



BRITE

Broad-based Roots Influencing Team Effectiveness

Workshop Introduction

Team: Solarflare Eats

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WELCOME TO THE BRITE WORKSHOP

Welcome to the BRITE Workshop, a two-day immersion into team effectiveness. Backed by extensive research, BRITE is the only tool that assesses team dynamics comprehensively, guiding teams towards excellence.

Teams are dynamic energy systems, thriving when energy flows freely and faltering when disrupted. Highly effective teams understand this, driving innovation, market penetration, customer satisfaction, clear roles, and bold strategies.

Throughout this workshop, we explore the five critical elements of team effectiveness: Sharing Mindsets, Building the Right Structure, Creating Safety and Cohesion, Processing Information, and Producing Results. Join us as we illuminate the path to excellence with BRITE.



Please take a moment to review the material provided, as it will help facilitate our activities and conversations smoothly. Take this opportunity to reflect on your experiences, and come prepared to share your insights during our sessions:

What Will You Gain:

- Gain a profound understanding of the critical elements driving team effectiveness and the generative/disruptive factors shaping team behavior.**
- Explore real team examples, discovering practical ways to use BRITE assessment results for maximum team impact.**
- Engage in interactive activities, honing your skills in debriefing teams and selecting strategies for enhanced effectiveness.**
- Learn “tips and tricks” for effective team coaching and its integration with individual coaching in a team environment.**

UNDERSTANDING TEAMS

A team is **three or more individuals** who frequently work together to pursue the same high-level objective and where dynamic interactions occur.

In a Mercer global trends study, they found that almost every company around the world uses some form of teaming to deliver products, solve problems, and generate creative solutions. The reason companies operate in teams is because when they are effective, there is almost nothing a team cannot accomplish, and they can do it more effectively and more efficiently than individuals working on their own.

When there is a dynamic synergism between team members, it elevates individual members motivation and cognitive energy to pursue challenging goals and to create something greater than the sum of its parts.

Effective teams capitalize on the diverse expertise of their members to generate creative solutions, make quicker decisions, and execute tasks more efficiently than individuals working alone. Moreover, the synergy among team members elevates motivation and cognitive energy, driving them to pursue challenging goals and achieve outcomes that exceed the sum of individual efforts.



However, many teams do not live up to their full potential. In a 2015 study reported in the Harvard Business Review, they found that 75% of the teams they were studying were dysfunctional.

Rather than a good flow of motivational and cognitive energy, team members are often at odds, there is little cohesion, or sharing information, and team meetings can be contentious, with unmanaged conflict or result in surface-level agreement only.

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WHAT IS IMPORTANT FOR EVALUATING TEAM EFFECTIVENESS?

- Measure the Team as a Whole Entity, not as Individuals: It's critical to not simply measure individuals and then sum up the parts, but rather assess how this unique constellation of individual abilities and attitudes come together to manifest as THIS TEAM.
- Dynamic Nature: 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. So we have to capture these dynamic interactions.
- Psychometric Measure, Insight into Psychological Factors: It is important to remember that we are measuring mental attitudes and perceptions about relationships and teamwork, which means that we are not providing a definitive measure akin to a brain scan, but rather an assessment of psychological constructs – sometimes referred to as latent variables and this requires a psychometric measure.



- Diagnostic, Identify Strengths and Areas for Development: To be useful, it needs to identify strengths and areas for development for the team, and give us a rich, broad vocabulary to orient us toward a productive conversation 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.

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BRITE Results: Peeling the Onion

The BRITE results are presented with the intention of being explored, much like the process of peeling back the layers of an onion.

The layers within the assessment begin with individual team member responses and end with an outer layer that provides an overarching understanding of team effectiveness.



Just like an onion, these layers build upon each other, beginning at the center with the innermost layer, moving outward. How BRITE layers work:

- Energy flow is determined by how much generative or creative energy is present and how many disruptors are at play. When team members complete the assessment, their responses are averaged together to provide a score that indicates the presence of these generative and disruptive factors.
- Factor scores are then aggregated into an element score, indicating whether there's "full," "partial," or "insufficient" creative energy for dynamic interactions to take place.
- Element scores then combine into an Overall Team Effectiveness score that reflects the interconnected energy flow.
- The Overall Team Effectiveness score is compared to established team effectiveness standards and allows the team to grasp its overall performance level and the effort needed to advance toward becoming an exceptional team—achieving goals, innovating, and adding significant value to the organization.

To understand the results, we begin with the outer layer—the Overall Team Effectiveness score. We interpret that score by peeling back the onion to the next layer and discovering how the team's scores within each of the five critical elements influence the overall score: where the team's strengths and challenges lie. Further insight is gained by going a layer deeper and understanding the specific generative and disruptive factors at play within the element that is most challenging for the team.

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Practice Peeling Back the Onion

Throughout the workshop, we will use example results from simulated teams to better understand how BRITE works and how to apply BRITE results to improve team effectiveness.

Each workshop participant has been provided (via email) with a link to a BRITE report containing results from a simulated team. Please download this report so that you can complete the prework.

You should read the report and draw conclusions about the performance of your team, as well as identify places where further understanding is required. We have asked some guiding questions on the next few pages that can assist you in recording your observations.

It's perfectly acceptable if you don't grasp everything immediately. As we collaborate, we'll systematically unveil each layer, enhancing your comprehension step by step.

You've been assigned to review and look for meaning in the report for the Solarflare Eats Widget Project Team. Additional information about your client is provided below and may be useful as you review your report. [View the Solarflare Eats team report.](#)

The Solarflare Eats Widget Project Team, self-named "Widgets R Us," is a group of dedicated professionals who have been working on and off together for two years to complete the widget design project. The team of seven has had three new hires during this time and conducts all meetings remotely, as no two members are located in the same geographic area.

Although team members believe that there is room for improvement, they do not feel the need for outside help. The team is engaging in the BRITE assessment because it was mandated by the CEO.

Consider the following as you explore the report:

- What is the team's overall score, and how does that strike you?
- Peeling back the first layer, what comes to mind as you look at the score for each individual element?
- Going in even deeper, what patterns do you see in the individual generative and disruptive factors?
- What are your initial thoughts about how BRITE can help your new client?

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Understand the Outer Layer

Reflect on the following questions:

What is the team's overall score, and how does that strike you?

What might limit the ability for members to fully participate on this team?

How do I feel about the energy of this team?



Peeling Back a Layer

How are the various elements of dynamic energy influencing the overall effectiveness of this team?

	<i>What am I curious about?</i>
Sharing Mindsets	
Building the Right Structure	
Creating Safety and Cohesion	
Processing Information	
Producing Results	

Where is the team functioning best?

Where are there challenges that must be addressed?

How might team alignment affect each of these elements?

Reaching the Core

What is creating positive team energy, and what is draining team energy within each element of team dynamics?

	<i>Generators</i>	<i>Disruptors</i>
Sharing Mindsets		
Building the Right Structure		
Creating Safety and Cohesion		
Processing Information		
Producing Results		

What else stands out?

Summarized Insights

What other general observations do you have about this team?

How aligned is your team overall, and what might this mean?

How might the type of team influence its results and/or magnify specific developmental needs?

Based on everything you observed, where would be a good starting place for this team to begin development work?

What are your hopes for this workshop?

What dreams do you have with using BRITE?

What might happen in the BRITE workshop that would make you feel nervous or uneasy? Please describe. For example, “I worry that no one will listen to my ideas” or “I’m concerned that I won’t be taken seriously because of how I look.”



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