Cortex Leadership Consulting

Team Alignment Results

Jane Doe's Team
Company Name Here

December 6, 2024

Summary results from 10 respondents

Executive Summary

1. High Trust and Supportive Team Culture

- **Strengths**: The team is highly supportive and cohesive, with survey ratings reflecting strong trust (4.9) and team support (4.7). Both the DISC profiles and survey comments emphasize a culture where team members feel empowered and appreciated, which aligns with their high Steadiness (S) and Conscientiousness (C) scores, promoting reliability and **a sense of belonging.**

- **Opportunities**: Maintaining a culture that prioritizes support and trust will help the team remain cohesive as it grows. Continued reinforcement of team-building activities and opportunities to support one another will be valuable in upholding these strengths.

2. Challenges with Process and Resource Needs in a Low-Structure Motivational Context

- **Conscientiousness**: Despite a preference for detailed, reliable work (indicated by Conscientiousness in DISC), the team's *Structured* driver is actually below average, showing that formal rules and rigid procedures may not be a strong motivator. The survey's lower ratings on resources (3.3) and processes (3.6) highlight that while team members appreciate clarity, they are not necessarily motivated by strict structure but instead by autonomy within defined objectives.

- **Challenges**: Survey comments about resource limitations and evolving processes align with the team's moderate motivation toward structured environments, indicating that while they value some clarity, they prefer flexibility over rigid protocols.

- **Recommendations**: To address resource and process concerns, provide clear but flexible frameworks that allow team members the freedom to tailor their approaches within defined objectives. This approach will honor the team's need for autonomy while still meeting organizational standards for consistency and accountability.

3. Conflict Resolution in a Non-Structured Communication Style

- **Observations**: Conflict resolution remains a challenging area, as reflected in the survey's lower score of 3.6. High Compliance (C) suggests a preference for resolving issues through thoughtful processes, while a lower structured motivation indicates that rigid conflict-handling protocols may not appeal to the team.

- **Team Leader's Role**: The team leader's high Dominance (D) style emphasizes directness, which may differ from the team's general inclination toward measured communication.

- **Recommendations**: Introduce de-escalation and conflict resolution tools that allow flexibility and respect personal preferences, enabling team members to address conflicts in a way that feels natural to them. Fostering open dialogue spaces (e.g., team huddles) without requiring formal conflict resolution processes could support the team's style.

4. Mixed Adaptability to Growth and Change

- **Insights**: The team displays a mix of adaptability levels, with several members (e.g., Jane and Sally) showing a natural preference for change, while others prioritize stability. Survey feedback about "change fatigue" suggests that while some members welcome change, others may struggle with too many transitions, especially without strong motivating structures.

- **Recommendations**: Implement a phased approach to changes, providing a balance between flexibility and routine that respects the team's varied adaptability. This strategy can ease change fatigue by offering a stable foundation with room for gradual adaptation.

5. Motivation through Intellectual and Resourceful Drivers

- **Strengths**: High Intellectual (54) and Resourceful (42) driving forces indicate that the team values learning, innovation, and practical problem-solving. Comments highlight frustrations with limited resources and inadequate support, at times, from the executive leadership team, which may hinder these intellectual and resourceful motivations.

- **Recommendations**: Empower the team by ensuring accessible resources and development opportunities, allowing members to leverage their intellectual drivers without unnecessary restrictions. Support for problem-solving initiatives and flexible structures will align with these motivations, fostering engagement and organizational alignment.

Key Takeaways

1. **Emphasize Autonomy over Rigidity**: Given the team's lower structured motivation, allow for adaptable processes within clear objectives. Define high-level frameworks without imposing restrictive protocols, which may stifle the team's resourceful tendencies.

2. **Conflict Resolution without Rigid Processes**: Address conflict by creating flexible, open communication channels rather than formal procedures. This approach will honor the team's collaborative style, allowing individuals to address issues organically.

3. **Adapting to Change through Gradual Transitions**: Implement gradual changes, balancing stability and adaptation. Consistent communication and phased transitions will support team members who prefer stability while accommodating those more open to frequent change.

4. **Leveraging Intellectual and Resourceful Motivations**: Encourage innovation and learning by aligning resources with problem-solving and development needs. Fostering autonomy with adequate support will help the team thrive and stay motivated.

This report contains a summary of your team feedback results. The report begins with the most important areas to focus on, followed by a more detailed breakdown of the results. Start by reading through the entire report to the end of the comments section. Once you have familiarized yourself with the report and your team's results, go back through the report and look for inconsistencies, patterns, and themes. Work back and forth between the numeric data and the comments as you do this.

Share this report with your entire team and engage in an open, candid discussion about the results. Do not focus on who said what. Rather, go out of your way to create a safe space where people are not afraid to share their thoughts and opinions.

As a group, identify a short list of items to work on and create an action plan based on those items. The online report includes tools that will facilitate this process.
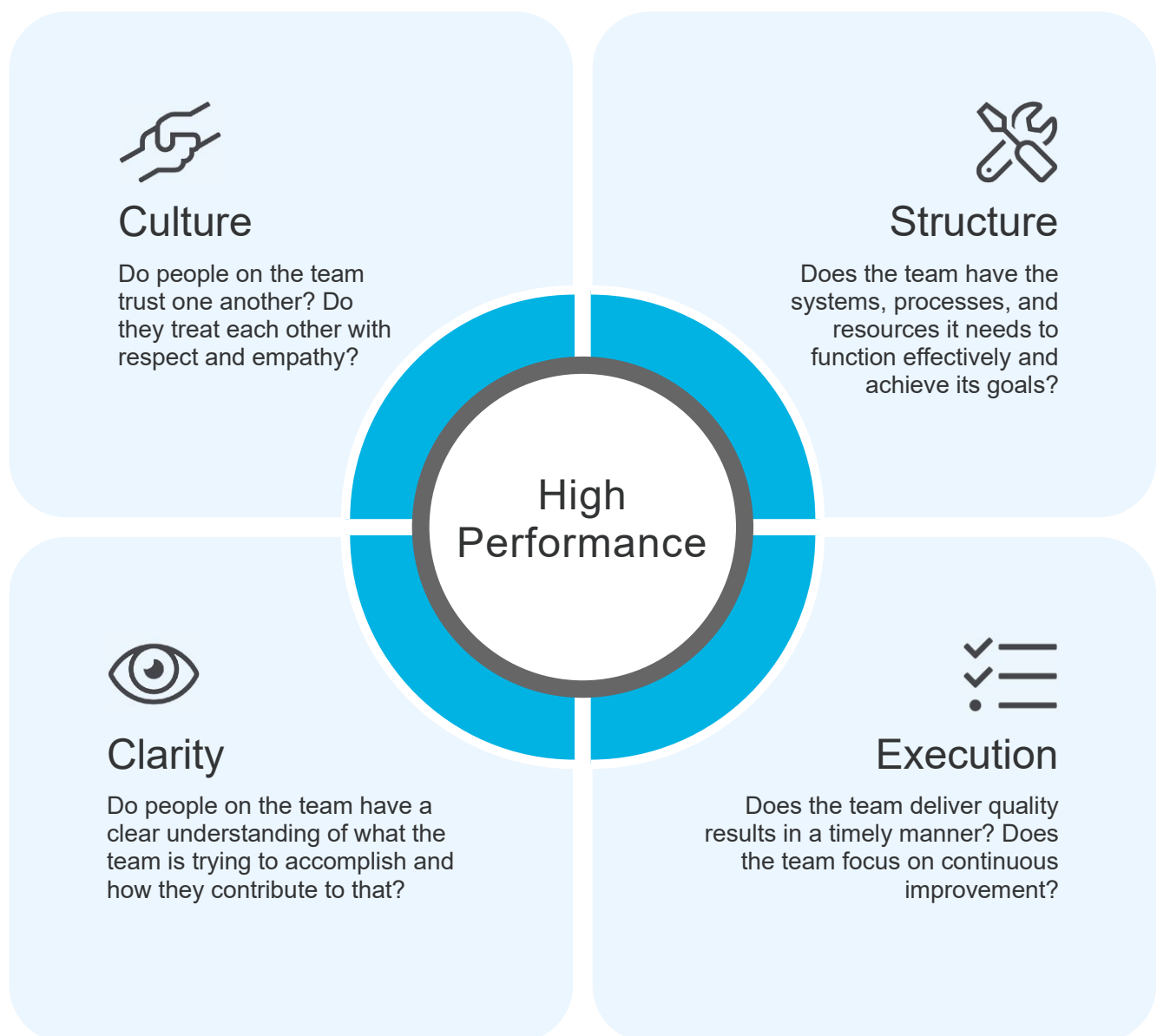
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"Alone we can do so little; together we can do so much."

- Helen Keller

There are many ways that teams can achieve success, but the most effective teams have several key things in common. Those essential characteristics are summarized within the four primary factors of high-performance teams (shown below). These factors are based on statistical analysis and widely supported by industry research.

Culture

Do people on the team trust one another? Do they treat each other with respect and empathy?

Structure

Does the team have the systems, processes, and resources it needs to function effectively and achieve its goals?

High Performance

Clarity

Do people on the team have a clear understanding of what the team is trying to accomplish and how they contribute to that?

Execution

Does the team deliver quality results in a timely manner? Does the team focus on continuous improvement?

> Building on what you are good at and on what comes naturally to you is often an effective way to be successful.
>
> As your team creates its action plan, looks for ways that you can leverage your strengths in order to achieve your team's goals.

Highest-Rated Items
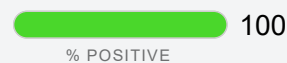
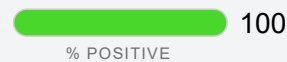**Trust:** There is a high level of trust on this team.
100 % POSITIVE — DIST — 4.9 AVG

Collaboration: This team collaborates effectively with other groups in the organization.
100 % POSITIVE — DIST — 4.8 AVG

Collaboration: We always consider how our decisions will impact other parts of the organization.
100 % POSITIVE — DIST — 4.7 AVG
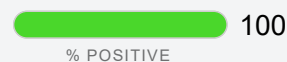
Clarity: I have a clear understanding of my role and responsibilities on this team.
100 % POSITIVE — DIST — 4.7 AVG

Clarity: I understand how my work directly contributes to the overall success of the team.
100 % POSITIVE — DIST — 4.7 AVG
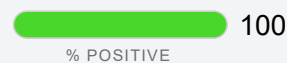
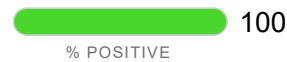**Empowerment:** People on this team have the freedom and authority they need to make decisions and take action.
100 % POSITIVE — DIST — 4.7 AVG

Support: People on this team go out of their way to assist and support one another.
100 % POSITIVE — DIST — 4.7 AVG

Alignment: It really seems like everybody on this team has a shared vision and is working toward the same goals.
100 % POSITIVE — DIST — 4.7 AVG

% POSITIVE is the percentage of responses that were either Strongly Agree (5) or Agree (4).
The other response options were Neutral (3), Disagree (2), and Strongly Disagree (1).
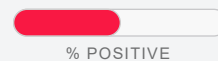

ℹ️ Think about which of the following areas are critical to your team's success. Are any of the items listed below holding your team back?

Where possible, look for ways to leverage existing team strengths in order to improve in these areas.

Lowest-Rated Items

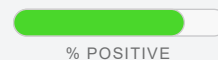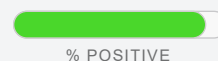|	% POSITIVE	DIST	AVG
Personal Expression: We are good at bringing conflict into the open so it can be discussed and resolved.	50		3.6
Processes: This team has established the processes and procedures it needs in order to function effectively.	60		3.6
Resources: This team has all of the resources and support it needs in order to achieve its goals.	70		3.3
Learning: We share what we learn with other groups in the organization so they can benefit from our experiences.	80		4.0
Transparency: Information and knowledge are shared openly on this team.	80		4.2
Personal Expression: People with different ideas are valued on this team.	80		4.6
Communication: People on this team communicate effectively with one another.	90		3.8
Learning: We consistently reflect on our successes and failures in order to learn and improve.	90		3.9

% POSITIVE is the percentage of responses that were either Strongly Agree (5) or Agree (4).
The other response options were Neutral (3), Disagree (2), and Strongly Disagree (1).

These are areas where people on the team have differing perspectives and experiences.

Use the items on this list as opportunities for team discussions. If done the right way, candid conversations on these topics can help build trust and alignment among team members.

Consider bringing in an outside facilitator who can help the team create a psychologically safe space and guide conversations in a constructive direction.

Areas of Divergence

		AVG	% POS
Processes: This team has established the processes and procedures it needs in order to function effectively.	RESPONSE DISTRIBUTION	3.6	60
Resources: This team has all of the resources and support it needs in order to achieve its goals.	RESPONSE DISTRIBUTION	3.3	70
Learning: We consistently reflect on our successes and failures in order to learn and improve.	RESPONSE DISTRIBUTION	3.9	90
Personal Expression: People with different ideas are valued on this team.	RESPONSE DISTRIBUTION	4.6	80
Learning: We share what we learn with other groups in the organization so they can benefit from our experiences.	RESPONSE DISTRIBUTION	4.0	80
Transparency: Information and knowledge are shared openly on this team.	RESPONSE DISTRIBUTION	4.2	80
Personal Expression: We are good at bringing conflict into the open so it can be discussed and resolved.	RESPONSE DISTRIBUTION	3.6	50
Meetings: Our team meetings have a clear purpose and achieve their intended outcomes.	RESPONSE DISTRIBUTION	4.3	90

Items where Team Leader rated higher than Direct Reports

	1 2 3 4 5 LEAD	MEMB	GAP
Clarity – This team has a clear set of priorities and objectives.	5.0	4.0	1

Items where Team Leader rated lower than Direct Reports

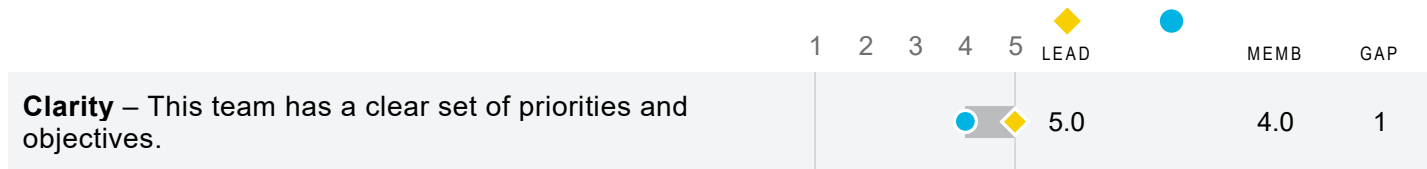|	1 2 3 4 5 LEAD	MEMB	GAP
Learning – We consistently reflect on our successes and failures in order to learn and improve.	2.0	5.0	3
Processes – This team has established the processes and procedures it needs in order to function effectively.	3.0	5.0	2
Personal Expression – We are good at bringing conflict into the open so it can be discussed and resolved.	3.0	4.0	1
Personal Expression – People with different ideas are valued on this team.	4.0	5.0	1
Support – People on this team go out of their way to assist and support one another.	4.0	5.0	1
Learning – We share what we learn with other groups in the organization so they can benefit from our experiences.	4.0	5.0	1
Agility – On this team, we adapt quickly to changing circumstances.	4.0	5.0	1

"It is amazing what you can accomplish if you do not care who gets the credit."

- Harry Truman

There are many ways that teams can achieve success, but the most effective teams have several key things in common. Those essential characteristics are summarized within the four primary factors of high-performance teams (shown below). These factors are based on statistical analysis and widely supported by industry research.
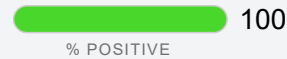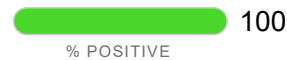
Team Effectiveness Factors
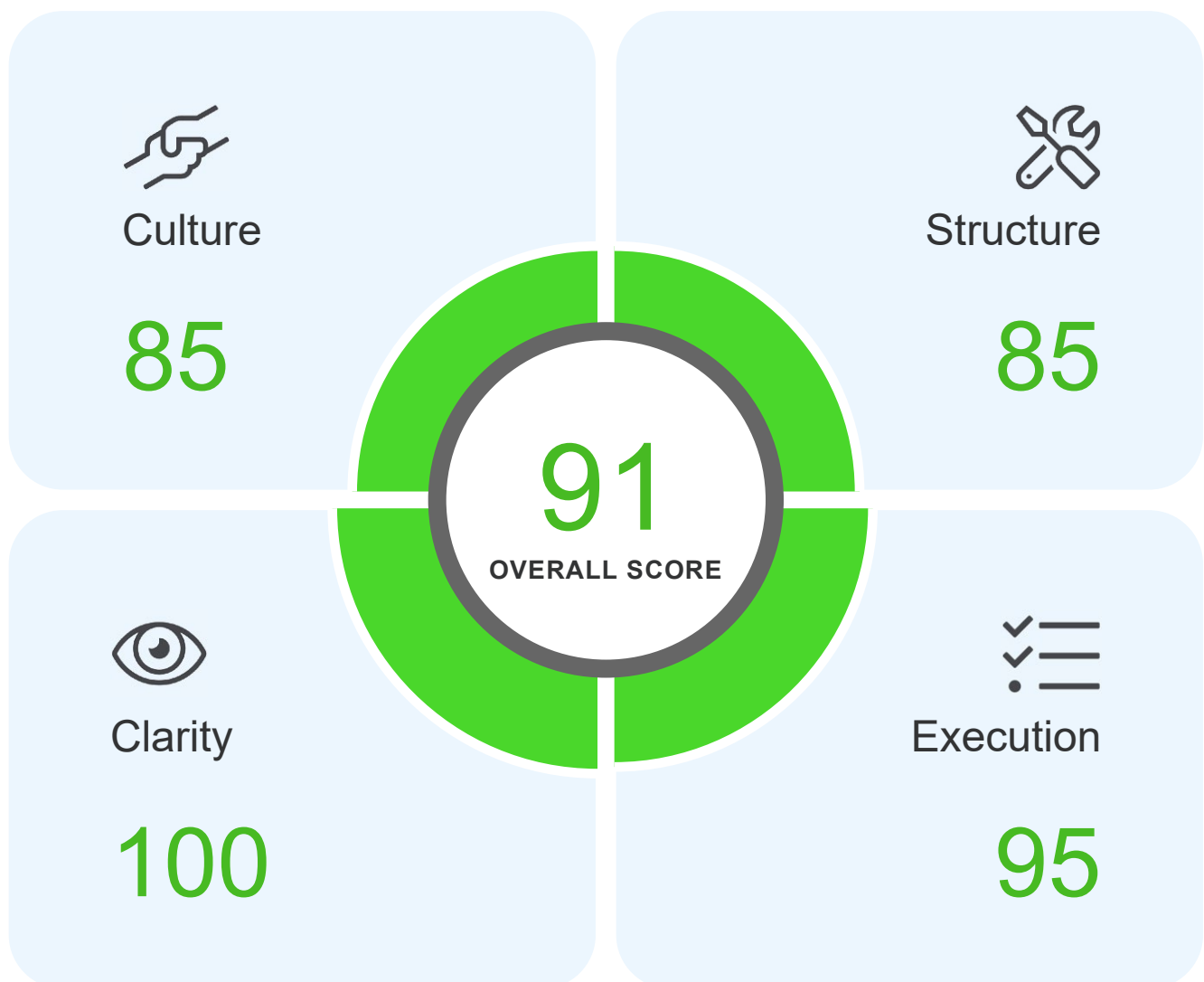
Culture

85

Structure

85

91
OVERALL SCORE

Clarity

100

Execution

95

Culture

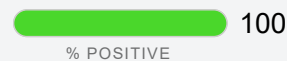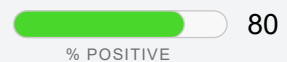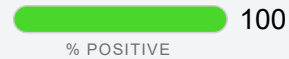|	% POSITIVE	DIST	AVG
Trust: There is a high level of trust on this team.	100		4.9
Support: People on this team go out of their way to assist and support one another.	100		4.7
Reliability: People on this team follow through on their commitments.	100		4.4
Personal Expression: People with different ideas are valued on this team.	80		4.6
Transparency: Information and knowledge are shared openly on this team.	80		4.2
Personal Expression: We are good at bringing conflict into the open so it can be discussed and resolved.	50		3.6

% POSITIVE is the percentage of responses that were either Strongly Agree (5) or Agree (4).
The other response options were Neutral (3), Disagree (2), and Strongly Disagree (1).

Clarity

Clarity: I have a clear understanding of my role and responsibilities on this team.	100 %POSITIVE	4.7 AVG
Clarity: I understand how my work directly contributes to the overall success of the team.	100 %POSITIVE	4.7 AVG
Alignment: It really seems like everybody on this team has a shared vision and is working toward the same goals.	100 %POSITIVE	4.7 AVG
Clarity: This team has a clear set of priorities and objectives.	100 %POSITIVE	4.4 AVG
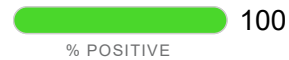
% POSITIVE is the percentage of responses that were either Strongly Agree (5) or Agree (4).
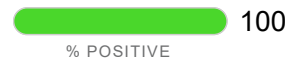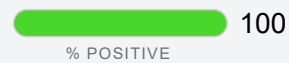The other response options were Neutral (3), Disagree (2), and Strongly Disagree (1).

Structure

Collaboration: This team collaborates effectively with other groups in the organization.

% POSITIVE 100   DIST   4.8 AVG

Empowerment: People on this team have the freedom and authority they need to make decisions and take action.

% POSITIVE 100   DIST   4.7 AVG

Meetings: Our team meetings have a clear purpose and achieve their intended outcomes.

% POSITIVE 90   DIST   4.3 AVG

Communication: People on this team communicate effectively with one another.

% POSITIVE 90   DIST   3.8 AVG

Resources: This team has all of the resources and support it needs in order to achieve its goals.

% POSITIVE 70   DIST   3.3 AVG

Processes: This team has established the processes and procedures it needs in order to function effectively.
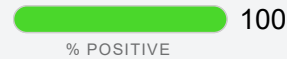
% POSITIVE 60   DIST   3.6 AVG

% POSITIVE is the percentage of responses that were either Strongly Agree (5) or Agree (4).
The other response options were Neutral (3), Disagree (2), and Strongly Disagree (1).
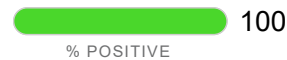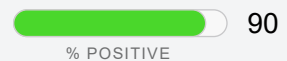
Execution

Collaboration: We always consider how our decisions will impact other parts of the organization.

100 % POSITIVE   DIST   **4.7** AVG

Accountability: Every person on this team is held accountable for achieving goals and meeting expectations.

100 % POSITIVE   DIST   **4.5** AVG

Decisiveness: On this team, we make timely decisions without unnecessary delay or procrastination.

100 % POSITIVE   DIST   **4.5** AVG

Agility: On this team, we adapt quickly to changing circumstances.

100 % POSITIVE   DIST   **4.4** AVG

Learning: We consistently reflect on our successes and failures in order to learn and improve.

90 % POSITIVE   DIST   **3.9** AVG

Learning: We share what we learn with other groups in the organization so they can benefit from our experiences.
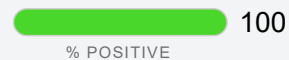
80 % POSITIVE   DIST   **4.0** AVG
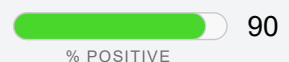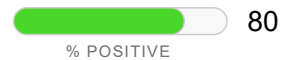
% POSITIVE is the percentage of responses that were either Strongly Agree (5) or Agree (4).
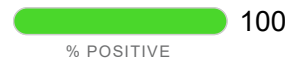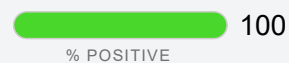The other response options were Neutral (3), Disagree (2), and Strongly Disagree (1).

General Comments

Themed Analysis of Team Feedback Survey: Leadership, Team Dynamics, and Organizational Support

In analyzing the feedback from the recent team survey, three main themes emerge prominently: *supportive leadership and autonomy*, *collaboration and cohesion*, and *challenges due to organizational and physical structure*. These themes reflect both alignment and some disconnects between team members' perspectives and those of the team leader.

1. Supportive Leadership and Autonomy

Most team members express a high level of satisfaction with the autonomy they experience and the supportive leadership structure, praising the efforts of Jane and Steve in empowering the team. For example, one team member states, *"Our leadership does an excellent job of being a voice for us in rooms we are not yet in, advocating for us, and defending if/when needed."* This demonstrates trust in leadership and a sense that their voices are being represented effectively.

The team leader's comment also reinforces this appreciation of a high-performing, self-sufficient team, where members *"hold themselves to a high standard…allow[ing] the team to grow together as one."* This acknowledgment of the team's self-motivation aligns well with team members' remarks, highlighting a reciprocal trust in the leadership structure.

2. Collaboration and Cohesion

There is a strong, positive sentiment across the feedback regarding the team's cohesive and supportive dynamic. Multiple team members emphasize the value they place on mutual support, with comments like, *"I like that everyone is genuinely interested in supporting one another,"* and, *"Our team is positive and supportive which makes coming to work enjoyable."* This sense of camaraderie is further exemplified in actions like lunch gatherings and cross-location visits, which have been intentionally maintained to counterbalance the physical separation within the workplace.

However, some members expressed concern about potential barriers to further team effectiveness. For instance, one team member observed, *"Some of our team members need to still find their voices when it comes to talking with one another, especially when there may be 'feelings' involved."* This sentiment hints at a slight variation in perceived openness, suggesting that while the team is largely cohesive, certain individuals might feel less confident or empowered to fully engage in conflict resolution.

Moreover, the team leader acknowledges efforts to include everyone in team gatherings and highlights individuals like Candace and Christian who *"push the team together and try to always include everyone."* This praise illustrates intentional actions to maintain inclusivity, though some feedback indicates that physical separation could still lead to silos.

3. Challenges from Organizational and Physical Structure

A recurring theme among responses is the challenge posed by the team's physical layout, with several team members noting that being located on different sides of the building limits collaboration. Comments such as *"Half of us are on one side and the other half are on the other side. I think this creates silos of communication,"* point to a perceived barrier that inhibits informal interaction, which could be crucial for creative collaboration and spontaneous troubleshooting.

The team leader's comment echoes this perspective, as they also express a desire to have the team in one location, potentially addressing the issue of division and enhancing communication.

Additionally, broader organizational challenges are noted. For example, one team member remarks, *"It doesn't feel like Continuous Improvement has the buy-in or support it needs to be successful across the board."* Here, the issue appears to be a lack of alignment between the project team's objectives and the organizational expectations. Another team member voices similar concerns, suggesting that *"telling people to do more or go faster is not the correct way of speeding things up."* This response points to a potential misalignment between the project management team's capabilities and the operational expectations set by the executive team, a gap that may contribute to team stress and undermine effectiveness.

4. Future Concerns and Anticipated Challenges

Several team members foresee risks that could impact team cohesion and productivity, especially given the current pace of growth and expansion. One employee anticipates *"a breakdown in cohesion and support for one another"* due to physical separation and sub-department development, while another highlights *"change fatigue"* and the possible strain from growing responsibilities. These insights reflect an underlying anxiety about sustaining the team's unity and effectiveness as roles evolve and potentially increase in scope.

The team leader also anticipates challenges with growth, noting that shifting roles and responsibilities, as well as potentially promoting a new PM Manager from within, might introduce new interpersonal dynamics. They express an awareness that some members' competitive nature could complicate the transition from peer-to-peer interactions to a manager-subordinate structure.

5. Feedback on Conflict Resolution, Knowledge Sharing, and Reflection

The survey responses offer insights into how the team approaches conflict and knowledge sharing. While there is general satisfaction with conflict resolution, one comment suggests that some members hesitate to engage directly, preferring "side conversations." Another team member adds that *"conversations during standups and team gatherings can inadvertently exclude team members,"* indicating that while knowledge sharing is valued, there are areas for improvement in ensuring inclusivity.

Additionally, when it comes to reflecting on successes and failures, the team leader notes, *"It is difficult to stop and really reflect on the wins and opportunities that each project and interaction offers."* This fast-paced environment seems to challenge the team's ability to fully leverage reflective learning. Similarly, while some team members indicated they share lessons learned, there is an opportunity for more structured reflection that can feed into organizational learning.

Key Observations and Recommendations

1. **Enhancing Team Cohesion and Inclusivity**:

    o   *Observation*: Physical separation is seen as a barrier to spontaneous collaboration and relationship-building.

    o   *Recommendation*: Consider a pilot initiative for periodic co-location days to strengthen connections. Additionally, implementing virtual collaboration tools could facilitate real-time interactions for members not in the same location.

2. **Improving Knowledge Sharing and Open Communication**:

    o   *Observation*: Some members feel excluded from discussions or lack direct confrontation during conflicts.

    o   *Recommendation*: A bi-weekly forum or a digital bulletin could provide a space for all team members to share updates, challenges, and learnings, reinforcing inclusivity. Training sessions on de-escalation techniques and constructive conflict resolution may also empower individuals to communicate more openly.

3. **Addressing Change Fatigue and Role Clarity**:

    o   *Observation*: The team anticipates challenges with growth and role evolution, particularly if internal promotions create new reporting dynamics.

    o   *Recommendation*: A clear, phased approach to role transitions and added responsibilities, including coaching for new managers, could help ease potential friction. Cross-training may also alleviate concerns about overlapping responsibilities.

4. **Aligning Organizational Expectations with Team Resources**:

    o   *Observation*: Some team members express concerns about the expectations from the Executive team and the alignment with operational goals.

    o   *Recommendation*: Facilitated discussions with leadership to set realistic timelines and resource allocations could foster better alignment and reduce strain on the project management team.

5. **Reflecting on Lessons Learned**:

    o   *Observation*: Time constraints in a fast-paced environment hinder reflective learning.

    o   *Recommendation*: Introduce a brief "lessons learned" session at the end of each major project phase, allowing for continuous improvement without disrupting workflow. Additionally, sharing insights with other teams in the organization could reinforce a culture of knowledge sharing.

Overall, the team appears strong, cohesive, and committed to collective success. Addressing the outlined concerns will likely deepen team collaboration, clarify roles, and ensure sustainable growth.

Analysis of Themed Ratings and Comments from Team Survey

This report aligns the team feedback ratings with their corresponding qualitative comments, examining where comments support the ratings and where discrepancies arise. Key themes identified include *Trust and Support*, *Processes and Resources*, and *Conflict and Communication*. Contrasts between the team leader's ratings and those of the team members are highlighted to capture areas needing attention.

1. Trust and Support

High Rating (4.7-4.9):

- **Trust:** Rated at 4.9 with 100% positive responses, indicating strong mutual trust within the team.

- **Support:** Rated at 4.7, showing a high level of commitment to helping one another.

Supporting Comments:

- *"I know that I can come to anyone on the team and ask for help, and they will do whatever they can to help me out."*

- The team leader reinforces this by emphasizing the self-sufficient, high-performance nature of the team: *"The team is made up of high performers who hold themselves to a high standard."*

These comments align closely with the high ratings, supporting the view that team members feel supported and can trust each other to contribute positively. Additionally, both team members and the leader appreciate the positive atmosphere and the motivation that trust fosters.

2. Processes and Resources

Lower Rating (3.3-3.6):

- **Processes**: Rated at 3.6, indicating moderate satisfaction with established procedures.

- **Resources**: Rated at 3.3, with concerns expressed about adequate resources to achieve goals.

Contrasting Comments:

- Team members note that processes are still being developed, which aligns with the 3.6 rating. One comment states, *"We are currently establishing these processes and procedures,"* indicating that while progress is being made, there's still room for improvement.

- The team leader, who rated processes at 3.0, reflects on this transitional phase, mentioning, *"Some segments of the team are new, and we are still creating/refining processes."*

This rating and feedback alignment show that both team members and the leader recognize the need for better-defined processes. However, the leader rates processes lower than the team, likely due to having a broader perspective on challenges across the entire team.

Regarding resources, one team member describes a mismatch between project management needs and organizational operations, saying, *"We often run into issues where our project teams are trying to juggle…plus the newly added discovery process."* This comment aligns with the lower rating, revealing strain due to limited resources and potentially unrealistic expectations from the executive level.

3. Conflict and Communication

Mixed Ratings (3.6-4.2):

- **Conflict Resolution**: Rated at 3.6, with 50% positive responses. This low rating reflects difficulties in bringing conflict openly to resolution.

- **Information Sharing**: Rated at 4.2, with 80% positivity, but the comments reveal some exclusions in knowledge sharing.

Contrasting Comments:

- Several team members express that while they value openness, conflicts are often dealt with through indirect or "side" conversations. A team member notes, *"Some of our team members need to still find their voices when it comes to talking with one another, especially when there may be 'feelings' involved."* This aligns with the lower rating for conflict resolution and indicates that some team members may avoid direct confrontation.

- The team leader rated conflict resolution at 3.0, slightly lower than the team, perhaps due to observing these tendencies to avoid direct discussion of conflicts.

For information sharing, the team's positive rating at 4.2 is supported by some positive feedback but also contrasted by comments about inadvertent exclusions. One team member observes, *"It may benefit the team to focus on improving the openness of information sharing,"* pointing to gaps that may prevent all team members from feeling fully informed. This indicates that, while efforts are in place, there are still challenges in consistently ensuring inclusivity.

4. Personal Expression and Team Adaptability

Higher Ratings (4.4-4.6):

- **Personal Expression**: Rated at 4.6, reflecting positive views on valuing different ideas.

- **Agility**: Rated at 4.4, indicating adaptability to changes, especially within the new working conditions.

Supporting and Contrasting Comments:

- Team members appreciate the flexibility, with one saying, *"There have been several instances that have called for flexibility…and the team has done well and remained productive."* This comment aligns with the high agility rating, showing that the team values adaptability.

- Personal expression receives positive feedback overall; however, the team leader notes a slightly lower rating (4.0) than the team (5.0). This discrepancy may reflect an awareness of

subtleties in valuing different perspectives consistently across interactions. A few comments, such as *"At times, conversations during standups can inadvertently exclude team members,"* suggest that while team members feel generally valued, there is occasional unevenness in inclusivity.

Areas of Divergence between Team Leader and Team Ratings

1. **Processes**: The team leader rates this lower (3.0) compared to the team (5.0), indicating that while the team feels progress is being made, the leader sees a greater need for structured improvements.

2. **Conflict Resolution**: With the leader's lower rating (3.0) compared to the team's (4.0), this suggests the leader may observe more challenges with open conflict resolution, potentially indicating an area where leadership could focus on facilitating direct and constructive communication.

3. **Learning and Reflecting**: The team leader rates this area lower (2.0) than team members (5.0), showing a significant gap. The leader's comment, *"It is difficult to stop and really reflect on the wins and opportunities,"* suggests that in a fast-paced environment, the team may not be fully engaging in learning from both successes and failures.

General Comments

Team DISC Analysis: DISC Composition, Behavioral Hierarchy, Driving Forces, Motivational Tensions, Variation in Adaptability

This part of the comparative analysis provides a foundation to discuss areas where team strengths are most evident, as well as where focused development could enhance team alignment and performance.

The DISC and Driving Forces data, combined with the survey feedback, offer a deeper view into the team's dynamics, strengths, and areas for growth. Here's an analysis that integrates behavioral styles and motivational drivers with the team's feedback and survey results, focusing on DISC patterns, behavioral tendencies, and motivational insights:

1. Team DISC Composition: Emphasis on Stability and Conscientiousness

- The DISC results reveal that the team leans toward high *Conscientiousness (C)* and *Steadiness (S)*, with an average of 62 in Steadiness (Natural) and 61 in Conscientiousness (Adapted). This combination suggests a team that values stability, detailed work, and reliability, aligning well with their strong appreciation for structure and support seen in the survey.

- Individuals like **Mark, Will, and Michael** score high on Conscientiousness, indicating their preference for structure and an organized workplace. This aligns with comments about the team's efforts to create processes and seek cohesion, though some concerns remain about incomplete or evolving processes (noted in the survey as needing more refinement).

- **Jane Doe-Alexander**, as the team leader, has a notably high Dominance (D) score at 92-93 (Adapted/Natural), suggesting a strong drive for results and taking initiative, which balances the team's tendency towards caution and methodical work.

Insight:

- The team's Steadiness and Conscientiousness align with their high scores in trust (4.9) and support (4.7) as these traits promote a collaborative, structured environment. However, Jane's high Dominance may sometimes contrast with the team's preference for deliberation, potentially explaining why some ratings for clarity and goal alignment had slight variations between the leader and team.

2. Behavioral Hierarchy: Focus on Organization and Persistence

- The behavioral hierarchy shows significant averages in *Organized Workplace (63)* and *Persistence (67)*, as well as a relatively high score in *Consistent (69)*, reinforcing the team's orientation toward stable, organized work environments.

- **Will and Michael** show the highest need for organization, with scores of 100 in Organized Workplace, suggesting they thrive best with clear systems and procedures. This aligns with survey comments requesting more standardized processes and resources to function effectively. **Taylor and Mallory** also rate high in consistency, supporting a dependable team culture.

- Lower scores in *Interaction (50)* and *Urgency (39)* reflect a team that prefers to take measured steps and avoid rushed decision-making. This preference for thoughtful action aligns with the team's self-expressed appreciation for detailed processes but might also contribute to a slower pace in adapting to changes or resolving conflicts openly.

Insight:

- The high need for organization and persistence, coupled with a lower interaction score, reinforces the survey feedback that the team feels under-resourced and sometimes disconnected. Recommendations for structured reflection and better-defined processes could support these needs, catering to the team's desire for consistency and clarity in their work environment.

3. Driving Forces: Intellectual and Structured Motivations Predominate

- The *Intellectual (54)* and *Structured (41)* drivers are strong across the team, suggesting a collective motivation for continuous learning, understanding, and maintaining order. These traits align with positive survey scores in trust and collaboration, as intellectual drivers often promote curiosity and collective problem-solving.

- **Mark, Mallory, and Donelle** display high Intellectual scores, indicating a motivation to explore, learn, and innovate, which aligns well with the team's appreciation for growth opportunities provided by leadership (e.g., "Jane and Mark are always vigilant for development opportunities"). However, these drivers may clash with organizational constraints on resources and procedural inefficiencies, as noted in comments about needing more executive support.

- **Will's** high Altruistic score (83) reflects a strong desire to help and serve others, which complements his high Steadiness, suggesting he may be a key contributor to the team's supportive environment. This characteristic resonates with survey comments highlighting mutual assistance and trust on the team.

Insight:

- Intellectual and structured drivers emphasize the need for alignment between team goals and executive expectations, as inconsistencies in resources or organizational buy-in could frustrate the team's intellectual and structured motivations. Enhancing transparency and empowering team members with more learning opportunities could support these driving forces and alleviate concerns about support from upper management.

4. Behavioral and Motivational Tensions in Conflict Resolution

- Conflict resolution was rated lower in the survey, with a noticeable difference in ratings between the team leader (3.0) and members (4.0). DISC styles suggest potential areas for improvement:

  o **High Conscientiousness** among team members may contribute to conflict avoidance, as individuals with this trait often prefer to minimize confrontation and resolve issues through methodical processes rather than open discussions.

- o **Jane's high Dominance** suggests a more direct approach to addressing issues, which may not fully resonate with the team's general preference for a measured approach, potentially explaining the leader's lower rating of the team's conflict resolution.

Insight:

- Team members may benefit from additional training in constructive conflict resolution tailored to their Steadiness and Conscientiousness profiles. Techniques like structured mediation or scheduled check-ins could offer a "safe" structure for conflict resolution, accommodating team members' natural preferences while aligning with the leader's more direct style.

5. Variation in Adaptability: Bridging the Change Gap

- Adaptability scores reveal contrasting approaches to change. High scores in persistence and consistency reflect a desire for stability, while **Sally and Jane** (with high Influence and Dominance) display versatility, openness to frequent change, and a higher tolerance for adaptability.

- The survey feedback highlights concerns about maintaining cohesion amidst growth and potential "change fatigue." This concern may stem from differences in adaptability levels across the team, with some members feeling stretched by continuous adjustments while others, like Jane, may view change as part of growth.

Insight:

- To bridge adaptability differences, consider implementing gradual, phased transitions for new processes. Frequent communication about changes and maintaining established routines for those who need more stability may ease adaptation and foster a shared sense of purpose.

Team Feedback Survey Recommendations

Recommendations:

Based on the identified themes, comments, and ratings, here are key recommendations for addressing areas of alignment and misalignment:

1. **Enhanced Conflict Resolution Training**:

   o   Providing team-wide training on conflict resolution techniques could help address both team and leader concerns about conflict management. Encouraging direct, constructive conversations may bridge the gap observed in ratings.

2. **Structured Reflection Sessions**:

   o   Implement regular "reflection" meetings where the team can collectively discuss lessons learned. This could help improve the "learning and reflecting" factor, especially addressing the leader's lower rating here.

3. **Optimize Information Sharing**:

   o   Regularly scheduled updates via team huddles or a digital knowledge board could help mitigate issues of accidental exclusion, reinforcing the positive strides in openness noted by most team members.

4. **Resource Alignment with Organizational Goals**:

   o   Initiating discussions with upper management about resource allocation and expectation-setting could help alleviate the team's resource constraints, allowing for more balanced project management.

Team DISC Analysis Recommendations

Recommendations:

1. **Structured Processes and Defined Resources**:

   o   Given the team's high Conscientiousness and structured motivations, introducing detailed, consistent processes could satisfy their need for clarity and stability. This would address survey concerns about resource constraints and procedural clarity, aligning with their natural work style.

2. **Conflict Resolution Training**:

   o   Training focused on structured, non-confrontational conflict resolution methods could help the team open up about conflicts in a way that feels secure and aligned with their DISC preferences.

3. **Alignment and Reflective Practice**:

   o Providing intellectual stimulation through learning sessions, cross-departmental knowledge-sharing, and scheduled reflection times will cater to the team's intellectual and structured drivers, supporting their need for meaning and connection with broader organizational goals.

4. **Adapting to Change**:

   o Implement phased changes and maintain a consistent message about upcoming shifts to reduce change fatigue, accommodating members' varying adaptability levels and supporting gradual transitions.

5. **Enhanced Communication and Transparency**:

   o Given the team's preference for organized workplaces and reliable procedures, fostering clear, transparent communication channels can help prevent knowledge silos and ensure all members feel informed and engaged.

This analysis provides actionable steps that consider the team's behavioral preferences, DISC profiles, and survey feedback, supporting both team cohesion and performance.