PERILL
Diagnostic Report

Diagnostic Summary:

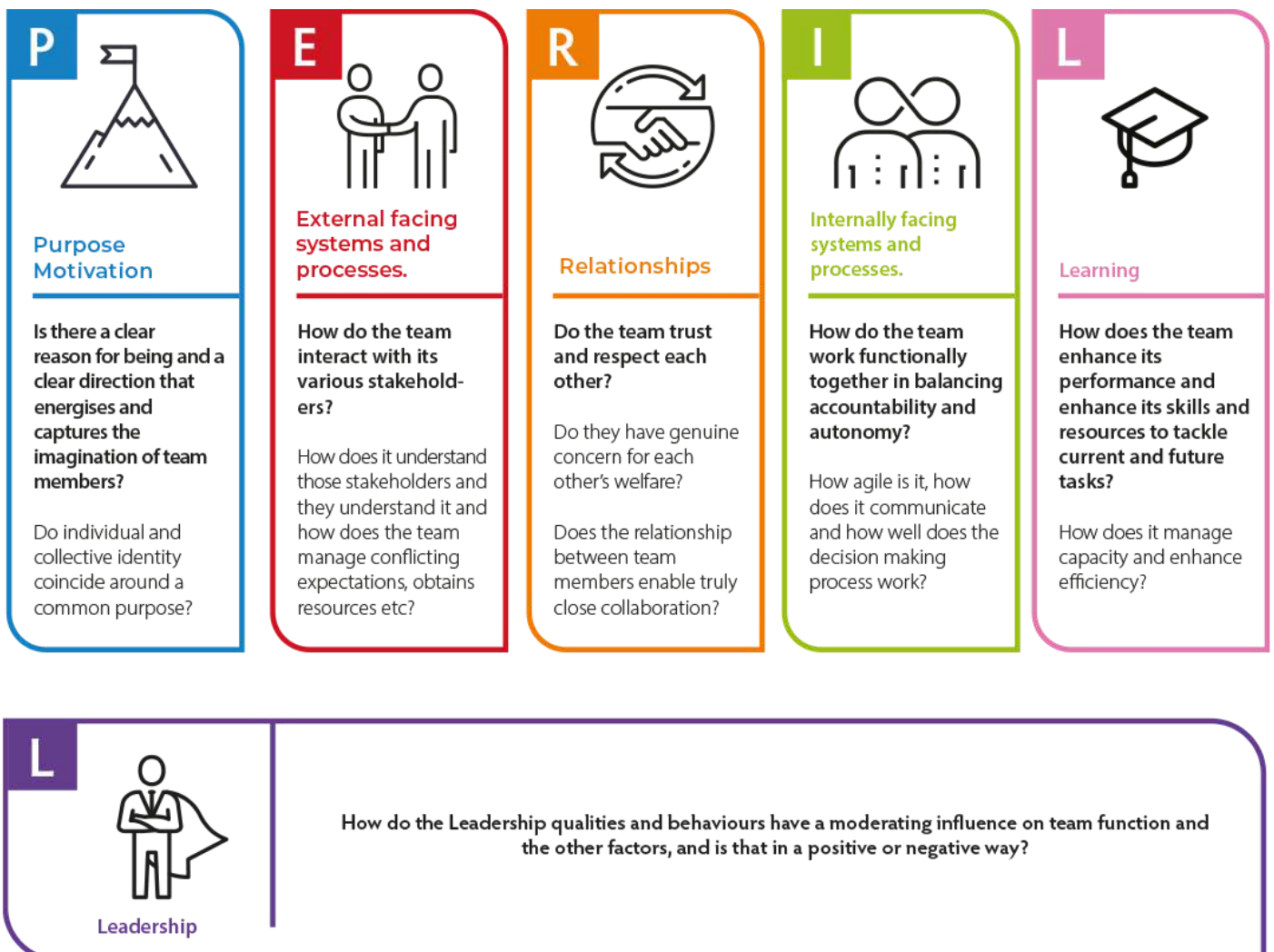|	
This report has been specifically prepared by:	Lucy Clements
Client name:	Sweet Dreams
Team name:	Marketing.
No of participants:	4
Report Date	31/05/2022

Introduction

The PERILL model was developed by Professor David Clutterbuck, pioneer of developmental mentoring, world leading coach and author on management thinking and team performance . The model applies complex, adaptive thinking to teams using the 6 PERILL pillars. These summarize the 6 key influencing factors that interact together to drive or hinder team performance.

The following report has extracted the scores supplied by the team members who participated in the PERILL® diagnostics questionnaire, and has applied them to the PERILL model. The purpose of the report is to summarise areas of high function and potential dysfunction for the team to help drive forward the collective team performance.

The results of this PERILL report can help the business and team better understand their strengths, issues and gaps or potential challenges they need to overcome to enhance team performance, reputation and collaboration.

The 6 Pillars Of PERILL

The PERILL diagnostic provides a sophisticated overview not of discrete problems, nor of simple strengths and weaknesses, but of the complexity of the team systems. It asks questions across 6 influencing factors (examples as outlined below) to draw out connections between elements of the team system, and how they might be impacting on the teams ability to function highly.

P — Purpose Motivation

Is there a clear reason for being and a clear direction that energises and captures the imagination of team members?

Do individual and collective identity coincide around a common purpose?

E — External facing systems and processes.

How do the team interact with its various stakeholders?

How does it understand those stakeholders and they understand it and how does the team manage conflicting expectations, obtains resources etc?

R — Relationships

Do the team trust and respect each other?

Do they have genuine concern for each other's welfare?

Does the relationship between team members enable truly close collaboration?

I — Internally facing systems and processes.

How do the team work functionally together in balancing accountability and autonomy?

How agile is it, how does it communicate and how well does the decision making process work?

L — Learning

How does the team enhance its performance and enhance its skills and resources to tackle current and future tasks?

How does it manage capacity and enhance efficiency?

L — Leadership

How do the Leadership qualities and behaviours have a moderating influence on team function and the other factors, and is that in a positive or negative way?

Overall Team Function

At the core of this report is the overall team performance under the PERILL diagnostics analysis. This comprises the aggregate scores of the team across each of the key elements of the PERILL model, and using scores alongside a confidence index, we are able to demonstrate high function areas and areas of dysfunction.

The positional markings on the bar chart below shows the aggregate scores of the team by pillar.
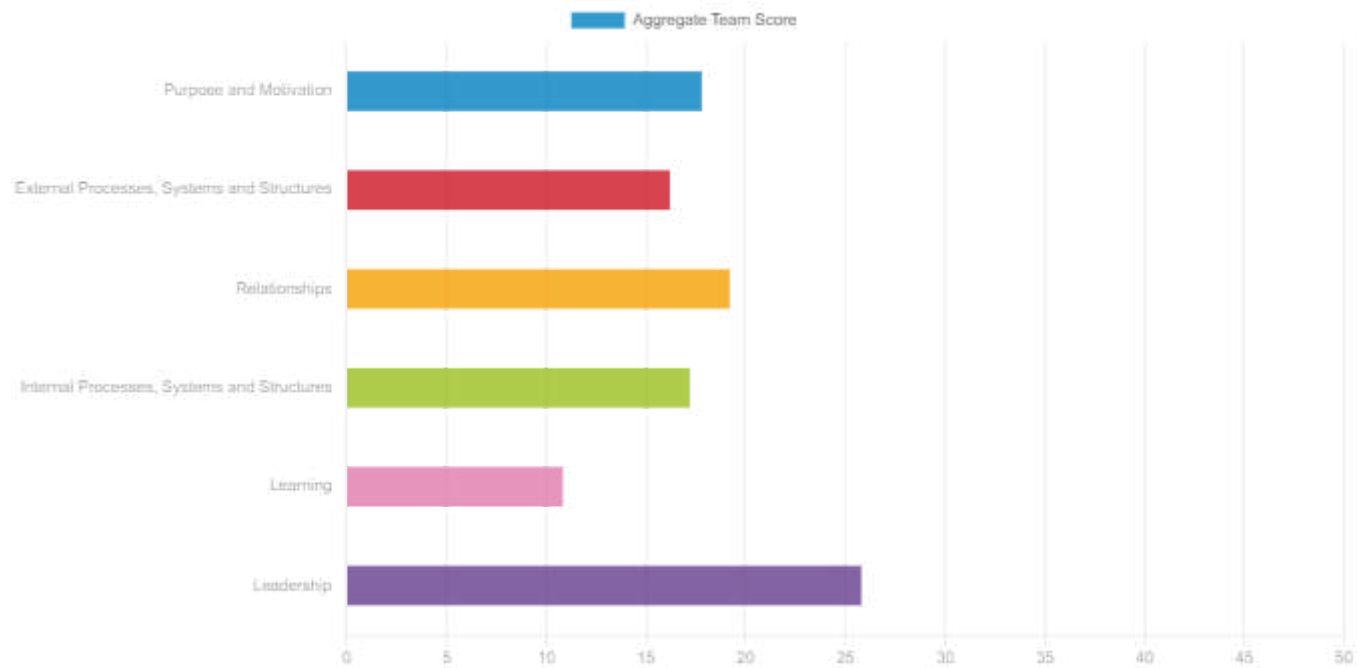
Purpose and Motivation

Within the Pillar of Purpose and Motivation, we are looking to understand if there is a clear reason for being and a clear direction that energises and captures the imagination of the team members and whether individual and collective identity coincide around a common purpose.

In order to help us understand this, we look at how the team is functioning in the context of 5 key themes, specifically:

Alignment:

There is a sense of common purpose and mission. There is cohesion across individual and collective goals. They share values, and the collective agenda predominates over personal agendas.

Clarity:

The team have a high level of clarity about their individual and collective roles and responsibilities. They clearly understand their future direction, purpose and mission.

Enthusiasm & Contribution:

The team have a strong sense of purpose about what they are here to do, and demonstrate high levels of energy to tackle the challenges & goals that have been mapped out ahead. They find their jobs meaningful and feel that they are contributing something special to the world.

Enjoyment:

The team get pleasure and/or satisfaction from their job roles, and appreciate and are connected to their colleagues within the team.
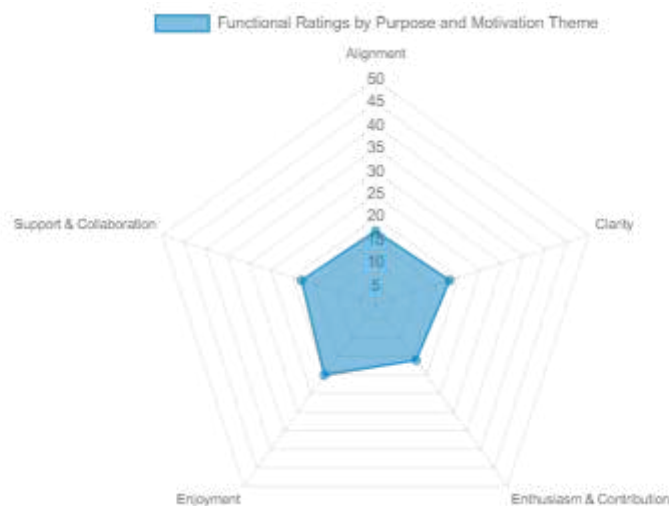
Support & Collaboration:

The team members experience a sense of unity and have a high level of camaraderie. They have a shared commitment to their team goals and a willingness to offer support to each other to achieve these goals.

Functional Ratings by theme

Functional Ratings by Purpose and Motivation Theme

Alignment
50
45
40
35
30
25
20
15
10
5

Clarity

Support & Collaboration

Enjoyment

Enthusiasm & Contribution

High / Low Performance indicators

Highest Rating		Lowest Rating		Most Widely Rated	
We enjoy and find fulfilment in the work we do	21	I am enthused by our goals for the next 12-24 months	13	We are good at putting team priorities ahead of our personal priorities	41
I believe that my job role allows me to contribute something special to the world	21	We are collectively enthused by our goals for the next 12-24 months	15	We have all the support we need from outside the team	39
We enjoy and find fulfilment in working with our team colleagues	20	I am enthused by the challenges involved in achieving our purpose and vision	15	We play to our strengths in the way we divide out work tasks	39
We have all the support we need from outside the team	19	We are collectively enthused by the challenges involved in achieving our purpose and vision	15	We recover quickly from setbacks	34

We play to our strengths in the way we divide out work tasks

19

We have high agreement between us on our goals and priorities for the next 12-24 months

16

We are collectively enthused by the challenges involved in achieving our purpose and vision

20

Greatest Strength

The below shows the theme within the pillar of Purpose and Motivation, where the team has scored most highly as an aggregate.

Please note that this does not necessarily indicate high function, just best performing area. You should also review scores and variance, and drill down into the further breakdown of scoring if required.

Theme: Enjoyment **Score:** 20 **Variance:** 17

Diagnostic result:
The team have expressed a moderate level of enjoyment in the work that they do and working with their colleagues. It's worth noting that some of the team find greater enjoyment than others. Understanding further (by drilling down into the individual questions) will help you to clarify whether the issue is around the job itself or the team camaraderie, which will help direct the focus for further coaching.

Recommendation:
1. Consider health and wellbeing, working with the team members on how to better strike a work-life balance. Co-create a plan as a team on how to flex roles and share responsibilities across the team to allow fun and personal development.

2. Try: One thing to make a colleague's life easier. At a team meeting, give everyone a stack of envelopes with the names of their team colleagues on them. Then ask them over the next day or so, to decide for each colleague one thing they will do over the next month to make that colleagues life easier. They write this down, put it into the envelope and give it to the colleague. The envelopes remain sealed until the next meeting a month or so later. At that time, team members sit together in pairs and ask each other "What do you think I wrote?" Then they open the envelopes. Sometimes the colleague will have guessed correctly; at other times, they will say "Oh yes and I noticed that as well." The key is that over the previous month they will have been watching out for helpful behaviours from each of their team colleagues and this will normally contribute to building trust and goodwill.

3. Team climate. We all carry with us a microclimate that influences others. Our mood – positive or negative – infects those around us in subtle but powerful ways. We can't always help how we feel and being told to cheer up can make us feel worse. However, we can check in on the mood within the team and use this data to manage the overall team climate.
As an example of how the team can react to a general sense of low energy (or simply one colleague feeling down) is a "worry and laugh" session. Any team member can invite a colleague to lunch, where they will share a worry and co-coach. Part of the contract is that they have to find something to laugh about as well.

Unrealised Opportunity

The below shows the theme within the pillar of Purpose and Motivation, where the team has scored lowest as an aggregate.

Please note that this does not necessarily indicate low function, just the area of least strength. You should also review scores and variance, and drill down into the further breakdown of scoring if required.

Theme: Enthusiasm & Contribution **Score:** 16 **Variance:** 24

Feelings of contribution to the 'greater good' and enthusiasm within the team is relatively flat, with only moderate eagerness to tackle the challenges & goals that have been mapped out ahead. This is generally a shared feeling across the team, although there is some minor variance at an individual level. Helping the team to better understand their impact on others around them and how they form part of the story of success will be a powerful tool in team function and will help to further impassion and onboard this team towards achieving their purpose and vision.

Recommendation:
1. Review current projects and break down how and why they form part of the story to achieving the corporate end goal. Look at positive team and individual contributions within that. Encourage everyone to share what tasks and responsibilities most and least energise them. How can they support each other's motivation?

2. Institute the regular practice of asking everyone to reflect daily on "What did I do that took us significantly towards a key goal? What did I contribute to our purpose?". Bring these together to review weekly.

3. Schedule some Q&A sessions with key stakeholders to share the team's priorities and goals. Explore what enthuses and captivates them and seek ways to tap into that energy. Ask them how they perceive the team's contributions – what do they value the team for and what do they want to value it for?

Greatest Range

The below shows the theme within the pillar of Purpose and Motivation, where the team has shown the greatest variation in scores at an individual level.

Please note that this does not necessarily indicate high or low function, but should be considered an area of interest in order to understand why there is a broad variance in scores. You should consider drilling down into the further breakdown of scoring to understand potential issues.

Theme: Support & Collaboration **Score:** 18 **Variance:** 39

Diagnostic result:
Overall the teams perception is of a working environment that is moderately supportive and collaborative, although there is a high degree of variance across the team in their individual responses to specific questions in this area. Productivity could be improved if the feelings of team cohesion and external support were amplified and personal agendas were less dominant over the collective agenda. This in turn, will help the team in their motivation to delegate responsibilities based on individual strengths in order to deliver on the team purpose and also to recover from setbacks without blame.

Recommendation:
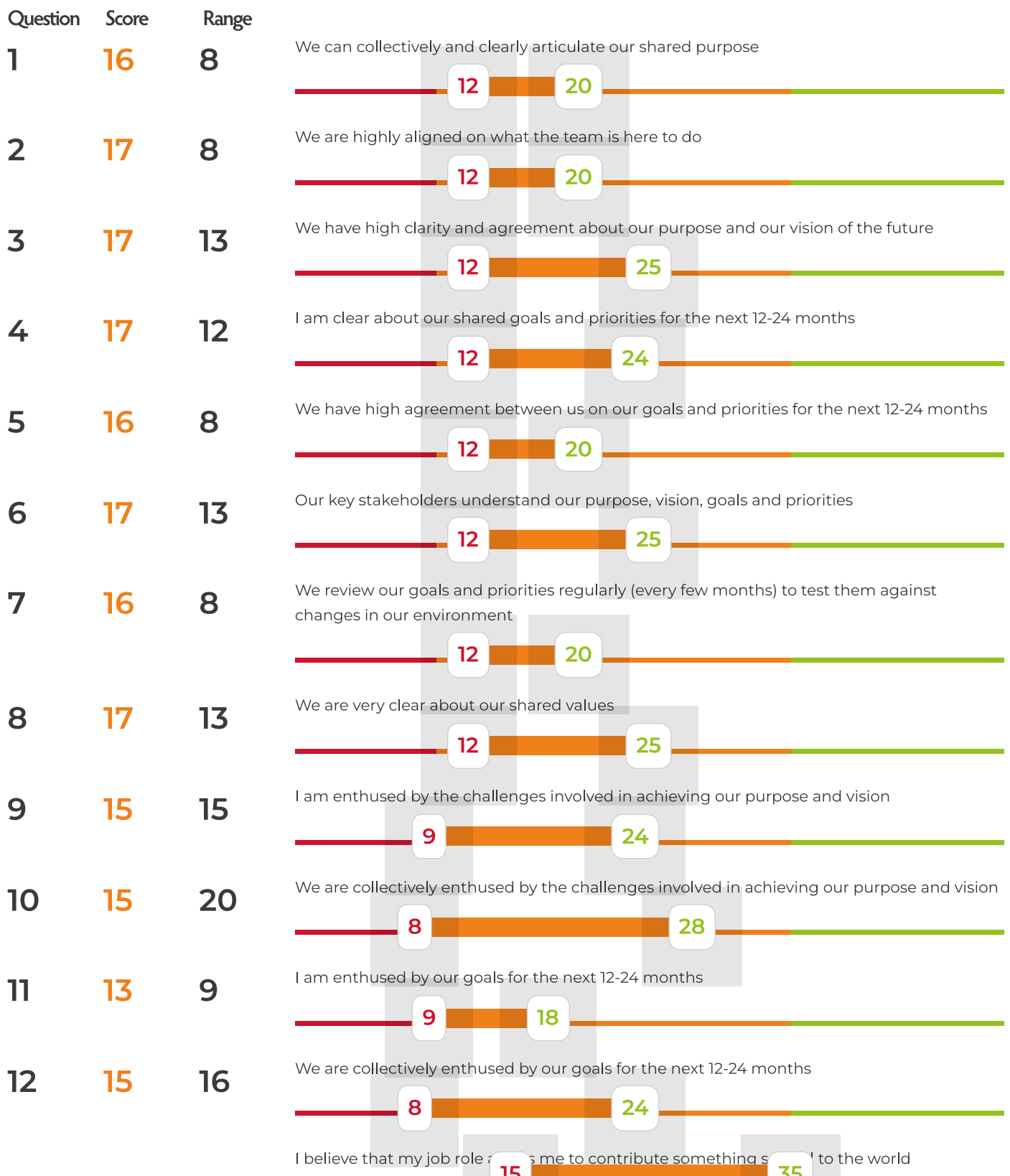1. Consider adjusting the balance between individual reward and recognition further towards the collective. Introduce some reward programmes, which allow the opportunity to celebrate success as a whole team, rather than just at an individual level.

2. Introduce into regular project review sessions a formal agenda item around supportiveness.

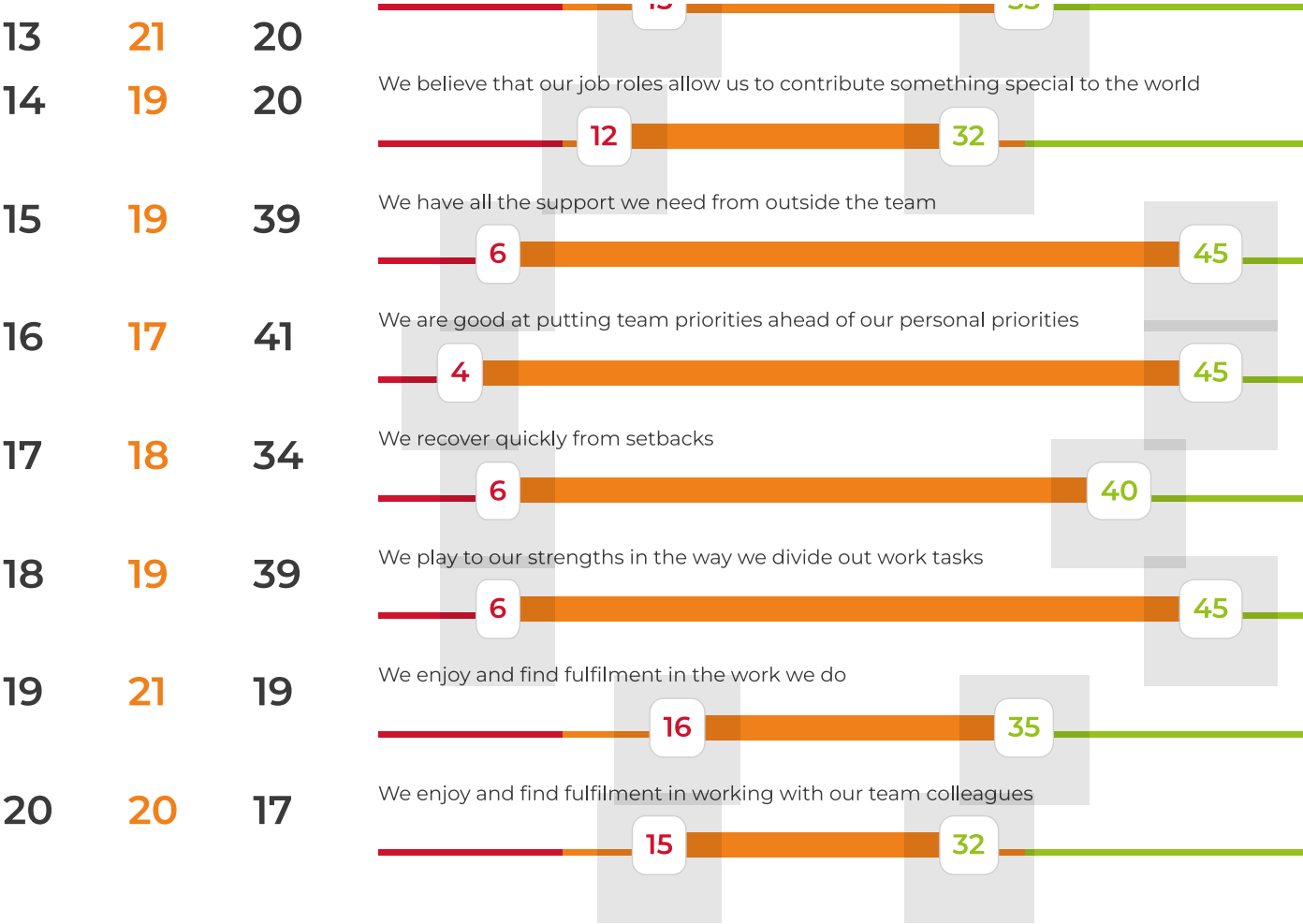3. Have clear protocols about when and how to ask for and offer support.

Analysis
Purpose and Motivation

The questions shown below all ladder back to the pillar of Purpose & Motivation, and the themes highlighted in the analysis above.

The line illustrations here show you where the team are scoring their performance in the aggregate, the variance %age within the scores and a visual demonstration of these scores and range.

Question	Score	Range	
1	16	8	We can collectively and clearly articulate our shared purpose
			12 — 20
2	17	8	We are highly aligned on what the team is here to do
			12 — 20
3	17	13	We have high clarity and agreement about our purpose and our vision of the future
			12 — 25
4	17	12	I am clear about our shared goals and priorities for the next 12-24 months
			12 — 24
5	16	8	We have high agreement between us on our goals and priorities for the next 12-24 months
			12 — 20
6	17	13	Our key stakeholders understand our purpose, vision, goals and priorities
			12 — 25
7	16	8	We review our goals and priorities regularly (every few months) to test them against changes in our environment
			12 — 20
8	17	13	We are very clear about our shared values
			12 — 25
9	15	15	I am enthused by the challenges involved in achieving our purpose and vision
			9 — 24
10	15	20	We are collectively enthused by the challenges involved in achieving our purpose and vision
			8 — 28
11	13	9	I am enthused by our goals for the next 12-24 months
			9 — 18
12	15	16	We are collectively enthused by our goals for the next 12-24 months
			8 — 24
			I believe that my job role allows me to contribute something special to the world
			15 — 35

13	21	20
14	19	20
15	19	39
16	17	41
17	18	34
18	19	39
19	21	19
20	20	17

We believe that our job roles allow us to contribute something special to the world

12   32

We have all the support we need from outside the team

6   45

We are good at putting team priorities ahead of our personal priorities

4   45

We recover quickly from setbacks

6   40

We play to our strengths in the way we divide out work tasks

6   45

We enjoy and find fulfilment in the work we do

16   35

We enjoy and find fulfilment in working with our team colleagues

15   32

Team Member Scores
Purpose and Motivation

The below table shows you how each team member scored against each question, and the resulting aggregate score and variance.

Question	Ravi	Alice	Angelique	Stefan	Aggregate Score	Variance
We can collectively and clearly articulate our shared purpose	15	20	20	12	16	8
We are highly aligned on what the team is here to do	16	20	20	12	17	8
We have high clarity and agreement about our purpose and our vision of the future	12	25	16	15	17	13
I am clear about our shared goals and priorities for the next 12-24 months	12	24	16	16	17	12
We have high agreement between us on our goals and priorities for the next 12-24 months	15	20	20	12	16	8
Our key stakeholders understand our purpose, vision, goals and priorities	12	25	16	15	17	13
We review our goals and priorities regularly (every few months) to test them against changes in our environment	15	20	20	12	16	8
We are very clear about our shared values	12	25	16	15	17	13
I am enthused by the challenges involved in achieving our purpose and vision	24	16	12	9	15	15
We are collectively enthused by the challenges involved in achieving our purpose and vision	28	15	12	8	15	20
I am enthused by our goals for the next 12-24 months	18	16	12	9	13	9
We are collectively enthused by our goals for the next 12-24 months	24	16	12	8	15	16
I believe that my job role allows me to contribute something special to the world	15	16	35	20	21	20
We believe that our job roles allow us to contribute something special to the world	12	15	32	18	19	20
We have all the support we need from outside the team	6	12	45	15	19	39
We are good at putting team priorities ahead of our personal priorities	4	10	45	12	17	41
We recover quickly from setbacks	6	12	40	16	18	34

Question	Ravi	Alice	Angelique	Stefan	Aggregate Score	Variance
We play to our strengths in the way we divide out work tasks	6	12	45	15	19	39
We enjoy and find fulfilment in the work we do	16	16	35	20	21	19
We enjoy and find fulfilment in working with our team colleagues	15	16	32	20	20	17

External Processes, Systems and Structures

Within the Pillar of Externally Facing Systems and Processes, we are looking to understand how the team interacts with its various stakeholders, how they seek to understand those stakeholders and vice versa and the effectiveness of the systems and processes that are in place to help manage different expectations and needs.

In order to help us understand this, we look at how the team is functioning in the context of 5 key themes, specifically:

Environmental Awareness:

The team have a process for environmental scanning and competitor monitoring, and have a strong awareness of what is happening in the wider environment. Their knowledge of macro and micro trends in the wider market context help the team make informed, sound, productive business decisions.

Stakeholder and customer alignment:

The team have good systems in place that allow them to engage well and regularly with their customers and stakeholders, and ensure that their priorities, goals and values are aligned.

Talent and resource acquisition:

The team have access to additional or replacement talent and resources when needed, and they know the process that they need to follow to get it. This supports the team in running a smooth and efficient operation.

Stakeholder & Customer communication:

The team have strong systems in place to keep their stakeholders and customers informed about what they are doing, and why. They are open to listening and learning from stakeholders and customers to support them in achieving their goals and improving performance.
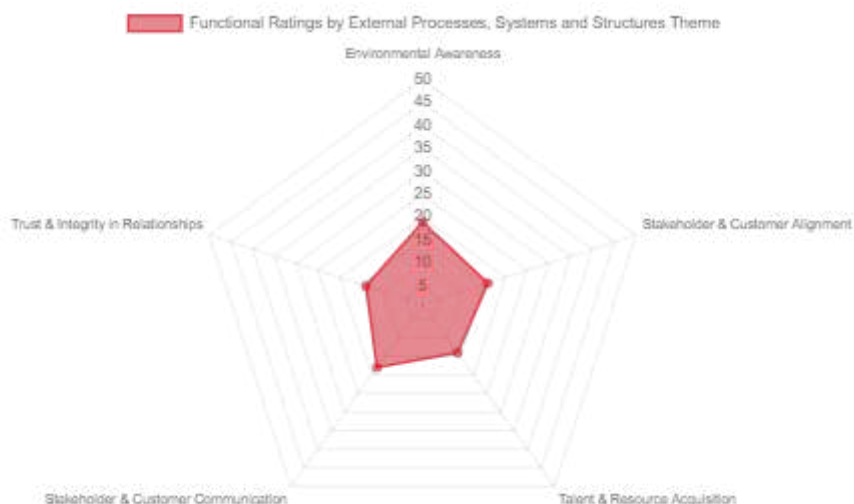
Trust & Integrity in Relationships:

The stakeholders have a high level of confidence in the team and their abilities, and the team are respected for the way that they conduct themselves.

Functional Ratings by theme

Functional Ratings by External Processes, Systems and Structures Theme

Environmental Awareness

Stakeholder & Customer Alignment

Trust & Integrity in Relationships

Stakeholder & Customer Communication

Talent & Resource Acquisition

High / Low Performance indicators

Highest Rating	Lowest Rating	Most Widely Rated
We are very good at monitoring what is going on in our markets – both customers and competitors **19**	We would have nothing to fear, if stakeholders were to observe how we work behind the scenes **13**	We are very good at monitoring what is going on in our markets – both customers and competitors **18**
The stakeholders, who set our purpose and goals, feel sufficiently informed **19**	If we need to expand the team or replace members, we know who to turn to **13**	We have good information about our customers' strategies and challenges **18**
We have a strong radar for threats and opportunities from outside our markets (for example, new technology or new potential new entrants) **19**	There is a high level of trust between the team and its key stakeholders **13**	We are very clear who our stakeholders are and the priority we attach to them **18**
We learn constantly from our customers **18**	We have well developed processes for finding talent that is different from the talent we have now, when we **13**	We build long-term plans and ambitions around our those of our stakeholders **18**

We ensure stakeholders know who to talk to in the team and have easy access to the team

18

need to

The stakeholders, who set our purpose and goals, have full confidence in our team's ability and processes

13

There is a high level of trust between the team and its key stakeholders

18

Greatest Strength

The below shows the theme within the pillar of External Processes, Systems and Structures, where the team has scored most highly as an aggregate.

Please note that this does not necessarily indicate high function, just best performing area. You should also review scores and variance, and drill down into the further breakdown of scoring if required.

Theme: Environmental Awareness **Score:** 19 **Variance:** 12

Diagnostic result:
While the team consider there to be some investment in environmental scanning and market understanding, it is an area that could be enhanced to improve team function. Having a strong knowledge about macro and micro trends in the wider market context will help the team make informed, sound, and productive business decisions that will support future-proofing the business and ensuring competitive advantage.

Recommendation:
1. Involve team members in identifying the right tools and processes to optimise monitoring of the external environment.

2. Ask stakeholders to share their own SWOT analyses or at least those parts that might be helpful to the team

3. Develop a series of scenarios, based on different assumptions about trends that can be seen now.

Unrealised Opportunity

The below shows the theme within the pillar of External Processes, Systems and Structures, where the team has scored lowest as an aggregate.

Please note that this does not necessarily indicate low function, just the area of least strength. You should also review scores and variance, and drill down into the further breakdown of scoring if required.

Theme: Talent & Resource Acquisition **Score:** 14 **Variance:** 12

Diagnostic result:
Access to talent and resources when they are needed are considered inadequate by the participants, either through lack of an agile talent management process or a lack of understanding as to how to access the resources required. Now, more than ever, the need for an effective resource and talent management plan is key to speed, agility and effectiveness of innovation and capturing competitive advantage. Increasing transparency across the business for resource will support improved access to talent at the point of need.

Recommendation:
1. Create a talent and resources map that explores what the team needs to perform at its best. Include skills and expertise, finance, equipment, goodwill, support from above and so on.

2. Consider which resources need to be held within the team and which simply need to be available as needed? Looking at different scenarios, what contingency plans need to be in place?

3. Discuss the impact of potentially losing key team members, recognising that membership keeps changing. What can the team do to mitigate the impact? For example, knowledge sharing and expertise transfer via coaching and mentoring within the team.

Greatest Range

The below shows the theme within the pillar of External Processes, Systems and Structures, where the team has shown the greatest variation in scores at an individual level.

Please note that this does not necessarily indicate high or low function, but should be considered an area of interest in order to understand why there is a broad variance in scores. You should consider drilling down into the further breakdown of scoring to understand potential issues.

Theme: Stakeholder & Customer Alignment **Score:** 16 **Variance:** 18

Diagnostic result:
The majority of team participants feel that there is a reasonable level of customer and stakeholder understanding but that more could be done to ensure that priorities and values are aligned. If there is a lack of buy-in from customers or stakeholders from an early stage or programmes & values are not aligned, then it can be highly disruptive to innovation, progress and ROI. Ensuring customer and stakeholder engagement on key objectives is important to the team's ability to function.

Recommendation:
1. Ask everyone to role play a different stakeholder. What would they find reassuring or worrying if they sat in on team meetings? What are their priorities and biggest anxieties?
Create an influence map of the stakeholder system. How does the team make life easier or more difficult for each stakeholder? How could it do so?

2. Consider together: When in the course of the team's work processes would it be most useful to check-in with stakeholders? How can you build this into work processes?

3. Consider inviting stakeholders to observe the team at work. Use their feedback to strengthen the relationship. If possible, reverse the process – team members observe the stakeholders in action.

The questions shown below all ladder back to the pillar of Purpose & Motivation, and the themes highlighted in the analysis above.

The line illustrations here show you where the team are scoring their performance in the aggregate, the variance %age within the scores and a visual demonstration of these scores and range.

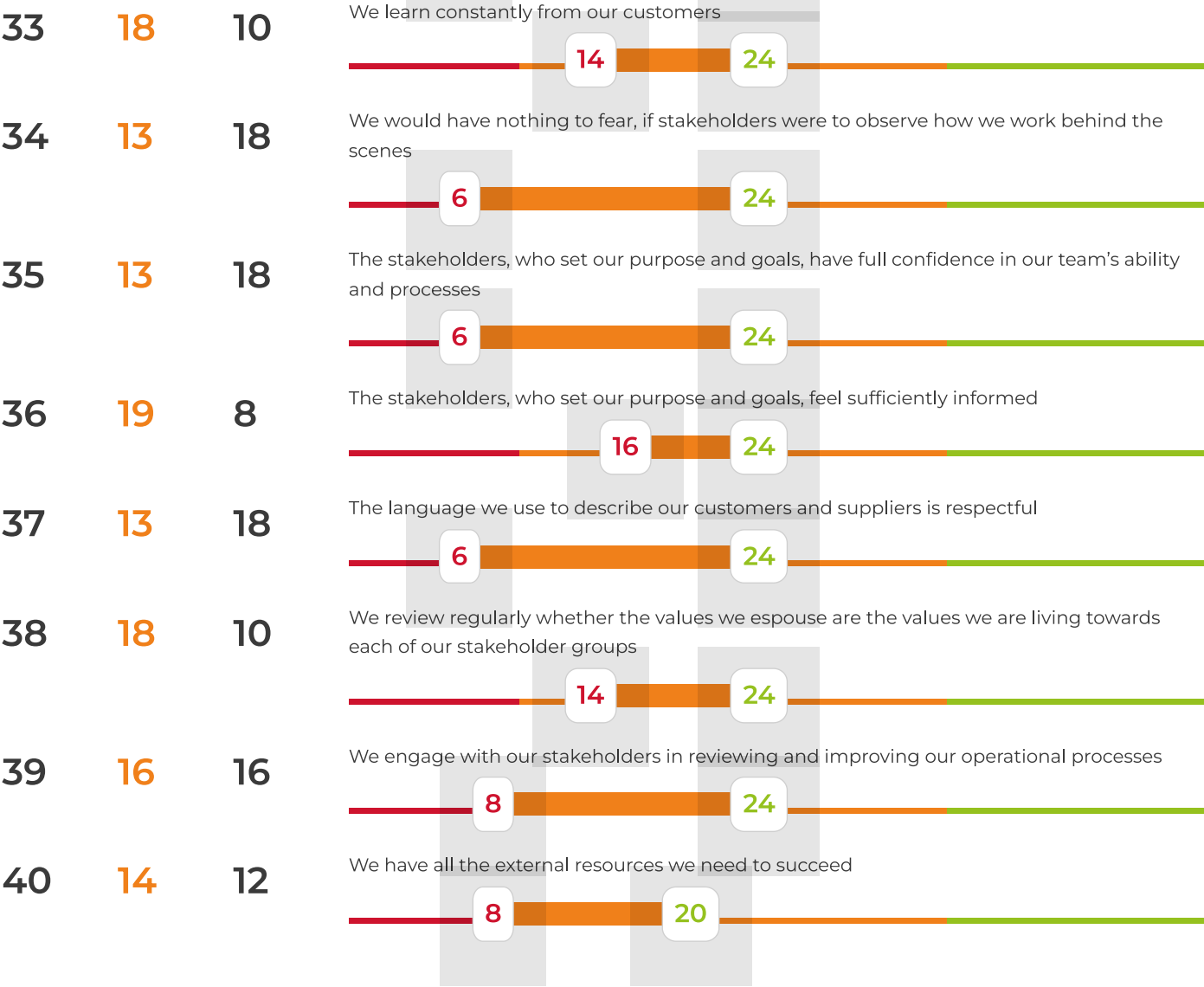| Question	Score	Range	
21	19	18	We are very good at monitoring what is going on in our markets – both customers and competitors
			12 — 30
22	19	16	We have a strong radar for threats and opportunities from outside our markets (for example, new technology or new potential new entrants)
			12 — 28
23	17	18	We have good information about our customers' strategies and challenges
			12 — 30
24	13	12	We have well developed processes for finding talent that is different from the talent we have now, when we need to
			8 — 20
25	17	18	We are very clear who our stakeholders are and the priority we attach to them
			12 — 30
26	15	9	We understand how our values align with those of our stakeholders
			12 — 21
27	18	12	We are good at telling our stakeholders what we are doing and why
			12 — 24
28	17	12	We are very good at listening to our customers
			12 — 24
29	17	18	We build long-term plans and ambitions around our those of our stakeholders
			12 — 30
30	18	10	We ensure stakeholders know who to talk to in the team and have easy access to the team
			14 — 24
31	13	12	If we need to expand the team or replace members, we know who to turn to
			8 — 20
32	13	18	There is a high level of trust between the team and its key stakeholders
			6 — 24

33	18	10

We learn constantly from our customers

14   24

34	13	18

We would have nothing to fear, if stakeholders were to observe how we work behind the scenes

6   24

35	13	18

The stakeholders, who set our purpose and goals, have full confidence in our team's ability and processes

6   24

36	19	8

The stakeholders, who set our purpose and goals, feel sufficiently informed

16   24

37	13	18

The language we use to describe our customers and suppliers is respectful

6   24

38	18	10

We review regularly whether the values we espouse are the values we are living towards each of our stakeholder groups

14   24

39	16	16

We engage with our stakeholders in reviewing and improving our operational processes

8   24

40	14	12

We have all the external resources we need to succeed

8   20

Team Member Scores
External Processes, Systems and Structures

The below table shows you how each team member scored against each question, and the resulting aggregate score and variance.

Question	Ravi	Alice	Angelique	Stefan	Aggregate Score	Variance
We are very good at monitoring what is going on in our markets – both customers and competitors	12	30	20	16	19	18
We have a strong radar for threats and opportunities from outside our markets (for example, new technology or new potential new entrants)	12	28	20	16	19	16
We have good information about our customers' strategies and challenges	16	30	12	12	17	18
We have well developed processes for finding talent that is different from the talent we have now, when we need to	14	20	12	8	13	12
We are very clear who our stakeholders are and the priority we attach to them	15	30	12	12	17	18
We understand how our values align with those of our stakeholders	16	21	12	12	15	9
We are good at telling our stakeholders what we are doing and why	16	20	24	12	18	12
We are very good at listening to our customers	15	20	24	12	17	12
We build long-term plans and ambitions around our those of our stakeholders	15	30	12	12	17	18
We ensure stakeholders know who to talk to in the team and have easy access to the team	15	20	24	14	18	10
If we need to expand the team or replace members, we know who to turn to	14	20	12	8	13	12
There is a high level of trust between the team and its key stakeholders	6	24	15	9	13	18
We learn constantly from our customers	16	20	24	14	18	10
We would have nothing to fear, if stakeholders were to observe how we work behind the scenes	6	24	15	9	13	18
The stakeholders, who set our purpose and goals, have full confidence in our team's ability and processes	6	24	15	9	13	18
The stakeholders, who set our purpose and goals, feel sufficiently informed	16	20	24	18	19	8
The language we use to describe our customers and suppliers is respectful	6	24	15	9	13	18

Question	Ravi	Alice	Angelique	Stefan	Aggregate Score	Variance
We review regularly whether the values we espouse are the values we are living towards each of our stakeholder groups	15	20	24	14	18	10
We engage with our stakeholders in reviewing and improving our operational processes	15	20	24	8	16	16
We have all the external resources we need to succeed	18	20	12	8	14	12

Relationships

Within the Pillar of Relationships, we are looking to understand how the team interact with each other, the level of trust, respect and concern for each other and how the relationship between the team members enables (or disrupts) collaboration.

In order to help us understand this, we look at how the team is functioning in the context of 5 key themes, specifically:

Skills & Expertise:

There is the right balance of skills and expertise in the team in order to allow them to achieve their team goals. They have confidence in each other and believe they have complimentary strengths and weaknesses to support the achievement of their objectives.

Respect & Trust:

The team have a high level of respect for each other, both in private and in public. They trust each other to do what they say they are going to do, and they appreciate each other.

Camaraderie and cohesion:

The team care for each other, and there is strong camaraderie. Any conflict or challenge is positive and they want each other to succeed.
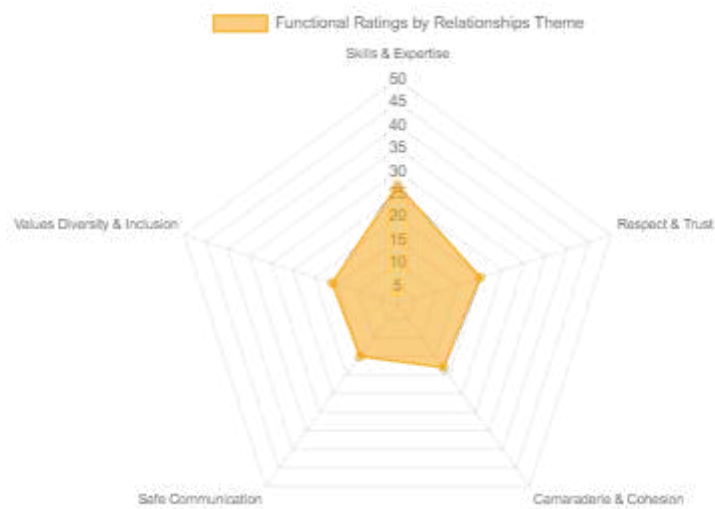
Safe Communication:

There is a high level of psychological safety within the team. The team can be honest with each other, and listen to each other well. They can be open with their vulnerabilities and admit mistakes.

Values Diversity & Inclusion:

Diversity and inclusion is valued highly within the team. The team members all feel that their voice is heard and respected. Team members are free to ask questions and challenge, and they happily defer to each others skills, values and experiences when appropriate.

Functional Ratings by theme

Functional Ratings by Relationships Theme

Skills & Expertise

50
45
40
35
30
25
20
15
10
5

Values Diversity & Inclusion

Respect & Trust

Safe Communication

Camaraderie & Cohesion

High / Low Performance indicators

Highest Rating		Lowest Rating		Most Widely Rated	
We have the right people with the right skills and expertise to achieve our goals	27	It's OK to admit and discuss our mistakes	14	We have the right people with the right skills and expertise to achieve our goals	33
We are complementary in our strengths and weaknesses	27	We give each other honest feedback, even if it's tough	14	We are complementary in our strengths and weaknesses	33
If we were starting this team today, these are the people I would choose as my colleagues	26	We listen to each other well	14	If we were starting this team today, these are the people I would choose as my colleagues	33
We have high respect for each other's ability	20	It's OK for a colleague to ask questions and make suggestions in areas, which are not their responsibility	16	We have high respect for each other's ability	24

We show each other respect, both in private and in public — 20

We know when to let each other take the lead — 16

We show each other respect, both in private and in public — 24

Greatest Strength

The below shows the theme within the pillar of Relationships, where the team has scored most highly as an aggregate.

Please note that this does not necessarily indicate high function, just best performing area. You should also review scores and variance, and drill down into the further breakdown of scoring if required.

Theme: Skills & Expertise **Score:** 27 **Variance:** 33

Diagnostic result:
Interestingly there was a high degree of variance in the responses related to team skill-set, although the encompassing perspective of the participants is that the skills and expertise within the team reasonably meet the balance required to achieve the business goals. This however was not an area of high function. Maximising the balance of skills within a team are critical to a team's ability to work together to achieve their goals, and it is recommended that some effort be put in place to do so. There are a number of can be looked at to optimise the team's skill-set; lack of technical expertise to deliver the project or interpersonal skills (Leadership, decision-making, active listening etc).

Recommendation:
1. Create a skills development plan and assign responsibilities for acquiring skills and expertise, against scenarios for future demands on the team.

2. Explore the skills balance. Does he team over-rely on some skills and expertise to the extent that it undervalues or ignores others?

3. Make everyone responsible for curating an area of skill or expertise on behalf of the team as a whole.

Unrealised Opportunity

The below shows the theme within the pillar of Relationships, where the team has scored lowest as an aggregate.

Please note that this does not necessarily indicate low function, just the area of least strength. You should also review scores and variance, and drill down into the further breakdown of scoring if required.

Theme: Safe Communication **Score:** 15 **Variance:** 15

Diagnostic result:
The results of the diagnostic reveal that at a high level this group of participants do not believe that they have a psychologically safe environment in which to communicate (albeit some variance is recorded in individual respondents). The indicators for this are a real or perceived inability to share honest feedback, a lack of listening to each other and a concern about admitting vulnerabilities or mistakes. A working environment where this is evident can lead to stress, anxiety and a demotivated team , so it's important to acknowledge the issue and begin to redress it.

Recommendation:
1. At team meetings, do some people hog the floor? And others say very little? Most teams are unaware of these dynamics until

they are pointed out to them. Either record team meetings and review them with the team; or press the "pause' button from time to time during a meeting.

2. Institute "Mistake of the month" – an award for mistakes that team members bring to team meetings for discussion. The basis for the award is the value of the learning taken from it.

3. At team meetings, give everyone two minutes of being listened to, intensively and without interruption, by their colleagues.

Greatest Range

The below shows the theme within the pillar of Relationships, where the team has shown the greatest variation in scores at an individual level.

Please note that this does not necessarily indicate high or low function, but should be considered an area of interest in order to understand why there is a broad variance in scores. You should consider drilling down into the further breakdown of scoring to understand potential issues.

Theme: Skills & Expertise **Score:** 27 **Variance:** 33

Diagnostic result:
Interestingly there was a high degree of variance in the responses related to team skill-set, although the encompassing perspective of the participants is that the skills and expertise within the team reasonably meet the balance required to achieve the business goals. This however was not an area of high function. Maximising the balance of skills within a team are critical to a team's ability to work together to achieve their goals, and it is recommended that some effort be put in place to do so. There are a number of can be looked at to optimise the team's skill-set; lack of technical expertise to deliver the project or interpersonal skills (Leadership, decision-making, active listening etc).

Recommendation:
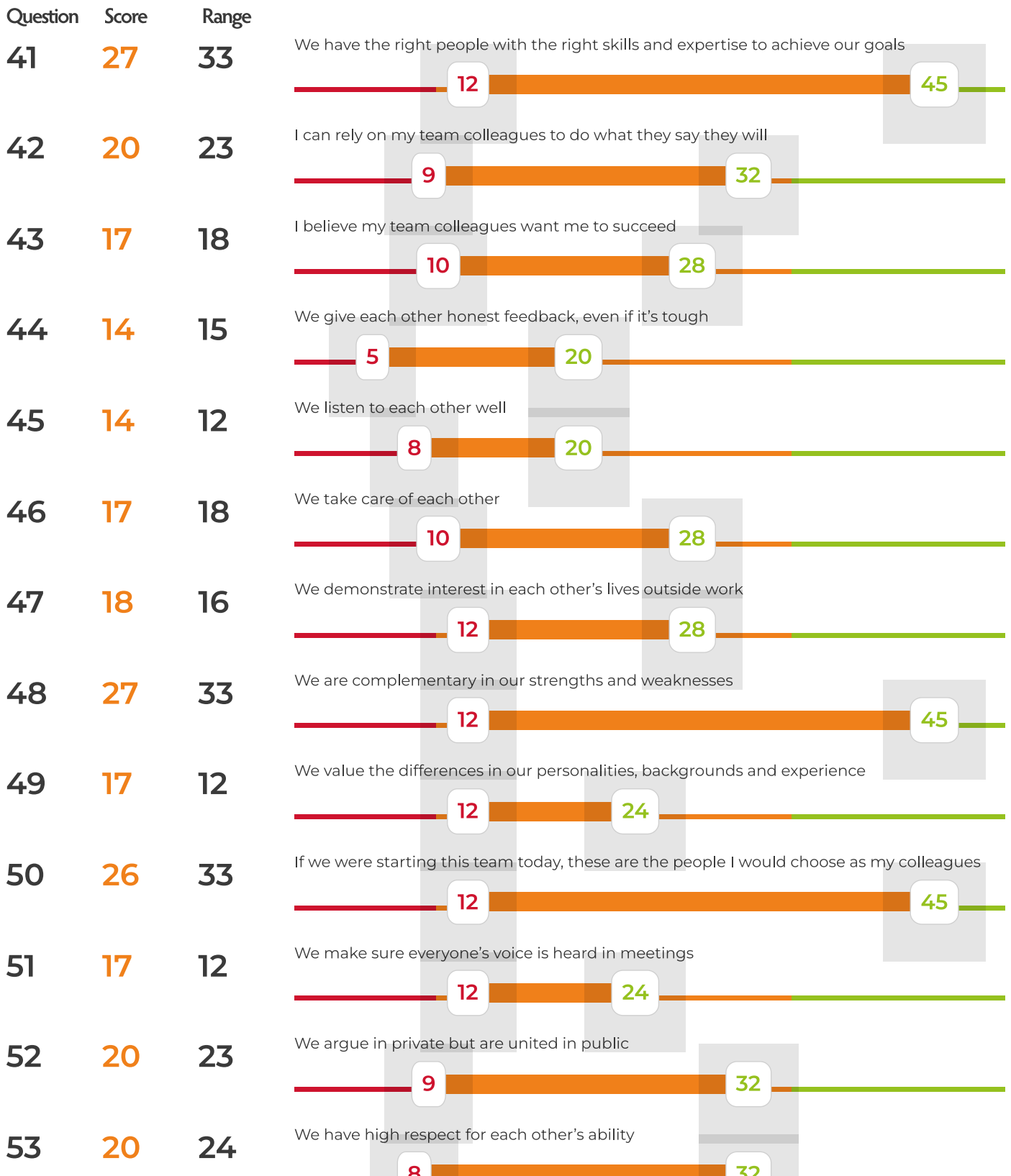1. Create a skills development plan and assign responsibilities for acquiring skills and expertise, against scenarios for future demands on the team.

2. Explore the skills balance. Does he team over-rely on some skills and expertise to the extent that it undervalues or ignores others?

3. Make everyone responsible for curating an area of skill or expertise on behalf of the team as a whole.

Analysis
Relationships

The questions shown below all ladder back to the pillar of Purpose & Motivation, and the themes highlighted in the analysis above.

The line illustrations here show you where the team are scoring their performance in the aggregate, the variance %age within the scores and a visual demonstration of these scores and range.

Question	Score	Range	
41	27	33	We have the right people with the right skills and expertise to achieve our goals
			12 45
42	20	23	I can rely on my team colleagues to do what they say they will
			9 32
43	17	18	I believe my team colleagues want me to succeed
			10 28
44	14	15	We give each other honest feedback, even if it's tough
			5 20
45	14	12	We listen to each other well
			8 20
46	17	18	We take care of each other
			10 28
47	18	16	We demonstrate interest in each other's lives outside work
			12 28
48	27	33	We are complementary in our strengths and weaknesses
			12 45
49	17	12	We value the differences in our personalities, backgrounds and experience
			12 24
50	26	33	If we were starting this team today, these are the people I would choose as my colleagues
			12 45
51	17	12	We make sure everyone's voice is heard in meetings
			12 24
52	20	23	We argue in private but are united in public
			9 32
53	20	24	We have high respect for each other's ability
			8 32

| 54 | 16 | 9 |

We know when to let each other take the lead

12 ███ **21**

| 55 | 16 | 9 |

It's OK for a colleague to ask questions and make suggestions in areas, which are not their responsibility

12 ███ **21**

| 56 | 14 | 15 |

It's OK to admit and discuss our mistakes

5 ███ **20**

| 57 | 17 | 12 |

We are good at building on each other's ideas

12 ███ **24**

| 58 | 17 | 18 |

Conflict is generally very positive, around ideas rather than personality

10 ███ **28**

| 59 | 20 | 24 |

We show each other respect, both in private and in public

8 ███ **32**

| 60 | 20 | 23 |

We take time to say Thank you to each other

9 ███ **32**

Team Member Scores
Relationships

The below table shows you how each team member scored against each question, and the resulting aggregate score and variance.

Question	Ravi	Alice	Angelique	Stefan	Aggregate Score	Variance
We have the right people with the right skills and expertise to achieve our goals	12	30	45	21	27	33
I can rely on my team colleagues to do what they say they will	9	28	32	12	20	23
I believe my team colleagues want me to succeed	10	20	28	12	17	18
We give each other honest feedback, even if it's tough	18	20	15	5	14	15
We listen to each other well	16	20	15	8	14	12
We take care of each other	10	20	28	12	17	18
We demonstrate interest in each other's lives outside work	12	20	28	12	18	16
We are complementary in our strengths and weaknesses	12	30	45	21	27	33
We value the differences in our personalities, backgrounds and experience	16	24	16	12	17	12
If we were starting this team today, these are the people I would choose as my colleagues	12	30	45	20	26	33
We make sure everyone's voice is heard in meetings	16	24	16	12	17	12
We argue in private but are united in public	9	28	32	12	20	23
We have high respect for each other's ability	8	30	32	12	20	24
We know when to let each other take the lead	16	21	16	12	16	9
It's OK for a colleague to ask questions and make suggestions in areas, which are not their responsibility	15	21	16	12	16	9
It's OK to admit and discuss our mistakes	18	20	15	5	14	15
We are good at building on each other's ideas	16	24	16	12	17	12
Conflict is generally very positive, around ideas rather than personality	10	20	28	12	17	18
We show each other respect, both in private and in public	8	30	32	12	20	24

Question	Ravi	Alice	Angelique	Stefan	Aggregate Score	Variance
We take time to say Thank you to each other	9	28	32	12	20	23

Internal Processes, Systems and Structures

Within the Pillar of Internally facing systems and processes, we are looking to understand how the team work functionally together in balancing accountability and autonomy. We look at how agile the team is, how the team communicate and how well the decision making process works.

In order to help us understand this, we look at how the team is functioning in the context of 5 key themes, specifically:

Appropriate Resourcing:

The team is appropriately resourced for what they need to achieve. They have the right balance of capabilities and knowledge, and are able to supplement with additional skills when necessary.

Team Agility:

The team is effective at responding quickly and effectively to external changes and are able to innovate rapidly. The team can share responsibility when necessary and support each other in alleviating any overburden on tasks.

Accountability:

There is a strong balance of accountability and autonomy within the team. They can all take on a leadership role when it plays to their expertise, and take responsibility for keeping each other informed (rather than expecting the Team Leader to do it).

System Efficacy:

The team have good systems in place, and regularly review the assumptions behind them and their efficacy. They have solid processes to support reliable decision making and avoid decision bias.
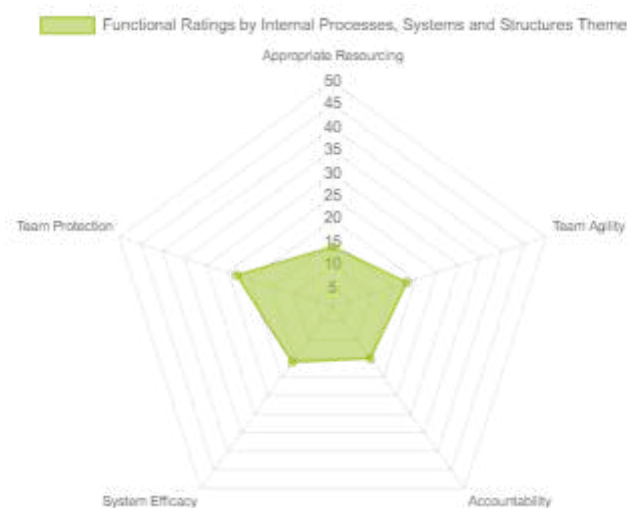
Team Protection:

The Team Leader enables the team to get on with their jobs helping to ensure interference from outside the team is kept at a minimum. Team resilience is high.

Functional Ratings by theme

Functional Ratings by Internal Processes, Systems and Structures Theme

High / Low Performance indicators

Highest Rating		Lowest Rating		Most Widely Rated	
We look forward to our regular meetings	25	We are an appropriate size of team for what we have to achieve	14	The leader ensures the team has minimum interference from outside	22
The leader is sufficiently self-confident to allow the team to get on with their jobs	24	We are very clear who is in the team and who is an external resource	14	We look forward to our regular meetings	22
The leader ensures the team has minimum interference from outside	23	We supplement the skills sets and strengths of team members with focused resource from outside the team, when needed	14	We are resilient	22
We are resilient	21	We know exactly what we are dependent on each other for	14	The leader is sufficiently self-confident to allow the team to get on with their jobs	18

We assign tasks as much as possible to match each person's strengths

18

We take responsibility for keeping each other informed, rather than expecting the leader to do it

14

We understand our systems well

17

Greatest Strength

The below shows the theme within the pillar of Internal Processes, Systems and Structures, where the team has scored most highly as an aggregate.

Please note that this does not necessarily indicate high function, just best performing area. You should also review scores and variance, and drill down into the further breakdown of scoring if required.

Theme: Team Protection Score: 23 Variance: 22

Diagnostic result:
Team protection (within the team itself and from outside the team) has been found sufficient in the diagnostic analysis, but the notable variance of scores at an individual level indicates that resilience could be improved. Building further team protection and resilience reverts back to increased psychological safety and Leadership role modelling. Creating an environment where the team are given increased autonomy and accountability, a support system that blocks unnecessary interference and the freedom to communicate and challenge constructively will bring the team together, remove the blame culture and increase the team resilience.

Recommendation:
1. With the team leader's consent, each team member lists the top three things the leader currently does to help them do a good job – and one thing that gets in the way and they would like them to do less of.

2. Review team meetings from the perspectives of:
- Was it useful?
- Was it enjoyable?
- Did I feel supported and listened to?
- Are my responsibilities clear?

3. Review as a team the biggest setbacks over the previous 12 months. How could we have turned those into opportunities instead? How can we apply those lessons to future setbacks?

Unrealised Opportunity

The below shows the theme within the pillar of Internal Processes, Systems and Structures, where the team has scored lowest as an aggregate.

Please note that this does not necessarily indicate low function, just the area of least strength. You should also review scores and variance, and drill down into the further breakdown of scoring if required.

Theme: Appropriate Resourcing Score: 14 Variance: 8

Diagnostic result:
The response from the participants indicate that the team is not appropriately resourced to meet the team's objectives. This can arise from a lack of clarity about the roles of the team members, a need to supplement the team's skills and strengths to deliver on

specific projects or because the team size is inappropriate to achieve what is needed. A lack of clarity in roles, inability to supplement skill gaps and resource can lead to recurring quality problems, burnout, and poor performance.

Recommendation:
1. Create a Resource Map of all the resources currently available within the team and/or easily accessed. These may include finance, technology, skills and expertise, time, goodwill and so on. Compare what "bank balance" the team has for each resource against the current and predicted future needs, using scenario planning, if appropriate.

2. If the team has more than 8 people, explore together how to break it into smaller sub-teams that meet as needed to coordinate activity between them. Engage everyone in working out how to make this work.

3. Clarify who is in the team and who is a contractor to the team. (Just because someone reports to the same leader doesn't necessarily make them part of the team – the team consists of those people willing and able to work together in a teaming manner.) Establish mutual expectations with these internal "contractors".

Greatest Range

The below shows the theme within the pillar of Internal Processes, Systems and Structures, where the team has shown the greatest variation in scores at an individual level.

Please note that this does not necessarily indicate high or low function, but should be considered an area of interest in order to understand why there is a broad variance in scores. You should consider drilling down into the further breakdown of scoring to understand potential issues.

Theme: Team Protection **Score:** 23 **Variance:** 22

Diagnostic result:
Team protection (within the team itself and from outside the team) has been found sufficient in the diagnostic analysis, but the notable variance of scores at an individual level indicates that resilience could be improved. Building further team protection and resilience reverts back to increased psychological safety and Leadership role modelling. Creating an environment where the team are given increased autonomy and accountability, a support system that blocks unnecessary interference and the freedom to communicate and challenge constructively will bring the team together, remove the blame culture and increase the team resilience.

Recommendation:
1. With the team leader's consent, each team member lists the top three things the leader currently does to help them do a good job – and one thing that gets in the way and they would like them to do less of.

2. Review team meetings from the perspectives of:
- Was it useful?
- Was it enjoyable?
- Did I feel supported and listened to?
- Are my responsibilities clear?

3. Review as a team the biggest setbacks over the previous 12 months. How could we have turned those into opportunities instead? How can we apply those lessons to future setbacks?

Analysis
Internal Processes, Systems and Structures

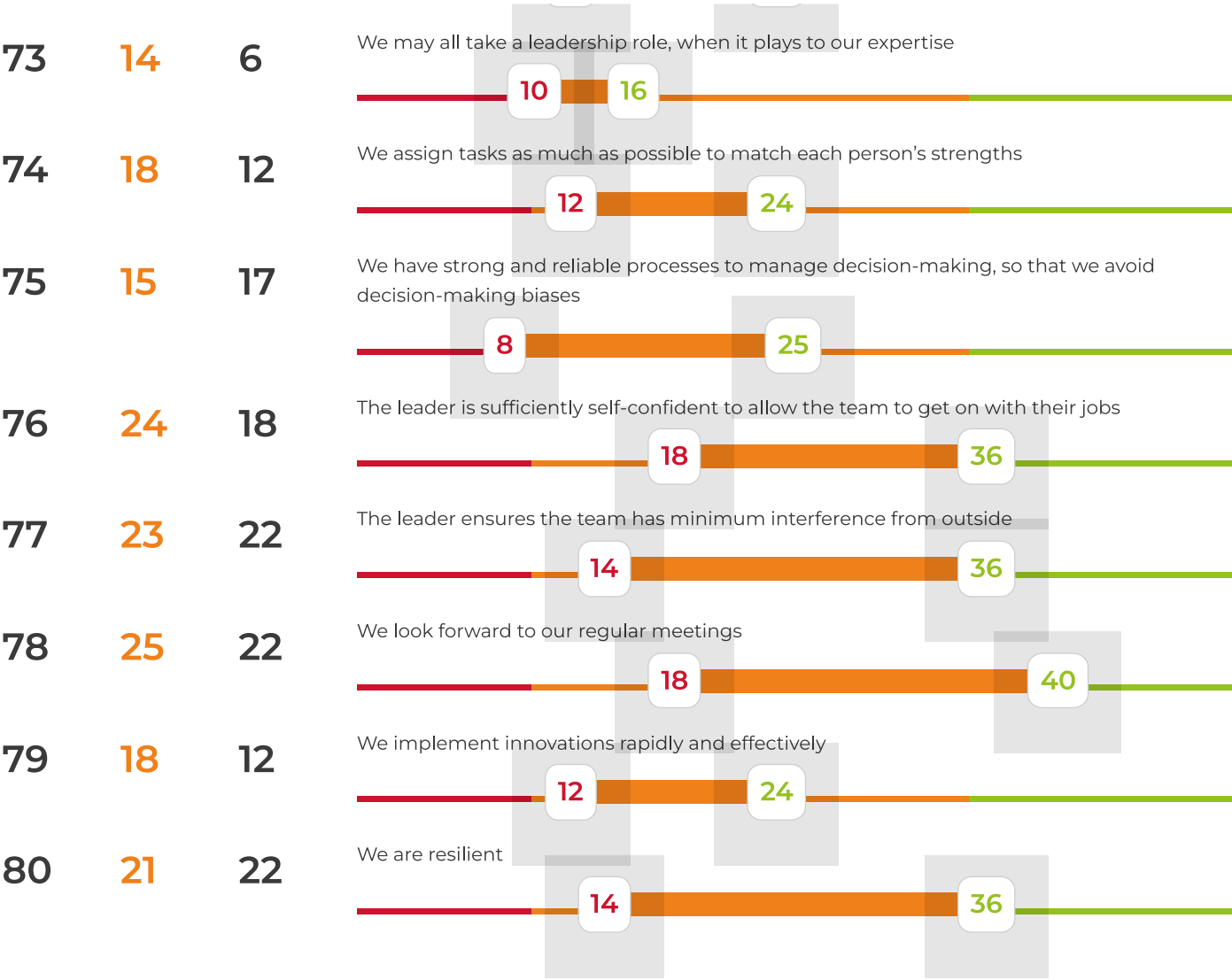The questions shown below all ladder back to the pillar of Purpose & Motivation, and the themes highlighted in the analysis above.

The line illustrations here show you where the team are scoring their performance in the aggregate, the variance %age within the scores and a visual demonstration of these scores and range.

Question	Score	Range	
61	14	8	We are an appropriate size of team for what we have to achieve
			12 — 20
62	14	8	We are very clear who is in the team and who is an external resource
			12 — 20
63	14	8	We supplement the skills sets and strengths of team members with focused resource from outside the team, when needed
			12 — 20
64	18	12	Our internal processes and structures respond very rapidly to external change
			12 — 24
65	17	13	We are able to stand in for each other in most circumstances
			12 — 25
66	14	4	We have clear norms of good behaviour in meetings and elsewhere
			12 — 16
67	14	3	We know exactly what we are dependent on each other for
			12 — 15
68	15	17	We understand our systems well
			8 — 25
69	15	16	We regularly review our systems to make them more effective and to question the assumptions behind them
			8 — 24
70	15	17	We are more focused on being effective than being efficient
			8 — 25
71	14	6	We take responsibility for keeping each other informed, rather than expecting the leader to do it
			10 — 16
72	18	12	We quickly recognise and respond supportively to an overload on any colleague
			12 — 24

73	14	6

We may all take a leadership role, when it plays to our expertise

10   16

74	18	12

We assign tasks as much as possible to match each person's strengths

12   24

75	15	17

We have strong and reliable processes to manage decision-making, so that we avoid decision-making biases

8   25

76	24	18

The leader is sufficiently self-confident to allow the team to get on with their jobs

18   36

77	23	22

The leader ensures the team has minimum interference from outside

14   36

78	25	22

We look forward to our regular meetings

18   40

79	18	12

We implement innovations rapidly and effectively

12   24

80	21	22

We are resilient

14   36

Team Member Scores
Internal Processes, Systems and Structures

The below table shows you how each team member scored against each question, and the resulting aggregate score and variance.

Question	Ravi	Alice	Angelique	Stefan	Aggregate Score	Variance
We are an appropriate size of team for what we have to achieve	12	20	12	12	14	8
We are very clear who is in the team and who is an external resource	12	20	12	12	14	8
We supplement the skills sets and strengths of team members with focused resource from outside the team, when needed	12	20	12	12	14	8
Our internal processes and structures respond very rapidly to external change	12	24	21	15	18	12
We are able to stand in for each other in most circumstances	12	25	21	12	17	13
We have clear norms of good behaviour in meetings and elsewhere	12	15	16	16	14	4
We know exactly what we are dependent on each other for	12	15	15	15	14	3
We understand our systems well	18	25	8	12	15	17
We regularly review our systems to make them more effective and to question the assumptions behind them	14	24	8	15	15	16
We are more focused on being effective than being efficient	18	25	8	12	15	17
We take responsibility for keeping each other informed, rather than expecting the leader to do it	10	15	16	16	14	6
We quickly recognise and respond supportively to an overload on any colleague	12	24	21	15	18	12
We may all take a leadership role, when it plays to our expertise	10	15	16	16	14	6
We assign tasks as much as possible to match each person's strengths	12	24	21	15	18	12
We have strong and reliable processes to manage decision-making, so that we avoid decision-making biases	18	25	8	12	15	17
The leader is sufficiently self-confident to allow the team to get on with their jobs	21	36	21	18	24	18
The leader ensures the team has minimum interference from outside	24	36	21	14	23	22
We look forward to our regular meetings	21	40	21	18	25	22

Question	Ravi	Alice	Angelique	Stefan	Aggregate Score	Variance
We implement innovations rapidly and effectively	12	24	21	15	18	12
We are resilient	16	36	21	14	21	22

Learning

Within the Pillar of Learning, we are looking to understand how the team enhances its performance, skills and resources to tackle current and future tasks. We also seek to understand how it manages capacity and enhances efficiency.

In order to help us understand this, we look at how the team is functioning in the context of 5 key themes, specifically:

Development Planning:

The team recognise the importance of learning and growth, and all team members have personal development plans in place. The team also has a team development plan that they have all signed up to, which focuses on how the team as a collective needs to evolve in the next 12-24 months.

Learning Relevance:

The team places value behind continued upskilling and reskilling as appropriate to the changing demands of their environment. Development is reflective of the evolution in markets and business strategy.

Embedded Learning:

There is a well rooted learning culture within the team and they place high value in continuous learning. They engage in co-coaching, and include learning as a regular topic on their team meeting agenda.

Developmental Orientation:

The team frequently seek challenges to their assumptions, and invite this from outside of the team itself. They are focused on efficacy and innovation, and invest in building networks to support this.
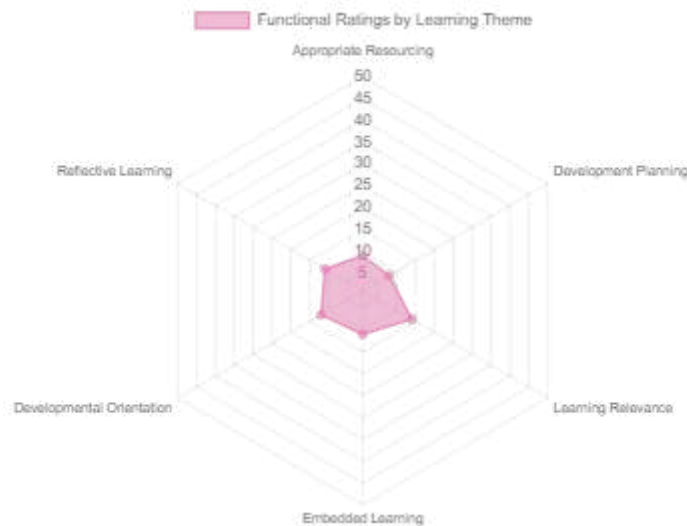
Reflective Learning:

The team allocate time for reflective learning. They have solid processes and practices that allow them to review, reflect and learn from their mistakes and setbacks. They use their learnings to implement positive and proactive change.

Functional Ratings by theme

Functional Ratings by Learning Theme

- Appropriate Resourcing
- Development Planning
- Learning Relevance
- Embedded Learning
- Developmental Orientation
- Reflective Learning

High / Low Performance indicators

Highest Rating		Lowest Rating		Most Widely Rated	
We recognise that the need for continuous learning increases at each level in the organizational hierarchy	13	We all have and use personal development plans	8	We relate the learning needs of the team to the evolving markets and business strategy	17
We relate the learning needs of the team to the evolving markets and business strategy	13	We recognise and reward learning	8	We recognise that the need for continuous learning increases at each level in the organizational hierarchy	17
We invest in and build extensive networks to generate new ideas	12	We have and use a team development plan that integrates individual learning and focuses on how the team needs to evolve in the next 120-24 months	8	We include learning goals as well as task goals on our regular meeting agenda	8
We invite challenge from other levels in the organization	12	We show we are serious about learning by protecting training budgets	8	We engage in co-coaching and see each other as key learning resources	8

We invite outsiders to present challenging ideas to us

12

We are good at translating lessons from setbacks into practical change

10

We prefer to be ahead of change, rather than behind it

8

Greatest Strength

The below shows the theme within the pillar of Learning, where the team has scored most highly as an aggregate.

Please note that this does not necessarily indicate high function, just best performing area. You should also review scores and variance, and drill down into the further breakdown of scoring if required.

Theme: Learning Relevance **Score:** 14 **Variance:** 13

Diagnostic result:
For this team, learning relevance has been highlighted as area of dysfunction. The team's responses indicate a lack of alignment in any development plans to the evolving business strategy or markets and suggests that continuous learning throughout the organisation is undervalued. The pace of digital innovation and an increasingly competitive business landscape means that there is a shorter shelf life for knowledge, so it's important to keep a focus on reskilling and upskilling.

Recommendation:
1. List all the key challenges the team faces (potential as well as actual) for the next 12-24 months. What skills, knowledge and competence will it need to tackle these confidently and capably? What resources will be needed for this to happen and where will we find them?

2. Regularly review the learning priorities to ensure that the most important ones are the focus of the most energy and attention.

3. Explore together the question: If there were one key learning or capability this team needed to acquire, what would it be?

Unrealised Opportunity

The below shows the theme within the pillar of Learning, where the team has scored lowest as an aggregate.

Please note that this does not necessarily indicate low function, just the area of least strength. You should also review scores and variance, and drill down into the further breakdown of scoring if required.

Theme: Development Planning **Score:** 8 **Variance:** 5

Diagnostic result:
The diagnostic outcome illustrates that there is little or no development planning in place for this team or the individuals within it. This demonstrates that individual and collective learning are insufficiently valued. A deliberately thought-out and well executed employee development strategy is important for numerous reasons and offers multiple benefits to the employee but also the organisation itself. Carefully considered development plans that are aligned to business needs and growth opportunities will improve the organisational agility and adaptability to external changes, while also improving performance, increasing motivation, developing Leadership pipelines, and attracting and retaining talent.

Recommendation:
1. Explore with the team the value of personal development both as individuals and collectively. Start by encouraging everyone to

be coached by their colleagues in creating a Personal Development Plan that will motivate them.

2. Bring all the PDPs together and create a Team Development Plan that integrates the learning individuals need to do with the team's performance and learning goals for the next period (say, 12-24 months).

3. At regular team meetings, set short-term learning goals based on what has gone well and less well in the previous weeks; or based on potential threats on the horizon.

Greatest Range

The below shows the theme within the pillar of Learning, where the team has shown the greatest variation in scores at an individual level.

Please note that this does not necessarily indicate high or low function, but should be considered an area of interest in order to understand why there is a broad variance in scores. You should consider drilling down into the further breakdown of scoring to understand potential issues.

Theme: Learning Relevance **Score:** 14 **Variance:** 13

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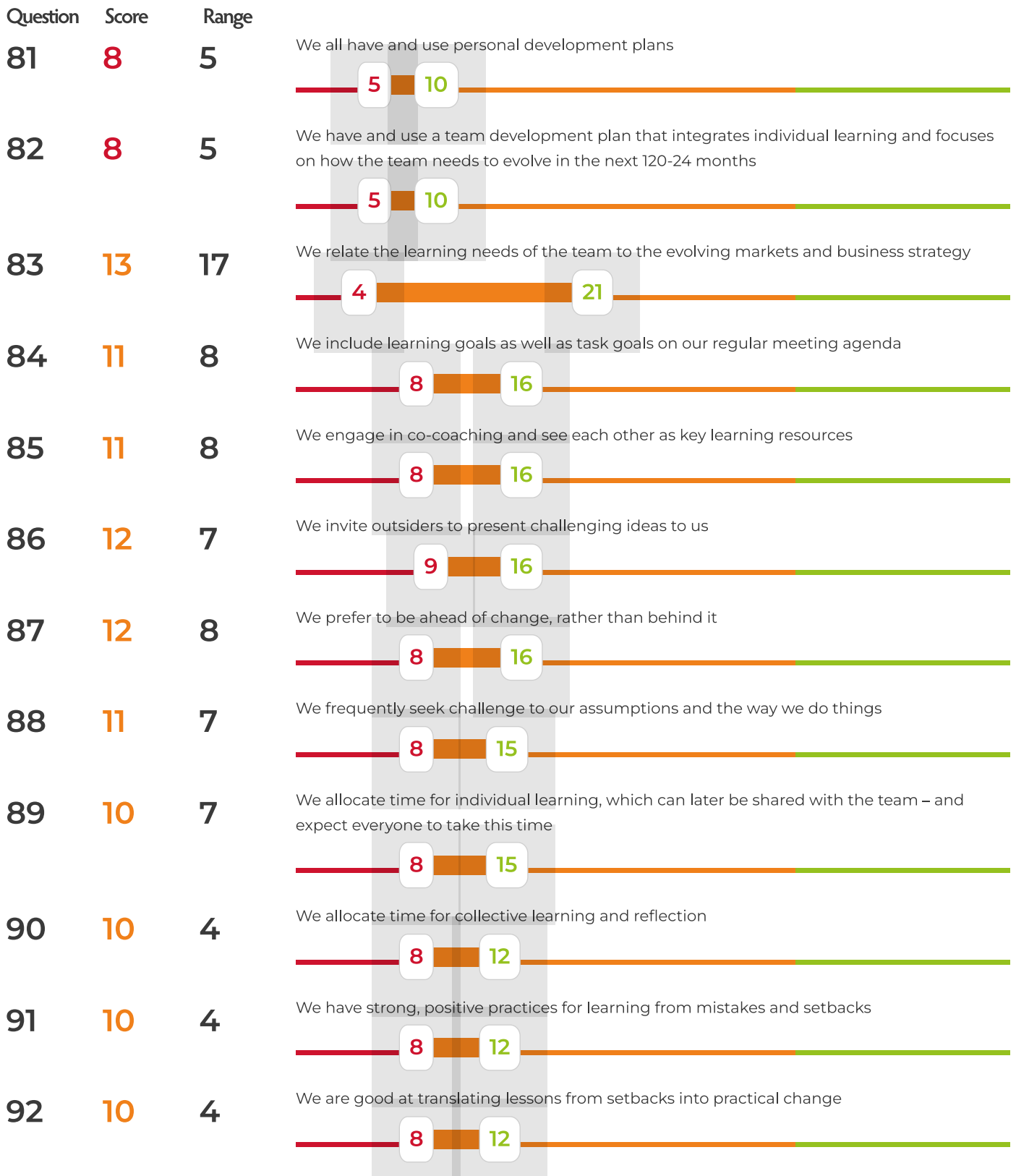
Recommendation:
1. List all the key challenges the team faces (potential as well as actual) for the next 12-24 months. What skills, knowledge and competence will it need to tackle these confidently and capably? What resources will be needed for this to happen and where will we find them?

2. Regularly review the learning priorities to ensure that the most important ones are the focus of the most energy and attention.

3. Explore together the question: If there were one key learning or capability this team needed to acquire, what would it be?

Analysis
Learning

The questions shown below all ladder back to the pillar of Purpose & Motivation, and the themes highlighted in the analysis above.

The line illustrations here show you where the team are scoring their performance in the aggregate, the variance %age within the scores and a visual demonstration of these scores and range.

Question	Score	Range	
81	8	5	We all have and use personal development plans
			5 — 10
82	8	5	We have and use a team development plan that integrates individual learning and focuses on how the team needs to evolve in the next 120-24 months
			5 — 10
83	13	17	We relate the learning needs of the team to the evolving markets and business strategy
			4 — 21
84	11	8	We include learning goals as well as task goals on our regular meeting agenda
			8 — 16
85	11	8	We engage in co-coaching and see each other as key learning resources
			8 — 16
86	12	7	We invite outsiders to present challenging ideas to us
			9 — 16
87	12	8	We prefer to be ahead of change, rather than behind it
			8 — 16
88	11	7	We frequently seek challenge to our assumptions and the way we do things
			8 — 15
89	10	7	We allocate time for individual learning, which can later be shared with the team – and expect everyone to take this time
			8 — 15
90	10	4	We allocate time for collective learning and reflection
			8 — 12
91	10	4	We have strong, positive practices for learning from mistakes and setbacks
			8 — 12
92	10	4	We are good at translating lessons from setbacks into practical change
			8 — 12

93   **12**   **7**

We invest in and build extensive networks to generate new ideas

9   16

94   **12**   **7**

We invite challenge from other levels in the organization

9   16

95   **11**   **8**

Leaders take seriously being role models for continuous learning

8   16

96   **13**   **17**

We recognise that the need for continuous learning increases at each level in the organizational hierarchy

4   21

97   **8**   **5**

We recognise and reward learning

5   10

98   **10**   **4**

We value honest feedback

8   12

99   **8**   **5**

We show we are serious about learning by protecting training budgets

5   10

100   **11**   **8**

We default to a coaching mindset in meetings

8   16

Team Member Scores
Learning

The below table shows you how each team member scored against each question, and the resulting aggregate score and variance.

Question	Ravi	Alice	Angelique	Stefan	Aggregate Score	Variance
We all have and use personal development plans	8	10	5	9	8	5
We have and use a team development plan that integrates individual learning and focuses on how the team needs to evolve in the next 120-24 months	9	10	5	9	8	5
We relate the learning needs of the team to the evolving markets and business strategy	4	12	21	15	13	17
We include learning goals as well as task goals on our regular meeting agenda	8	12	8	16	11	8
We engage in co-coaching and see each other as key learning resources	9	12	8	16	11	8
We invite outsiders to present challenging ideas to us	12	16	12	9	12	7
We prefer to be ahead of change, rather than behind it	12	16	12	8	12	8
We frequently seek challenge to our assumptions and the way we do things	12	15	12	8	11	7
We allocate time for individual learning, which can later be shared with the team – and expect everyone to take this time	8	12	8	15	10	7
We allocate time for collective learning and reflection	9	8	12	12	10	4
We have strong, positive practices for learning from mistakes and setbacks	8	9	12	12	10	4
We are good at translating lessons from setbacks into practical change	8	8	12	12	10	4
We invest in and build extensive networks to generate new ideas	12	16	12	9	12	7
We invite challenge from other levels in the organization	12	16	12	9	12	7
Leaders take seriously being role models for continuous learning	8	12	8	16	11	8
We recognise that the need for continuous learning increases at each level in the organizational hierarchy	4	12	21	15	13	17
We recognise and reward learning	8	10	5	9	8	5
We value honest feedback	9	8	12	12	10	4

Question	Ravi	Alice	Angelique	Stefan	Aggregate Score	Variance
We show we are serious about learning by protecting training budgets	9	10	5	9	8	5
We default to a coaching mindset in meetings	8	12	8	16	11	8

Leadership

Within the Pillar of Leadership, we are looking to understand how the Leadership qualities and behaviours have a moderating influence on team function and the other factors, and whether that is in a positive or negative way.

In order to help us understand this, we look at how the team is functioning in the context of 5 key themes, specifically:

Vision & Context:

The team is clear on where they are heading, and why. The Team Leader is focused on helping to explain the context around their goals and helping each team member understand their goals.

Collaborative & Empowering Leadership:

The team and the Leader agree on the appropriate style of management. They are given autonomy and accountability, and the team members can take on leadership roles when required.

Interpersonal Leadership:

The team members feel comfortable approaching their Leader. They care about and respect their team Leader and the Leader demonstrates care for the team members.

Leadership Courage:

The Leader shows courage, and has the capacity to do the right thing in spite of personal risk. They protect the team from the worst interference from outside. The Leader is focused on promoting the team's reputation and credibility.

Inspirational Leadership:

The team Leader serves as the blueprint to the team members, and role models the values and behaviours of the team. The Leader cares about the mission and purpose of the team and the team highly respect and value their Leaders experience and intellect.

Functional Ratings by theme

Functional Ratings by Leadership Theme

Vision & Context

Inspirational Leadership

Collaborative & Empowering Leadership

Leadership Courage

Interpersonal Leadership
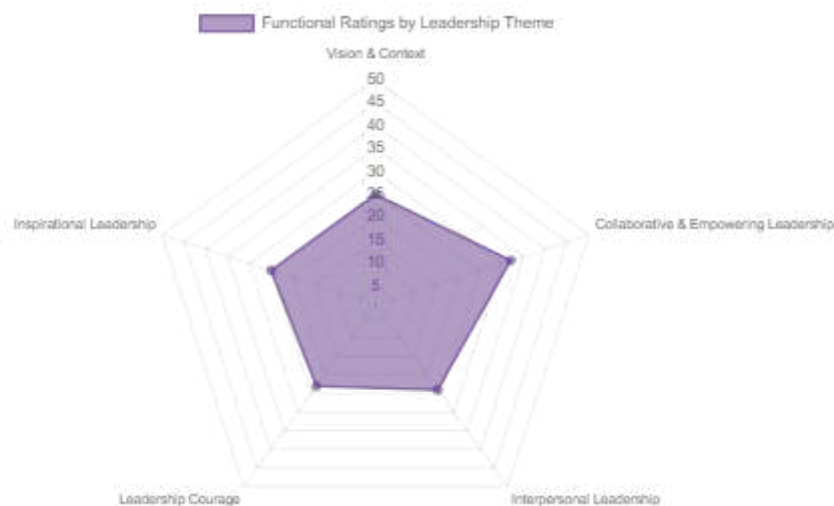
High / Low Performance indicators

Highest Rating		Lowest Rating		Most Widely Rated	
The team and the leader agree on the style of leadership needed	30	The leader shows courage	22	The team and the leader agree on the style of leadership needed	37
Where appropriate, the leadership role moves between team members	30	The leader protects the team from the worst of interference from outside	23	Where appropriate, the leadership role moves between team members	37
Meeting agendas are created collaboratively	30	The leader invests substantial energy in making sure everyone understands individual and collective goals	24	Meeting agendas are created collaboratively	37
The leader's style is less managing people and more enabling them to manage themselves	29	The leader seeks and makes use of feedback from the team	24	The leader's style is less managing people and more enabling them to manage themselves	31

The leader helps the team understand the wider context surrounding goals

26

The team values the leader for who he or she is as a human being

24

The leader helps the team understand the wider context surrounding goals

17

Greatest Strength

The below shows the theme within the pillar of Leadership, where the team has scored most highly as an aggregate.

Please note that this does not necessarily indicate high function, just best performing area. You should also review scores and variance, and drill down into the further breakdown of scoring if required.

Theme: Collaborative & Empowering Leadership **Score:** 32 **Variance:** 37

Diagnostic result:
The scores in the diagnostic illustrate that the Leader is highly collaborative in their style of managing the team. While there was significant differences in the scores at an individual member level which should be explored, overall the team benefit from the empowerment from the Leader to manage themselves and in allowing them to adopt a leadership role in areas of expertise. Embracing this kind of collaborative and empowering Leadership style gives the team members the opportunity to contribute to the project with intent, and will support working relationships built on trust and communication.

Recommendation:
1. Explore with the team and the Team Leader the question: What systems and behaviours can we adopt to ensure that everyone in the team feels listened to and valued?

2. Share what values the team holds most deeply. Choose three that you collectively agree are among the most important. For example: One relating to how you treat each other; One relating to how you treat customers; One relating to the nature and quality of the work you do.

3. Explore the concept of the 'dream team'. Ask the Team and Team Leader to explore together the behaviours, values and characteristics of a high functioning team. Explore energy, support and openness, collective problem solving, fearless & faultless feedback and challenge etc. Where does this team excel, and how can we ensure these characteristics are maintained?

Unrealised Opportunity

The below shows the theme within the pillar of Leadership, where the team has scored lowest as an aggregate.

Please note that this does not necessarily indicate low function, just the area of least strength. You should also review scores and variance, and drill down into the further breakdown of scoring if required.

Theme: Leadership Courage **Score:** 23 **Variance:** 14

Diagnostic result:
The diagnostic results show a good level of managerial courage, with solid scores around perceived team protection and promotion with parties external to the team. However, increased courageousness from this Leader would positively impact on their credibility and further increase respect from their team members. This in turn may energise the team further and enhance productivity and performance. Courage is the capacity to do the right thing, while being aware of the personal and wider risks. Key components of courage include clarity of one's own values, a deep sense of ethicality, being positively self-critical, being able to let go and move on, resilience to setbacks.

Greatest Range

The below shows the theme within the pillar of Leadership, where the team has shown the greatest variation in scores at an individual level.

Please note that this does not necessarily indicate high or low function, but should be considered an area of interest in order to understand why there is a broad variance in scores. You should consider drilling down into the further breakdown of scoring to understand potential issues.

Theme: Collaborative & Empowering Leadership **Score:** 32 **Variance:** 37

Diagnostic result:
The scores in the diagnostic illustrate that the Leader is highly collaborative in their style of managing the team. While there was significant differences in the scores at an individual member level which should be explored, overall the team benefit from the empowerment from the Leader to manage themselves and in allowing them to adopt a leadership role in areas of expertise. Embracing this kind of collaborative and empowering Leadership style gives the team members the opportunity to contribute to the project with intent, and will support working relationships built on trust and communication.

Recommendation:

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Analysis
Leadership

The questions shown below all ladder back to the pillar of Purpose & Motivation, and the themes highlighted in the analysis above.

The line illustrations here show you where the team are scoring their performance in the aggregate, the variance %age within the scores and a visual demonstration of these scores and range.

Question	Score	Range	
101	25	16	The team is clear and agreed on what they need in terms of being led
			16 — 32
102	30	37	The team and the leader agree on the style of leadership needed
			8 — 45
103	30	37	Where appropriate, the leadership role moves between team members
			8 — 45
104	25	16	The leader shares his or her own development goals and seeks support from the team
			16 — 32
105	29	31	The leader's style is less managing people and more enabling them to manage themselves
			9 — 40
106	30	37	Meeting agendas are created collaboratively
			8 — 45
107	24	16	The leader invests substantial energy in making sure everyone understands individual and collective goals
			16 — 32
108	26	17	The leader helps the team understand the wider context surrounding goals
			15 — 32
109	24	12	The leader seeks and makes use of feedback from the team
			20 — 32
110	23	14	The leader protects the team from the worst of interference from outside
			18 — 32
111	24	14	The leader promotes the achievement and reputation of the team and its members, rather than his or her own
			18 — 32
112	25	12	The team values the leader for his or her knowledge and expertise (not necessarily just technical)
			20 — 32

113	25	12	The team values the leader for his or her intellect

20 — 32

114	24	12	The team values the leader for who he or she is as a human being

20 — 32

115	26	15	The leader is very approachable

20 — 35

116	26	12	The leader demonstrates that he or she cares about the team mission and purpose

20 — 32

117	24	12	The leader demonstrates that he or she cares about the team members

20 — 32

118	22	14	The leader shows courage

18 — 32

119	26	12	The leader is a role model for the team values

20 — 32

120	25	12	The leader is a role model for personal development – both their own and coaching others

20 — 32

Team Member Scores
Leadership

The below table shows you how each team member scored against each question, and the resulting aggregate score and variance.

Question	Ravi	Alice	Angelique	Stefan	Aggregate Score	Variance
The team is clear and agreed on what they need in terms of being led	21	32	32	16	25	16
The team and the leader agree on the style of leadership needed	8	28	40	45	30	37
Where appropriate, the leadership role moves between team members	8	28	40	45	30	37
The leader shares his or her own development goals and seeks support from the team	21	32	32	16	25	16
The leader's style is less managing people and more enabling them to manage themselves	9	28	40	40	29	31
Meeting agendas are created collaboratively	8	28	40	45	30	37
The leader invests substantial energy in making sure everyone understands individual and collective goals	16	32	32	16	24	16
The leader helps the team understand the wider context surrounding goals	28	32	32	15	26	17
The leader seeks and makes use of feedback from the team	24	32	21	20	24	12
The leader protects the team from the worst of interference from outside	24	32	18	20	23	14
The leader promotes the achievement and reputation of the team and its members, rather than his or her own	28	32	18	20	24	14
The team values the leader for his or her knowledge and expertise (not necessarily just technical)	24	32	24	20	25	12
The team values the leader for his or her intellect	24	32	24	20	25	12
The team values the leader for who he or she is as a human being	24	32	21	20	24	12
The leader is very approachable	28	35	21	20	26	15
The leader demonstrates that he or she cares about the team mission and purpose	28	32	24	20	26	12
The leader demonstrates that he or she cares about the team members	24	32	21	20	24	12

Question	Ravi	Alice	Angelique	Stefan	Aggregate Score	Variance
The leader shows courage	18	32	18	20	22	14
The leader is a role model for the team values	28	32	24	20	26	12
The leader is a role model for personal development – both their own and coaching others	24	32	24	20	25	12

Next Steps

The first part of the PERILL Diagnostics for Teams process is complete as the team have all fed back their scores and this has generated your report.

Now that you have had a chance to review the scoring patterns from the team and digest the issues and opportunities, it's a great time to enter the second part of evaluation, with the team.

While ultimately, it's down to the team to decide how to move these findings forward, we have created a framework (see Team Meeting Presentation) and guidelines to help you shape productive and positive outputs from the PERILL diagnostics report.

As the Team Leader, we suggest that your role in this process is a) to ensure everyone spends some time reviewing the report before you meet and b) to ensure that there is enough space allocated to give this process the time required to allow full and open discussions (we suggest at least a dedicated hour) and that you encourage and steer the team to positive, productive and safe discussions - ensuring that everyone's voices have been heard.

Guidelines:

- Send out the attached Team Meeting Presentation to the team as a pre-read, allowing time for the team to consider the findings and sharing your aims and objectives of the team meeting.
- Set aside at least an hour to come together. In that hour:
  - Replay why the team is there, and re-emphasise the ground rules for discussions.
  - Deep dive into the outputs together (using the questions in the team exercises as your basis for discussion).
  - Determine as a team what you want to take forward and work on as the most critical and central focus (don't try to tackle everything in one go, you can revisit the process over time).
- In the next team session:
  - Agree the actions and commitments that you will make as a team.
  - Discuss and agree how you will hold each other accountable.
  - Create an action plan that you can all work from together.
  - Agree what a successful outcome would look like.
- Following the initial sessions, ensure that you create regular space for checking-in on progress, revisiting and re-evaluating the efforts being made, so that the PERILL action plan is embedded in your working practices.
- In time (6 months is a good period of time) re-run the diagnostics to see if you have made the desired progress in performance and team dynamics. Check in with stakeholders too to see if they can see the difference.

How to facilitate these working team sessions related to PERILL

- Ensure everyone is aware of the objectives of the meeting and has a pre-read to allow them time to reflect prior to the session.
- Reiterate the ground rules for the session.
- In the session itself, try to keep the meeting focused on one item at a time.
- Regulate the flow of discussion, ensuring that everyone's voice is heard. You may need to draw out the quieter people.
- Practice active listening, and clarify and summarise points (checking for agreement of those summaries) as this will help you to develop the action plan later.
- Help the group address conflict areas by validating all points and perspectives.
- Use practical tools to help brainstorm/capture ideas (e.g. post-it notes under areas of focus, somewhere to capture side points that need to be revisited, breakouts into smaller groups if needed etc).
- Manage time effectively.
- Ensure a follow up written record of actions and decisions.

For additional context and detail David Clutterbuck's accompanying book Coaching the Team at Work (2nd Edition), is now available to purchase.