

PUSHING BACK entropy



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

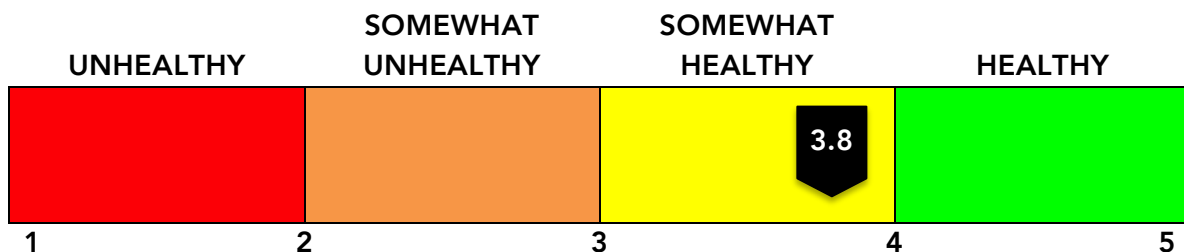
Date of Survey: **1 April 2014**

TEAM HEALTH 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 Health Survey. The combined results for your teams' self-assessment are presented below:

OVERALL TEAM HEALTH RATING



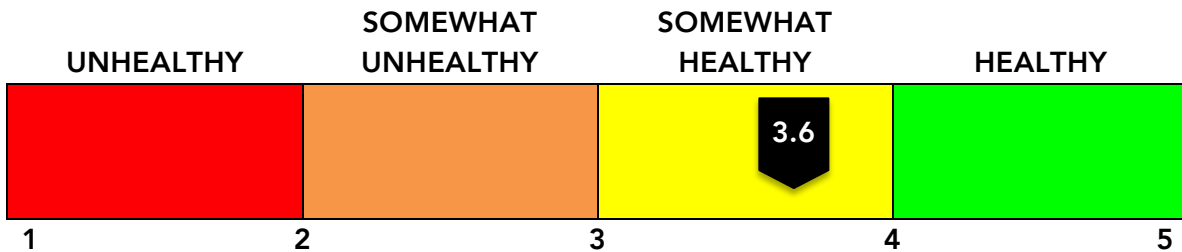
Your team scored a **3.8** out of 5 for OVERALL HEALTH.

This score is the combined average of your 5 component scores. This means your team is somewhat healthy overall and that there are some indicators of organizational health problems.

COMPONENT SCORES:

Team Health is composed of five distinct components. Each trait is measured below:

SHARED CHARACTER RATING

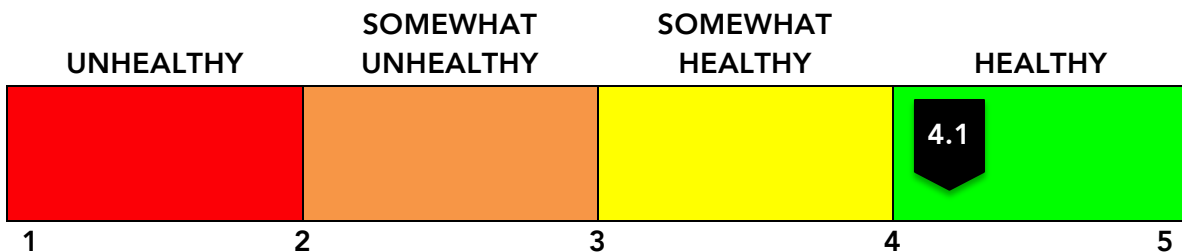


Your team scored a **3.6** out of 5 for SHARED CHARACTER.

This score is the combined average of your EQ and Ethics scores. This means your team has a developing culture of character. Your subresults for the two components that make up character were:

- EMOTIONAL INTELLIGENCE RATING: 3.2
- ETHICS RATING: 4.0

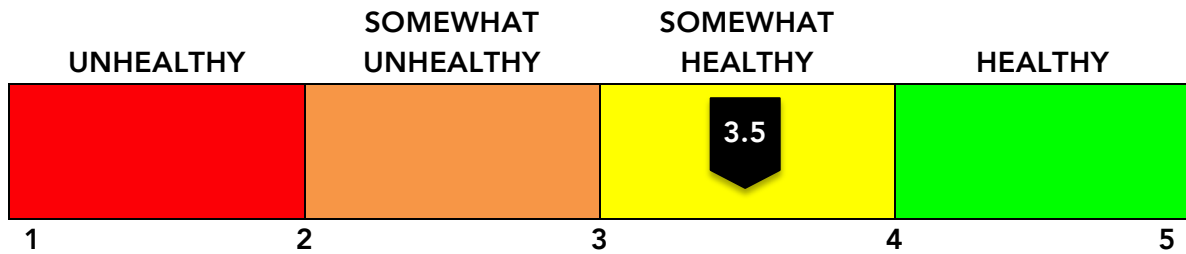
STRONG COHESIVENESS RATING



Your team scored a **4.1** out of 5 for STRONG COHESIVENESS.

This is a measurement of the positive bonding of the team. This means your team is bonded and that there are not large indicators of a lack of cohesion.

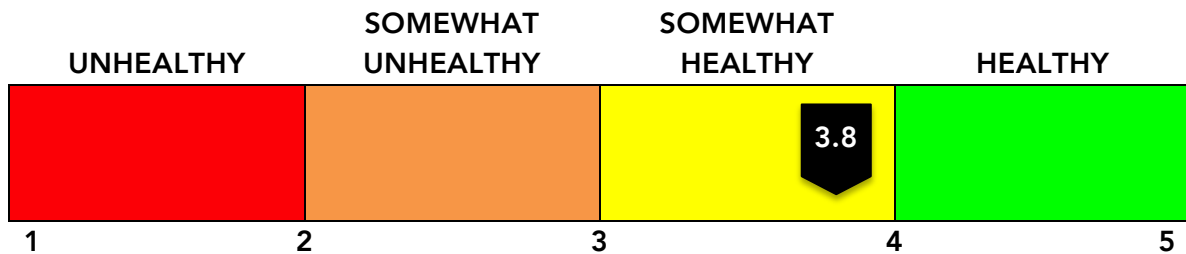
LASER CLARITY RATING



Your team scored a **3.5** out of 5 for LASER CLARITY.

This is the measurement of clarity at both the team and individual level. This means your team is somewhat clear and that there are some indicators of a lack of clarity.

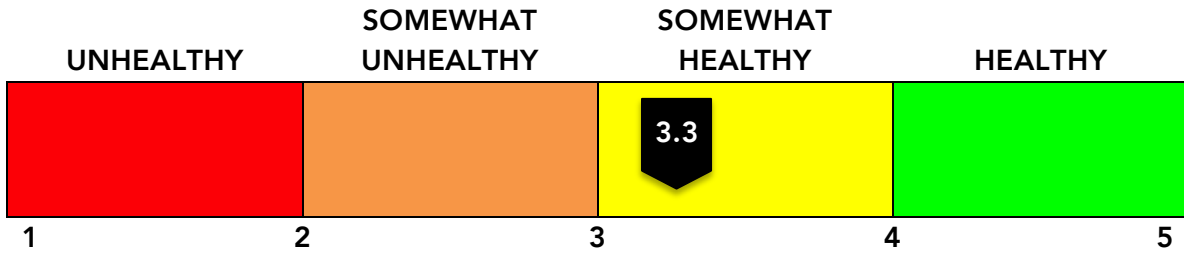
CLEAR COMMUNICATION RATING



Your team scored a **3.8** out of 5 for CLEAR COMMUNICATION.

This is a measurement of your team's communication effectiveness. This means your team is communicating fairly well and that there are a few indicators of communication problems.

POSITIVE CONSEQUENCES RATING



Your team scored a **3.3** out of 5 for POSITIVE CONSEQUENCES.

This is a measurement of your overall achievement of results as a team. This means your team is somewhat achieving desired results and that there are some indicators of problems in seeing positive consequences. There is, however, moderate room for improvement in this area.

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.

CHARACTER

Emotional Intelligence

2. I am growing in self-awareness. I know what I am doing and why most of the time.	3.0
3. I have good social skills that allow me to build great working relationships with my teammates.	2.4
23. I am aware when I begin to devalue team members in my mind.	2.8
26. I exercise emotional regulation and am growing in my ability to bring myself back to a calm, unemotionally highjacked state.	3.5
35*. I rarely understand how others are feeling on the team and find it hard to empathize with them (put myself in their shoes).	3.2
45. We are cocreating a culture of ever-increasing emotional intelligence.	2.8

Ethics

5*. I frequently act contrary to the values I aspire to and profess to believe.	4.5
6. I abide by the ethical standards that govern my profession.	4.2
11. I adhere to organizational policies and live according to our agreed-upon norms of conduct.	3.6
14. I live honestly before my teammates. I make it a practice not to lie or shade the truth (fudge, embellish, use half-truths, etc.).	3.8
15*. I don't feel I need to be personally accountable to my teammates for my attitudes and actions.	4.0

18*. I often make decisions in my self-interest that seem to be at the expense of other team members.	3.8
21. I am growing in humility and am aware of my potential areas of personal weakness and potential failure.	3.9
22*. I'm afraid to do the "right" thing when it costs me personally.	4.3
24. I have courage to be vulnerable with my teammates.	4.2
27. I seek to be trustworthy, to live in such a way that I can be trusted by my teammates.	4.0
28. We are cocreating a culture of high ethical aspirations and expectations.	3.8
36. I work hard at having personal integrity and authenticity.	4.3
39*. I sometimes talk behind teammates' backs and don't usually defend them when others criticize them to me.	2.9

COHESIVENESS

7. Our culture is trust-based rather than fear-based.	4.2
8*. We see vulnerability as weakness, not a strength. It is discouraged on our team.	3.7
10. We all fully participate in the process of forming our team and pursuing results together.	3.9
30*. I feel disconnected from my teammates at a fairly deep level.	4.1
31. We are connected to each other as teammates because we enjoy each other.	4.2
32*. We don't hold each other mutually accountable.	4.3
33. Trust is something we value deeply and are always seeking to deepen as a team.	3.8

34. We engage in rigorous and respectful debate. We don't have team meetings and discussion dominated by groupthink or fear.	4.0
37*. We don't deeply own the decisions of the team as a whole. We sometimes undermine or criticize team decisions.	4.3

CLARITY

1. Our core purpose or vision statement informs everything we do; it's not just a plaque on the wall.	3.0
9. I am clear on our current core strategy (how we are planning to reach / serve our customers or clients).	3.6
13. I am clear on our 3-5 core values (guiding principles for our behavior) on the team.	3.7
16. We continue to seek greater alignment between our key results and our individual talent patterns.	2.9
19. We are clear about why we exist as an organization (our core purpose or vision).	3.5
38*. We spend little time and effort trying to get clear on our common purpose or vision and our values as a team.	3.7
40*. I am unclear about why we exist as an organization (our core purpose).	4.0
41*. I am unclear on our core business definition (not sure who our customers or clients are or what we are offering them).	4.1
42*. I am somewhat unclear about my place or position in the organization and/or my value to the team.	3.7
44. I am clear on my personal talent patterns that are critical for our overall health and success.	3.3
46. I am clear on my areas of potential weakness.	3.4

48*. I don't have role clarity. I cannot clearly articulate my key results that reflect superior performance in my position.	4.3
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COMMUNICATION

12*. I don't like receiving feedback and avoid it at almost all cost.	2.9
17*. We often fail to respond to each other in a timely manner.	4.1
29. We use different mediums (e.g. face to face conversations, email, texting, etc.) to communicate with different people on the team as appropriate to their preferences.	3.7
43. I am growing in my ability to give helpful feedback to teammates.	3.8
49. We adapt our communication with teammates based on our understanding of their behavioral style (DISC score).	4.1
50*. We have an active and unhealthy grapevine in our organization.	4.2
51. We strive to keep meeting relevant to every one in attendance.	3.5
53. We are good at giving and receiving feedback on our team.	3.7
54*. Many of us feel uninformed about what's really going on in our organization.	4.0

CONSEQUENCES

4. We strive for continuous improvement as a team.	2.5
20. We are making significant strides toward achieving our core mission and purpose (our difference) in the world.	3.0
25. I have a great sense of satisfaction that comes from accomplishing the things we do together as a team.	4.0
47. We are profitable and doing well financially, both as a team and individually.	3.6

52. My relationships at work and outside of work are improving.	3.2
55. I love working here and being part of this team.	3.0
56*. I don't enjoy working with my co-workers.	3.7
57. Some of my closest relationships are with those I work with.	2.9
58. We have high levels of engagement on the team. Team members are extremely present and highly focused on their work.	3.6
59*. We have high levels of stress on the team.	3.8
60*. There is a lot of fear and anxiety among team members.	2.8
61*. My teammates try my character; they are hard to work with.	3.5

RECOMMENDATIONS:

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

OVERALL TEAM HEALTH:

- Proceed with scheduled Shared Victory team lab.
- Teach executive team Healthy Team Model, apply over time as detailed below.

SHARED CHARACTER:

- Conduct company-wide EQ Trainings.
- Conduct ethics workshops with employees.
- Implement online training in conflict resolution methodology.
- Bring in speaker on defense mechanisms in conflict.

STRONG COHESIVENESS:

- Plan/execute company wide teambuilding event.
- Discuss levels and causes of environmental fear.

LASER CLARITY:

- Develop key results for all employees.
- Develop vision statement.
- Develop core strategy.

CLEAR COMMUNICATION:

- Revise meeting policies / criteria.
- Receive feedback from employees. Create clear safe channels.

POSITIVE RESULTS:

- Conduct employee engagement survey.
- Complete/implement employee incentive program.

OTHER:

- Reassess health levels in 6 mos. Check for progress.