

PUSHING BACK entropy



Organization / Team: **XYZ Company / Executive Team**

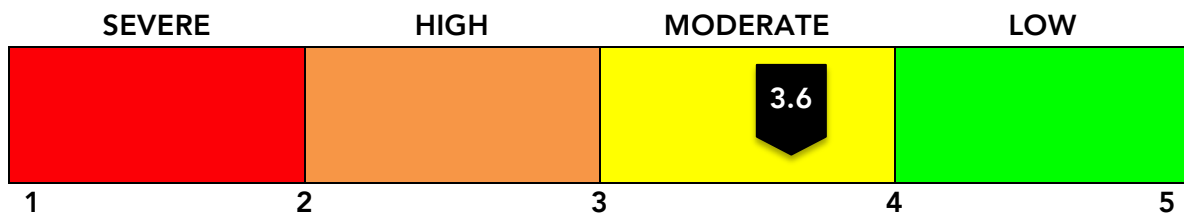
Date of Survey: **1 April 2014**

TEAM CONFLICT POTENTIAL REPORT

You had **15** people in your organization complete this survey.

This report summarizes the results of your team on the Pushing Back Entropy - Team Conflict Potential Survey. The combined results for your teams' self-assessment are presented below:

OVERALL TEAM CONFLICT POTENTIAL RATING



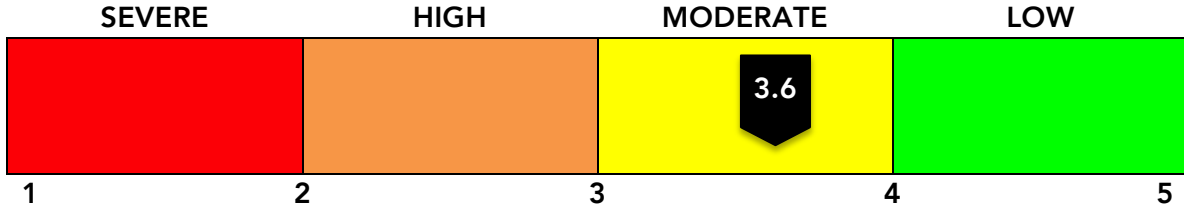
Your team scored a **3.6** out of 5 for OVERALL TEAM CONFLICT POTENTIAL.

This score is the combined average of your scores in the Contributors, Intrapersonal and Systemic dimensions. This means your team has a moderate potential for conflict overall.

COMPONENT SCORES:

Team Conflict Potential is composed of components in three areas. Each trait is measured below:

CONTRIBUTORS (ENVIRONMENTAL FACTORS) POTENTIAL

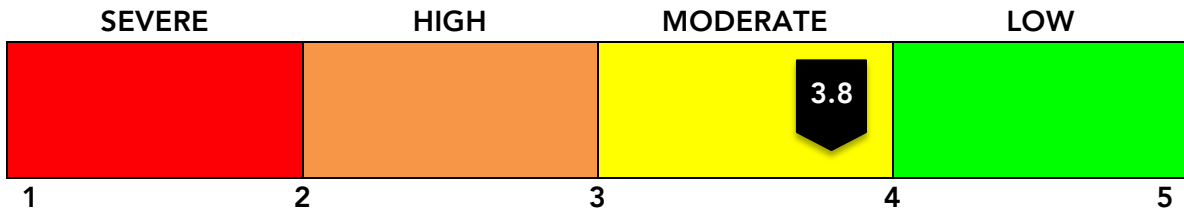


Your team scored a **3.6** out of 5 for CONTRIBUTORS.

This is a measurement of the factors in the environment that often add to the intensity of conflict. This score is the combined average of your scores for Responsibility, Reciprocity, Respect, and Restraint. This means your team has some fuel in the environment that will fuel potential conflict. Your subresults for the four components that make up Contributors were:

- RESPONSIBILITY RATING: **3.5**
- RECIPROCITY RATING: **4.0**
- RESPECT RATING: **3.9**
- RESTRAINT RATING: **3.4**

INTRAPERSONAL POTENTIAL

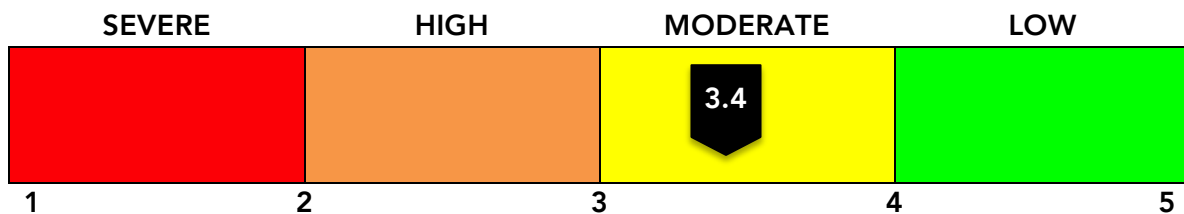


Your team scored a **3.8** out of 5 for INTRAPERSONAL.

This is a measurement of the intrapersonal factors that often spark conflict. This score is the combined average of your scores for Resistance, EQ, and Ethics. This means your team has some potential to struggle with conflict intrapersonally. Your subresults for the three components that make up Intrapersonal were:

- RESISTANCE RATING: **3.5**
- EQ (DEFENSE MECHANISMS) RATING: **3.7**
- ETHICS (EVIL) RATING: **4.0**

SYSTEMIC POTENTIAL



Your team scored a **3.4** out of 5 for SYSTEMIC.

This is a measurement of the factors in the system that are related to the potential and intensity of interpersonal conflict. This score is the combined average of your scores for Culture and Conflict Resolution. This means your team has some problems in the system that will predict conflict. Your subresults for the two components that make up Systemic were:

- CULTURE RATING: **3.8**
- CONFLICT RESOLUTION RATING: **3.0**

ADDITIONAL TEAM FEEDBACK

Conflict is connected to (in rank order of response):

1. money/profitability
2. mistreatment of team members
3. time / schedules / deadlines

Current level of conflict on our team:

1. Getting high (10)
2. Neutral (4)
3. Very high; it's not safe (1)

The conflicts in our organization seem to be created by (in rank order of reponse):

1. Management
2. Outside influences
3. Peers

Additional Comments:

-We have a few ongoing issues with people being "bullied" by managers in the organization.

-We talk about ethics sometimes, but our practices don't always seem to be ethical.

-Some of our employees complain about one of our managers that supervises them.

INDIVIDUAL ITEM RESULTS:

Survey items are grouped in team health categories below for ease of review. Reverse-scored items (marked with *) are adjusted to positive scores (higher score = the absence of this negative trait). Any scores on particular items that fall below 4 should be noted as potential areas for future development.

CONTRIBUTORS (ENVIRONMENTAL FACTORS)

Responsibility (to counter Humanness)

4. I take full responsibility for the damage I have caused to others on the team.	4.2
6*. I sometimes appeal to my humanness as an excuse for things I have done that have damaged others.	3.5
7*. We have a practiced culture of personal irresponsibility in our organization; people don't own their contributions to conflict.	3.0
15. We are cocreating a culture that doesn't allow our humanity to be used as an excuse for bad behavior.	2.6

Reciprocity (to counter Lack)

8. When I see others in need on the team and have resources to help them, I do.	4.0
9. If I can't help team members personally, I seek to inform others who can help.	4.3
10. We are cocreating a culture of giving to and serving others.	3.0
34*. As a team, we usually don't help others in their areas of weakness or need. We sometimes use their weaknesses against them.	2.7

Respect (to counter Diversity)

11. I am growing in my ability to respect and value others who differ from me in significant ways.	3.0
--	------------

12. We regularly discuss the benefits of our differences and encourage the free exchange of different opinions, thoughts and ideas.	4.2
13*. I have little remaining intolerance or personal bias within me.	4.8
35. We are cocreating a culture of respect and valuing diversity.	3.4

Restraint (to counter Desire)

14*. I seldom practice the discipline of restraining my personal desire for the greater benefit of the team.	4.0
17. I sincerely believe that what I want is not the most important thing in many team decisions.	4.3
19. We are cocreating a culture of appropriate deferred gratification and healthy restraint.	3.5
20*. We rarely yield to the desires of others on the team.	3.7

INTRAPERSONAL

Resistance (to counter Demand)

2. We stop and reevaluate our actions when encountering opposition from others on the team.	4.0
3*. I push through barriers or people that stand between me and what I need.	2.6
22*. I frequently feel that things I am entitled to are denied.	4.0
24*. I have received feedback from team members that I am sometimes too aggressive.	4.1
25. We are cocreating a culture of resisting our personal tendency to run over others.	3.6

EQ (to counter Defense Mechanisms)

1*. I'm not good at controlling my emotions. When I get emotional, I often end up saying or doing things I later regret.	3.0
18. We don't allow team members to displace or project onto others on the team.	4.0
21. I am aware of commonly utilized defense mechanisms (projection, rationalization, etc.) that signal a perceived threat to my ego.	3.4
26. I regularly catch myself when I am tempted to use unhealthy defense mechanisms.	3.2
28. We have a good understanding of defense mechanisms and are able to alert each other when we see them using them inappropriately or destructively.	3.4

Ethics (to counter Human Evil)

5*. I don't think I'm capable of harming other team members.	3.8
16. We have zero tolerance toward mistreatment or abuse of others on the team.	4.1
23. I am aware when I begin to devalue team members in my mind.	4.2
29. I am determined to advocate for team members who are devalued around me.	3.8
30*. We don't call each other on it when we hear others make statements that devalue teammates.	2.0

SYSTEMIC

Culture

31*. We have no antibullying policies in our organization.	1.6
32. We affirm the unique value of each person on the team and his or her right to be always treated with human dignity and respect.	4.0

33. We agree not to silently condone the mistreatment of others on the team.	3.8
36. We all agree to stand together to hold those who mistreat others accountable for their behavior.	4.0
37*. I am sometimes a part of helping to cover up or hide the mistreatment of team members.	3.6

Conflict Resolution

27*. The level of current conflict among the team is very high.	3.5
38. We have clear safe paths for bringing grievances or concerns to the leadership or our organization.	2.5
39. We practice timely effective conflict resolution in our organization.	3.8
40*. There are many unresolved conflicts on our team.	3.6
41. We are committed as a team to resolving conflicts as they occur, not avoiding a healthy process aimed at resolution.	4.0

RECOMMENDATIONS:

The following recommendations are connected to your team results on the summary and individual items listed above:

OVERALL:

-Proceed with scheduled Shared Victory team lab. This will put the model of conflict in play for discussion and application.

-The level of existing/potential conflict seems to be increasing and getting to dangerous levels in the team.

-Conduct follow-up interviews with select team members to better understand the nature of conflict in the organization.

CONTRIBUTORS (ENVIRONMENT):

-Promote / conduct training in area of diversity.

-Review / update employee handbook re: ethical expectations. Conduct company-wide training following revisions.

INTRAPERSONAL:

-Conduct EQ Workshop with Executive Team.

-Conduct company wide EQ trainings.

-Train employees on the use of defense mechanisms as related to conflict development.

SYSTEMIC (CULTURAL):

-Establish anti-bullying policy.

-Create new safe pathways for employees bringing concerns to management.

OTHER:

-Measure conflict potential level in 6 mos. to monitor development.

-Resolve identified interpersonal conflicts between staff members with or without outside mediation.