

Team Dynamics Assessment Group Report

SAMPLE REPORT



High-performing teams operate as **systems**.
When one element is weak, the whole **system** feels it.



This assessment is inspired by the pioneering research of Patrick Lencioni's Five Dysfunctions of a Team, and the research on Psychological Safety, adapted with our own interpretation and methodology.

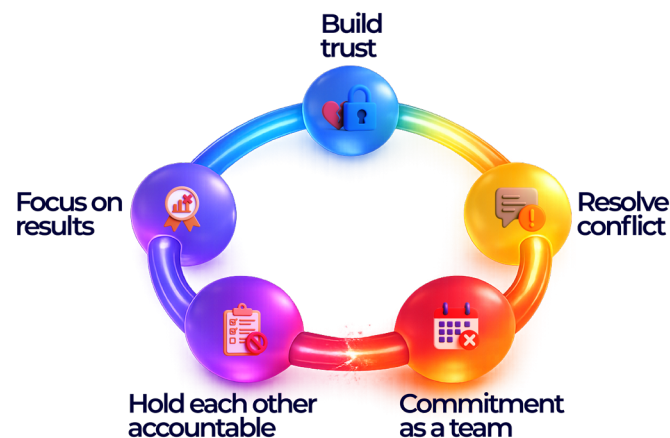
About the Assessment

The Psychological Safety & Team Dynamics Assessment combines the principles of Psychological Safety with Patrick Lencioni's Five Dysfunctions of a Team model. Its purpose is to provide a clear snapshot of how team members perceive their current environment across five key areas: Trust, Conflict, Commitment, Accountability, and Results.

This is not about right or wrong answers — it reflects each individual's perception of their team experience. The insights highlight both strengths and growth opportunities, enabling leaders and team members to take focused action that strengthens collaboration, candor, and performance.

Scores are also shown in colors — Green, Yellow, and Red — to illustrate your overall performance in each of the Five Dysfunctions:

- **Green:** "High Functionality" (76-100%) — Your team signals strong belonging and trust. People take risks, speak up, and engage in healthy debate without fear.
- **Yellow:** "Medium Functionality" (65-75%) — Your team is willing to share ideas and opinions, but some moments still trigger hesitation. Strengthening everyday signals of safety can unlock more openness.
- **Red:** "Low Functionality" (0-64%) — Fear of judgment or lack of clarity is holding people back. Rebuilding trust and making it safe to be candid is essential for progress.



What These Results Are Telling Us

Let me give you a clear and direct read of what this data is showing. This is not a system that lacks intelligence, capability, or effort. In fact, the opposite is true. There are strong leaders in this system, solid experience, and people who are genuinely willing to move things forward. The issue is not competence. The issue is not effort. The issue is that the system is not yet consistently operating as one fully aligned team.

What the data is showing very clearly is this:

- Collaboration is still somewhat situational
- Trust is uneven across the system
- Accountability is inconsistent under pressure
- And enterprise-wide ownership is still fragile

This is the critical pattern I see:

People are generally willing to move forward. In fact, Commitment is the highest score in the assessment, which tells me there is willingness, energy, and a desire to support direction once decisions are made. But willingness alone does not create alignment. Because commitment without deeper trust, productive conflict, and consistent accountability creates movement without full alignment.

And when systems operate this way:

- Trust becomes selective instead of collective
- Conflict becomes cautious or political instead of productive
- Conversations happen outside the room instead of fully inside it
- And accountability weakens once execution becomes difficult

What often becomes visible in practice is:

- Agreement during meetings, resistance afterward
- Different interpretations of decisions across areas
- Functional priorities competing with enterprise priorities
- And collaboration depending too heavily on relationships instead of shared standards

Now, here is what is important:

Psychological safety is not about comfort or avoiding tension. It is what allows leaders to challenge each other honestly, address issues directly, and hold one another accountable without defensiveness, silence, or politics taking over.

Right now, what I see is a system where trust exists, but unevenly. Conflict exists, but not always productively. Commitment is strong, but accountability and execution are still inconsistent across the enterprise.

The important insight here is this:

The system is not broken. It is behaving exactly as it was designed to behave.

So the opportunity is not simply improving communication or collaboration. The real opportunity is strengthening the system's ability to operate as:

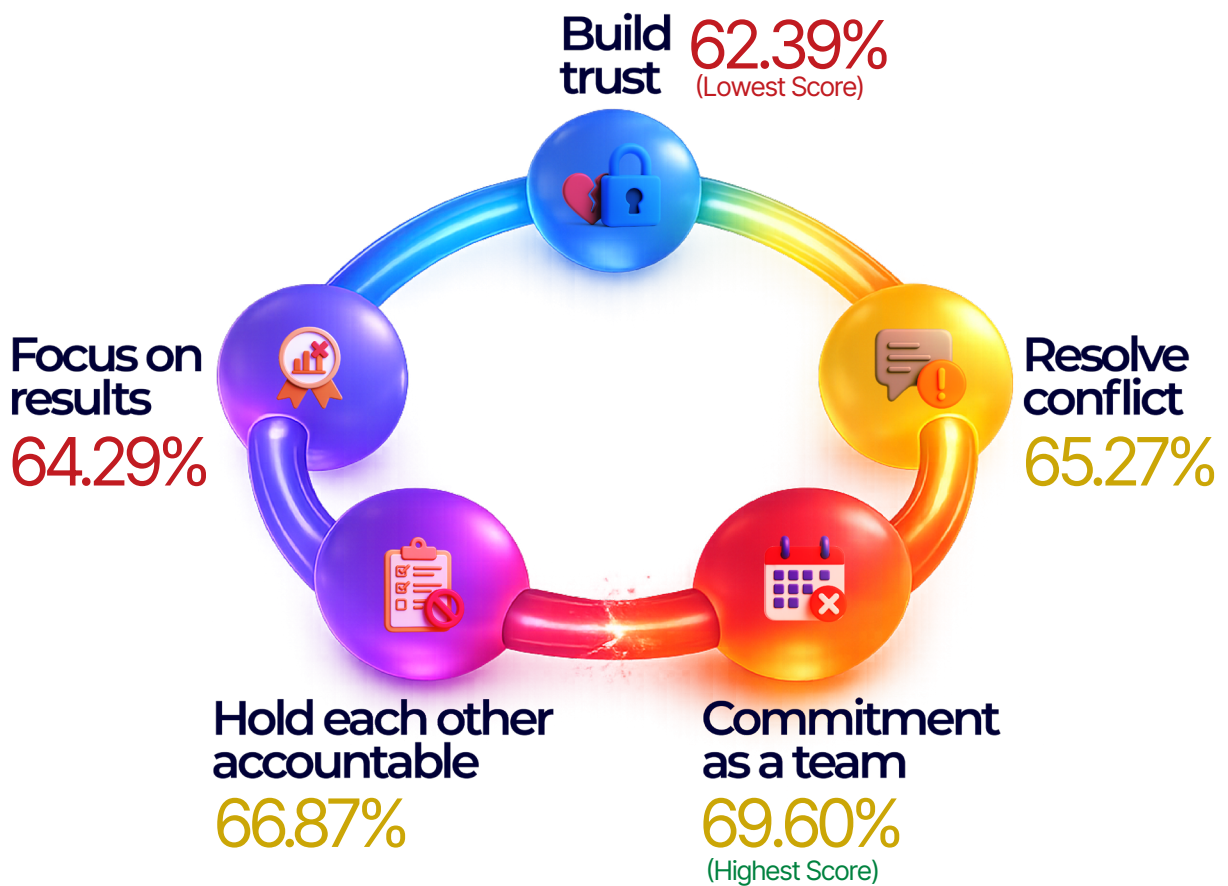
- One enterprise
- One leadership structure
- And one team when it matters most

Because the capability is there. The experience is there. The willingness is there. But the system itself is not yet strong enough to consistently create enterprise-wide alignment, trust, and accountability under pressure.

Team Average Scores

Overall Score:

66.72%



Score Colors:

Green: "High Functionality" (76-100%)

Yellow: "Medium Functionality" (65-75%)

Red: "Low Functionality" (0-64%)

Category Analysis - Part 1

Trust
(Lowest Score)
62.39%



Trust in this context reflects the ability to be open, candid, and transparent within the team — including raising concerns, admitting mistakes, and challenging ideas without fear of negative consequences. In high-performing teams, trust allows people to surface issues early, share incomplete ideas, and engage in honest dialogue because they believe the team will respond constructively and move toward resolution. When trust is limited, the challenge is not always silence — it is uncertainty about what happens after speaking up.

- **Strengths:** Even though Trust is the lowest-scoring dimension in this assessment, the data suggests that there is still a meaningful level of openness and willingness to engage across the system. There is:
 - * Respect for competence and expertise across functions
 - * Willingness to raise concerns and challenge ideas in some contexts
 - * Strong individual relationships and pockets of trust across the organization
 - * General recognition that collaboration is necessary for success

The responses suggest this is not a system where people are completely silent. In many situations, concerns are raised and discussions happen. There is also significant respect for several leaders within the system, particularly around competence and intent. This creates a foundation from which stronger collective trust can be built.

- **Weak Spots:** The challenge is that trust appears uneven, situational, and highly dependent on context. The data suggest that:
 - * Trust is stronger in 1:1 relationships than at the collective team level
 - * Some participants feel outnumbered or politically exposed in certain conversations
 - * Difficult topics are often discussed offline instead of fully resolved in the room
 - * Openness varies depending on hierarchy, personalities, and business area

The issue is not necessarily that people are unwilling to speak. The issue is that people are not always confident that speaking up will lead to meaningful resolution, balanced consideration, or collective ownership. **As a result:** Real concerns may surface late, strategic silence increases in high-stakes situations, alignment becomes more performative than fully genuine, psychological safety becomes selective rather than collective.

- **Behavioral signals:**
 - * Concerns are often discussed outside the meeting rather than fully inside it
 - * Agreement in meetings followed by resistance later
 - * Selective openness depending on audience or topic
 - * Some participants withdrawing during difficult discussions
 - * People protecting their functional areas rather than fully engaging at enterprise level

Category Analysis - Part 2



Ideas For Action:



Leader:

- Model direct and constructive engagement during difficult conversations.
- Reinforce that disagreement and challenge are expected parts of leadership.
- Create clearer closure and follow-through after concerns are raised.



Team Members:

- Raise concerns earlier and more directly.
- Avoid shifting difficult conversations offline.
- Support openness even when perspectives differ.

What is something you should start doing within the next 30 days to increase the score?

Individually:

As a Team:

Category Analysis - Part 1

Conflict

65.27%



Healthy **conflict** is about engaging in open, direct discussion of ideas with the shared goal of finding the best possible solution.

In high-performing teams, conflict is not avoided—it is used productively. Teams challenge assumptions, test ideas, and debate openly, but ultimately move toward clarity and decision.

When conflict is ineffective, it tends to fall into two patterns:

- Either discussions remain surface-level and unresolved
- Or conversations expand without leading to clear outcomes

- **Strengths:** The team demonstrates a willingness to engage in discussion and challenge ideas. There is evidence that:

- * Discussions are active and often intellectually strong
- * Team members are willing to debate and defend perspectives
- * Different business realities and viewpoints are openly present in the room
- * Some leaders are comfortable pushing back and questioning assumptions

This indicates that conflict is not absent within the system.

- **Weak Spots:** The challenge is not whether conflict exists. The challenge is whether conflict consistently leads to collective ownership, clarity, and forward movement. The assessment responses suggest that:

- * Discussions often become politically shaped before meetings happen
- * Topics arrive pre-aligned within smaller power groups
- * Pushback frequently occurs after meetings instead of during them
- * Conflict resolution is inconsistent
- * Some participants disengage instead of directly challenging stronger voices

As a result: Discussions may continue without closure, decisions may be revisited later, alignment appears stronger in the room than it is in execution, certain personalities dominate while others withdraw. This creates a system where conflict exists, but not always in a fully productive way.

- **Behavioral signals:**

- * Reopening decisions weeks later
- * Strategic silence during meetings
- * Side conversations after formal alignment
- * Long discussions without clear ownership or conclusion
- * Power dynamics influencing participation levels

Category Analysis - Part 2

Conflict

65.27%



Ideas For Action:



Leader:

- Encourage full debate before alignment occurs.
- Create balanced participation during difficult conversations.
- Ensure conflict leads to decisions, not extended cycles of discussion.



Team Members:

- Raise disagreement in the room, not afterward.
- Focus conflict on decisions and outcomes rather than positions.
- Stay engaged in difficult conversations instead of withdrawing.

What is something you should start doing within the next 30 days to increase the score?

Individually:

As a Team:

Category Analysis - Part 1

Commitment

(Highest Score)

69.60%



Commitment reflects the team's ability to move forward with clarity and alignment after decisions are made. In high-performing teams, commitment means:

- Everyone understands what was decided
- Everyone understands why it was decided
- And everyone leaves with clear ownership and direction

It is not just agreement—it is shared clarity and alignment in action.

- **Strengths:** Commitment is the highest-scoring dimension in this assessment, indicating that the team is generally willing to move forward and support decisions once direction is established. There is evidence that:

- * Team members are engaged in discussions
- * People understand the importance of organizational performance
- * Leaders are generally willing to align around priorities once decisions are finalized
- * There is significant effort being invested across the system

This reflects a team that is active, involved, and operationally committed.

Critical Clarification: Although Commitment is the highest score, **it still remains within the medium-functionality range**. This is not a sign of full alignment. It is simply the strongest functioning element within a fragmented system.

- **Weak Spots:** The core issue is not willingness. The issue is whether alignment becomes fully shared and sustained after discussions end. The data suggests:

- * Decisions are not always collectively owned
- * Alignment may be situational rather than systemic
- * Functional priorities still compete with enterprise priorities
- * People move forward, but not always from the same interpretation of what was decided

As a result: Follow-through varies across functions, clarity may decrease after meetings end, commitment exists, but enterprise-first ownership remains inconsistent.

- **Behavioral signals:**

- * Leaders supporting decisions publicly while resisting in execution
- * Different interpretations of decisions across areas
- * Rework due to unclear alignment
- * Strong effort, but inconsistent enterprise coordination

Commitment reflects the team's ability to move forward with clarity and alignment after decisions are made. In high-performing teams, **commitment means:** Everyone understands what was decided, everyone understands why it was decided, and everyone leaves with clear ownership and direction.

Category Analysis - Part 2

Commitment
(Highest Score)

69.60%



Ideas For Action:



Leader:

- Clarify decisions, ownership, and expected outcomes before closing discussions.
- Reinforce enterprise-first thinking during alignment conversations.



Team Members:

- Confirm understanding before execution begins.
- Raise concerns before alignment is finalized.
- Translate decisions into visible ownership and action.

What is something you should start doing within the next 30 days to increase the score?

Individually:

As a Team:

Category Analysis - Part 1

Accountability

66.87%



Accountability in this context is not about top-down enforcement—it is about peer-to-peer ownership of commitments and outcomes. In high-performing teams, accountability means:

- Commitments are clear
- Ownership is visible
- Follow-through is expected
- And gaps are addressed directly by peers

It is the mechanism that turns decisions into execution.

- **Strengths:** The results suggest that leaders generally understand the importance of accountability and ownership. There is:

- * Strong awareness of operational responsibility
- * High standards within individual business areas
- * Significant focus on performance and delivery
- * Respect for expertise and competence

This is not a system where accountability is ignored.

Weak Spots: The challenge is that accountability appears fragmented rather than collective. Specifically:

- * Accountability is often stronger inside functions than across the broader system
- * Peer-to-peer accountability remains inconsistent
- * Functional ownership may outweigh enterprise ownership
- * Leadership intervention is still required to reinforce alignment and follow-through
- * Decision authority remains unclear in several areas of the system

As a result: Responsibility shifts across structures and reporting lines, global vs local accountability creates confusion, leaders protect their own areas before protecting the collective system, decisions lose momentum after meetings, follow-through varies by area, accountability becomes uneven across the system, enterprise-wide execution slows down.

Behavioral signals:

- * Reopening discussions after alignment was assumed
- * Delayed follow-through across functions
- * Reliance on power or hierarchy to reinforce accountability
- * Limited direct peer challenge between directors
- * Functional optimization over enterprise optimization

Category Analysis - Part 2

Accountability

66.87%



Ideas For Action:



Leader:

- Reinforce visible ownership and enterprise accountability.
- Clarify what accountability means at board/system level.
- Encourage direct peer accountability conversations.



Team Members:

- Address gaps directly and earlier.
- Hold peers accountable respectfully and consistently.
- Focus on enterprise execution, not only functional delivery.

What is something you should start doing within the next 30 days to increase the score?

Individually:

As a Team:

Results
64.29%



Results reflect the team's ability to translate effort, discussion, and alignment into consistent outcomes. In high-performing teams, results are the natural outcome of:

- Clear decisions
- Shared alignment
- Strong accountability
- And consistent execution

When these elements are working, results follow. When they are not, effort increases—but outcomes do not.

- **Strengths:** The team demonstrates strong focus on organizational performance and business outcomes. There is:
 - * Significant operational competence across the system
 - * High levels of effort and engagement
 - * Strong performance orientation within business areas
 - * Clear focus on achieving objectives

The system survives because performance is still generally strong enough.

- **Weak Spots:** Results represent the lowest operationally effective dimension in practice, even though Trust scores slightly lower numerically. The challenge is consistency and enterprise integration:
 - * Results are often achieved functionally rather than collectively
 - * Different business units operate as independent power centers
 - * Structural fragmentation impacts shared execution
 - * Alignment breaks down under pressure
 - * Execution depends heavily on a few dominant personalities

The issue is not lack of intelligence, capability, or effort. The issue is that the system is not consistently designed for enterprise-first execution.

As a result: Cross-functional alignment becomes difficult, decision-making slows down, rework and resistance increase, results depend heavily on individual leaders rather than collective system performance.

- **Behavioral signals:**
 - * Strong functional performance but uneven enterprise coordination
 - * High activity levels with slower organizational execution
 - * Different teams moving in parallel rather than together
 - * Delayed alignment after meetings
 - * Repeated conversations on unresolved issues

Category Analysis - Part 2

Results
64.29%



Ideas For Action:



Leader:

- Reinforce enterprise-wide priorities and shared outcomes.
- Clarify decision rights and ownership across the system.
- Strengthen integration between business areas.



Team Members:

- Prioritize enterprise success alongside functional success.
- Align execution across teams earlier.
- Focus on shared outcomes rather than local optimization.

What is something you should start doing within the next 30 days to increase the score?

Individually:

As a Team:

- The system is collaborative, but collaboration remains highly situational.
- Trust exists, but it is uneven and conditional rather than fully collective.
- Discussions are active, but difficult conversations do not consistently lead to resolution.
- Functional ownership remains stronger than enterprise ownership.
- The system operates more like coordinated independent power centers than a fully aligned primary team.
- Alignment weakens under pressure due to structural fragmentation and unclear collective accountability.

Risks if No Action is Taken

1. Continued silo behavior and fragmented execution
2. Increased political alignment outside formal meetings
3. Slower enterprise-wide decision-making
4. Reduced trust and growing strategic silence
5. Higher frustration and disengagement over time
6. Strong operational effort with inconsistent enterprise outcomes



Bottom Line:

This team has the capability, experience, and willingness to succeed. The challenge is not talent or effort, it is consistency in how the group operates together under pressure.

The strongest signal in the data is this: people are willing to move forward, but trust is not yet strong enough to fully support productive conflict, collective accountability, and enterprise-wide alignment.

As a result, collaboration becomes inconsistent, alignment weakens under pressure, and execution depends too heavily on individual relationships and functional priorities.

The opportunity is not simply improving communication. **The opportunity is strengthening the team's ability to operate as one aligned leadership system**, where trust is stronger, conversations are more direct, accountability is shared, and enterprise success consistently comes before functional success.

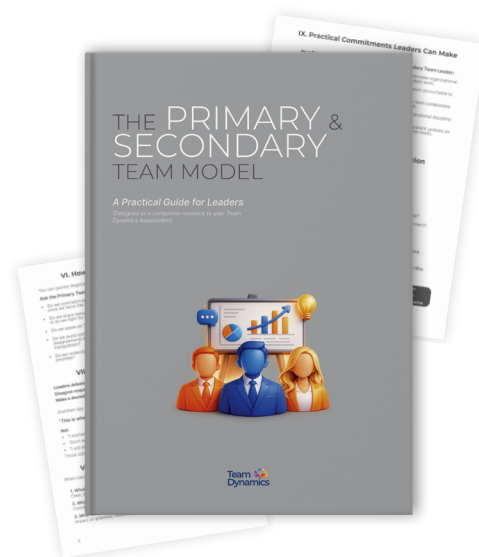
Primary & Secondary Team Model

A Practical Guide for Leaders

(Designed as a companion resource to your Team Dynamics Assessment Workshop)

Strong teams don't fail because of lack of effort. They fail because leaders are aligned to the wrong team.

This practical guide **helps leaders clearly understand — and apply** — one of the most misunderstood concepts in leadership: the difference between your Primary Team and your Secondary Team, as introduced by Patrick Lencioni and brought to life through the Team Dynamics lens.



What this material helps you do

- Clarify where your first loyalty as a leader truly belongs
- Reduce silos, politics, and competing priorities
- Strengthen trust and alignment at the leadership level
- Improve decision-making and execution across teams
- Translate leadership alignment into day-to-day team behavior
- What makes this guide different



This is not theory. It's a visual, practical, and behavior-based tool designed to:

- Help leaders see the difference between Primary and Secondary Teams
- Connect leadership alignment directly to Team Dynamics results
- Provide a clear **90-day action plan** to move from awareness to impact
- Support healthier conversations, clearer expectations, and stronger collaboration

Who this is for

- Leaders, managers, and senior teams
- Anyone responsible for leading people and influencing peers
- Teams working to improve trust, clarity, and enterprise-wide results

If your Team Dynamics results point to misalignment, silos, or unclear ownership, **this guide shows where to start — and what to do next.**

Discovery Now!