Team Diagnostic Survey™

6 Conditions for Team Effectiveness

Project: Team Launch Retreat

Team: Global Commercial Services Technology Leadership Team

Date: 2025-09-03

POWERED BY

6 TEAM CONDITIONS

TDS™ Report

The 6 Conditions framework is the most rigorously validated and powerfully predictive model of team effectiveness.

PHASE 1:
ASSESS

—

Gain a baseline understanding of your team's current results. Explore how well you are meeting the needs of your stakeholders, and your aspirations as a team. Identify strength areas as well as targets for improvement.

PHASE 2:
REIMAGINE

—

Develop and refine your team's approach to success by sharpening the 6 Conditions. Get on a positive results trajectory with a newly strengthened performance context for your team.

PHASE 3:
COACH

—

Sustain your progress with focused coaching on the critical behaviors that foster collective effort, adaptive strategies and dynamic learning. Develop a cadence and rhythm for team coaching and elevating performance.

Investing in how you work together as a team will...

1. **Improve** efficiency, alignment & focus.

2. **Meet stakeholders' needs** and **create impact.**

3. **Prevent** unnecessary **conflict and distractions.**

4. **Increase** team member **wellbeing & energy.**

5. **Foster team learning,** adaptiveness and agility.

POWERED BY

6 TEAM CONDITIONS

6 Conditions Framework

Understanding what influences team results.

6 Designable Conditions enable **3 Critical Team Behaviors** that drive **3 Key Results.**

Conditions → **Team Behaviors** → **Results**

Overview of the 6 Team Conditions Framework

Team Leadership

Team leadership is getting the 6 Conditions in great shape and keeping them that way.

Anything you do–whether you are a team member, a team leader, or someone outside the team–-to get the 6 Conditions in better shape is an act of team leadership.

Remember, the 6 Conditions drive the Behaviors, which produce the Results. Want to change Results?
Improve the 6 Conditions!

Real Team

ESSENTIALS

Right People

Compelling Purpose

Conditions

Work Design

Organizational Support

ENABLERS

Team Coaching

Fostering Effort

Team Behaviors

Crafting Strategies

Leveraging Talent

Team Growth

Results

Stakeholder Satisfaction

Member Wellbeing

ASSESS

Your team's standing on the 6 Conditions for Team Results

> "
>
> *I have no question that when you have a team, the possibility exists that it will generate magic, producing something extraordinary. But don't count on it.*
>
> ——
> **Professor J. Richard Hackman**

This section of the report provides a snapshot of your team's overall standing on the 6 Conditions for Team Effectiveness.

Your team will...

- ✓ Understand your current level of performance from the perspectives of the team's members as well as the stakeholders you serve.

- ✓ Gain insights into which of the 6 Conditions are supporting results and which are creating obstacles.

- ✓ See how well the behaviors most important to team success are showing up in your team's dynamics.

- ✓ Arrive at shared insights and begin targeting areas for improvement.

Did You Know?....

75%+
of a team's effectiveness is predicted by the 6 Conditions

1 in 5
leadership teams are highly effective

3000+
teams* have used the TDS™ to improve performance

12+
is the number of languages available for the TDS™

* This includes many fortune 500 companies

Overall Team Ratings

A summary of your team's overall standing on the 6 Conditions framework. The chart at left summarizes performance feedback from your stakeholders.

Stakeholder Satisfaction

Customers: Internal and/or external clients you serve

Collaborators: Partners, other individual contributors and teams you collaborate with in your work

Direct Reports: Individuals who have a reporting relationship to this team

Leaders: Sponsors and or leadership bodies with oversight

Customers
4.10

Collaborators
3.70

Direct Reports
4.20

Leaders
3.50

Conditions

Essentials

3.57
Real Team

4.11
Right People

4.04
Compelling Purpose

Enablers

3.12
Work Design

4.04
Organizational Support

3.17
Team Coaching

Team Behaviors

4.42
Fostering Effort

3.60
Crafting Strategies

2.52
Leveraging Talent

Results

3.15
Team Growth

4.60
Stakeholder Satisfaction

4.38
Member Wellbeing

COLOR LEGEND
Colors signal relative strengths and improvement areas:

| Significant Area for Improvement | Needs Some Attention | Solid Standing |

Zoom in on your 3 Team *Results*

These indicators reliably measure a team's performance.

FOCUS:
Team Results

Team Growth

Results

Stakeholder Satisfaction

Member Wellbeing

YOUR RESULTS:
How your team performed

A great team gets better in **capability** over time.

3.15
Team Growth

Results

4.60
Stakeholder Satisfaction

A great team meets or exceeds its **stakeholder** requirements.

4.38
Member Wellbeing

A great team has a **positive impact** on the growth and wellbeing of its members.

3 Team *Results*

A balanced and sustainable approach to performance

3.15 Team Growth

Results

4.60 Stakeholder Satisfaction

4.38 Member Wellbeing

Stakeholder Satisfaction

	VERY LOW				VERY HIGH
Team Rating	1	2	3	4	**4.60** 5
Stakeholder Rating	1	2	3	4	**3.95** 5

Team Growth

	VERY LOW				VERY HIGH
Team Rating	1	2	**3.15** 3	4	5
Stakeholder Rating	1	**2.95** 2	3	4	5

Member Wellbeing

	VERY LOW				VERY HIGH
Team Rating	1	2	3	**4.38** 4	5
Stakeholder Rating	1	2	3	**3.45** 4	5
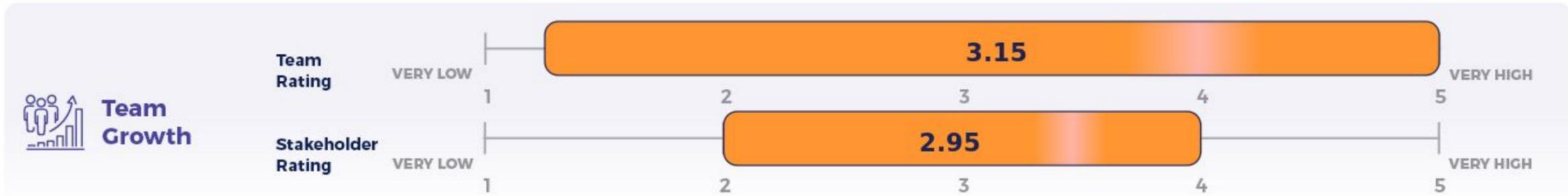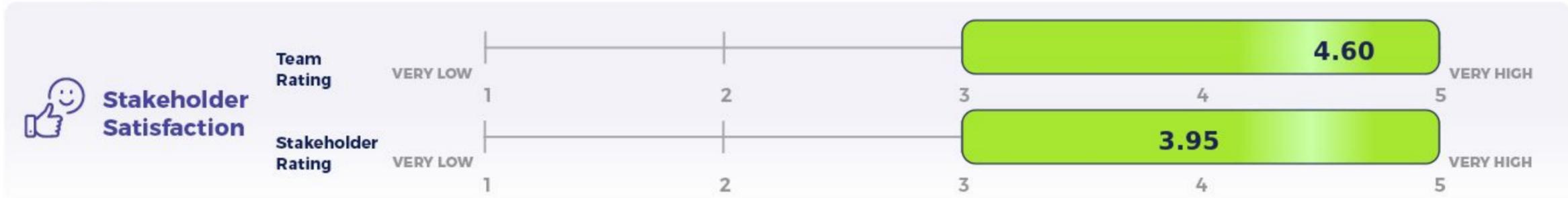
Stakeholder Satisfaction Ratings

Customers: Internal and/or external clients your team serve

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Direct Reports: Individuals who have a reporting relationship to this team

Leaders: Sponsors and or leadership bodies with oversight

Customers 4.10

Collaborators 3.70

Direct Reports 4.20

Leaders 3.50

Performance Metrics

Below is a summary of your **team's** measurements of performance and how well you are meeting them.

Team Metrics

5 VERY SATISFACTORY	4 SATISFACTORY	3 MODERATELY SATISFACTORY	2 UNSATISFACTORY	1 VERY UNSATISFACTORY
· Deliver technical capabilities	· Charge volume · Delivered features · How quickly we deliver · New Features Delivered · Tech Investment Spend · Meeting annual agreed upon commitments · Feedback/Did we deliver · Quality · Application Availability	· Velocity of delivery · Increased technical innovation · Time to Market	· Customer feedback room for improvement · Pulse survey scores · Pulse	

Performance Metrics

Below is a summary of your **stakeholders'** measurements of performance and how well you are meeting them.

Stakeholder Metrics

5 VERY SATISFACTORY	4 SATISFACTORY	3 MODERATELY SATISFACTORY	2 UNSATISFACTORY	1 VERY UNSATISFACTORY
· Deliverables · Accuracy · Attention to details	· Compliance · Innovation · Speed	· Data visulization · User interface	· Communication channels	

Verbatim Feedback from Team Members

Preserve: Best things about this team to preserve

- 1) Character diversity
- 2) Willingness to get the job done
- The diversity of our experience and styles
- Our focus on helping business grow
- Our focus on talent
- TBD
- There are a lot of personalities on this team. I think that's honest and indicative of our customers... I just wish the judgement and competition was gone.
- The team members feel a lot of compassion, love, and respect for their groups.
- Want to preserve,
- Team's passion for the space
- Team's ability to be vocally self critical
- Teams ability to highlight problems
- Consistent, assertive effort to "do the right thing" and modernize
- Continuous improvement focus
- Creating a positive organizational culture

Improve: Aspects about this team to improve

- 1) We have to get to know each other
- 2) We must have a default position of trust
- Collaboration to simplify our architecture and free up capacity
- Thinking across products so we develop the best customer experience
- Sharing our experiences and leadership skills rather than competing against each other
- 1.listen and have more respect for each others experience and how it could be applid to improve the environment for our teams. There is a bit of just doing it the same way.
- 2.be more focused on the outcomes for our customers than who owns what, less territorial behavior
- TBD
- I really like our leader but our leader needs to step back so that we learn how to work together and speak with each other more.
- We need stronger roles. Where there are overlaps, we need to establish an operating model.
- For highlighted problems, propose alternative solutions. Don't complain if your cannot propose solution
- Communicate in scalable manner - talk less, write more and sketch more
- Take others along with you, don't complain in private
- Think big for software design and architecture but deliver incrementally

Verbatim Feedback from Team Members

Preserve: Best things about this team to preserve

Improve: Aspects about this team to improve

- Increase awareness of work and collaboration across VP teams.
- Establish strong trust among members to rely on each other for consultation.
- Spend more time in team meetings focused on delivery metrics and sharing information.

Verbatim Feedback from Stakeholders

Customers

- Involving us more. Soliciting our feedback when innovation and developing new solutions
- Great partner and solutions that meet our requirements
- Unclear communication channels / focal points

Collaborators

- A bit unfocused, too many projects and priorities
- Lack of alignment amongst some team members (i.e. approach, decision making authority)

Direct Reports

- Conflicts amongst team members
- Very capable and talented individuals
- Not a team at present
- Not being colocated a challenge
- Last minute agendas for meetings and meetings not very disciplined

Leaders

- New team with talented leader: need more time to assess their performance
- Needs to form faster and accelerate growth strategy. Team has been slow to get in position.

REIMAGINE

Reimagine is about designing and launching your team on a clear pathway to success.

> "You cannot coach a poorly designed team to greatness."
>
> ___
>
> **Professor Ruth Wageman**

This section of the report is a deep dive into the 6 Conditions that drive Results. The findings help you REIMAGINE what the Conditions could be for your team.

Your team will...

- ✓ Examine and develop the **3 Essential Conditions**, the fundamental building blocks of a great team.

- ✓ Generate Insights to help you reflect on your team's **readiness to reimagine**.

- ✓ Explore and craft the **3 Enabling Conditions**, the accelerators for breathing life into the Essentials.

- ✓ Develop actions for **designing and launching your team** to transform your results.

The 60-30-10 Rule:

Where can leaders and teams focus their energy for the greatest impact?

60% **Designing:**
Putting the conditions that most drive performance in place for your team.

30% **Launching:**
Bringing your team's design to life and getting it on a positive trajectory.

10% **Coaching:**
Helping your team stay motivated, adjust strategies and leverage its talent.

Zoom in on the 3 *Essential* **Conditions**

Conditions that build a solid team foundation

Essential Conditions

Real Team

ESSENTIALS

Right People

Compelling Purpose

How the team scored

3.57
Real Team

Essentials

4.11
Right People

4.04
Compelling Purpose

A group of people who identify as a team and need to work closely together.

The smallest configuration of members with the skills to achieve the purpose.

What the team exists to accomplish in service of its stakeholders.

Condition 1: Real Team

A group of people who identify as a team and need to work closely together

3.57
Real Team

Essentials

4.11
Right People

4.04
Compelling
Purpose

Is this a REAL TEAM?

VERY LOW | VERY HIGH

3.57

1 | 2 | 3 | 4 | 5

Boundedness

VERY LOW | VERY HIGH

4.48

1 | 2 | 3 | 4 | 5

Interdependence

VERY LOW | VERY HIGH

3.00

1 | 2 | 3 | 4 | 5

Stability

VERY LOW | VERY HIGH

3.22

1 | 2 | 3 | 4 | 5
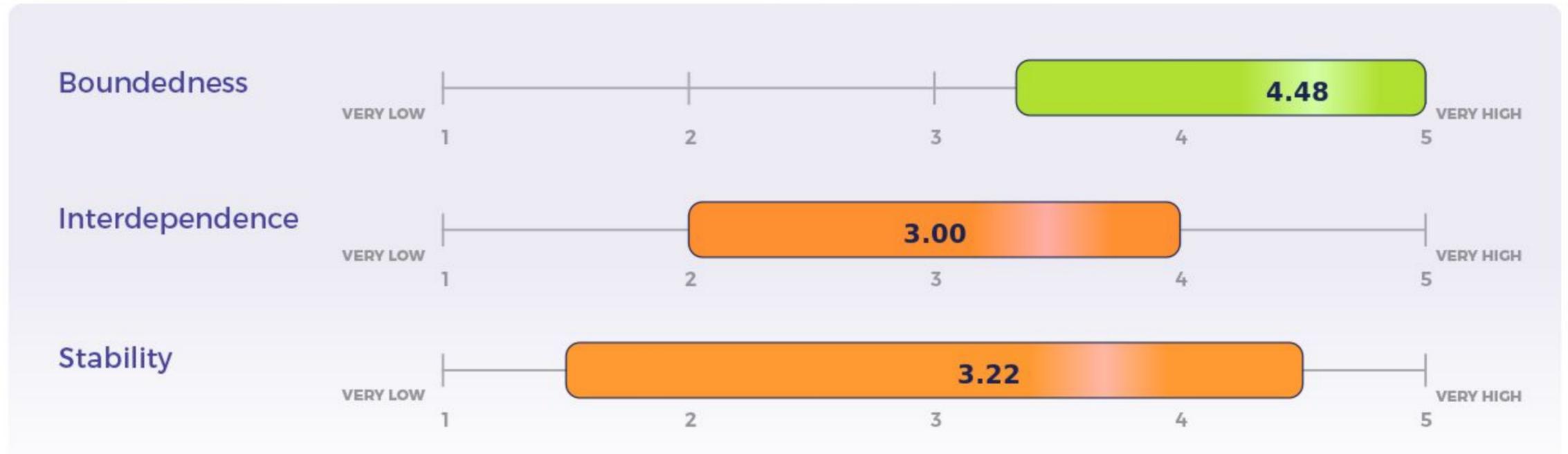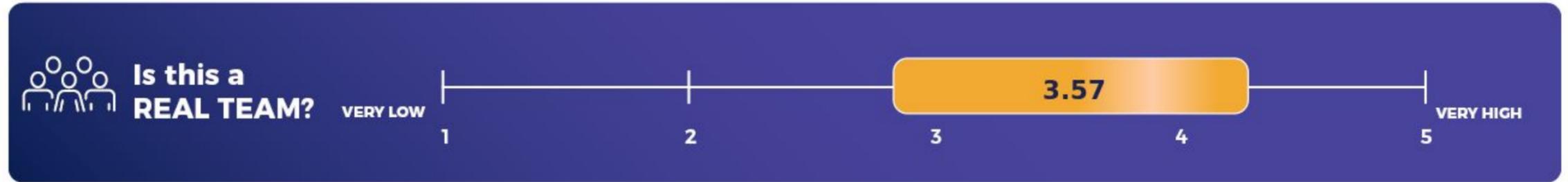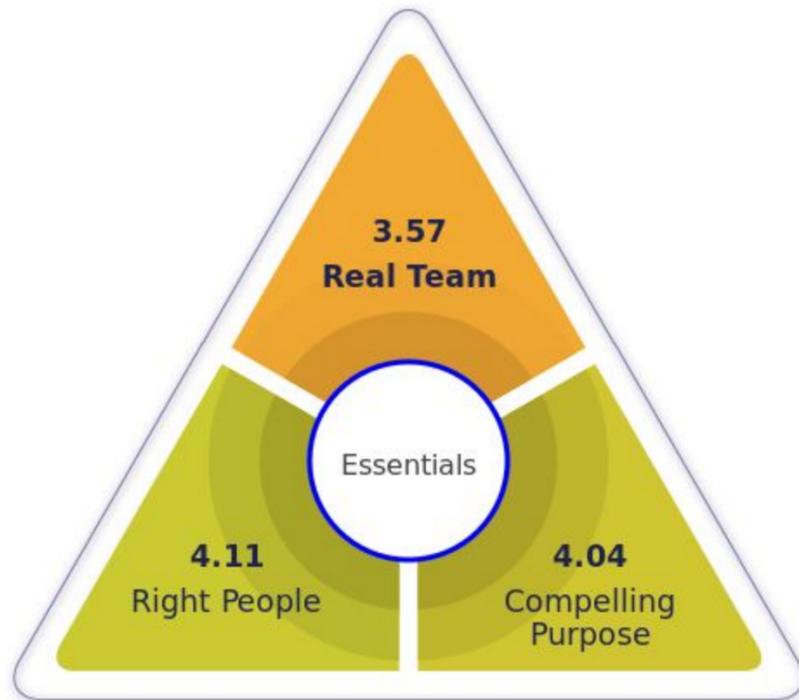
WHAT IS
Real Team?

Boundedness, Interdependence and Stability

Boundedness: Members know who is and is not on the team.

Interdependence: Members must interact and share resources to accomplish its purpose.

Stability: Members stay together long enough to accomplish something meaningful.

Condition 1: **Real Team**

Below is a chart of your estimates of how much time the team spends on five different kinds of work. Potential trip wires, reimagining conversations and improvement suggestions are also provided.

Modes of Teamwork

Bar chart values:
- Presenting Information: 54
- Providing Consultation: 9
- Coordination: 14
- Joint Decisions: 18
- Collective Work: 5
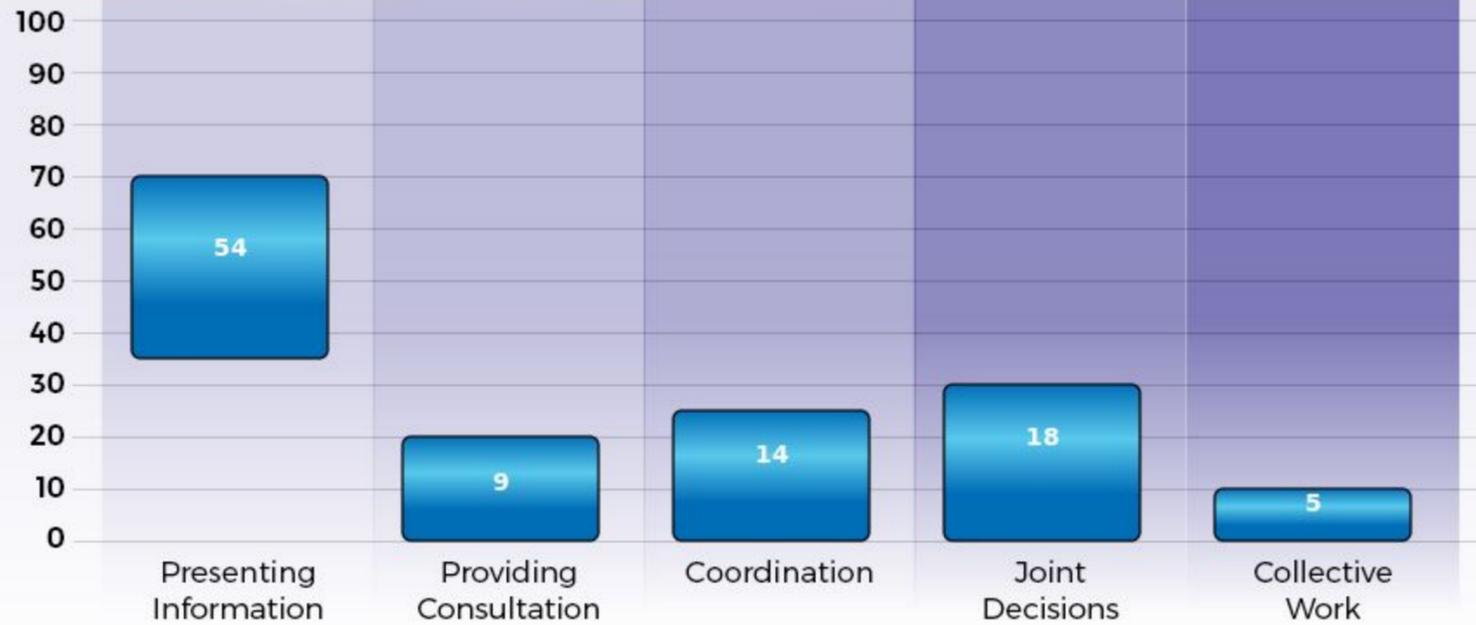
Summary of team member perceptions on how the team spends its time.
Interdependence increases from left to right.

Individual and Collective Work

This chart shows your estimate of the typical teamwork modes your team enacts when you convene. More individual modes (sharing updates of individual responsibilities, providing consultation to a team member) involve little collaboration.

More team-like modes (completing collective work, coordinating the parts of a change effort, making joint decisions) require team members to work closely together.

Dominance of individual work modes may be appropriate at times, but also can undermine being a **Real Team**.

Potential Tripwires

Using "team" to refer to a loose collection of individuals that do not need to interact to succeed at their work.

Not connecting with stakeholders to understand when and why it matters that this is an aligned team.

Allocating work to individuals that would be better served by a range of perspectives.

Reimagining Conversations

Should this group of individuals configure into more than one team? What kinds of teams (consultative, decision making, etc.) are needed?

What is the work needed by our stakeholders that would benefit from many perspectives or well-coordinated action from us?

Are there ways even in turbulent times to keep a core team intact throughout an important piece of work?
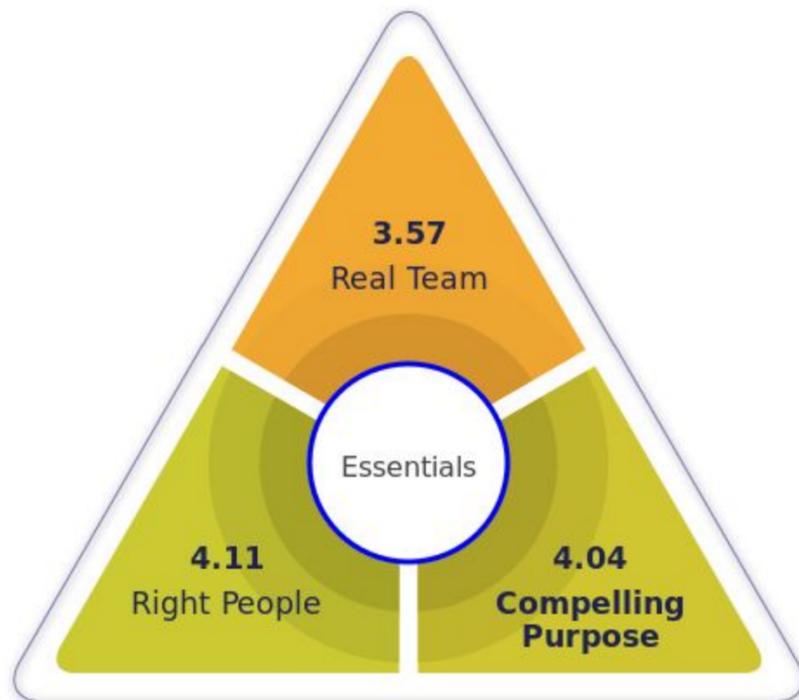
Improvement Suggestions

Consider how you can revise your meeting agendas to increase focus more on decision making and collaborative work.

Explore members' understanding of what your stakeholders need and reality test those assumptions with information from stakeholders.
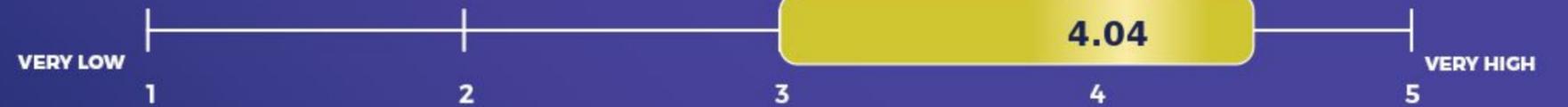
Consider flexible structures for different team tasks, such as a core team and supporting members.
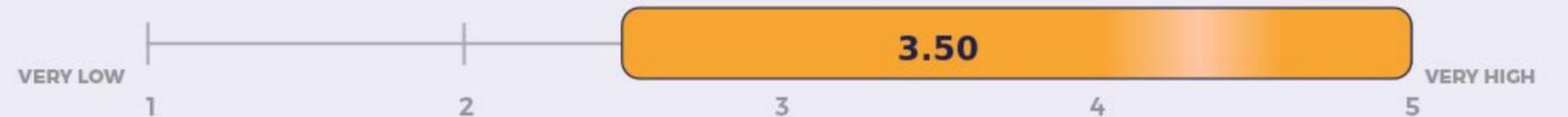
Condition 2: Compelling Purpose

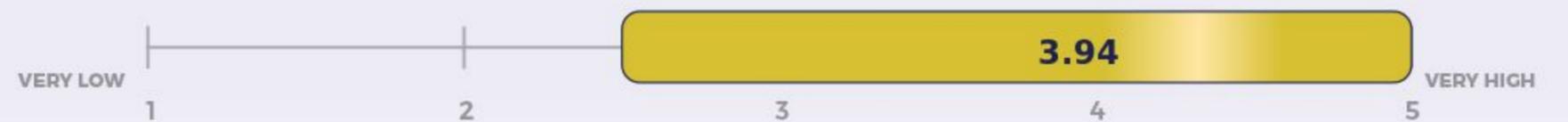## What the team exists to accomplish in service of its stakeholders

Triangle diagram (Essentials):
- 3.57 Real Team
- 4.11 Right People
- 4.04 Compelling Purpose

Does the team have a COMPELLING PURPOSE?

VERY LOW — 1 — 2 — 3 — 4 — 5 — VERY HIGH

4.04

Clarity
VERY LOW — 1 — 2 — 3 — 4 — 5 — VERY HIGH
3.50

Challenge
VERY LOW — 1 — 2 — 3 — 4 — 5 — VERY HIGH
3.94

Consequence
VERY LOW — 1 — 2 — 3 — 4 — 5 — VERY HIGH
4.67

WHAT IS Compelling Purpose?

Clarity, Challenge and Consequence

Clarity: The team knows what success would look like.

Challenge: Achieving the purpose is a stretch, but not impossible.

Consequence: The purpose has meaningful impact on the lives and work of others.

Condition 2: **Compelling Purpose**

Members' statements of the team's purpose are shared below. Potential trip wires, reimagining conversations and improvement suggestions are also provided.

Verbatim Team Purpose Descriptions

- Support the needs of the Global Commercial business
- To drive great Commercial customer experience & business growth through innovative technology
- Provide Digital Services
- Support the Commercial Business
- Deliver best in class technology solutions for our Global Commercial Services clients
- Department Leadership
- Build insights and data products
- Define and delivery technology roadmap for GCS

- Lead Engineering for Commercial Services

2 Fragmented

Neither the purpose nor the means to accomplish the purpose are specified by leadership. Such teams feel fragmented as members pull in different directions.

5 Engaged

Teams that receive clarity about purpose from leadership but must figure out how to achieve it are engaged: They have a clear direction of travel and freedom to use their talents to get there.

0 Micromanaged

The means to accomplish the work are specified in detail but the ultimate purpose is unclear. Such teams feel micromanaged: They have no say over how they work yet no information about why it matters.

0 Underutilized

Both team purpose and how to accomplish it are specified by leaders. Such teams feel underutilized: It is mainly the leader's ideas and experience being used, and not the team's.

Potential Tripwires

Stating the purpose so abstractly that it cannot serve as a guide to the team's priorities and actions.

Not creating opportunities for the team to experience their impact on the lives and work of others.

Failing to revisit the team purpose as circumstances change to realign with stakeholder needs.

Reimagining Conversations

What do our stakeholders need from this team that no other team in the organization can provide?

What would be the impact on our clients if we succeed? If the team did not succeed?

What would really stretch us a team that would be inspiring to accomplish together?

Improvement Suggestions

Make a list of mission critical tasks that require the whole team.

Interview stakeholders to understand this team's impact on their work, and reflect this in the team's purpose.
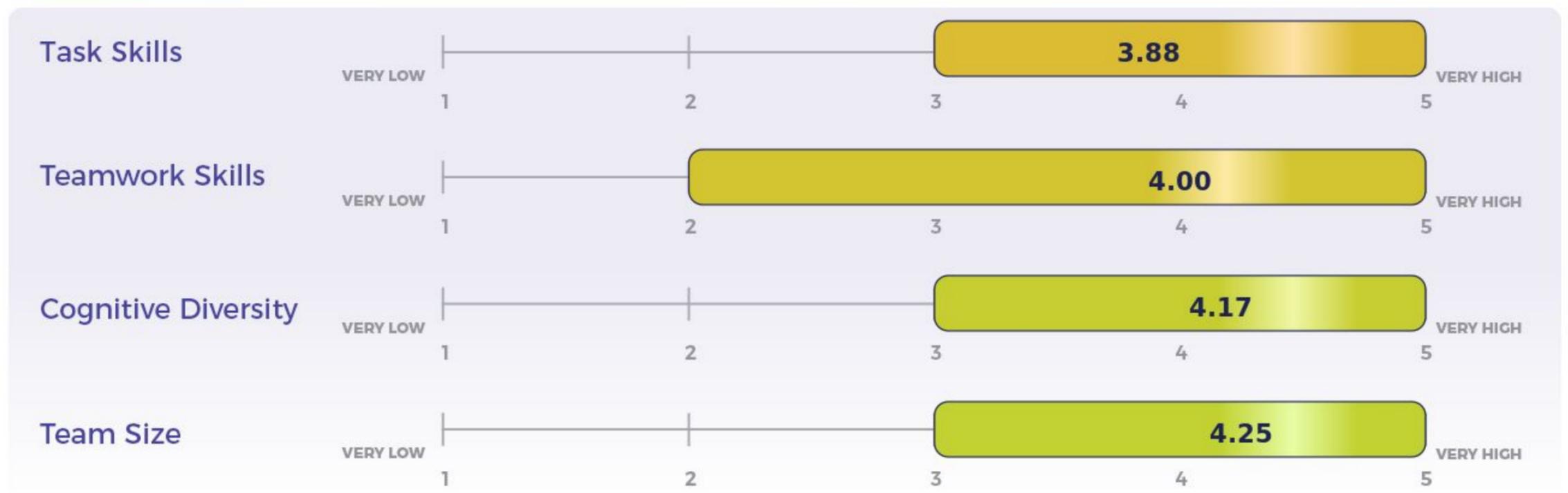
Invite the team to identify some bold, innovative projects that are exciting and will stretch them into new areas.

Condition 3: Right People

The smallest configuration of members with the skills to achieve the purpose

3.57
Real Team

Essentials

4.11
Right People

4.04
Compelling
Purpose
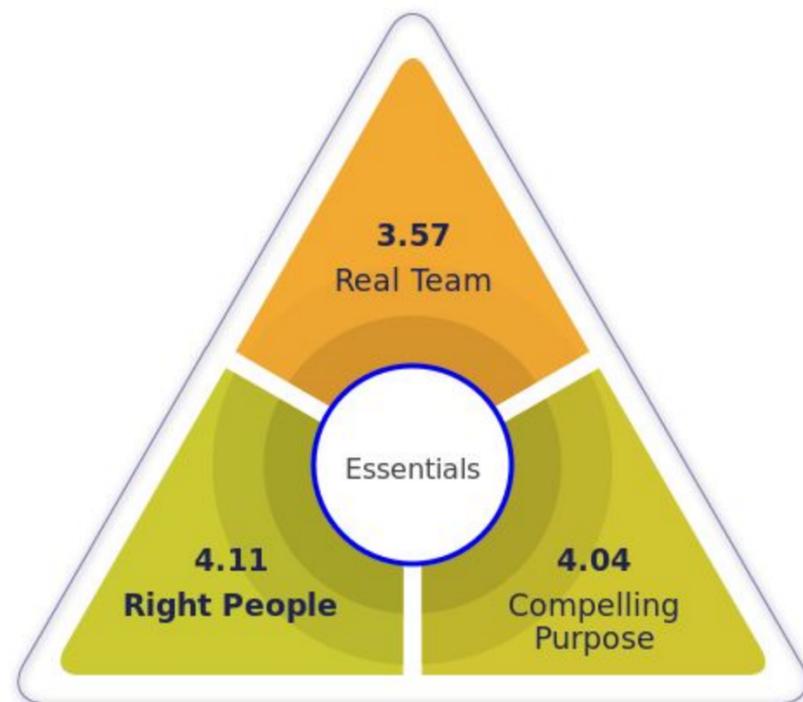
Team Size:		
Smallest Reported:	2
Average:	5.11
Largest Reported:	10
Size:	(a bit too small)

Does the team have the RIGHT PEOPLE?
VERY LOW — 1 — 2 — 3 — 4 **4.11** — 5 VERY HIGH

Task Skills
VERY LOW — 1 — 2 — 3 **3.88** — 4 — 5 VERY HIGH

Teamwork Skills
VERY LOW — 1 — 2 **4.00** — 3 — 4 — 5 VERY HIGH

Cognitive Diversity
VERY LOW — 1 — 2 — 3 **4.17** — 4 — 5 VERY HIGH

Team Size
VERY LOW — 1 — 2 — 3 **4.25** — 4 — 5 VERY HIGH

WHAT IS
Right People?

Task Skills, Teamwork Skills, Cognitive Diversity and Team Size

Task Skills: Members have the substantive skills to contribute to the purpose.

Teamwork Skills: Members have the interpersonal skills necessary to collaborate.

Cognitive Diversity: Members have a range of experience and perspectives to perform and innovate.

Size: The team is neither too big nor too small to accomplish its work.

Condition 3: **Right People**

Below is a summary of member feedback on skills and capacities that the team needs more of to be successful. Potential trip wires, reimagining conversations and improvement suggestions are also provided.

Technical skills

- Project management - prioritization of product portfolio
- Talent management - recruitment, performance management, development, coaching
- Customer engagement / communication
- Scaling agile

Teamwork skills

- Meetings management / facilitation
- Decision making
- Prioritization
- Collaboration

Cognitive Diversity

- Generational diversity - all Gen X on our team now
- More harmonizing, peacemaking personalities

Potential Tripwires

Assuming that the team composition is a given even when it is a poor fit for the team purpose.

Not addressing gaps in the skills or diversity needed to achieve the team's compelling purpose.

Creating a team of nine or more in order to be inclusive.

Reimagining Conversations

Given our purpose, what are the fundamental skills that would make this an ideal team?

What new perspectives, aside from those we already have, might shake up our thinking?

What is the ideal number of people needed to accomplish our compelling purpose efficiently AND without overburdening members?

Improvement Suggestions

Conduct an inventory of current team member task and teamwork skills needed for the compelling purpose. Build a shared development plan to address any gaps.

Brainstorm the kinds of perspectives that could stretch the team's thinking and organize a strategy to recruit and or develop those perspectives.
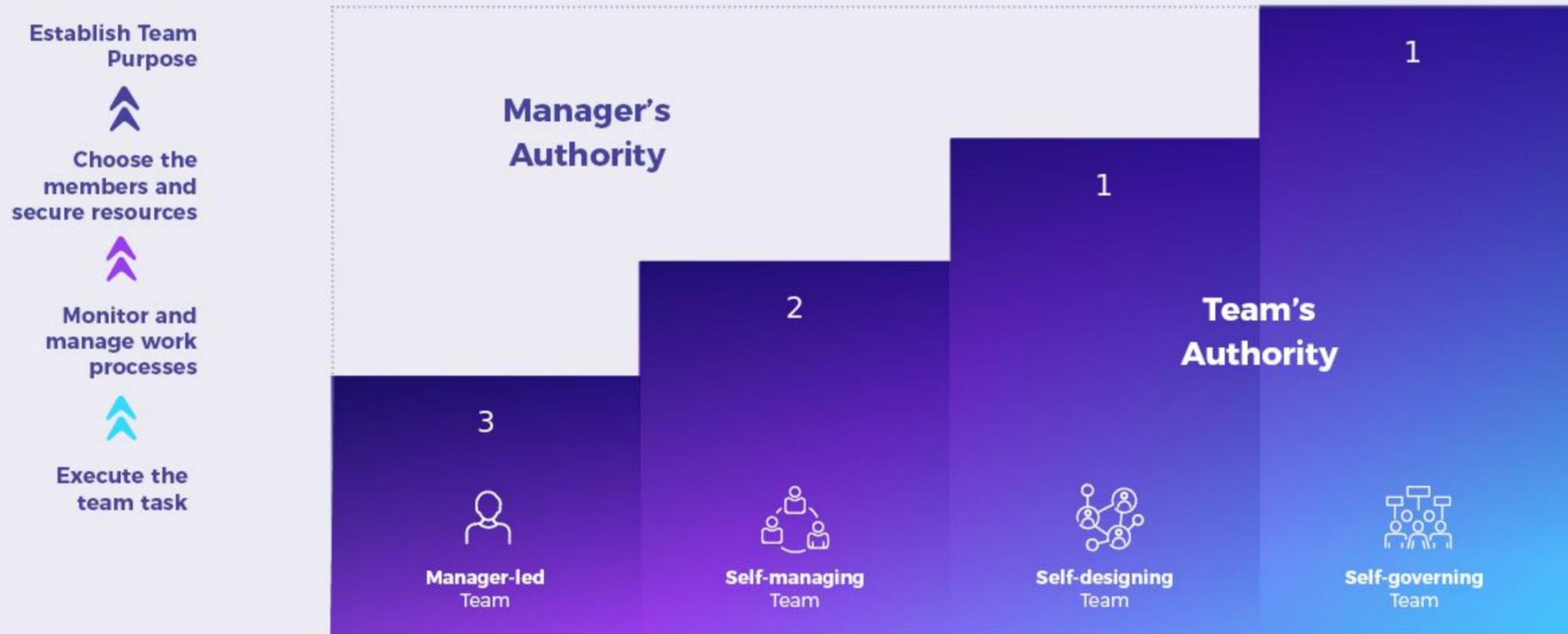
Organize the team into smaller units; have multiple teams discuss how the teams can support each other.

Team Authority Matrix

Team member perceptions of how much authority the team has to shape its own design

Who Holds Authority

Establish Team Purpose
⌃⌃
Choose the members and secure resources
⌃⌃
Monitor and manage work processes
⌃⌃
Execute the team task

Manager's Authority

Team's Authority

3	2	1	1

Manager-led Team

Self-managing Team

Self-designing Team

Self-governing Team

The chart shows the number of team members who characterized the team as:

Manager-Led
—
Execute the Team Task

Manager-led teams have authority only over executing their tasks. All other decisions are under the authority of the manager.

Self-Managing
—
Monitor and Manage Work Processes

Self-managing teams execute their tasks and also monitor their own performance and how the work gets done.

Self-Designing
—
Design the Team Membership and Distribute Resources

Self-designing teams execute their tasks, monitor their work, and also design the team and secure resources.

Self-Governing
—
Set Overall Purpose

Self-governing teams execute tasks, monitor performance, design the team, and determine their main purposes.

Ready to Reimagine your Team?

Before exploring the **Enabling Conditions** for your team, it is worth a pause to reflect on how ready your team is to **reimagine the Essentials.**

On this page and the next are two features of your team that speak to readiness for reimagining: (1) The **Authority** you believe the team has to make decisions, and (2) the **Psychological Safety** you have built to enable healthy, inventive dialogue.

Team Psychological Safety

Taking interpersonal risks without fear

Psychological Safety*

3.68

VERY LOW — 1 — 2 — 3 — 4 — 5 — VERY HIGH

WHAT IS
Psychological Safety?

Psychological Safety means that it is okay for team members to take interpersonal risks without fear of rejection, embarrassment or reprisals.

The TDS was part of Edmondson's early studies of psychological safety. The Conditions influence Safety— and Safety is critical for fostering team performance, innovation, and wellbeing.

Psychologically safe environments make it possible for team members to have difficult conversations, give feedback, and share different perspectives..

Reimagining your team's fundamentals needs an open environment where novel ideas can emerge and be explored together.

Did You Know?....

Psychological safety allows team members to focus on motivating goals, and the possibility of creating something that they could not achieve individually.

When Psychological Safety is present in a team, it creates an environment where novel ideas can be shared and new possibilities for the future can be born.

Tolerance for errors positively influences Psychological Safety, and allows individuals and teams to frame mistakes as opportunities to learn. In teams this supports co-creation and generation of new knowledge.

*Measure used with the permission of author Dr. Amy Edmondson.

Zoom in on the 3 *Enabling* **Conditions**

Conditions that accelerate a team's development

FOCUS:
Enabling Conditions

Work
Design

Organizational
Support

ENABLERS

Team
Coaching

YOUR RESULTS:
How the team scored

3.12
Work Design

4.04
Organizational
Support

Enablers

3.17
Team
Coaching

Well-designed
team tasks,
norms and work
practices.

Structures and systems
that promote and
enable teamwork.

Ongoing
coaching for
learning and
performance.
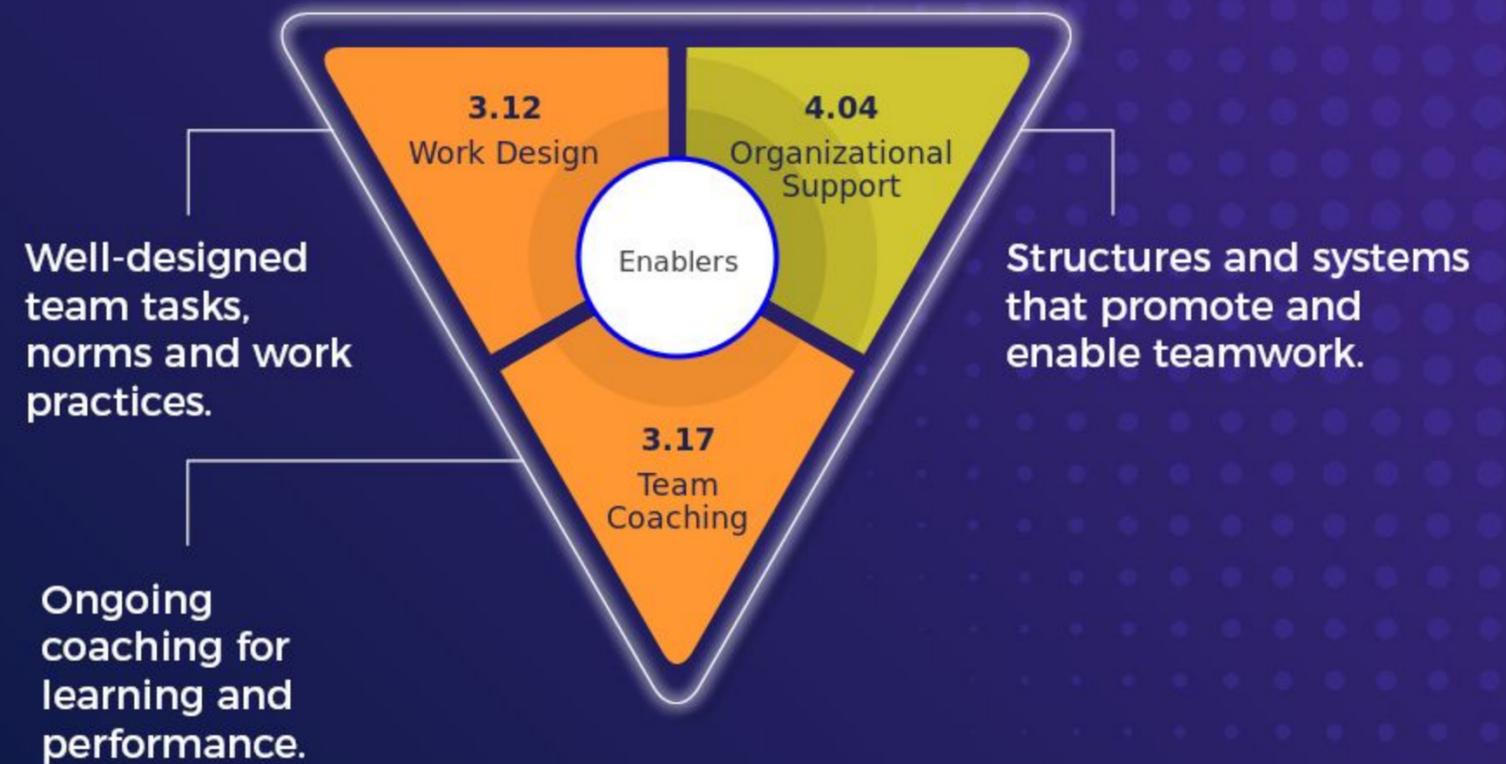
Condition 4: Work Design

Well-designed team tasks, norms and work practices

Enablers

- **3.12** Work Design
- **4.04** Organizational Support
- **3.17** Team Coaching

Does the team have a sound WORK DESIGN?

VERY LOW | **3.12** | VERY HIGH
1 — 2 — 3 — 4 — 5

Task Design

VERY LOW | **3.64** | VERY HIGH
1 — 2 — 3 — 4 — 5

Team Norms

VERY LOW | **2.59** | VERY HIGH
1 — 2 — 3 — 4 — 5
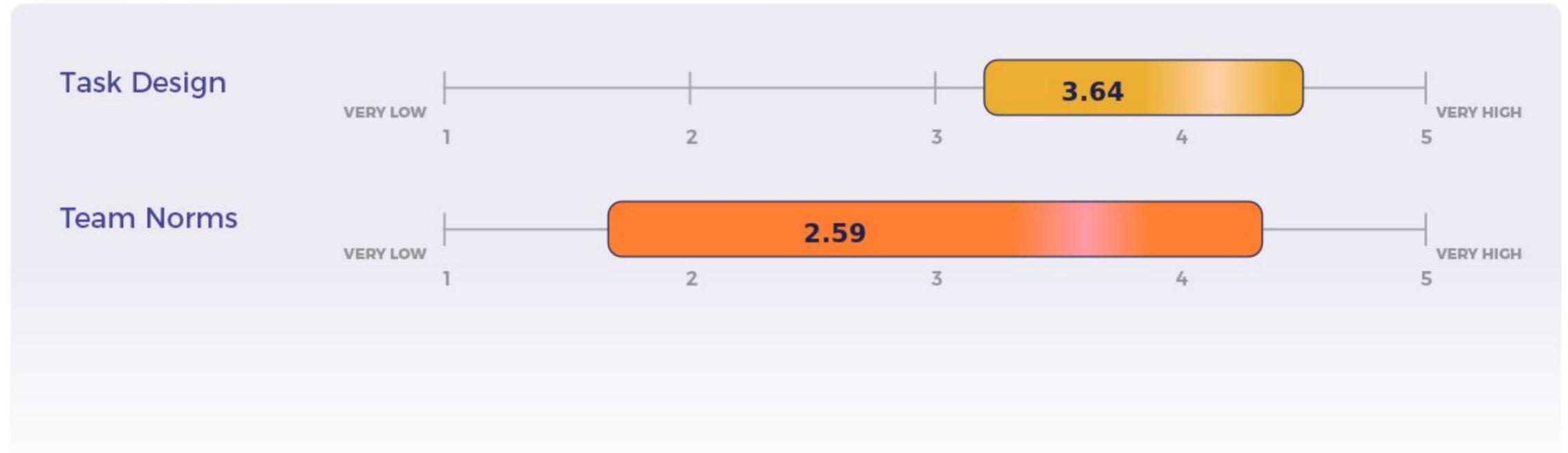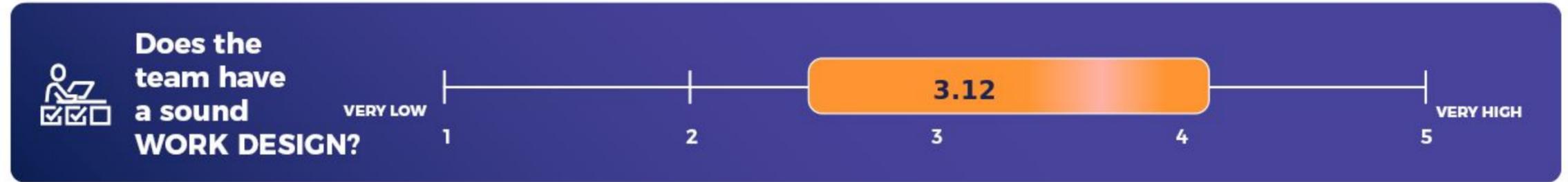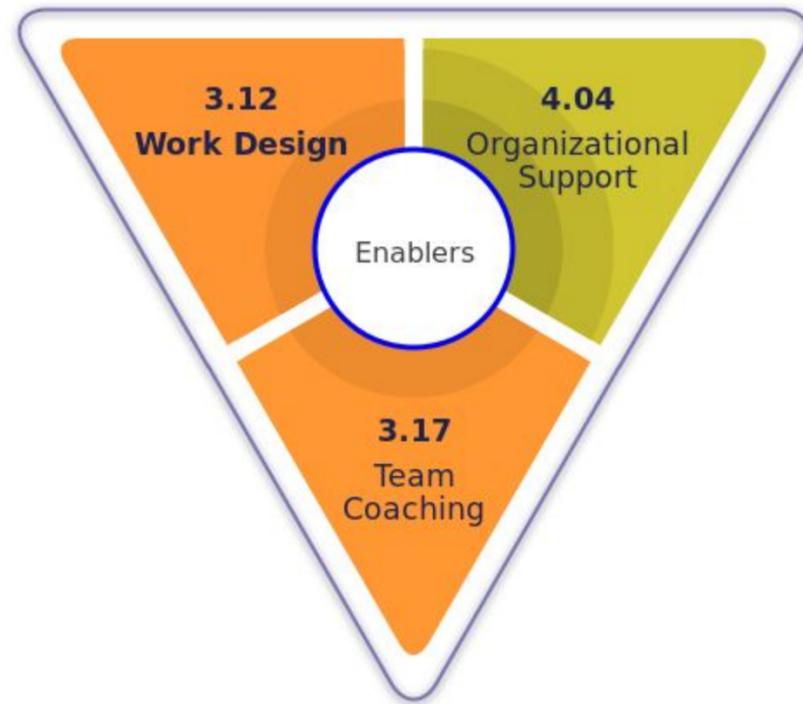
WHAT IS Work Design?

Task Design and Team Norms

Task Design: Task Design: Tasks make sense to be done as a team, are motivating, and progress the Purpose.

Team Norms: The team has explicit agreements about how they work together.

Condition 4: **Work Design**

Five designable features of Tasks determine how motivating a team's work is. Your results for Task Design are reported below. Potential trip wires, reimagining conversations, and suggestions for improving Task Design and Team Norms are also provided.

Features of Motivating Task Design

1. **Skill variety:** The work invites members to use a range of their capabilities.

   VERY LOW — **3.39** — VERY HIGH

2. **Whole task:** Team does an intact task, not small parts of something larger.

   VERY LOW — **3.61** — VERY HIGH

3. **Task significance:** Members see their impact on the users of their work.

   VERY LOW — **4.11** — VERY HIGH

4. **Autonomy:** Team decides the timing, sequencing and approach to their work.

   VERY LOW — **4.06** — VERY HIGH

5. **Built-in feedback:** Doing the work gives a tangible sense of how well they perform it.

   VERY LOW — **3.06** — VERY HIGH
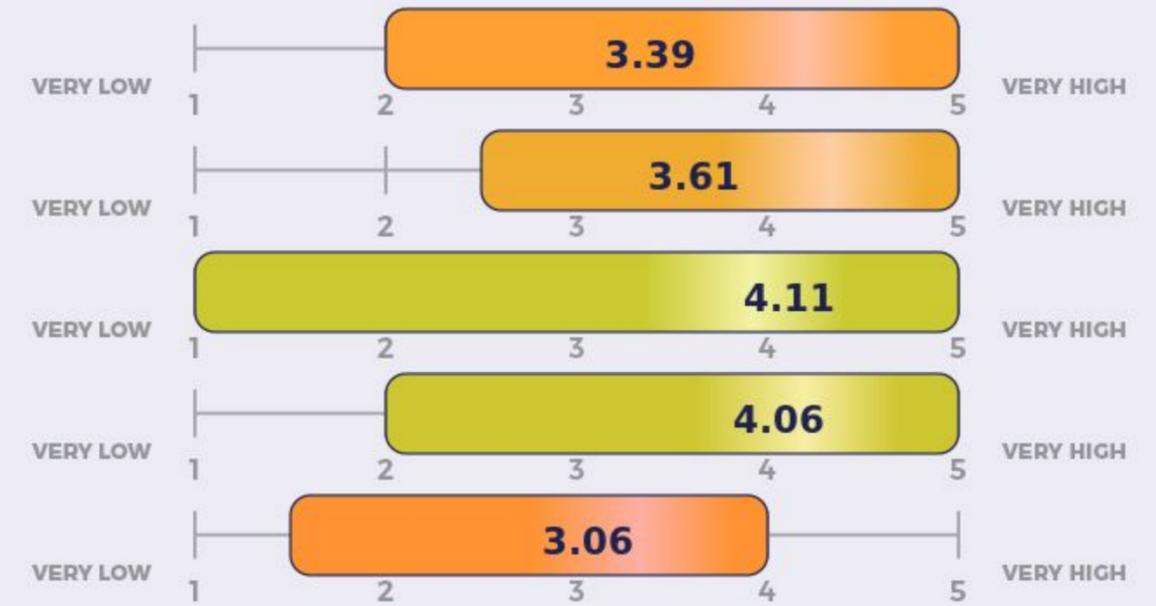
Potential Tripwires

Focusing convening time on activities that contribute little to the team's compelling purpose.

Leaving the team's norms and ways of working implicit and unexamined.

Failing to hold individuals and the team accountable to agreements.

Reimagining Conversations

What are our team's 3-5 mission critical priorities in the next months? Are we progressing them whenever we convene?

What is the right cadence for our team to reflect on our progress (e.g., every two weeks, monthly, quarterly, etc...)?

What work practices are serving us well? What norms and practices might we try out that could be more effective?
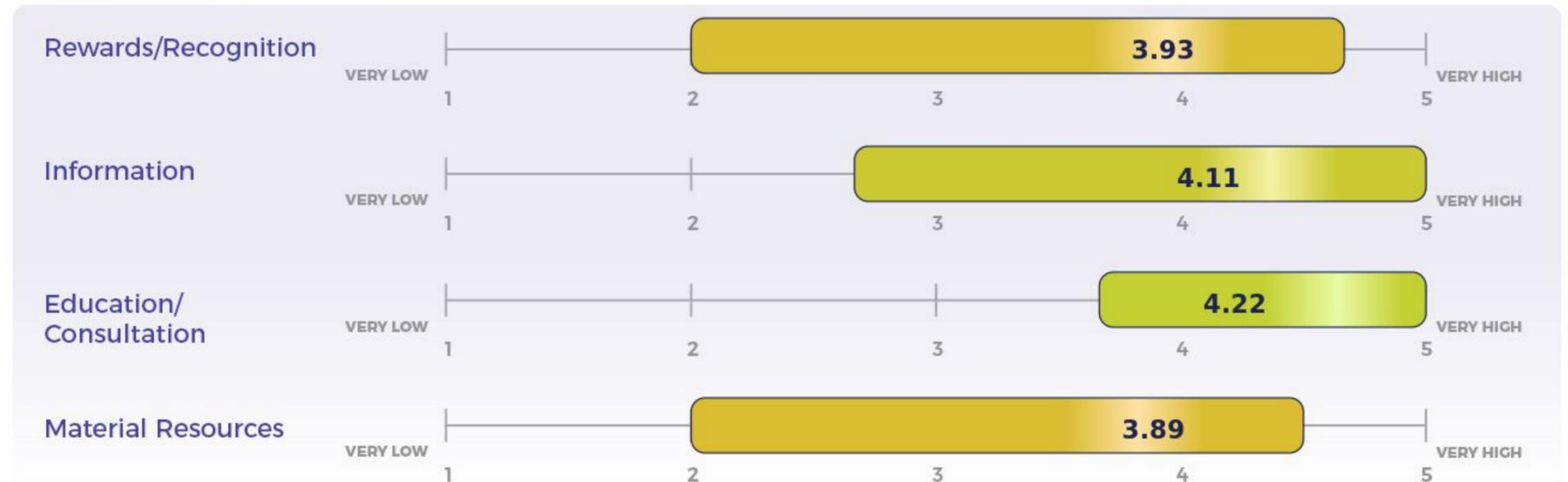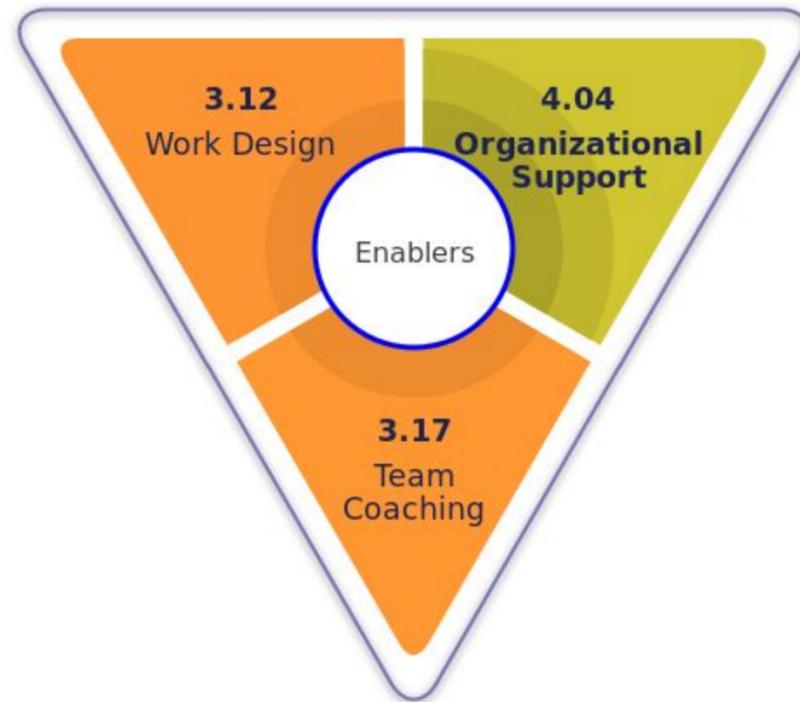
Improvement Suggestions

Formulate agendas by naming the activities that will most progress the purpose.

Conduct periodic conversations to take stock of progress and identify the practices that the team will continue and those they will modify.

Invent a practice for members to signal that the team is not living up to agreements and needs to address them.

Condition 5: Organizational Support

Structures and systems that promote and enable teamwork

3.12
Work Design

4.04
Organizational Support

Enablers

3.17
Team Coaching

Does the team operate in a SUPPORTIVE CONTEXT?

VERY LOW
VERY HIGH

1   2   3   4   5

4.04

Rewards/Recognition
VERY LOW
VERY HIGH
1   2   3   4   5
3.93

Information
VERY LOW
VERY HIGH
1   2   3   4   5
4.11

Education/Consultation
VERY LOW
VERY HIGH
1   2   3   4   5
4.22

Material Resources
VERY LOW
VERY HIGH
1   2   3   4   5
3.89

WHAT IS Organizational Support?

Rewards/Recognition, Information, Education/Consultation and Material Resources

Rewards/Recognition: The organization pays for and celebrates excellent team (not just individual) performance.

Information: Teams can get the data they need in a form they can use.

Education/Consultation: Teams can get necessary training and technical consultation.

Material Resources: Time, space, technology, budget etc. are readily available to the team.

Condition 5: **Organizational Support**

Below is a summary of the team's feedback on support most needed from the Organization. Potential tripwires, reimagining conversations and improvement suggestions are also provided.

What support does this team need most from the organization at this time?

- Faster servers
- Faster network
- Provide licenses for application software
- Provide subscriptions to industry analysis data
- More flexibility on WFH, flexitime calculated over months not just within payment cycle
- Faster servers
- Better application software
- Subscriptions to industry data analysis

Potential Tripwires

Rarely engaging with others outside the team to increase team visiblity and negotiate for what it needs.

Accepting historical constraints in the organization, such as individual-only rewards, as unchangeable.

Expecting the team to perform without the timely, well-synthesized data needed to monitor and manage their work.

Reimagining Conversations

What support does our team most need to accomplish its work? Who can help us with that support?

What assumptions are we holding about our organization and its constraints that we should challenge?

What is our stakeholder engagement plan? What relationships do we need to build to be sure we have the information and support we need?

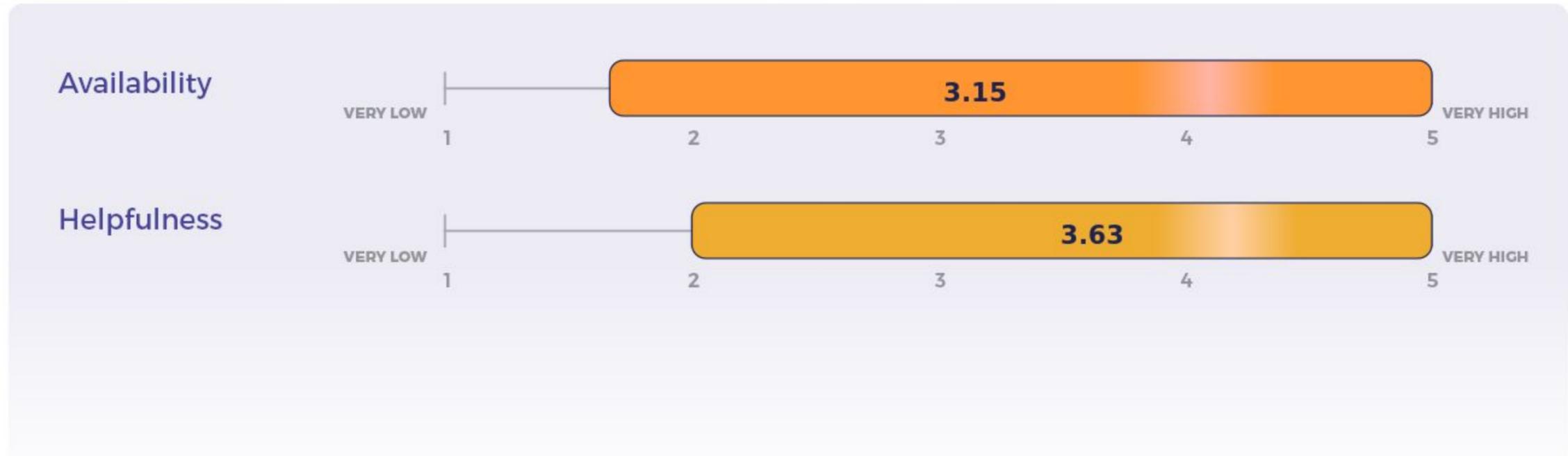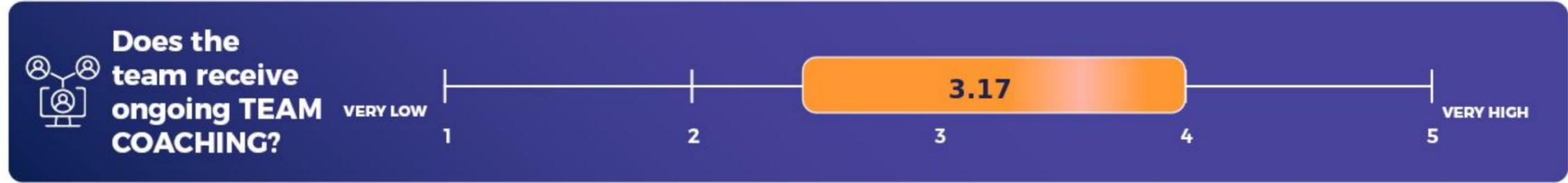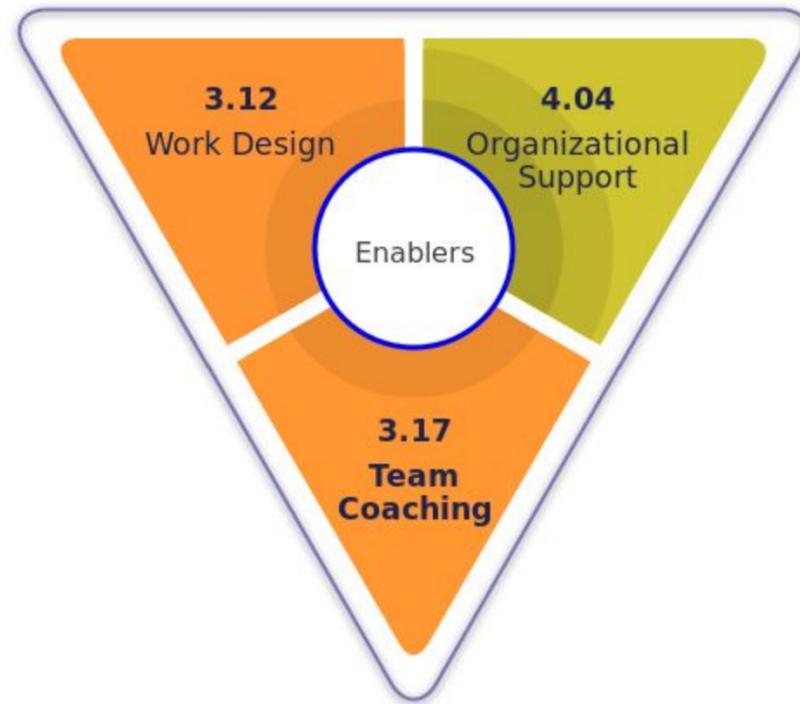## Improvement Suggestions

Brainstorm ways to increase the visibility of the team and to celebrate contributions to the enterprise when they occur.

Generate a list of individual and team rewards and recognition that would be meaningful for the team and consider ways to achieve them.

Make clear requests from organizational leaders to provide foundational support for the team to achieve its purpose.

Condition 6: Team Coaching

Ongoing coaching for learning and performance

Triangle diagram (Enablers)

- **3.12** Work Design
- **4.04** Organizational Support
- **3.17** Team Coaching

Does the team receive ongoing TEAM COACHING?

VERY LOW — **3.17** — VERY HIGH

Scale: 1 2 3 4 5

Availability

VERY LOW — **3.15** — VERY HIGH

Scale: 1 2 3 4 5

Helpfulness

VERY LOW — **3.63** — VERY HIGH

Scale: 1 2 3 4 5

WHAT IS Team Coaching?

Availability and Helpfulness

Availability: Someone is readily available and present for coaching the team.

Helpfulness: The individual(s) providing the coaching know how and when to intervene.

Condition 6: **Team Coaching**

Your results for the team leader's relative focus on coaching the team are **reported below**

Focus of Leader's Attention

Category	Value
Designing the team	37
Launching the team	19
Coaching the team	16
Coaching individuals	14
External activities	10
Other	4

5 Kinds of Actions

Some actions are "behind the scenes": setting up the team design, engaging external parties to secure resources and remove obstacles, and coaching team members (individual coaching).

Some actions involve the whole team: leading a great team launch, or coaching the entire team.

The chart shows your estimates of the proportion of attention the team leader gives to each.

Potential Tripwires

Leading the team primarily through coaching individuals only influences individual behavior and performance.

Missed opportunities to be intentional about the design and launch of a team means more course-correction down the road.

Exterrnal activities–garnering resources for the team, managing key client relationships, building the team's reputation–are valuable, but not to the exclusion of building solid team practices.

Reimagining Conversations

What would be the benefit of making time and space for team coaching?

What kind of team coaching is needed from the leader–and from the team?

How could coaching the team support individual performance and development?

Improvement Suggestions

Practice asking straightforward coaching questions such as what the team is doing well and what might make it even better.

Discuss the ideal roles of the team leader and team members in building the team's capacity.

Invite members to say what they will personally take from a dialogue about ways to improve.

COACH

Coaching is about accelerating team motivation, making adjustments to work strategies and leveraging talent.

> It is important for teams to have mechanisms to disrupt how they do things. In that sense teams need to develop strategies for team learning and unlearning to sustain high levels of ongoing performance.
>
> —
> **Dr. Melissa J. Sayer**

> It's never a straight line to get from A–Z. Course corrections, pivots, and experimentation are all part of the process and a sign of healthy team growth and adaptation.
>
> —
> **Dr. Krister Lowe**

This section of the report helps you take stock of your progress as a team and identify specific areas where you can generate your effectiveness through well-aimed coaching.

Your team will...

- ✓ Understand 3 behaviors that foster team excellence.
- ✓ Consider timing and types of coaching that really matter.
- ✓ Develop the team's self-coaching practices.
- ✓ Enhance the team leader's coaching practices.

3 Types of Team Coaching that Matter

Motivational
Aimed at helping you build and sustain collective energy and commitment to the team and its purpose.

Strategy
Coaching that helps the team refine and adapt its work strategies.

Educational
Coaching that builds team talent and fosters learning.

Zoom in on the 3 *Team* *Behaviors*

The behaviors that most influence team results

FOCUS:
Team Behaviors

Fostering Effort

Team Behaviors

Crafting Strategies

Leveraging Talent
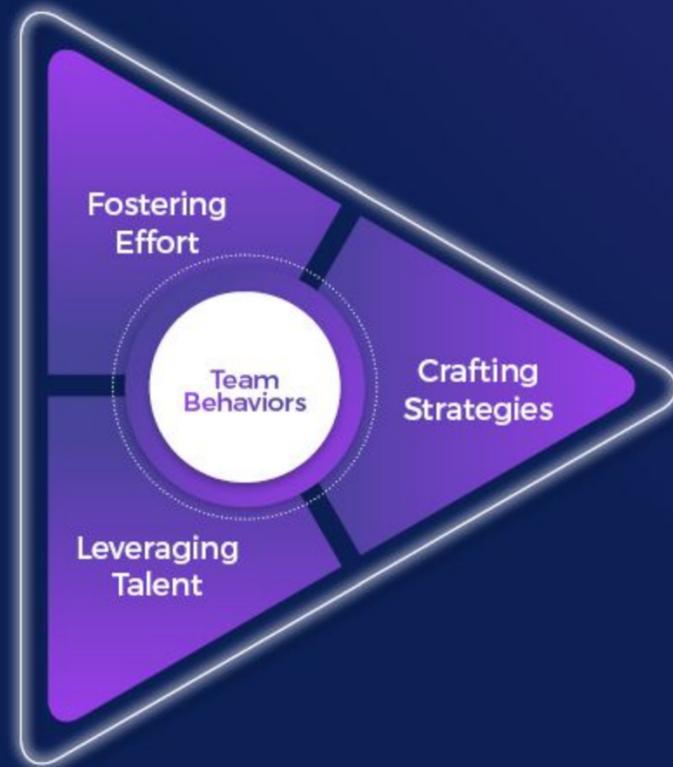
YOUR RESULTS:
How your team scored

Working in ways that build shared commitment.

4.42 Fostering Effort

Team Behaviors

3.60 Crafting Strategies

Improving how and when members contribute and learn.

2.52 Leveraging Talent

Developing effective strategies to get the work done.

3 Team Behaviors

The behaviors that most influence team results

4.42 Fostering Effort			
Team Behaviors	**3.60** Crafting Strategies		
2.52 Leveraging Talent			

Fostering Effort
VERY LOW — 4.42 — VERY HIGH

Crafting Strategies
VERY LOW — 3.60 — VERY HIGH
1 2 3 4 5

Leveraging Talent
VERY LOW — 2.52 — VERY HIGH
1 2 3 4 5
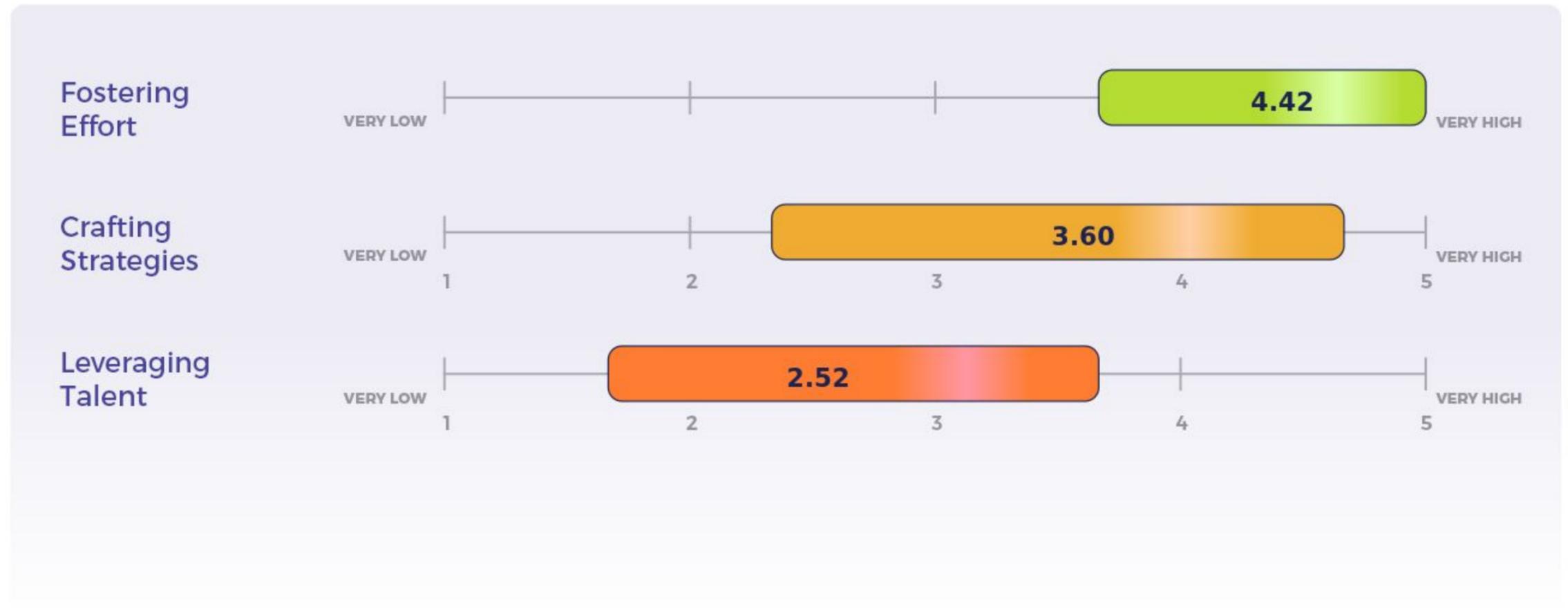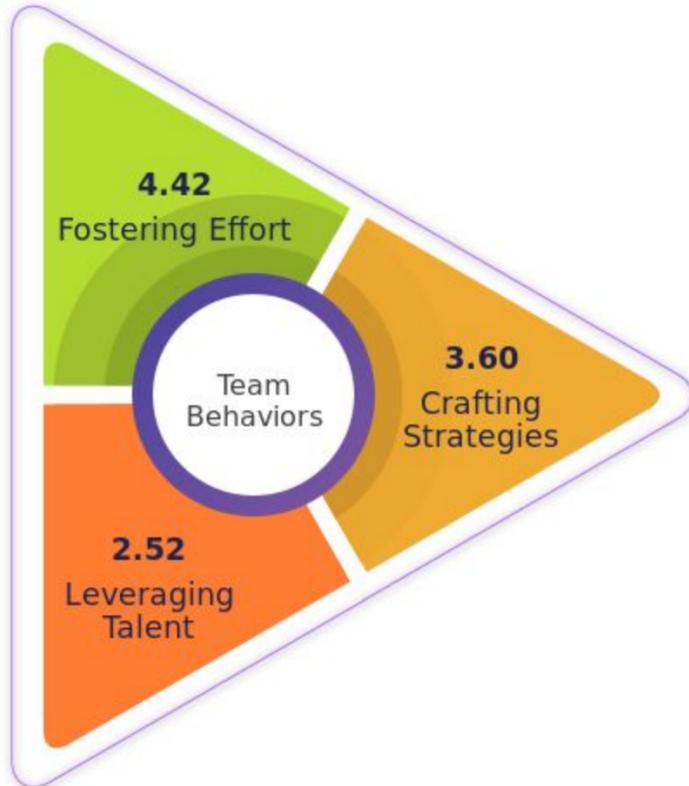
WHAT ARE THE 3 Team Behaviors?

Fostering Effort: Working in ways that build shared commitment.

Crafting Strategies: Adapting strategies to get the work done.

Leveraging Talent: Improving how and when members contribute and learn.

Condition 6: Team Coaching & Timing

Your results for how well the team uses three special opportunities for Team Coaching are presented below.
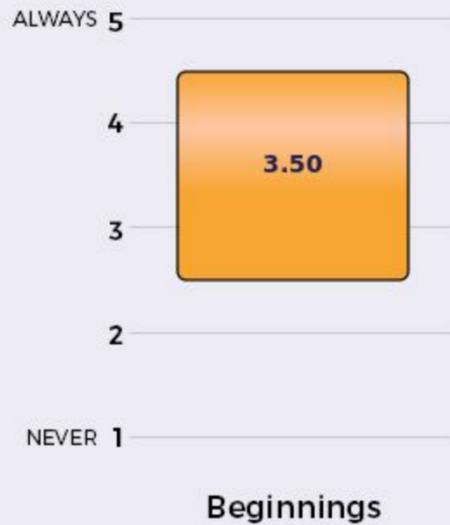
Well-timed Coaching

ALWAYS 5	ALWAYS 5	ALWAYS 5
4 — **3.50**	4 — **3.67**	4 — **3.67**
3	3	3
2	2	2
NEVER 1	NEVER 1	NEVER 1
Beginnings	Midpoints	Endings

Task cycles determine well-timed coaching

Beginnings

Beginnings are ideal for Motivational coaching.

Midpoints

Midpoints are well suited for Strategy coaching.

Endings

Endings are timely for Educational Coaching.

Did you know?...

Teams cycle through predictable task transitions, allowing for interventions to be planned when teams will be most receptive to coaching.

At the start of a team task, teams are energised and open to coaching about the potential and aspiration of the team's work to accomplish results.

At the mid-point of task cycles, teams are open to coaching on how to improve task performance and problem solve to achieve those results.

At the end of the task cycle, team's benefit from reflecting on lessons learned and taking forward insights into the next cycle
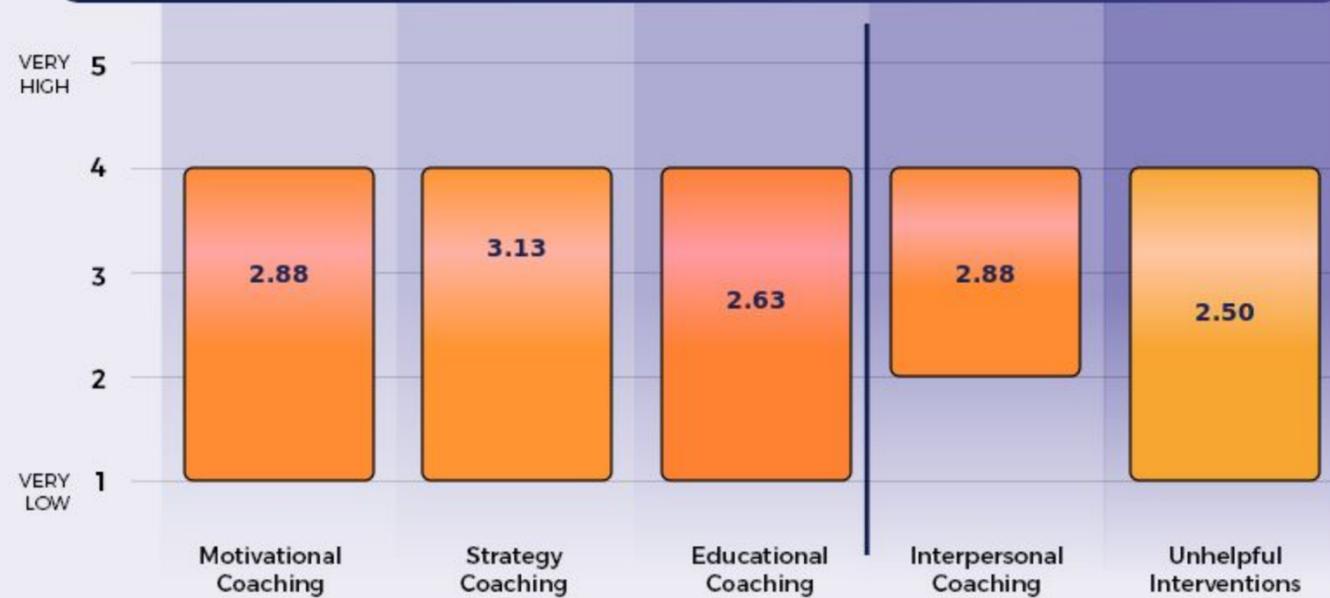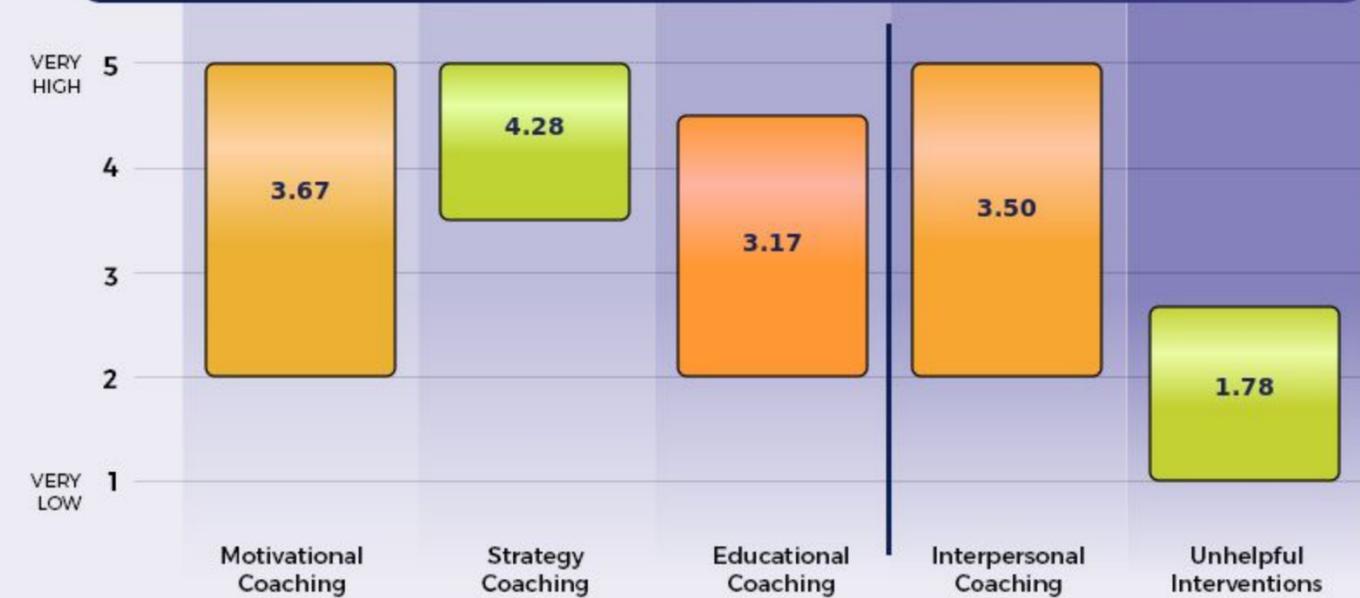
Condition 6: **Team Coaching**

Your results showing the typical targets of the team's self-coaching as well as those of the team's leader(s) are presented below.

Team Self-Coaching Behaviors

	VERY HIGH 5				
	4				
	2.88	3.13	2.63	2.88	2.50
	3				
	2				
	VERY LOW 1				
	Motivational Coaching	Strategy Coaching	Educational Coaching	Interpersonal Coaching	Unhelpful Interventions

Team Leader Coaching Behaviors

	VERY HIGH 5				
	4.28				
	4				
	3.67	4.28	3.17	3.50	1.78
	3				
	2				
	VERY LOW 1				
	Motivational Coaching	Strategy Coaching	Educational Coaching	Interpersonal Coaching	Unhelpful Interventions

Five Types of Team Coaching:

Motivational Coaching
Motivational Coaching helps teams build and sustain collective energy and commitment.

Strategy Coaching
Strategy Coaching helps the team refine and adapt its approaches to the work.

Educational Coaching
Educational Coaching helps build team talent and foster learning.
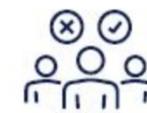
Interpersonal Coaching
Interpersonal Coaching (IC) focuses on reducing conflicts and building better relationships. Ideally, the level of IC is moderate to low.

Unhelpful Interventions
Unhelpful Interventions (UI) are micro-managing acts such as offering unsought advice to the team and directives about how to address problems. Ideally, UI coaching is low.

Fostering Effort & Motivational Coaching

Below is your team's standing on Fostering Effort, compared with how much motivational coaching is done by the team and leader.

Team Behavior

- VERY HIGH — 5
- 4
- 3
- 2
- VERY LOW — 1

4.42

Fostering Effort

Team Self-Coaching

- VERY HIGH — 5
- 4
- 3
- 2
- VERY LOW — 1

2.88

Motivational Coaching

Team Leader Coaching

- VERY HIGH — 5
- 4
- 3
- 2
- VERY LOW — 1

3.67

Motivational Coaching

Coaching Tips...

Motivational coaching influences the Fostering Effort team behavior.

Motivational Coaching is useful at the beginning of a task cycle to build commitment.

Potential Tripwires

Task focus: building excitement about the team's work seems like a diversion from the work.

Efficiency motives: a desire to check things off our to-do list leads to diving right into work and missing the chance to set a positive climate first.

Symptoms: focus coaching on individual development and assume that will lead to team growth.

Coaching Prompts

What would it take for each of us to take up the team coaching role and get us off to a positive start when we convene?

Are we excited about our direction, the work itself and our ways of working as a team? What would make it more motivating?

How could we create an atmosphere in this team where members feel appreciated and recognized?

Improvement Suggestions

Build a new approach for opening meetings and project kickoffs that elicit energy. Stick to it for a period of time and then review.

Identify bold goals, innovation projects or experiments for team members and the team to stretch themselves.

Ensure that the team is regularly taking stock to acknowledge progress and to recognize team members and the team as a whole.

Crafting Strategies & Strategic Coaching

Below is your team's standing on Crafting Strategies, compared with how much strategic coaching is done by the team and leader.

Team Behavior

VERY HIGH 5

4

3.60

3

2

VERY LOW 1

Crafting Strategies

Team Self-Coaching

VERY HIGH 5

4

3.13

3

2

VERY LOW 1

Strategy Coaching

Team Leader Coaching

VERY HIGH 5

4.28

4

3

2

VERY LOW 1

Strategy Coaching

Coaching Tips...

Strategy coaching impacts the **Crafting Strategies** team behavior.

Strategy Coaching is useful at the **midpoint** of a task cycle to improve approaches to work.

Potential Tripwires

Habit: the team encounters novel challenges but continues to use old routines.

Reactive: the team only engages in team coaching sessions when there are issues.

Complacency: the team doesn't schedule midpoint check-ins in the middle of task or project cycles.

Coaching Prompts

What milestones are approaching when we could pause to reflect on progress and make needed adjustments to our approach?

What is one thing we could do differently as a team that will make us more successful in the next phase of our work?

What should we stop, start and continue in how we work together on this project?

Improvement Suggestions

Develop a work practice for conducting a strategy review at the calendar midpoint of tasks and projects.

Ask questions of the team that invite them to make explicit what team practices are working, and which are getting in the way.

Identify small experiments with norms and ways of working to keep the team open to improving its approaches.

Leveraging Talent & Educational Coaching

Below is your team's standing on Leveraging Talent, compared with how much educational coaching is done by the team and leader.

Team Behavior

VERY HIGH	5
	4
	3
	2.52
	2
VERY LOW	1

Leveraging Talent

Team Self-Coaching

VERY HIGH	5
	4
	3
	2.63
	2
VERY LOW	1

Educational Coaching

Team Leader Coaching

VERY HIGH	5
	4
	3.17
	3
	2
VERY LOW	1

Educational Coaching

Coaching Tips...

Educational coaching impacts the Leveraging Talent team behavior.

Educational Coaching is useful at the **end** of a task cycle to develop team capability.

Potential Tripwires

Unrelenting action: team desire to move on to the next thing trumps the value of capturing key lessons from what the team just completed.

Familiarity: assume we know rather than take time to explore team members' unique talents.

Delivery focus: team goals are all about performance to the exclusion of learning.

Coaching Prompts

What would be the benefit of making time for debriefing our completed work? What would be lost if we do/don't?

What are some purpose-relevant experiences and skills in the team that members have, and that others may not know?

What does this team need to learn? What is each member excited to learn?

Improvement Suggestions

Invite members to take leadership of a debriefing practice to identify useful lessons worth applying in the next phase of work.

Create a structure, paired interviews, for example, to learn about members' less-known talents. Invite members to introduce each others' hidden assets.

Develop rewards and recognition that celebrate learning efforts by team members and the team as whole.

Diagnostic Insights
Guidance, Reflection & Next Steps

Guidance

- Focus on improving the Essential Conditions first. These are foundational drivers of team results.

- Consider your team's unique profile when considering action areas. Be sure to build on existing strengths and/or tighten up low scoring areas.

Reflection Questions

- Given the team's strengths and improvement areas on the TDS, which 2-3 conditions might benefit from refinement? Which ones would...
  ....most improve team performance?
  ....most contribute to team growth?
  ....most positively impact member learning and wellbeing?

- How will you know if your team has succeeded in improving your priority areas? What will you observe and/or measure?

- What should this team commit to as an immediate next step in using these data to enhance your team?

Next Steps

- Take some time as a team to reflect on how to best move forward based on your TDS results.

- Carve out time to relaunch your team with a focus on your strength and improvement areas.

- Work with an internal or external team development professional to facilitate a relaunch in your team.

- Use the complimentary TDS Canvas (**https://6teamconditions.com/ tdscanvas**) to build a charter for your team using the 6 Conditions.

Next Steps

Congratulations on reimagining your team on the 6 Conditions!
This is a significant step. Implementing the agreed changes will help improve your overall effectiveness as a team.

Suggestions for next steps on your team's journey:

Use the TDS Canvas

Capture your team's design on the canvas and revisit periodically:
https://6teamconditions.com/tdscanvas

Connect with Key Stakeholders

Engage in dialogue on your team's design and demonstrate how you are planning to respond to their needs.

Take the TDS Pulse Survey

Take the brief 3-minute pulse survey to assess your team's improvement on the 6 Conditions after you have made meaningful progress as a team.