will address the development challenge
  - Discuss with the team leader how that may play out in the team
  - Focus on both eliminating energy drains (addressing disruptors) as well as generating more energy

## Preparing Your Debrief – Consider Using the Overview of Results Page

What conclusions would you draw from the Overall Team Effectiveness score?

Comparing elements, where are this team's strengths and challenges?

What strikes you about the team alignment?

Looking at the weakest element, what generators and disruptors are at play?  
*(Remember the 80/40 rule)*

Read the open-ended responses.  
How does that refine the conclusions you are drawing above?

## Preparing Your Debrief (continued)

What is the biggest challenge for this team - generating more energy or addressing disruptors?

Select the strategy(ies) likely to help this team develop. (Note: the full strategies can be found in the *Strategic Facilitation Guide*, but for this exercise consult the flip-cards)

Outline the points you want to emphasize in the debrief.

What other questions would you want to ask this team based on the findings?

# Learnings from the Debrief

NOTES

# RUNNING WORKSHOPS & MORE INVOLVED DEBRIEFS

*“Imagination is the workshop of your mind, capable of turning mind energy into accomplishment and wealth.”*

- Napoleon Hill, Best-selling Author

## Additional Types of Debriefs

### Two Hour Team Meeting

- Focus on walking the team through the report (similar to a team leader debrief)
- Consider using a Centrality Exercise\* to help determine what resonates well or not so well

### Half-day Workshop

- Share the report as pre-reading material
- Entertain questions that can be supplemented by report findings
  - Right now, what is it about the team, composition, practices, or dynamics that is making the biggest positive contribution to [Name of Team]?
  - On the other hand, what about the team might be holding the team back or getting in the way of results?
- Consider using one or more of the Element Exercises\* that demonstrate each element of team dynamics and how energy generators and disruptors influence that element

### Full-day Workshop

- Use components from the half-day workshop and supplement with other activities - particularly taking time to reveal report results as you go
- Brainstorming challenges (could be done in break out groups with larger teams)
- Engage in one or more strategic conversations for addressing specific challenges

\*Facilitation guides for exercises and kits with supporting materials are provided on or can be ordered from the workshop collateral webpage [here](#).

## NOTES

## Teaming Accelerator

BRITE ELEMENTS	Team Accelerator Labs
<b>Sharing Mindsets</b>	<ul style="list-style-type: none"> <li>• Team Identity</li> <li>• Goal Alignment</li> </ul>
<b>Building the Right Structure</b>	<ul style="list-style-type: none"> <li>• Shared Role Expectations</li> <li>• Responsibility &amp; Accountability</li> </ul>
<b>Creating Safety and Cohesion</b>	<ul style="list-style-type: none"> <li>• Courageous Authenticity</li> <li>• New Team Leader Assimilation</li> <li>• Origin Stories</li> </ul>
<b>Processing Information</b>	<ul style="list-style-type: none"> <li>• Fast &amp; Deep Learning</li> <li>• Connect</li> <li>• Operational Rhythm</li> </ul>
<b>Producing Results</b>	<ul style="list-style-type: none"> <li>• Impeccable Commitments</li> <li>• Healthy Disagreement</li> <li>• Empowered Decision Making</li> </ul>

<https://leadershipcircle.com/teamaccelerator/>

### NOTES

# TEAM COACHING

*“Team Coaching is enabling a team to function at more than the sum of its parts, by clarifying its mission and improving its external and internal relationships.”*

- Hawkins & Smith, 2006

## Relationship Between Team and Individual Development

There is a complex, multilevel interplay between individual and team strengths. While a team’s competence can surpass the collective abilities of its members, the performance of individual members, influenced by their skills, attitudes, and behaviors, plays a pivotal role in determining the overall effectiveness.

The Leadership Circle’s Universal Model of Leadership provides a useful framework for understanding the interrelationships between individual and team energies.

While the answer (and, therefore, the path forward) is different for each individual, there will be common beliefs and assumptions that the entire team can address.



	<i>Creative Competencies</i>	<i>Reactive Tendencies</i>
<b>Sharing Mindsets</b>	<ul style="list-style-type: none"> <li>• Purposeful &amp; Visionary</li> <li>• Community Concern</li> <li>• Systems Thinker</li> </ul>	<ul style="list-style-type: none"> <li>• Ambition</li> </ul>
<b>Building the Right Structure</b>	<ul style="list-style-type: none"> <li>• Selfless Leader</li> </ul>	<ul style="list-style-type: none"> <li>• Autocratic</li> </ul>
<b>Creating Safety and Cohesion</b>	<ul style="list-style-type: none"> <li>• Interpersonal Intelligence</li> <li>• Composure</li> </ul>	<ul style="list-style-type: none"> <li>• Pleasing</li> </ul>
<b>Processing Information</b>	<ul style="list-style-type: none"> <li>• Collaborator</li> <li>• Fosters Team Play</li> <li>• Courageous Authenticity</li> </ul>	<ul style="list-style-type: none"> <li>• Passive</li> <li>• Arrogance</li> </ul>
<b>Producing Results</b>	<ul style="list-style-type: none"> <li>• Strategic Focus</li> <li>• Decisiveness</li> <li>• Achieves Results</li> </ul>	<ul style="list-style-type: none"> <li>• Belonging</li> </ul>

## Coaching a Team vs Coaching Individuals in a Team Setting

Team coaching and coaching individual members in a team setting are both essential for the development and success of a team, and the approach used may look similar. However, they differ in their focus and outcomes. Team coaching emphasizes the collective performance and dynamics of the entire team. It aims to enhance team cohesion, collaboration, and overall effectiveness by focusing on shared goals, team roles, and interpersonal relationships within the team. Whereas, coaching individual members in a team setting concentrates on the personal development and performance of team members and aims to address specific challenges, strengths, and growth areas of each member. It focuses on individual goals, career aspirations, and personal competencies.

Both types of coaching may occur in a team setting where the coach facilitates discussions, activities, and exercises that involve all team members. But the focus of team coaching activities is on improving teamwork, communication, and collective problem-solving. Whereas the focus on individual development is utilizing strategies for improving individual competencies that need improvement across team members. Team member feedback in both situations is critical, but the focus of the feedback is stilted toward either team improvement or personal improvement.

The outcomes from team coaching include improved team dynamics and synergy, enhanced ability to work together towards common objectives, increased trust, mutual respect, and effective communication, problem-solving, and decision-making within the team. Whereas the outcomes coaching individual members in a team setting include improved individual performance and productivity, personal growth, increased self-awareness and confidence - individual skills that contribute to the overall success of the team.

### NOTES

## Coaching Different Types of Teams:

**Leadership Teams:** Holding a systemic view and formulating enterprise-level goals that include cross functional perspectives is critical for making a holistic impact on the organization and engaging all employees. Often, leadership teams falter when individual members approach team work primarily from the context of their specific function or division within the organization, rather than working toward a broader, high-level objective that encompasses all areas. This can lead to the misallocation of resources or duplication of efforts across different divisions, resulting in wasted time and effort.

**Service/Operations/Technology Teams:** Teams that are created to provide support to various functions or other teams within the organization should maintain regular communication with the stakeholders they serve. This ongoing dialogue ensures that the team understands the specific needs and requirements necessary to achieve its goals. Without this vital information, essential processes may not be effectively implemented, potentially leading to inefficiencies that do not align with the organization's objectives.

**Project and Product Teams:** Emphasize improving collaboration, efficiency, innovation, and delivering high-quality outcomes. This begins with clear, well-defined objectives so that each member understands their roles and responsibilities and can align individual tasks with the overall project or product goals. Further, it is crucial that these objectives be SMART goals to help unite and direct team energy, and to enable team members to make progress more quickly. We have observed multiple instances where teams missed delivery deadlines because the team was uncertain about its objectives or how to measure if they were making appropriate progress. Encourage agile methodologies (e.g., Scrum, Kanban) to enhance flexibility and responsiveness.

**Virtual Teams:** Because virtual teams lack face-to-face interaction, it can lead to misunderstandings and a sense of isolation among team members. Further, their dependence on technology can be a barrier if team members are not equally proficient or if there are technical issues. Maintaining engagement and motivation can be difficult when team members are remote or may even span different cultures and time zones. Without interpersonal interactions it is challenging to build trust and cohesion. Setting clear expectations for communication, deadlines, and deliverables, and holding regular and structured meetings is a must for this team. Helping them to leverage technology to provide frequent feedback and introducing peer coaching will increase team cohesion and effectiveness.

**Transitory / Matrixed Teams:** These types of teams are often fluid, with members coming from various functions, and they might not stay together for long periods. For both types of teams, it is important to ensure that they know where to find key information. Help them establish a processes for documenting decisions, lessons learned, and best practices. In matrixed teams, individuals may report to multiple managers, causing confusion over priorities and tasks. Emphasize *Building the Right Structure* and clarify each team member's role, responsibility, and reporting structure to avoid overlap or missed tasks. Both types of teams often experience changes in team composition, project scope, or organizational strategy. Encourage flexibility in roles and responsibilities. Team members should be adaptable to new tasks, and leaders should provide guidance when priorities shift. Team members often split their time between projects or teams, which can affect their ability to fully contribute to the team. Ensure that workloads are balanced, and resources are allocated effectively. Regularly check in with team members to address any time constraints or conflicting priorities.

## Coaching Different Types of Teams (continued):

**Newly Formed Teams:** It is essential that newly formed teams start with a good foundation so that energy is available for all team interactions. Therefore, a focus on building team identity can be an important first step before beginning any teamwork. It's important to ensure everyone understands the team's purpose and how their work contributes to the organization's broader goals. This shared mission helps create a sense of unity. Establish clear, achievable objectives that everyone is working towards. This helps align the team and gives everyone a sense of shared purpose. Work with the team to define the core values that will guide their behavior and interactions. Encourage everyone to uphold these values in their daily work. Implement regular practices or rituals, such as weekly check-ins or team-building activities, that reinforce the team's values and create a sense of belonging.

During the early stages of teaming, work can seem overwhelming, and it can be easy to focus on the daunting complexity of issues and circumstances at play; thereby limiting energy in the Sharing Mindsets element. The team leader and more experienced team members can help redirect focus on the inherent opportunities for growth and model a positive, optimistic attitude about the ability of the team to meet the challenges.

**Teams with Transactional Leaders:** It is important to understand and respect the transactional leader's focus on efficiency, productivity, and clear goals. Ensure coaching goals align with the leader's objectives to gain their support. Facilitate clear and open communication channels within the team and encourage regular feedback loops to address issues promptly and maintain alignment with goals. Provide training on conflict resolution to address issues arising from the transactional leadership style. Equip team members and the leader with skills to handle disputes constructively. Help the leader to bridge the Gap between Transactional and Transformational. Facilitate team-building activities that strengthen relationships and improve collaboration. Encourage the leader to recognize and reward teamwork, not just individual achievements. Coach the leader on the value of occasional flexibility to foster innovation within a structured environment. Encourage autonomy within the boundaries of the transactional framework. Highlight the importance of sustainable growth and development alongside immediate performance metrics.

**Teams with Outliers:** First and foremost it is important to understand why one or more team members are not experiencing the team in the same way. Then help the team to address the issue. Lay out clear expectations for team participation and how the team will encourage, monitor, and integrate diverse ideas. Regularly review the team's purpose, goals, and roles. Then discuss where there are discrepancies in understanding or confidence. Hold team members accountable for their interactions and contributions.

This can also be addressed on an individual level and you may want to consider using an individual assessment to help pinpoint the best development strategies moving forward. Then offer individual development and/or skills training. With issues that are more personality-based, encourage professional therapy. If a leader is intransigent, consider replacing the dysfunctional member.

## An effective team coach needs to...

- Establish trust and rapport and create a safe and supportive environment where team members feel valued and willing to explore their collective strengths and challenges
- Help the team reflect on its recent past (and BRITE results) and what is working well and not so well
- Enable the members to create new ways of thinking, including shifting the frames of reference they are using to make sense of their collective experience.
- Assist the team in strategizing and planning new ways of engaging with their collective challenges. This includes challenges within the team and outside the team as they interact with the system.
- Monitor and provide feedback on the team's success in increasing generative energy and minimizing disruptors (holding the team accountable for changing its way of being a team).



## NOTES

# STRATEGIC SALES

*“Sales is not about convincing anybody of anything. It’s about helping people solve problems or achieve goals.”*

- John Barrows, CEO, JB Sales

## Pricing and Special Considerations

### **Retail price for BRITE is \$1500 USD per team**

- BRITE accredited coach price is \$1140 USD
- Price adjusted by region
- Price remains consistent regardless of size of team

### **Volume Discounts**

- 1-3 BRITE reports - No discounts
- 4-10 BRITE reports - 10% discount on total
- 11-20 BRITE reports - 13% discount on total
- 21-50 BRITE reports - 15% discount on total
- More than 50 BRITE reports - 20% discount on total

### **Team of Teams Report - combines multiple teams into one BRITE report format**

- Minimum of 3 Teams
- No cost (get additional reports for more volume)
- Averages across teams' performance for Elements, Generators, and Disruptors instead of individual scores

### **Subgroup Analysis Reports: A division of the BRITE results from one team into smaller groups which then get their own BRITE report**

- When a look at 2 groups within a team is warranted, e.g. 2 time zones or different products
- Price: \$500 Retail, \$380 for BRITE Accredited Coaches
- NOT recommended for saving costs with large teams

### **Retakes: A second assessment of the same team (Time 1 and Time 2)**

- Useful to evaluate developmental progress
- Consider the amount of time a team spends together and the magnitude of development work

## Steps in a Sales Pitch:

1. Identify the needs of the client.
  - What do you consider an effective team?
  - What is currently limiting the effectiveness of teams?
  - Do you already measure team effectiveness? If yes, what do you like and don't like about the current measure?
2. Determine how much time you have to make the sales pitch.
3. Customize your pitch. Remove slides from the Sales Deck that do not meet the needs of the client and/or fit within the time constraints.
  - Eliminate slides that do not directly address their specific problem or pain point.
  - Include product comparative slides only if they already use a team assessment.
  - Most companies may not provide you with more than 10 minutes to make your pitch, so you will want to use 5-10 slides that hit the main points within the time constraints.
4. If time allows, consider walking client through a BRITE report demonstrating the simple elegance of how findings are displayed with the comprehensiveness of the feedback.
5. Discuss any special considerations (e.g., Team of Teams reports, volume discounts, subgroup analyses).
6. Secure the commitment.
  - Recap the main points of your pitch, emphasizing how BRITE meets their needs.
  - Propose next steps, whether it's collecting the information about the team needed for the order form or scheduling a follow-up meeting.
  - Directly ask for the sale or commitment, ensuring you are clear and confident.

## NOTES

## Leveraging BRITE During a Sales Pitch

- 1. Highlight its Comprehensive Approach:** Emphasize how BRITE offers a holistic perspective on team effectiveness, assessing various factors such as interpersonal relationships, energy flow, and emergent states within the team. Position BRITE as a comprehensive solution that goes beyond traditional assessments, providing deeper insights into team dynamics.
- 2. Showcase its Versatility:** Highlight BRITE's versatility in being applicable across different types of teams, including service teams, production teams, and cross-functional teams. Demonstrate how organizations can benefit from using BRITE across various team compositions and contexts, making it a valuable tool for diverse organizational needs.
- 3. Stress its Validity and Reliability:** Showcase the rigorous psychometric properties and research foundations of BRITE, emphasizing its validity and reliability in measuring team effectiveness. Position BRITE as a scientifically validated assessment tool that provides accurate and actionable insights for organizations.
- 4. Demonstrate its Impact on Organizational Performance:** Illustrate how organizations can use BRITE to drive positive outcomes, such as improved team collaboration, enhanced productivity, and better decision-making. Provide case studies or testimonials showcasing the tangible impact of using BRITE on organizational performance.
- 5. Emphasize the free Strategic Facilitation Guide:** this guide comes with every BRITE sale and that teams can reference during their development work. This is an 80-page reference guide that provide key interpretation points for BRITE results and more than 30 strategies that teams can employ to improve their effectiveness.
- 6. Offer Customized Solutions:** Tailor the use of BRITE to meet the specific needs and objectives of each organization. Offer customized solutions, such as coaching or development programs based on BRITE assessment results, to address unique challenges and goals. Highlight how BRITE can be integrated into existing organizational processes to maximize its effectiveness and value.

## NOTES

## BRITE Assessment Compared to Others:

BRITE Assessment Characteristics	Frequency of Other Assessments
Focus specifically on team	62%
Based on well-researched model	57%
Provide depth of coverage	38%
Include standards/benchmarks	36%
Collect data from all team members	33%
Have strong psychometrics	31%
Cover both team skills and dysfunctions	19%
Feedback oriented for different types of teams	14%

### NOTES

## Differences in BRITE vs. Other LC Offerings

Assessment Characteristics	BRITE	LCP	CLA	GEA	TPS
Individual leadership skills of team members		✓		✓	✓
Collective leadership competency of team		✓ (Group Report)	✓	✓	✓ (inferred)
Team synergy / collaboration (including nature of interactions)	✓		✓		✓
Team unity, alignment, and understandings	✓				
Emergent states of knowledge	✓				
Team performance outcomes	✓				
Team composition and roles and responsibilities	✓				
Applicable to all types of teams, (non-leadership teams)	✓				
Descriptive feedback on strengths and challenges of team	✓		✓		✓ (indirect)
Comparison of actual to ideal performance			✓		
Comparison of Team Performance with Standards	✓				
Benchmarking	Coming Soon	✓	✓	✓	✓

## Comparing CLA and BRITE and Choosing Which to Use\*

### CLA

- Based on the Universal Model of Leadership
- Measure of collective leadership effectiveness
- Leadership skills of a group or team
- Assesses creative competencies and reactive tendencies
- Results highlight gap between current and desired collective leadership
- Can be rated by self and/or others
- Development focus is on individual skills of team members
- Meant for senior leadership teams

### BRITE

- Based on the research with studies of team effectiveness
- Measures team effectiveness
- Dynamic relationships and emergent states
- Assesses energy generators and disruptors
- Results highlight the flow of energy in and between team members
- Rated by team members only
- Development focus is on teamwork
- Can be used for any type of team (including senior leadership teams)

\*Note: you can choose to use both!

### NOTES

## BRITE Administration

### *Coach's Experience*

- Submit the order form
- Confirmation email
- Invitations automatically sent to participants
- Progress update(s) provided, and reminders sent
- Assessment closes (If 80% of team AND team leader have responded)
- Report Generated and sent (along with Strategic Facilitation Guide) within two business days

### *Team's Experience*

- Personalized email from [research@leadershipcircle.com](mailto:research@leadershipcircle.com) with unique link to BRITE, description, and closing date
- Automatic reminders to complete the BRITE sent to non-responders
- BRITE takes on average 20 minutes to complete
- Respondents do not need to complete the survey in one setting

## NOTES

## Checklist of Information Needed for Ordering BRITE

- Name of Team
- Name of Team's Company
- Name and email address of team leader
- Type of team (e.g., leadership, service delivery, production, project)
- How long the team has existed (in years)
- How the team usually meets (i.e., in-person, virtual, hybrid)
- Number of team members who are new within the last year
- Name and email addresses of each team member
- Date assessment is to launch
- Target date for closing the assessment
- To whom should the electronic report be sent

**Note:** BRITE is available in English and Spanish. You can access the correct order form by selecting the appropriate flag in the upper right hand of the online order form: <https://shop.leadershipcircle.com/products/brite-team-assessment>

### NOTES

# Parking Lot Questions

NOTES

# BRITE™

Broad-based Roots Influencing Team Effectiveness

LEADERSHIP  
CIRCLE®