

# BRITE

Broad-based Roots Influencing Team Effectiveness

**SOLARFLARE EATS** | WIDGET PROJECT TEAM

2024-03-08

# BRITE

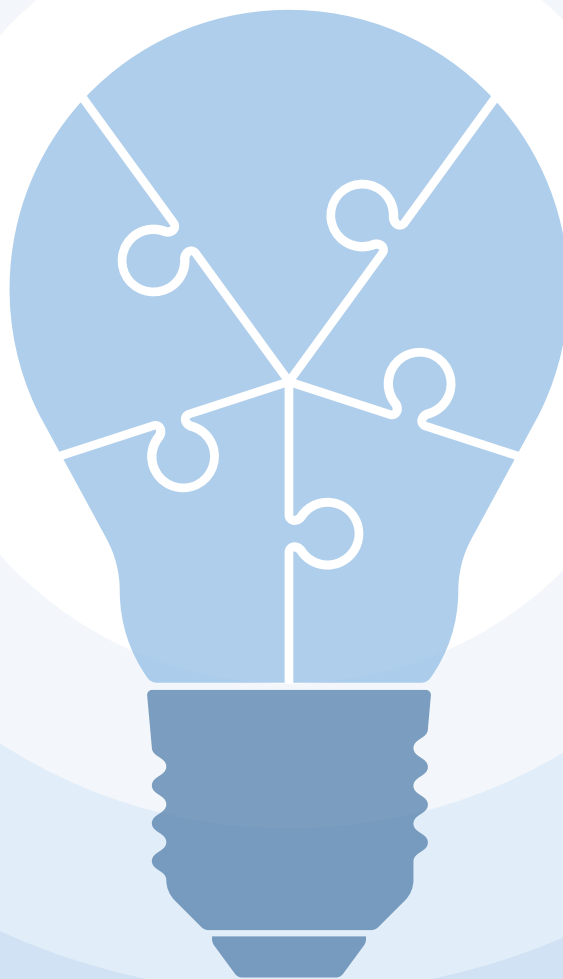
## Broad-based Roots Influencing Team Effectiveness

Congratulations on utilizing one of the most comprehensive and well-grounded team assessment tools. The conceptual model underpinning BRITE was developed based on research conducted with more than 26,000 teams from around the world.

Analyzing the results of this research, we have identified the energy generators and disruptors that have the greatest influence on team effectiveness. Measuring performance on these generators and disruptors and the dynamic interaction between them, we are able to evaluate the effectiveness of a team.

Highly effective teams are like bright lights within an organization. They increase a business's competitive advantage. And while individual effectiveness is necessary, it is not sufficient for producing exceptional outcomes. Collective effectiveness results from the way team members interact with each other: the quality of their conversations, the effectiveness of their decision-making, their level of alignment on vision, their level of agreement on key strategies, their degree of trust and honesty, the quality of their joint execution, and so on. However, highly effective teams don't just happen, they are the product of engaging in ongoing development.

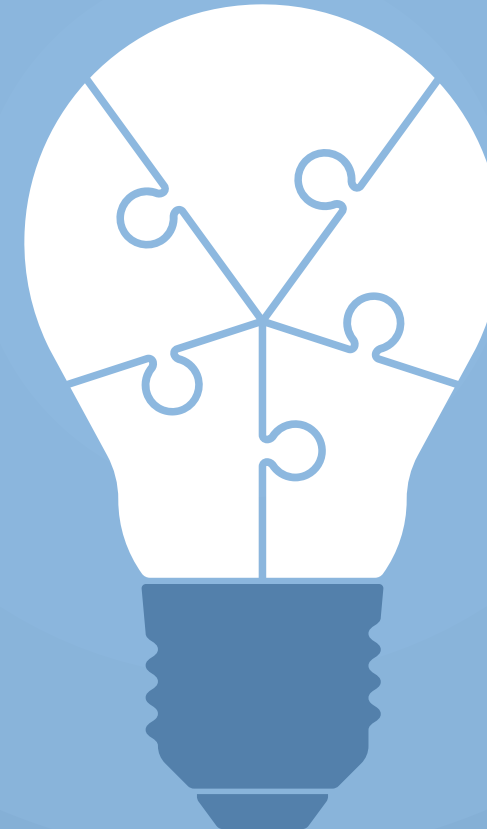
Team effectiveness is a practice that requires focus and work. This practice includes soliciting and using feedback to continue to improve cohesion and productivity. The results of this assessment can be used to raise the awareness of existing strengths and challenges and to identify areas in which development work has the greatest potential for improving team

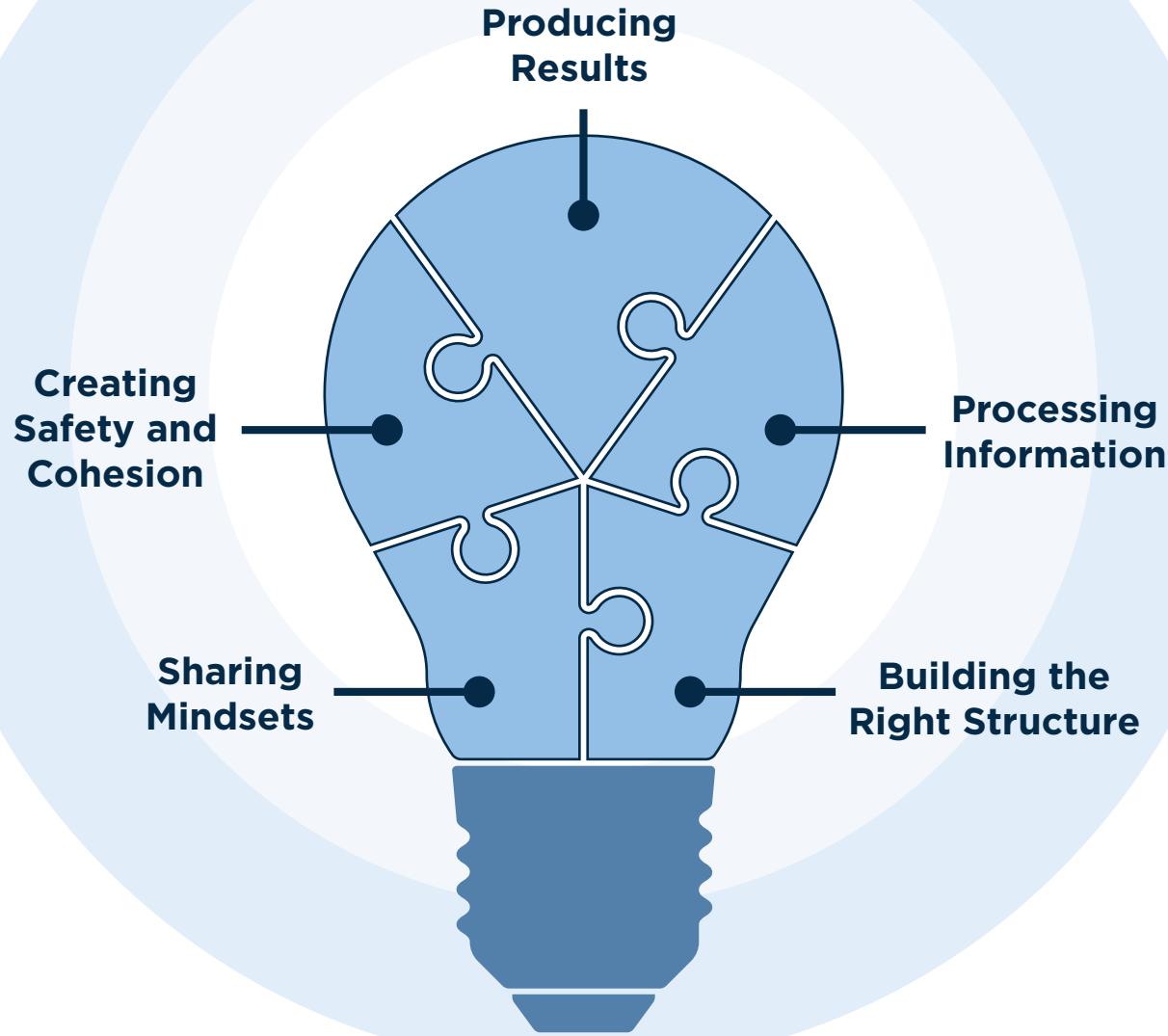




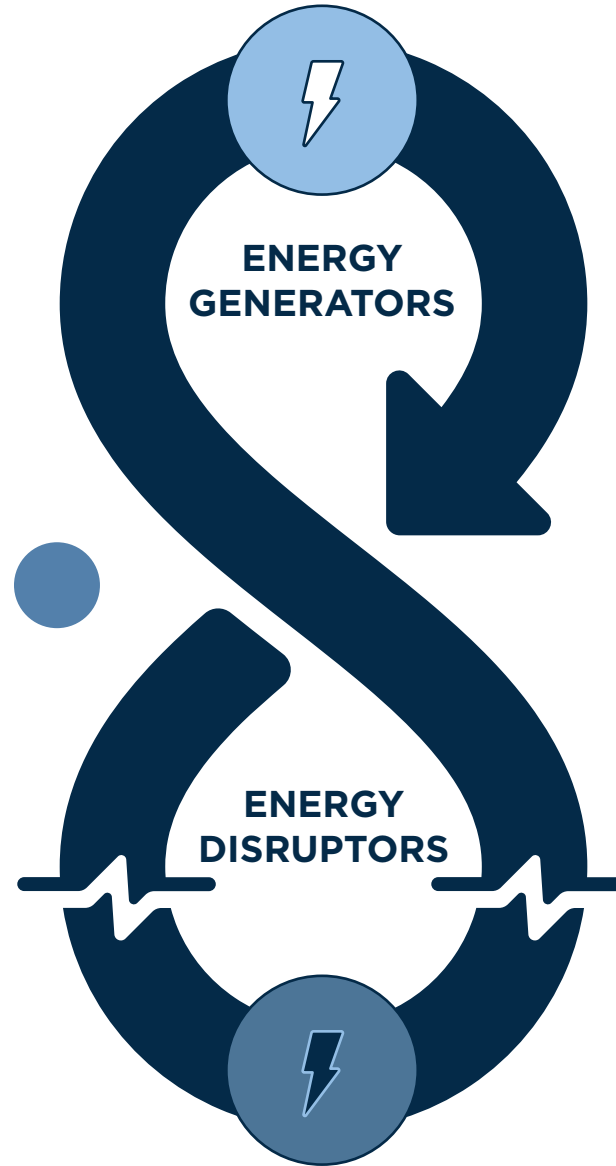
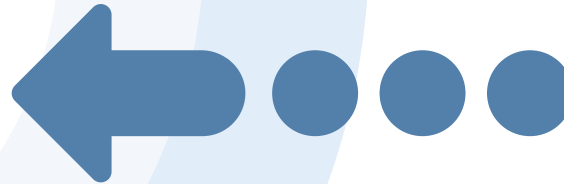
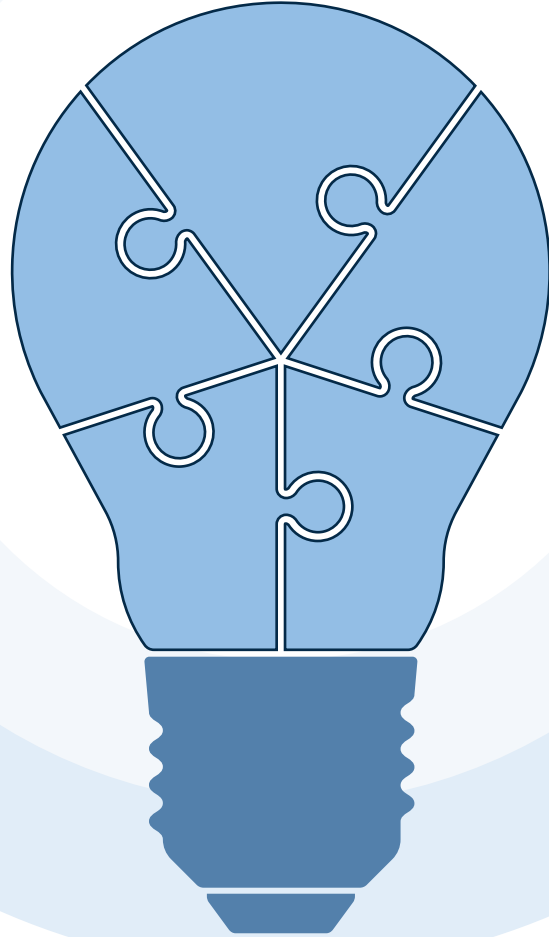
# EFFECTIVE TEAMS CREATE...

- 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





**There are 5  
critical elements  
that interactively  
contribute to team  
effectiveness**



Team effectiveness is determined by the flow of energy in a team. Highly effective teams have a full flow of energy and use this energy to create results that have a significant impact. They are, in essence, a bright source of innovation for the organization.

There are **GENERATORS** that increase energy and **DISRUPTORS** that diminish energy. This assessment looks at the dynamic interplay of generators and disruptors within each of the five critical elements linked to team effectiveness.

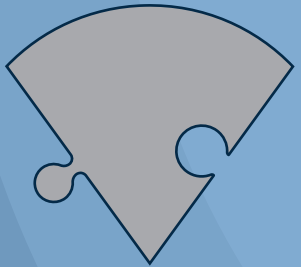
**Note:** All generators and disruptors for each element are included in this report.

# 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.



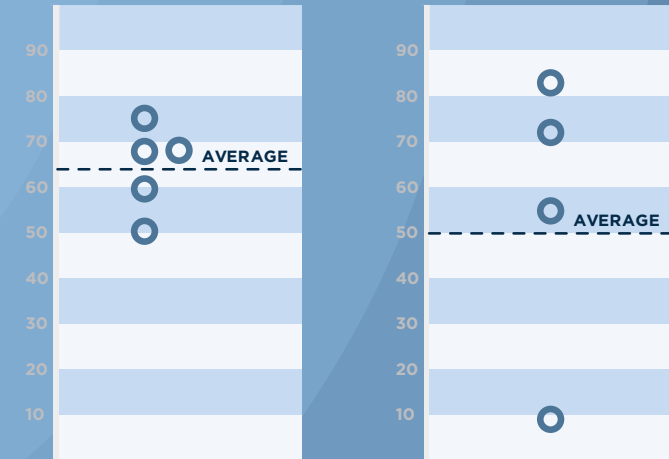
- Dim shading indicates only partial energy flow caused by a lower presence of generators and/or an increased presence of disruptors.



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

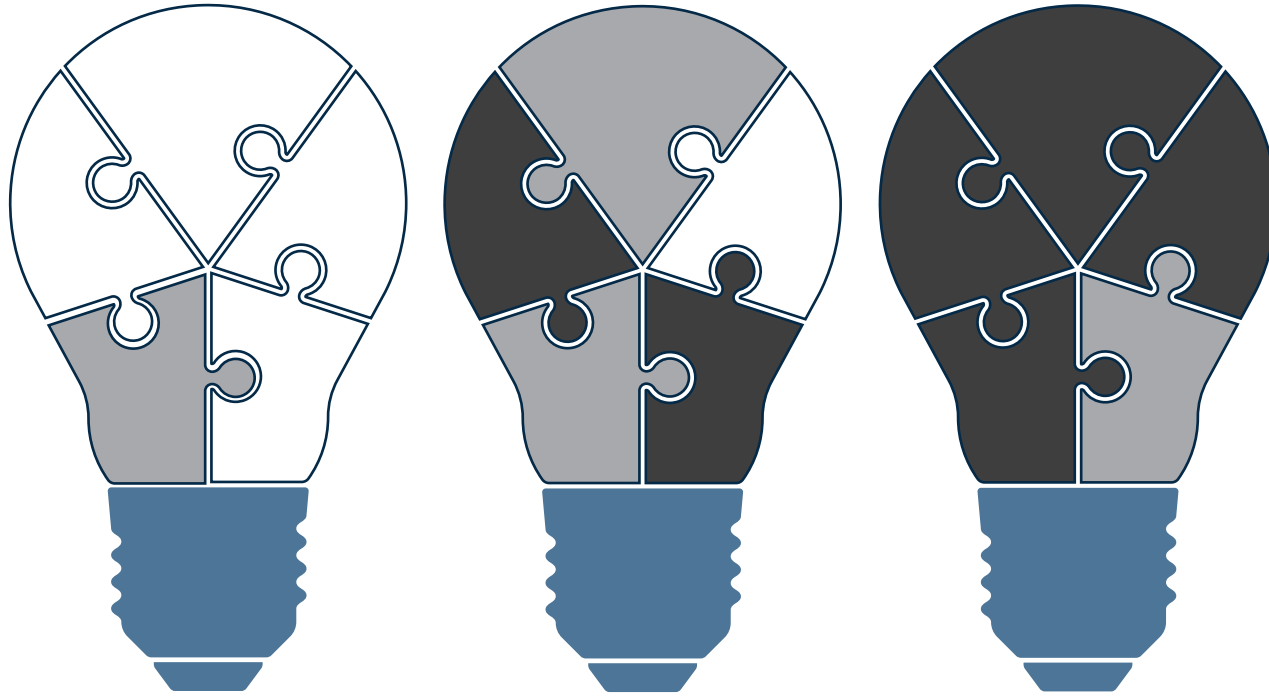
**Team Alignment** provides an indication of individual team members' access to the energy flow, the extent to which team members are sharing the same experiences.

- When team members' ratings of generators and disruptors are similar, they provide a more accurate depiction of the energy that is available within the team, as illustrated in the graph on the left below.
- When team members' ratings significantly differ or are dispersed, as in the graph on the right, it indicates an imbalance in energy flow and suggests that additional teamwork may be needed to unleash the current energy potential of the team.



**Note:** The level of team alignment is measured by **standard deviation (SD)**, with larger numbers reflecting greater dispersion.

# TEAM EFFECTIVENESS



**High-Performing**

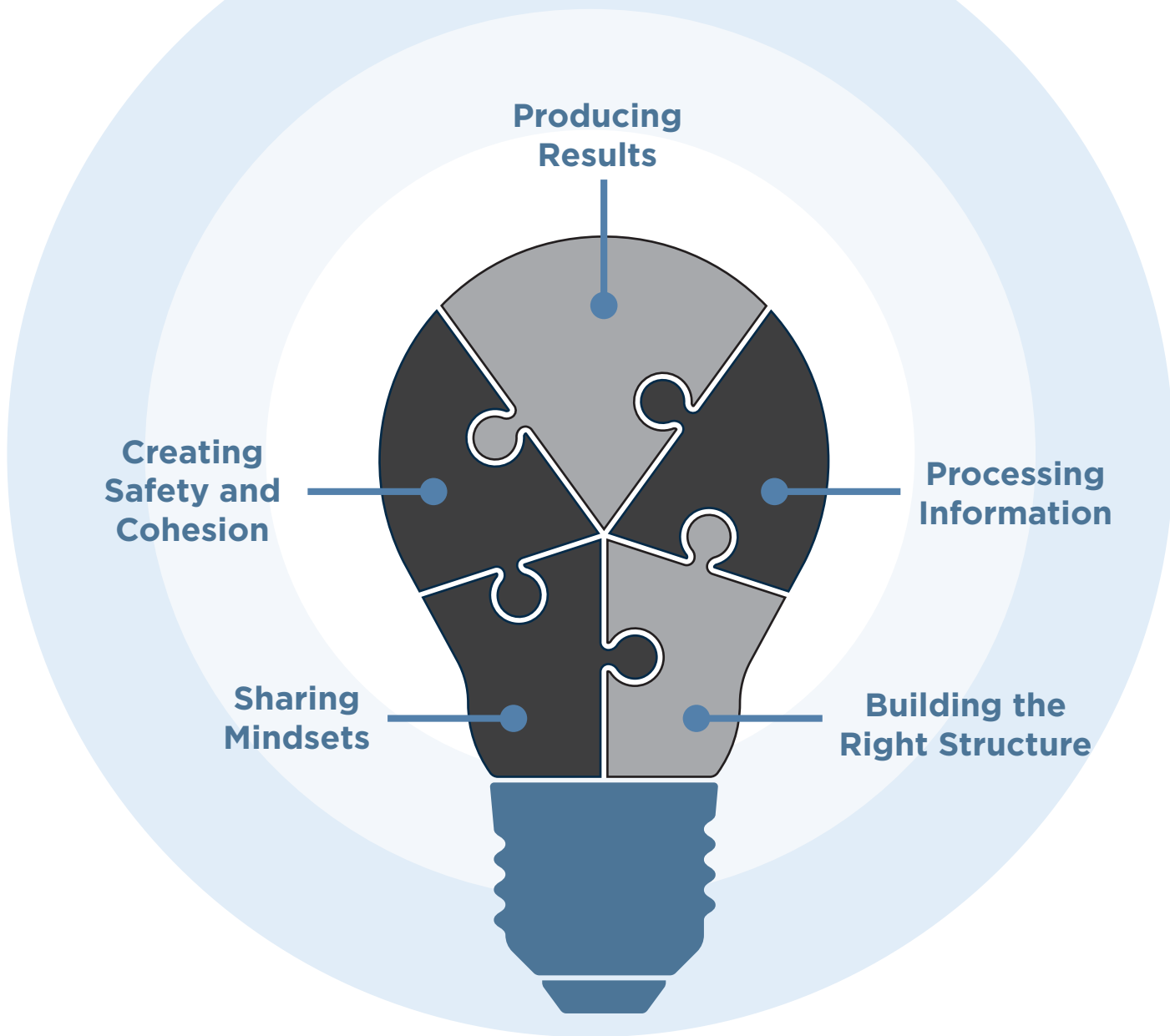
**Moderately Effective**

**Ineffective**

Energy from all elements is aggregated into an overall team effectiveness score. This score is then compared against performance criteria and teams are classified into one of five categories:

- Exceptional
- High-Performing
- Moderately Effective
- Low-Performing
- Ineffective

Examples of three types of teams with different combinations of energies and levels of effectiveness are illustrated in the lightbulbs to the left.



# YOUR OVERALL TEAM EFFECTIVENESS SCORE

# 46

Number of Team Members Responding: 7

# Overall Team Effectiveness Score

The categorical description below that corresponds with your team's score reflects the extent to which the team will successfully execute strategic plans, achieve goals, and have a positive impact on the organization.

## Exceptional Team (Scores between 88 and 100)

Your team can be considered a highly effective, world-class team. There is an abundance of energy and good flow throughout the team with very few disruptors.

In every area of team functioning and dynamics, team members are showing up positive and fully engaged. Being vigilant to maintain this energy will ensure that you continue to produce exceptional outcomes.

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

Your team is effective but has not yet matured into a world-class team. 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.

Look to fully integrate individual team member skills into collaborative efforts that will help maximize team success.

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

Your team is neither highly effective nor ineffective. You have strengths but also one or two key areas that are holding you back. You are likely experiencing some successes but also many setbacks.

Working to reduce energy disruptors while also building team unity and cohesion will be important for transitioning past this tipping point.

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

Your team generally lacks 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.

Reviewing the commitment and understanding of each team member will be important for turning performance issues around. This may include revisions to team structure or participation norms, including how members will hold one another accountable for engaging in generative ways.

## Ineffective Team (Scores below 33)

Your team is 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. A deliberate and conscious effort to make changes across the board will be required if the team is to have any meaningful impact.

## Further Considerations

To better understand what is contributing to your team's score, it is important to consider where energy is being generated (or not) and where energy may be being disrupted and lost. The next several pages of this report provide specifics about each element contributing to your overall team effectiveness score.

You will want to pay particular attention to any generator score that falls below 80 and any disruptor score that is higher than 40 as possible drivers of team impact.

# SHARING MINDSETS

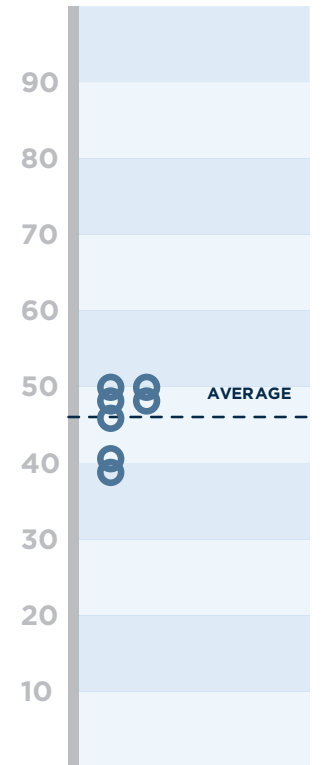
The most effective teams have a shared understanding about who they are and what they will be pursuing together.

## Energy Score

45



| COLOR | ENERGY SCORE | INTERPRETATION      |
|-------|--------------|---------------------|
|       | 70-100       | Full Energy         |
|       | 50-69        | Partial Energy      |
|       | Below 50     | Insufficient Energy |



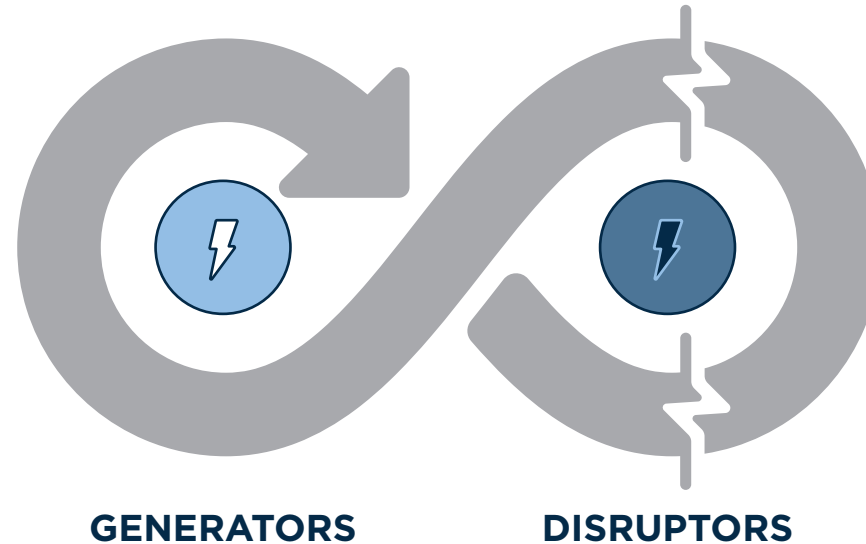
TEAM ALIGNMENT  
SD\* = 3

\*See page 6

# SHARING MINDSETS

## ENERGY GENERATORS

- 53 One Team, One Goal
- 49 Belief in Team Efficacy
- 33 Systemic View



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

## ENERGY DISRUPTORS

- 46 Silo Mentality
- 57 Negative Attitude
- 63 Blaming Culture

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

# Energy Available for Sharing Mindsets

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

## Energy Generators

**One Team, One Goal:** 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.

**Belief in Team Efficacy:** 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.

**Systemic View:** 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.

## Energy Disruptors

**Silo Mentality:** 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.

**Negative Attitude:** 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.

**Blaming Culture:** 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 reduces the energy needed for sharing 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.

# Development Spotlight: How aligned are you as a team?

Although team members often think they are aligned, this perception may not reflect reality. A good test to supplement the rating scale findings is to actually review the goals that team members suggest are priorities. We asked team members to **list the top three strategic goals of the team**. Their answers are provided below. If there is not at least an 80% overlap between everyone's lists, devote some time at your next team discussion to raise this topic.

*Complete the Widget project on time and within budget.*

*Identify who owns each piece of the project; secure budget for each piece; complete the work and evaluate if it is within the proposed budget.*

*Do whatever the CEO thinks is best as quickly as we can.*

*Determine who owns each piece of the project and what budget they will have available; monitor tasks and report back on whether or not they are on target; ensure that the entire project is completed within the agreed upon timeline.*

*Identify project tasks and assign a person to each task.*

*Spend as little as possible while maximizing project output.*

*Create a new widget that meets CEO criteria.*

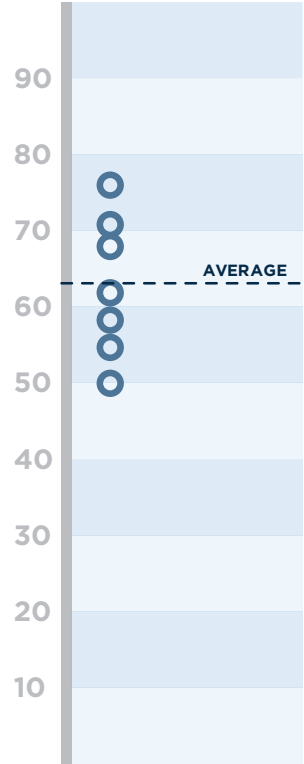
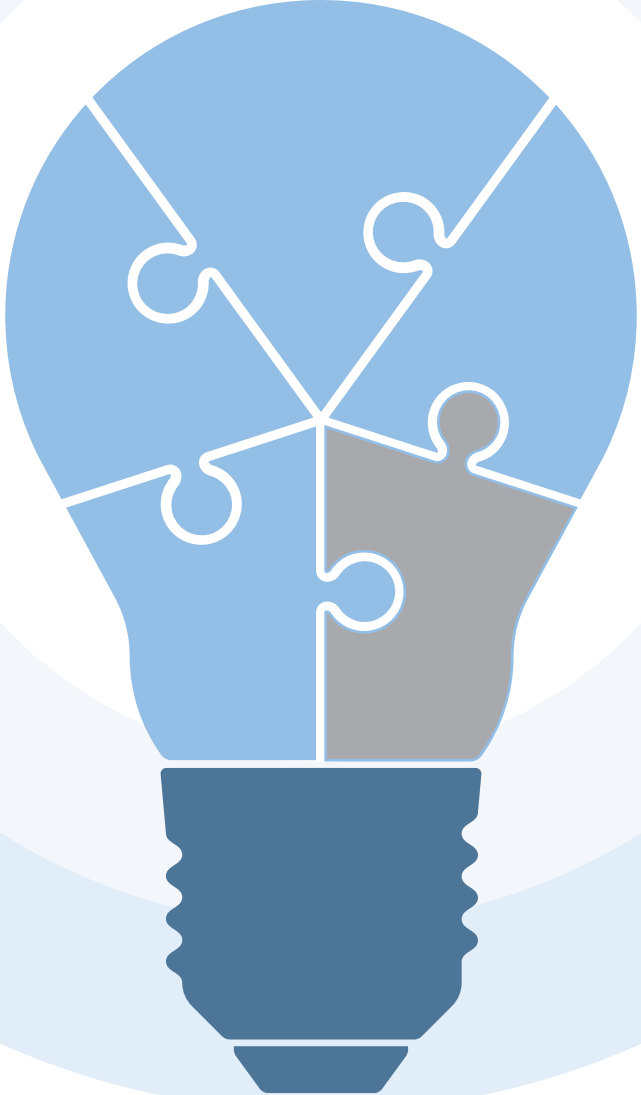
# BUILDING THE RIGHT STRUCTURE

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

## Energy Score

63

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



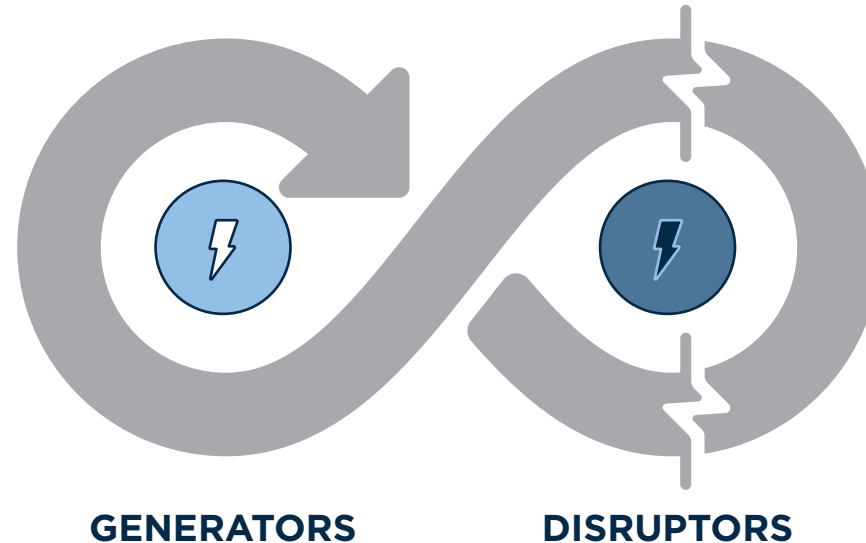
TEAM ALIGNMENT  
SD = 7

# BUILDING THE RIGHT STRUCTURE

## ENERGY GENERATORS

- 75 Effective Team Composition
- 64 Clear Roles and Responsibilities
- 57 Transformational Team Leadership

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



## ENERGY DISRUPTORS

- 34 Team Size Too Big
- 41 Unreliable Team Members
- 46 Transactional Team Leadership

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

# Energy Available for 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.

## Energy Generators

**Effective Team Composition:** 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.

**Clear Roles and Responsibilities:** 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.

**Transformational Team Leadership:** Team leaders who share leadership and empower team members by involving them in decision-making and co-creating 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.

## Energy Disruptors

**Team Size Too Big:** 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.

**Unreliable Team Members:** 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.

**Transactional Team Leadership:** 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.

# Development Spotlight: How can the team leader facilitate team growth?

The team leader has a particularly important role in team success. So, we asked team members **what actions the team leader should take to bring out the best in the team**. Their suggestions are provided below and should be reviewed to determine if there are ways that the leader can boost team energy.

*More final decisions from the team as a consensus. More validation that the team is doing a great job.*

*Speak last, not first, in group mtgs (Bezos principle). Encourage/coach on data-driven experiments, agility. Build trust across individuals; speak openly together.*

*Dive deeper with the team to co-create more urgency to deliver action, specifically less talking and more action on driving project results through data and timelines.*

*Make all accountable for their role on the team. More comfortable exercising some directive management so that we can meet deadlines.*

*Facilitate rather than dictate team objectives and priorities. Acknowledge team and business challenges openly. Hold all team members accountable as a group for project success.*

*Be very direct and specific with each member what he wants from them and what he needs them to do differently.*

*There is room for doing our jobs more effectively. Promote on job training and support all team members attending the training.*

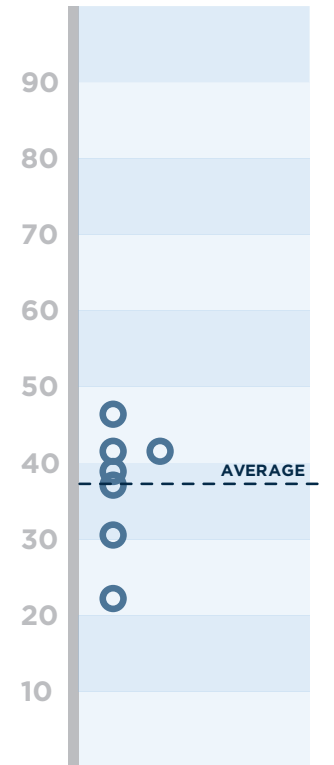
# CREATING SAFETY AND COHESION

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 Score

# 37

| COLOR | ENERGY SCORE | INTERPRETATION      |
|-------|--------------|---------------------|
|       | 70-100       | Full Energy         |
|       | 50-69        | Partial Energy      |
|       | Below 50     | Insufficient Energy |

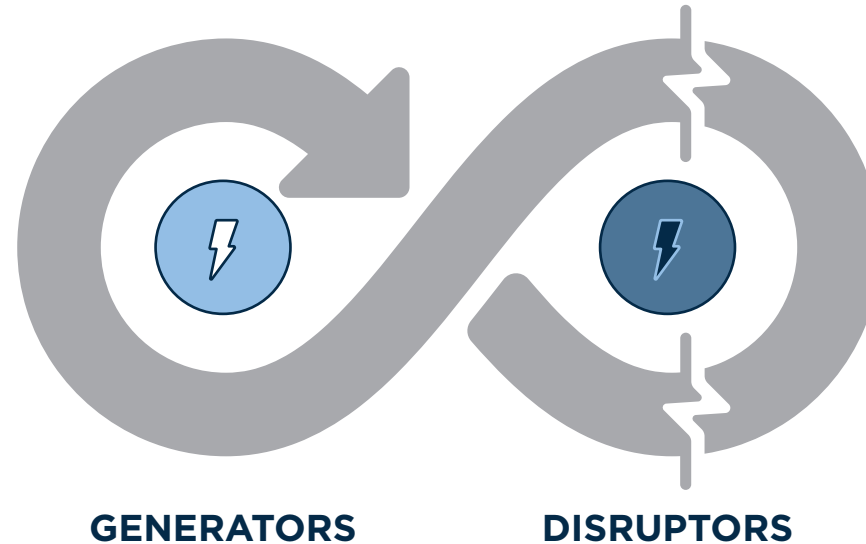


TEAM ALIGNMENT  
SD = 4

# CREATING SAFETY AND COHESION

## ENERGY GENERATORS

- 40 Welcoming Participation Structures
- 36 Interconnectedness
- 35 Team Emotional Intelligence



## ENERGY DISRUPTORS

- 66 Distrust
- 58 Political / Pleasing Culture
- 62 Destructive Dynamics

*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.*

# Energy Available for 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.

## Energy Generators

**Welcoming Participation Structure:** 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.

**Interconnectedness:** 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.

**Team Emotional Intelligence (EQ):** 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.

## Energy Disruptors

**Distrust:** 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.

**Political/Pleasing Culture:** 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.

**Destructive Dynamics:** 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.

# Development Spotlight: What are your participation norms?

Many teams assume that everyone understands the expectations of how team members will participate. However, making these expectations explicit can help the team engage more actively and monitor when expectations are not being met. We asked **what the stated or understood expectations are for how members are to participate together on the team**. Review the comments below and look for the outliers or missing principles that should be made explicit.

*Active listening. Safe space. May feel or be safer for some than others. Something is holding people back. What is it?*

*The stated expectation is this is our first team and we need to operate as one.*

*don't know*

*We are not on the same page on this- some of us talk over each other, some wait patiently but then never get to provide input.*

*Psh, there aren't any and so it's a free for all zone where the loudest voice wins.*

*We should elaborate these more! We need rules about fully listening to everyone's thoughts WITHOUT judgement and also keeping the negativity down!*

*I think it is expected for us to just automatically work together and collaborate. Often that doesn't happen - we have a tendency to even assign work to individuals based on their expertise only, and this causes friction points. Three team members just mentioned today that they want to quit the team.*

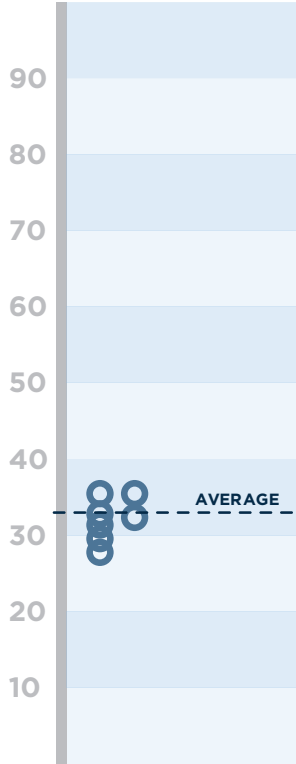
# PROCESSING INFORMATION

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

## Energy Score

32

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

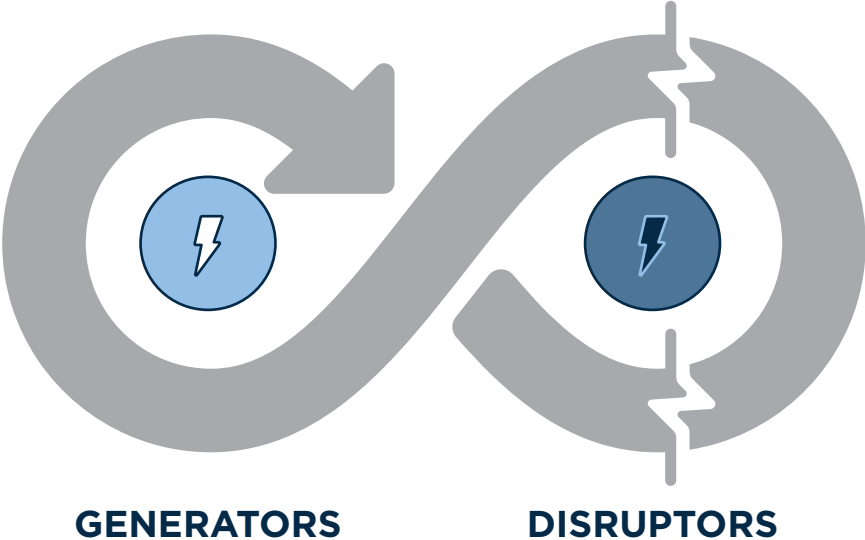


TEAM ALIGNMENT  
SD = 2

# PROCESSING INFORMATION

## ENERGY GENERATORS

- 39 Open Information Exchange
- 45 Efficient Meetings
- 41 Collective Knowledge Generation
- 38 Active Monitoring and Regulation



## ENERGY DISRUPTORS

- 67 Impulsive Responding and Polarization
- 80 Unbalanced Participation
- 75 Unmanaged Conflict

*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.*

# Energy Available for Processing Information

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

## Energy Generators

**Open Information Exchange:** 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.

**Efficient Meetings:** 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.

**Collective Knowledge Generation:** 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.

**Active Monitoring and Regulation:** 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.

## Energy Disruptors

**Impulsive Responding and Polarization:** 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.

**Unbalanced Participation:** 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.

**Unmanaged Conflict:** 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.

# Development Spotlight: How can team meetings be improved?

Team meetings are often the lynchpin to more effective information processing within a team. Making changes in the design, focus, and efficiency of team meetings can result in significantly improved team productivity and satisfaction. When team members were asked to **provide specific feedback on how team meetings might be improved**, they offered the following suggestions.

*More detailed agendas, more explicit actions/next steps, creative/different methods of communication outside of meetings*

*We really need more follow through as a result of our meetings. Right now all we do is talk talk talk without coming up with a plan.*

*Everyone contributing*

*Determine the best approach(es) for making space for all voices. Determine how to support all voices coming forward. Create opportunities for discussions that dig deeply into the project. Maybe training is required on how to facilitate a productive and rich meeting?*

*Don't allow tangential conversations like those that lead us down 'rabbit holes'.*

*Have the harder conversations when some people are not meeting timelines for the project. Everyone needs to say what they think and believe is important in the project.*

*Far too often it's form over function, spending time on how we'll report out to one another rather than the substance of what is being reported. Far too repetitive. Discussing tasks more frequently doesn't mean those tasks will get done faster. There are other very important topics that get little to no discussion as a result.*

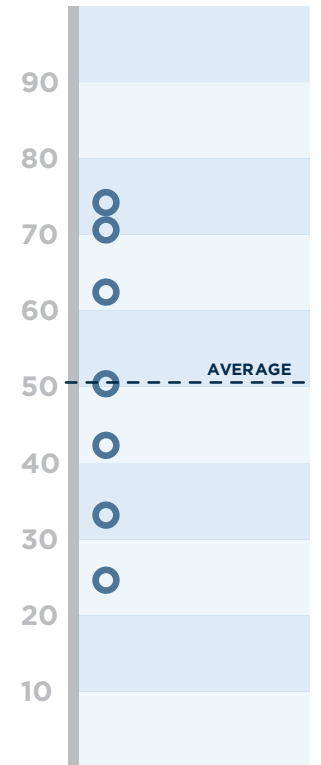
# PRODUCING RESULTS

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

## Energy Score

# 51

| COLOR | ENERGY SCORE | INTERPRETATION      |
|-------|--------------|---------------------|
|       | 70-100       | Full Energy         |
|       | 50-69        | Partial Energy      |
|       | Below 50     | Insufficient Energy |



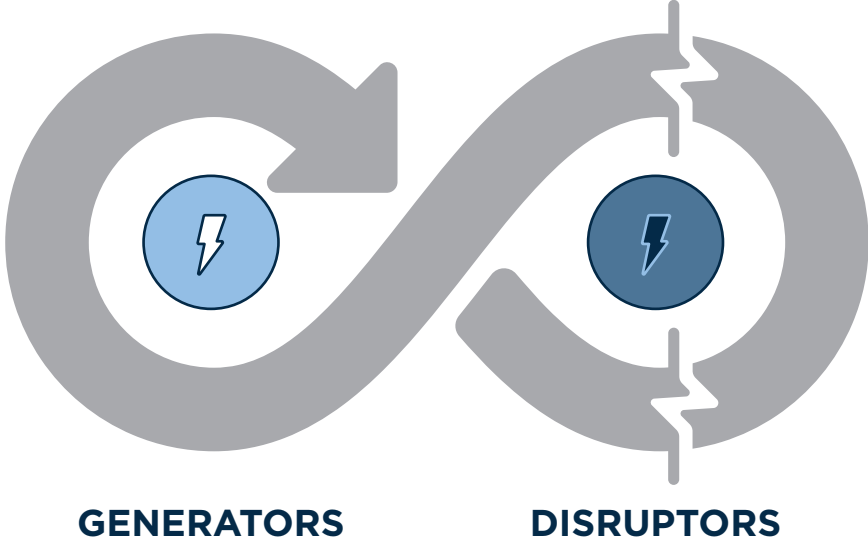
TEAM ALIGNMENT  
SD = 19

# PRODUCING RESULTS

## ENERGY GENERATORS

- 58 Collaborative Problem Solving
- 50 Strategic Planning and Decision Making
- 54 Execution and Collective Accountability
- 52 Focus on Continuous Improvement

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



## ENERGY DISRUPTORS

- 48 Groupthink
- 57 Reactive Responding
- 53 Capitulation

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

# Energy Available for 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.

## Energy Generators

**Collaborative Problem Solving:** 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.

**Strategic Planning and Decision Making:** 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.

**Execution and Collective Accountability:** 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.

**Focus on Continuous Improvement:** 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.

## Energy Disruptors

**Groupthink:** 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.

**Reactive Responding:** 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.

**Capitulation:** 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.

# Development Spotlight: What is the imperative for change?

When we asked team members to suggest **the one thing that the team should immediately focus on to improve overall effectiveness**, they gave the responses below. Look for common themes and how they influence team performance skills as a call to action for team development.

*A step back to understand the purpose of the project and associated tasks instead of 'this is always the way we have done things.'*

*Try as we might we still operate in silos. Everyone is fighting for more budget for their task, rather than thinking about the overall plan for the project. As a result we have a disconnect on the resourcing available for each initiative.*

*Promote increased communication on progress of goals (whether good or bad), accelerate information flow.*

*I don't know. Mostly I feel like I just do my work and whatever happens, happens.*

*Do what we're doing now- use this feedback to actually change things around here!*

*We need more resources to actually accomplish what we want.*

*Possibly reviewing/clarifying the core purpose and the importance of each member's role -hopefully to foster communication and timely work.*

# Improving Team Effectiveness

## Creating Good Energy Flow

### Keys to Reviewing Your Results

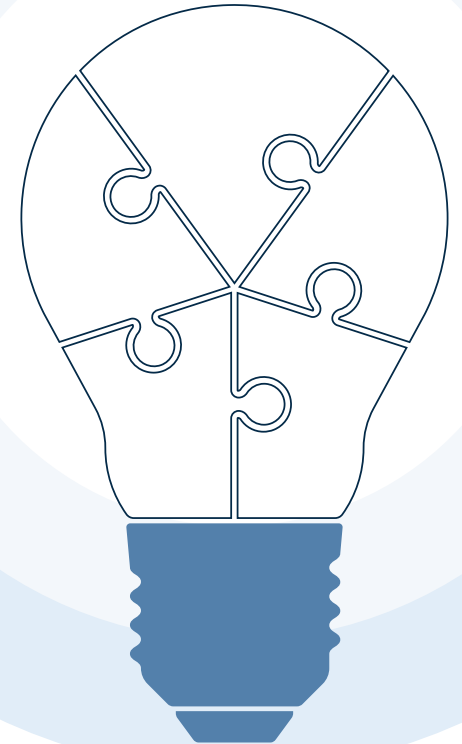
Teams are dynamic energy systems. When energy is fully flowing through and between team members, it creates collective and emergent strengths that wouldn't otherwise arise. When teams lack sufficient energy, or the flow is being disrupted, the drain on the system can fracture teamwork and result in lower quality interactions, decreased productivity, and lack of innovation. The key to becoming more effective as a team is therefore to increase the flow of energy by 1) boosting energy generation, 2) addressing disruptors, and 3) ensuring flow throughout the team.

**Comparing Scores:** Look for opportunities to increase the energy in your team by changing how you approach teamwork. Consider which element, e.g., Sharing Mindsets, demonstrates the lowest energy. Then look to see which energy generators associated with the element may not be sufficiently present (have scores below 80). Also, check to see which energy disruptors associated with the element may be in play (have scores above 40). Discuss with the team strategies for creating more focus on the generators and how team members will hold one another accountable whenever they encounter one of the disruptors.

**Team Alignment:** The standard deviation (SD) reported below each alignment graphic represents the amount of dispersion or imbalance in energy across the team. Any SD greater than 10 suggests that the potential energy of the team may not be realized for all team members. Teams will want to review any elements where there is a large variance and discuss which generators and disruptors may play out differently for team members and why. Course corrections toward making the team experience more inclusive will help to unleash the full energy potential of the team.

### Considerations for the Newly Formed Team (NFT)

Scores may be less relevant for the NFT because many of the energy generator strengths emerge as team members interact with one another. When teams have not had sufficient time together, the ratings may reflect the lack of interaction as much as a lack of energy generators, and the score may underestimate the team's actual potential to execute. It is also possible that members of an NFT respond based on their desire and not performance because of limited opportunities to observe team behaviors. Consequently, they may overestimate a team's true potential.



## Improving Team Effectiveness (continued)

A focus on Sharing Mindsets is an important place for members of the NFT to develop. Holding discussions to ensure unity of purpose and goals will go a long way toward the team's eventual effectiveness. In particular, the team should pay attention to the findings on Page 14 of this report to check for current alignment and where there may be opportunities to increase understanding and tie to the overall purpose of the team.

### Considerations for the Virtual Team

Virtual teams often experience challenges because of the limited frequency and nature of the interactions of the team due to non-colocation (remote vs. face-to-face connections). The use of technology to have “virtual contact” alleviates some but not all of the drawbacks, and the virtual team must make a concerted effort to overcome the natural limitations to team energy within several areas. When considering where to begin development work, the virtual team should focus on the following energy subscales:

- Systemic View (Sharing Mindsets)
- Distrust (Creating Safety and Cohesion)
- Interconnectedness (Creating Safety and Cohesion)
- Open Information Exchange (Processing Information)

- Impulsive Responding and Polarization (Processing Information)
- Efficient Meetings (Processing Information)
- Collective Knowledge Generation (Processing Information)
- Groupthink (Producing Results)

Pay particular attention to generator scores below 80 or disruptor scores above 40.

### Considerations for the Senior Leadership Team (SLT)

The SLT has responsibility for more than just team outcomes; it is also responsible for organizational success. To have the impact that will advance the business and encourage and support the performance of all other teams in the organization requires excellence (ideally a score above 88). SLT members will want to review their performance on the following energy subscales:

- One Team, One Goal (Sharing Mindsets)
- Transformational Leader (Building the Right Structure)
- Interconnectedness (Creating Safety and Cohesion)
- Open Information Exchange (Processing Information)

### Focusing on Individual and Collective Development

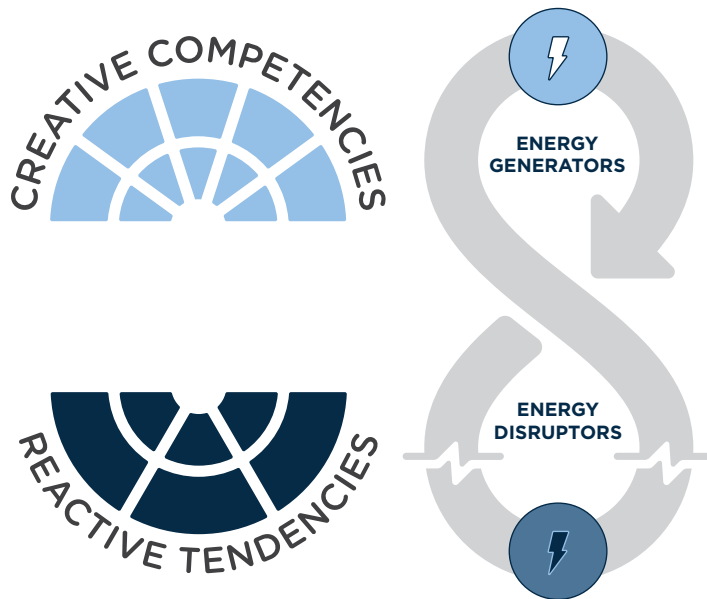
Individual members bring their own strengths and challenges to the team that can increase or decrease the energy available to a team. A team with more individually capable members has the potential for more team energy. However, collective individual capability alone is not sufficient to guarantee team effectiveness because team members must collaboratively integrate their strengths to build and surpass what could be achieved by all members individually. Highly capable individuals who do not work well together won't achieve the full potential of their team. Further, effective teamwork and emerging knowledge can compensate for challenges of individual team members. In essence, effective teamwork is influenced by individual skills, but is also greater than the simple addition of these skills. To improve team effectiveness, a team should focus on both developing individual team members and collective teamwork.

Our Universal Model of Leadership provides a comprehensive understanding of the leadership skills that influence individual capabilities and the energy they can bring to the team. We recommend that the assessment tool based on this model, known as the Leadership Circle Profile® (LCP)

## Improving Team Effectiveness (continued)

be used in conjunction with the results of BRITE to provide a more comprehensive development experience and to maximize team effectiveness.

The LCP assesses the creative competencies of individuals, skills that a team can use to generate energy. The LCP also measures the reactive tendencies of individuals, underlying beliefs and assumptions that tend to correlate with disruptors that drain energy from the team.



The specific LCP dimensions contributing to each of the BRITE elements are provided in the list below. Team members who develop the individual skills while addressing the reactive tendencies will find it easier to unleash the energy generators within a team and avoid energy drains. (Note: Reactive tendencies are listed in red.)

### Sharing Mindsets

Purposeful & Visionary  
Community Concern  
Systems Thinker  
**Ambition**

### Building the Right Structure

Selfless Leader  
**Autocratic**

### Creating Safety and Cohesion

Interpersonal Intelligence  
Composure  
**Pleasing**

### Processing Information

Colaborator  
Fosters Team Play  
Courageous Authenticity  
**Passive**  
**Arrogance**

### Producing Results

Strategic Focus  
Decisiveness  
Achieves Results  
**Belonging**

## Additional Support for Teams

To further understand your team's effectiveness and to identify specific patterns and development strategies for addressing those patterns, we recommend using one of our certified coaches, who can provide a detailed debrief of the findings included in this report.

In addition, we offer a Team Labs program that takes teams to the next level through a series of interactive workshops focused on creative breakthrough. Building on the results from the BRITE and LCP assessments, teams learn how to alter patterns and reshape possibilities for more effectiveness.

Please contact us for more information.

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