

## Team Pulse Assessment Report

**Date:** 16 March 2020

**Prepared for:** John Doe

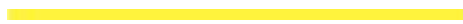
### Introduction

Thank you for completing the assessment. The questions we asked allow us to take the pulse of your team according to how you see it today. The questions indicate the health of your team against five core competency areas:

- Psychological Safety
- Trust & Dependability
- Purpose & Goals
- Communication & Conflict
- Collaboration

Each of these core team competencies are essential to get right if you want to be a high performing team. These were identified not only by our own work in the field of team coaching & development, but also through research done by organisations like Google, The Table Group, MIT and Harvard Business School.

If you aspire to become a truly great team, where morale is high, people are happy, committed and motivated to go the extra mile to ensure your team's success, then you need to ensure that you are functioning well in each of these categories. Any issues that mean you don't score well need to be addressed and we offer some ideas in each category on what you could do next to help you. There are ways to create a strong team culture and ethos that will help you increase morale, ensure contentment and commitment within your team. If you would like to discuss how we can help you do this, please do not hesitate to get in touch.



# The Five Categories

## Psychological Safety

Psychological Safety is a sense of confidence that the team will not embarrass, judge or punish someone for speaking up. It describes a team climate characterized by interpersonal trust and mutual respect in which people are comfortable being themselves. Without a psychologically safe atmosphere from which to operate, teams will not be able to build trust and create engagement within the team. People will be less likely to share opinions, there is a greater chance of misunderstanding and a lack of engagement. Teams with high levels of psychological safety create an environment where trust builds, people are willing to engage and contribute and things get done.

## Trust & Dependability

Having a high level of trust within a team is an essential building block for effective teamwork. A lack of trust creates uncertainty, division, hesitation and conflict. People who don't trust each other are less likely to be vulnerable with each other, take risks, support each other and help each other. Trust comes when people are dependable and deliver on their promises, when they are sincere, committed, competent and consistent in their actions. All of these things need to be present in your team for trust to build. With trust comes commitment and confidence, leading to better results.

## Purpose & Goals

It is vital that a team has a clear and compelling purpose – its reason for being – and the right goals that the team can reach in service of this purpose. A team's purpose should be clearly defined and be more than just a number. Great teams make sure that all its members are tightly connected to the positive impact they make on the lives of other people who they serve. The goals they choose to aspire to reach are measurable, tangible and will lead them to achieving that purpose.

## Communication & Conflict

Having honest and open communication within your team is vital to your team's morale and happiness, and therefore success in achieving what you want to achieve. Toxic communication practices like blame culture, defensiveness and contempt are a poison you need to avoid. These create destructive conflict situations and it is key that good teams know how to have constructive and healthy communication practices. These include active listening, taking it in turns to speak and hearing all the voices in the team. This will allow you to have the necessary discussions in your team – healthy conflict – that will create better innovation, decision making and getting things done on time.

## Collaboration

Team members have to be great collaborators in order to get the best out of their relationships within the team and with others outside the team. We live in an increasingly collaborative world with tremendous opportunities for teams that can collaborate well. Sometimes this means self-sacrifice by team members, supporting others, sharing of information and putting the team's needs before your own. Truly collaborative teams have very little ego at play and reward collaboration over competition and individual success.

# Your Score Summary

There are four questions on the assessment that relate to each of the five core competencies. We have grouped the questions for you in each category with your score against each question, your overall score out of 40 and your average score.

## YOUR TOTAL SCORES:

Category	TOTAL Score (Max. 40)
Psychological Safety	29
Trust & Dependability	25
Purpose & Goals	28
Communication & Conflict	29
Collaboration	30

## YOUR AVERAGE SCORES:

Category	AVERAGE Score (Max. 10)
Psychological Safety	7.25
Trust & Dependability	6.25
Purpose & Goals	7
Communication & Conflict	7.25
Collaboration	7.5

Following are breakdowns of your scores by category.

---

# Psychological Safety

Psychological Safety Questions	Your Score (out of 10)
It's OK to own up if you make a mistake on this team.	6
People are not afraid to challenge each other and speak up.	8
People are not judged or made fun of and are comfortable to be vulnerable with each other.	7
People feel able to challenge the status quo if it serves the team to do so and be completely honest with each other.	8
<b>TOTAL SCORE</b> (out of 40):	<b>29</b>
<b>AVERAGE SCORE</b> (out of 10):	<b>7.25</b>

## What Your Psychological Safety Score Means:

Your team feels it is safe to open up and have open interactions where they are prepared to be vulnerable to some extent; they may question things they don't understand but they might at times feel it best to keep quiet rather than risk potential judgement. Your level of psychological safety means morale may be average. You do get things done but could certainly improve the atmosphere which will encourage greater commitment, decision making and completing tasks on time.

## What You Need to Do Next:

You should build upon the level of safety you have within your team. Encourage greater relationship building, create opportunities for forthright and open conversations around your communication do's and don'ts and establish better behaviour protocols. Be sure to stamp out any judgement or ridicule of team members.



## Trust & Dependability

Trust & Dependability Questions	Your Score (out of 10)
There's a high degree of trust within this team.	5
People feel accountable for what they do on this team, and they care if they let the team down.	7
We can depend on each other to do what is asked of us.	6
The team has trust in the leadership to make the right decisions and have our best interest at heart.	7

<b>TOTAL SCORE</b> (out of 40):	<b>25</b>
<b>AVERAGE SCORE</b> (out of 10):	<b>6.25</b>

### What Your Trust & Dependability Score Means:

Your Trust score indicates that you have trust in your team but it could be improved. Trust is one of the most essential building blocks of effective teamwork and without it, you will struggle to get things done. People in your team do support each other but at times may hold back from entering into vulnerable conversations. You may find it hard to secure commitment to tough decisions, but people do get on with each other and will support team decisions that are made.

### What You Need to Do Next:

You should consider creating opportunities to build greater trust within your team. Encourage people to build relationships to get to know each other. Explain that people need to be reliable, committed, consistent, and sincere in their actions.



## Purpose & Goals

Purpose & Goals Questions	Your Score (out of 10)
It is very clear to everyone what this team's purpose is.	7
Our goals are clear and visible and we measure ourselves against them on a weekly basis.	7
Our purpose inspires people on the team to want be proactive in service of achieving it.	8
Everyone has individual key performance goals which are aligned with the overall goals and purpose of the team.	6

<b>TOTAL SCORE</b> (out of 40):	<b>28</b>
<b>AVERAGE SCORE</b> (out of 10):	<b>7</b>

### What Your Purpose & Goals Score Means:

Your team may have an idea of what it does, but it could be clearer. There will be some goals in place, but some people will not be able to connect how their work directly impacts these goals and others may not have clear and measurable goals in front of them. The team will have an idea of their purpose, but might not have complete clarity and may struggle to articulate their purpose when asked.

### What You Need to Do Next:

You need to review your purpose and ensure that it is completely clear for everyone on the team, and they know that the work they do has a positive impact on the lives of people that they serve. Consider creating three to five goals specific to each person on the team that directly serves this purpose. Make goals front of mind, measurable and reviewed frequently to ensure people have a sense of achievement and know when they are successful.



## Communication & Conflict

Communication & Conflict Questions	Your Score (out of 10)
We handle any issues without aggression and argument, and are quite skillful at communication calmly and effectively.	8
Everyone listens and talks in equal measure.	7
We have frequent healthy discussions and debates to sort out issues and make decisions.	8
It is OK to speak up if you don't understand and we feel comfortable disagreeing with each other.	undefined

<b>TOTAL SCORE</b> (out of 40):	<b>29</b>
<b>AVERAGE SCORE</b> (out of 10):	<b>7.25</b>

### What Your Communication & Conflict Score Means

Your team gets along OK but does experience some communication issues. On the surface things are probably fine, but when tested, arguments could be happening and conflict handled unskillfully on occasion. People are listening to each other but not as well as they could. Conversations and meetings go OK but there is a feeling that there are some barriers to really meaningful debate and skillfully managed conflict situations in place that could be removed or reduced.

### What You Need to Do Next

You should consider having an open discussion with the team around communication and conflict issues. (You could consider asking someone outside the team to mediate the discussion if required). Establish correct communication and conflict protocols and insist people adhere to them. Ask leaders to role model this behaviour. Encourage and reward when good communication happens and quickly deal with issues that might arise.

## Collaboration

Collaboration Questions	Your Score (out of 10)
We are a highly collaborative and connected team, with no barriers between members.	8
We work well with other people and teams outside of our own that we depend on to get things done.	7
We have a strong team ethos that people believe in and they are very supportive of each other and other teams around us.	7
It is OK to speak up if you don't understand and we feel comfortable disagreeing with each other.	undefined

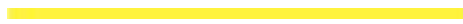
<b>TOTAL SCORE</b> (out of 40):	<b>30</b>
<b>AVERAGE SCORE</b> (out of 10):	<b>7.5</b>

### What Your Collaboration Score Means

Your score indicates that your team can collaborate but may not be doing so as often as they could or should. They may still be serving their own agenda ahead of the team's at times, ego might get in the way occasionally and people may not be truly putting the team's goals before their own. Although they are willing to help others and share information they could be better at this and as a result, you might find it hard to secure strong commitment and people are occasionally more focused on getting what they want.

### What You Need to Do Next

Although collaboration does happen in your team, it is necessary to proactively encourage greater collaboration. Educate the team about what is expected. Ask senior leadership to role model collaborative behaviour; recognise and reward good examples of collaboration. Develop a set of collaborative do's and don'ts for your team to live by.





## What's Next?

We hope that you have found it useful to do the assessment and read about your results. We understand that teamwork can be messy and frustrating, but that it also can be incredibly rewarding in so many ways when it is done right.

If you would like to talk to us about how we can help your team to improve your scores, we would be delighted to help. It's totally normal to be imperfect, but we also believe every team has the right and the ability, with a little help, to be great.

**Contact us now for a free consultation - we are only an email or phone call away.**

Andy Fieldhouse  
*Founder*  
*The Team Space*

Phone: +971 (0)50 559 5711  
Email: [andy@theteamspace.com](mailto:andy@theteamspace.com)  
Website: [www.theteamspace.com](http://www.theteamspace.com)

---