

# Team Diagnostic Survey™

## 6 Conditions for Team Effectiveness

**Project:** Team Launch Retreat

**Team:** Global Commercial Services Technology Leadership Team

**Date:** 2025-05-02



OVERVIEW

PHASE 1: ASSESS

PHASE 2: REIMAGINE

PHASE 3: COACH

POWERED BY

 6 TEAM CONDITIONS





OVERVIEW

# TDS™ Report

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



## PHASE 1: ASSESS

The Assess section provides a snapshot of your team's standing on the 6 Conditions.



## PHASE 2: REIMAGINE

The Reimagine section helps your team re-envision its purpose, priorities and approach for success.



## PHASE 3: COACH

The Coach section focuses on team learning, continuous performance improvement and team coaching strategies.

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

1. Improve **impact**, efficiency, alignment & focus.
2. Better meet your **stakeholders' needs**.
3. Prevent **unproductive conflict**.
4. Increase team **member wellbeing & energy**.
5. Foster **team learning**, adaptiveness and agility.

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PHASE 1:

# Assess Your Team

Your **Team's Standing** on the 6 Conditions

OVERVIEW

PHASE 1: ASSESS

PHASE 2: REIMAGINE

PHASE 3: COACH

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PHASE 1:  
**ASSESS**

# 6 Conditions Framework

Understanding what influences team results

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



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 **6 TEAM CONDITIONS**





## PHASE 1: **ASSESS**

# Assessing is about taking stock of your team's standing on the 6 Conditions



*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 standing on the 6 Conditions.

### Your team will...

- ✓ Understand your current level of performance from the perspective of the stakeholders and constituencies 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.
- ✓ Assess the role that decision-making authority and psychological safety play in your team's effectiveness.
- ✓ 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+**

languages are available for the TDS™

\* This includes many fortune 500 companies

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 **6 TEAM CONDITIONS**





## PHASE 1: **ASSESS**

# 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!*







## PHASE 1: **ASSESS**

# Overall Team Ratings

A snapshot of  
your team's  
standing on the  
6 Conditions





# Zoom in on your 3 Team Results

These indicators reliably measure a team's performance.

**FOCUS:**  
Team Results



**YOUR RESULTS:**  
How your team performed

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

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

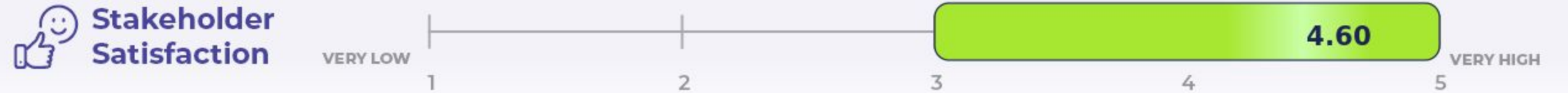


A great team meets or exceeds its **stakeholder** requirements.



### 3 Team Results

A balanced and sustainable approach to performance



#### Stakeholder Satisfaction Ratings

- Customers:** Internal and/or external clients your team serve
- Collaborators:** Partners; other individual contributors and teams with whom you collaborate
- Direct Reports:** Individuals who have a reporting relationship to this team
- Leaders:** Sponsors and or leadership bodies with oversight





# Zoom in on the 3 *Essential Conditions*

Conditions that build a solid team foundation

**FOCUS:**  
Essential Conditions



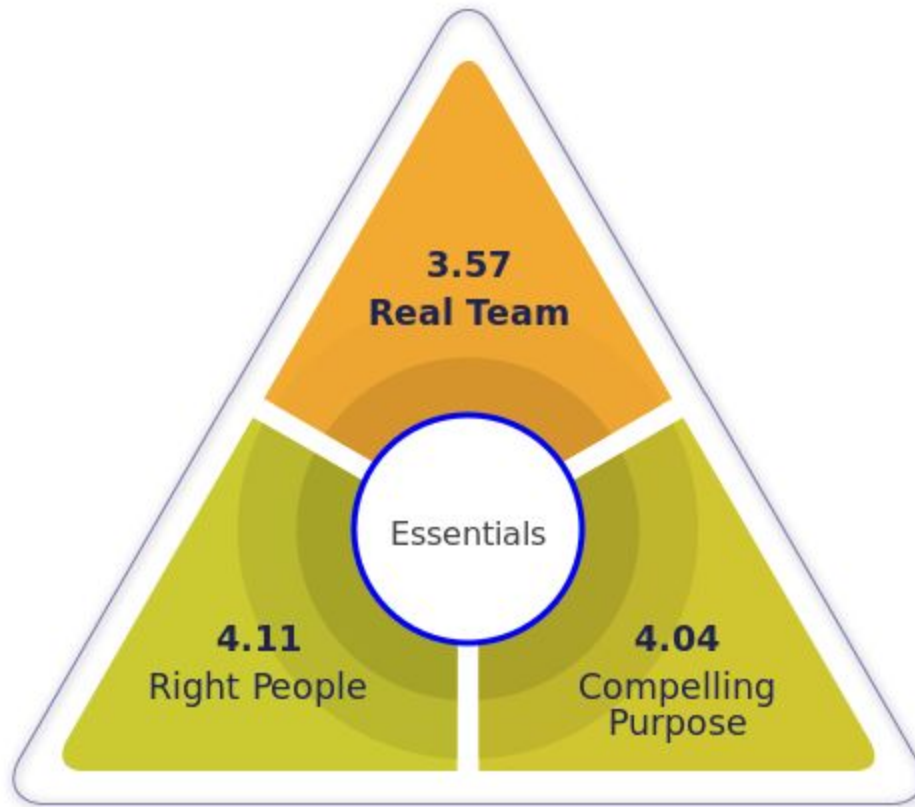
**YOUR RESULTS:**  
How the team scored





## Condition 1: Real Team

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



Is this a  
**REAL TEAM**

VERY LOW

1

2

3

4

5

VERY HIGH

**3.57**

Boundedness

VERY LOW

1

2

3

4

5

VERY HIGH

**4.48**

Interdependence

VERY LOW

1

2

3

4

5

VERY HIGH

**3.00**

Stability

VERY LOW

1

2

3

4

5

VERY HIGH

**3.22**



WHAT IS  
**Real Team?**

### Boundedness, Interdependence and Stability

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

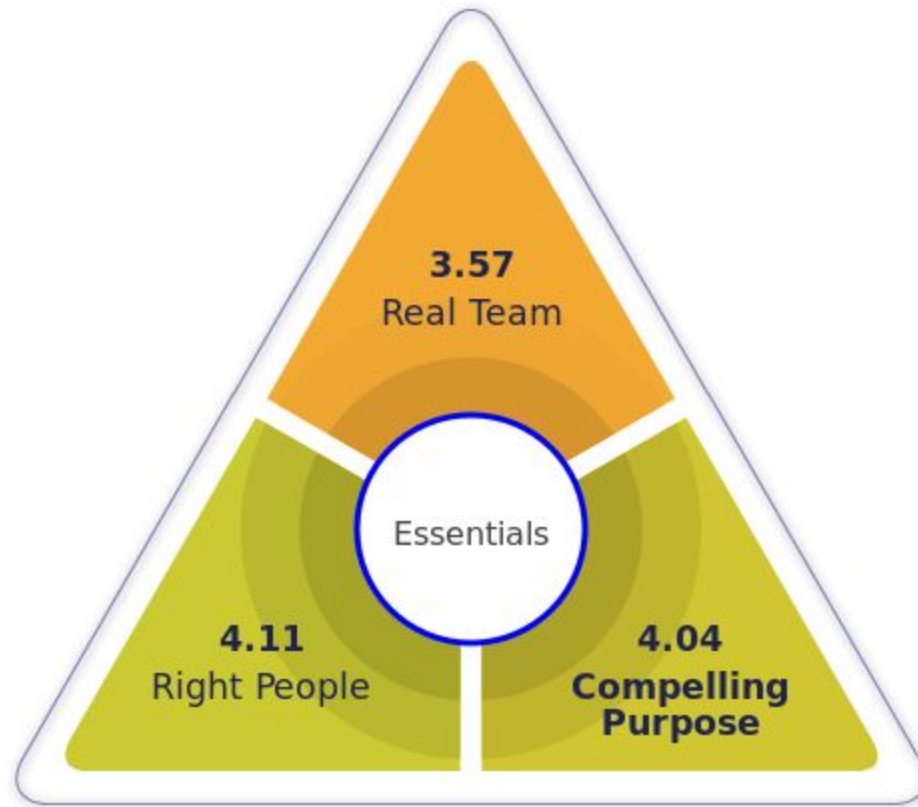
**Interdependence:** Members must interact and share resources to accomplish its purpose.

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



## Condition 2: Compelling Purpose

What the team exists to accomplish in service of its stakeholders



Does the team have a **COMPELLING PURPOSE**

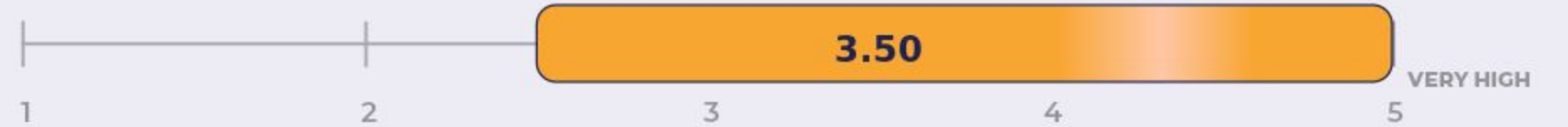
VERY LOW



VERY HIGH

Clarity

VERY LOW



VERY HIGH

Challenge

VERY LOW



VERY HIGH

Consequence

VERY LOW



VERY HIGH



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.

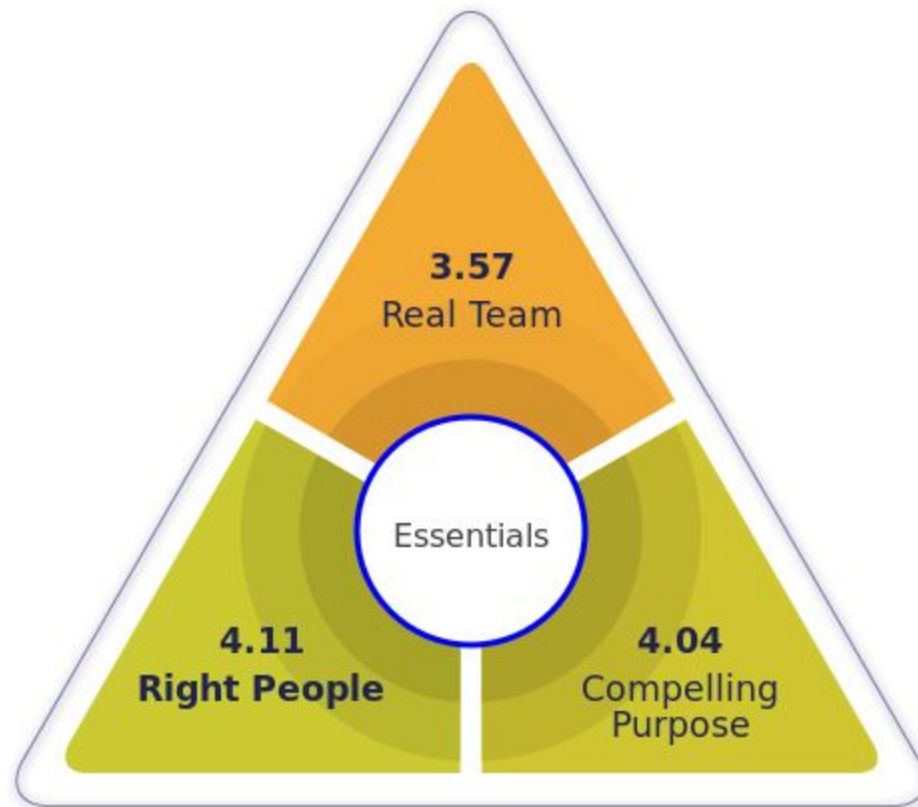
**Consequence:**

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

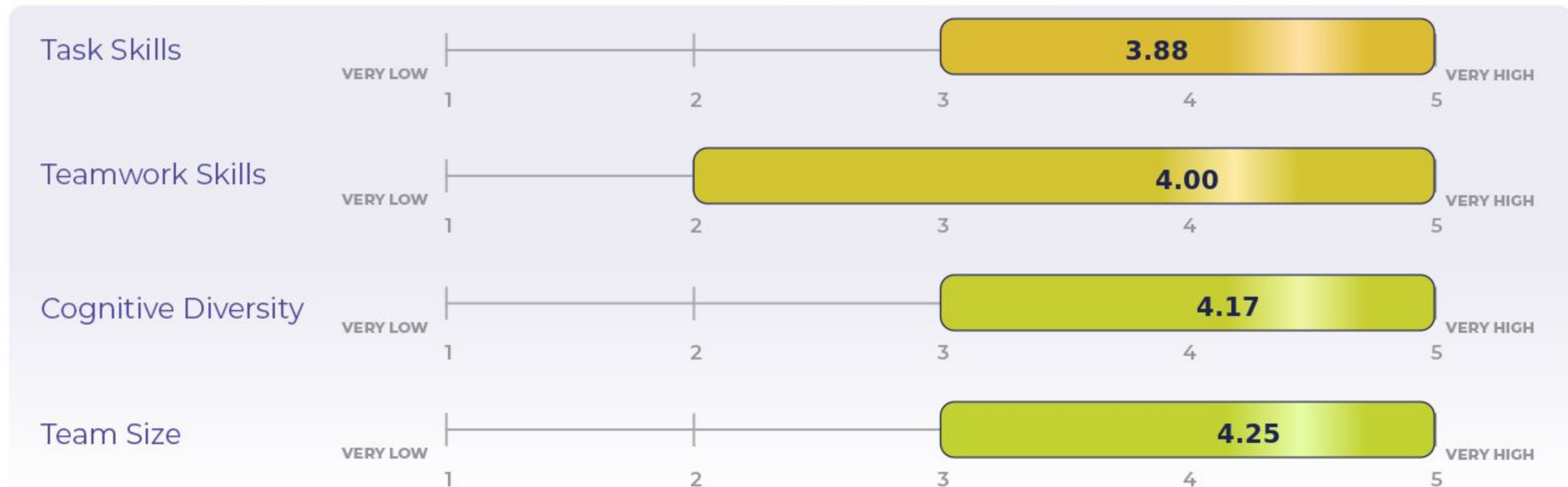


# Condition 3: Right People

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



<b>Team Size:</b>	Smallest Reported:	2
	Average:	5.11
	Largest Reported:	10
	Size:	(a bit too small)



WHAT IS  
**Right People?**

## Task Skills, Teamwork Skills, Cognitive Diversity and Team Size

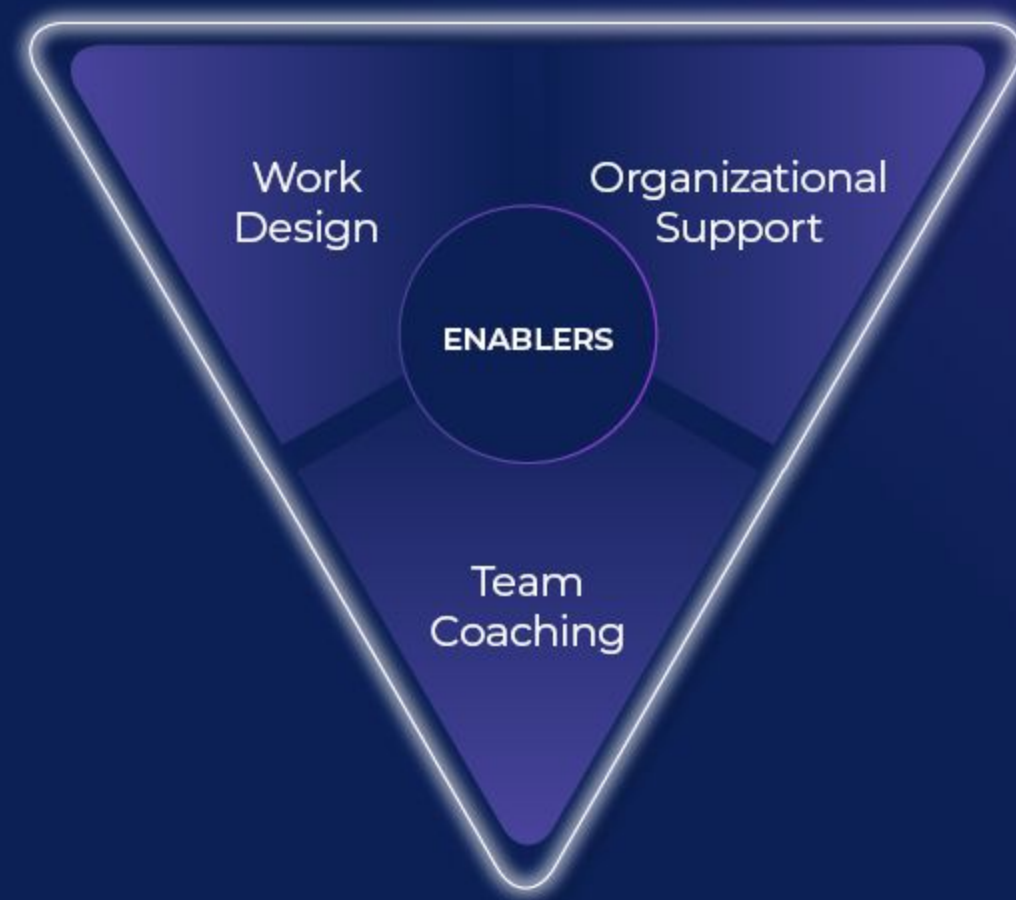
- Task Skills:** Members have the substantive skills to contribute to the purpose.
- Teamwork Skills:** Members have the interpersonal skills necessary to collaborate.
- Cognitive Diversity:** Members have a range of experience and perspectives to perform and innovate.
- Size:** The team is neither too big nor too small to accomplish its work.



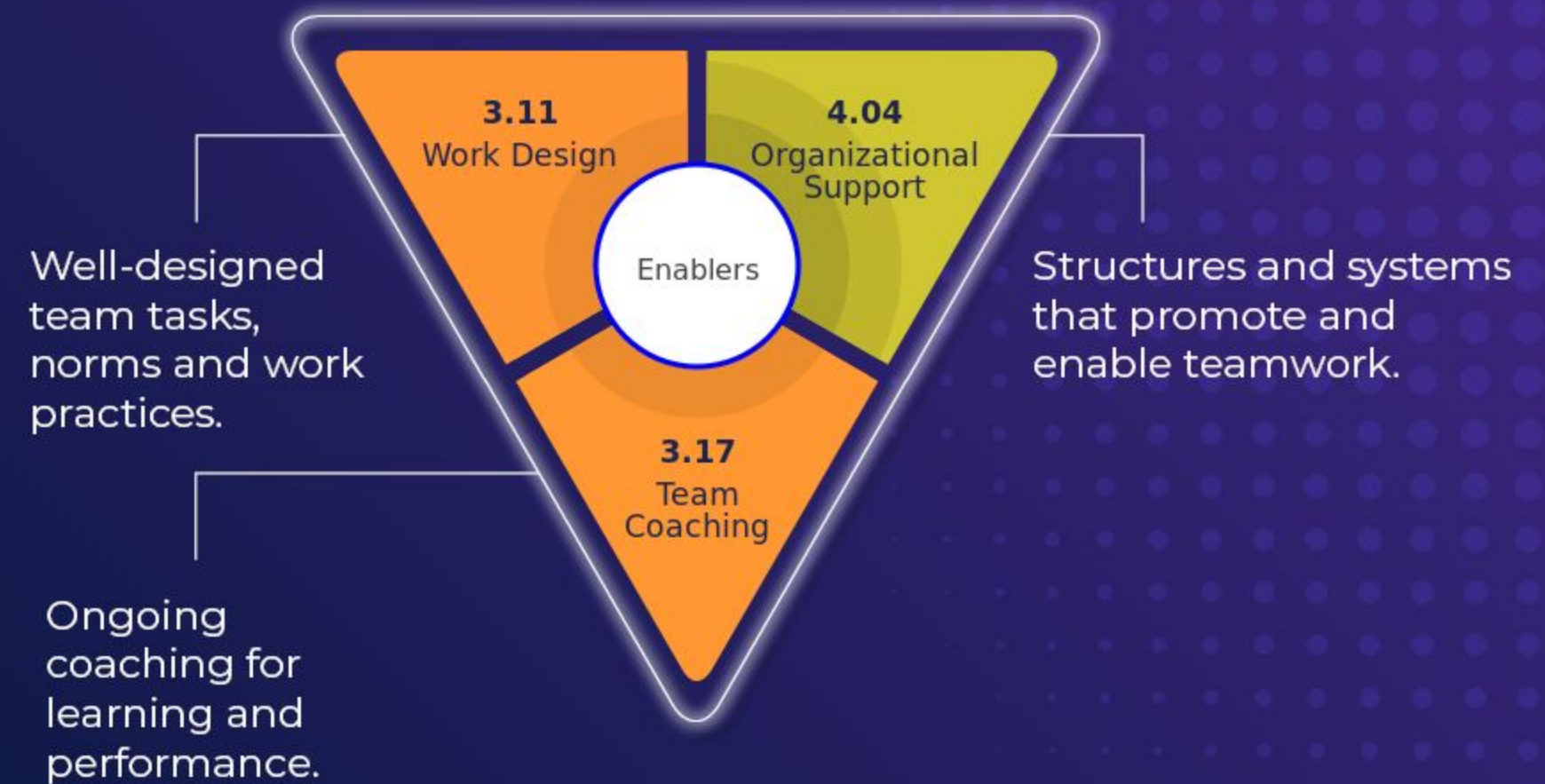
# Zoom in on the 3 *Enabling Conditions*

Conditions that accelerate a team's development

**FOCUS:**  
Enabling Conditions



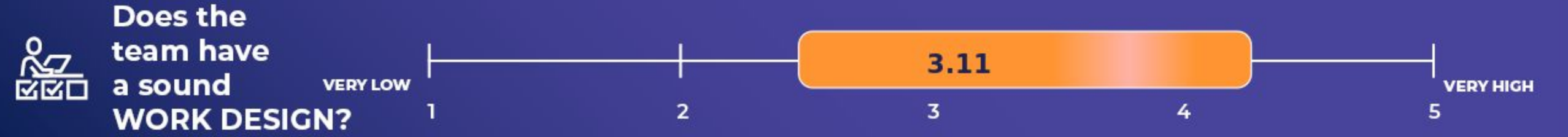
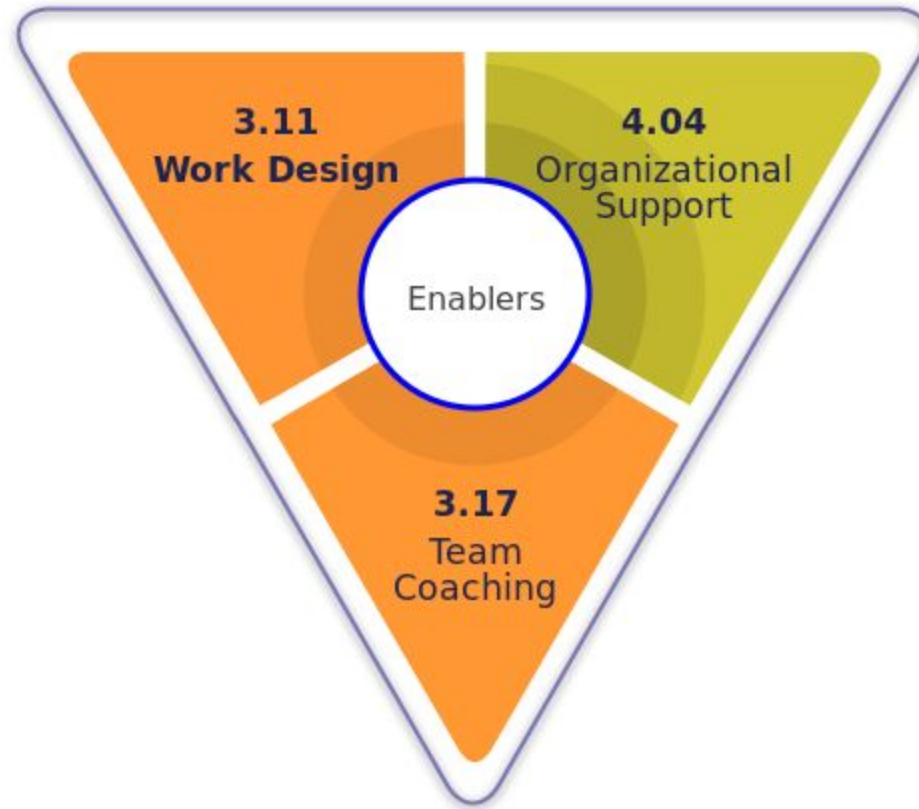
**YOUR RESULTS:**  
How the team scored





## Condition 4: Work Design

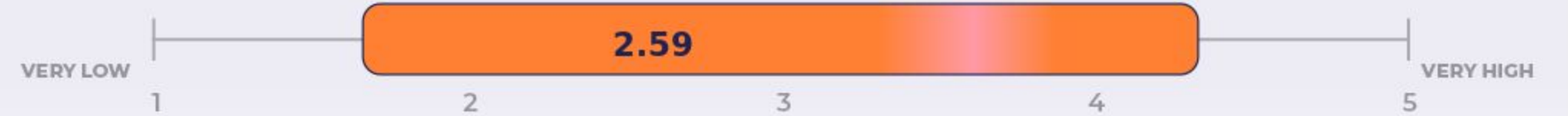
Well-designed team tasks, norms and work practices



Task Design



Team Norms



WHAT IS  
**Work Design?**

### Task Design and Team Norms

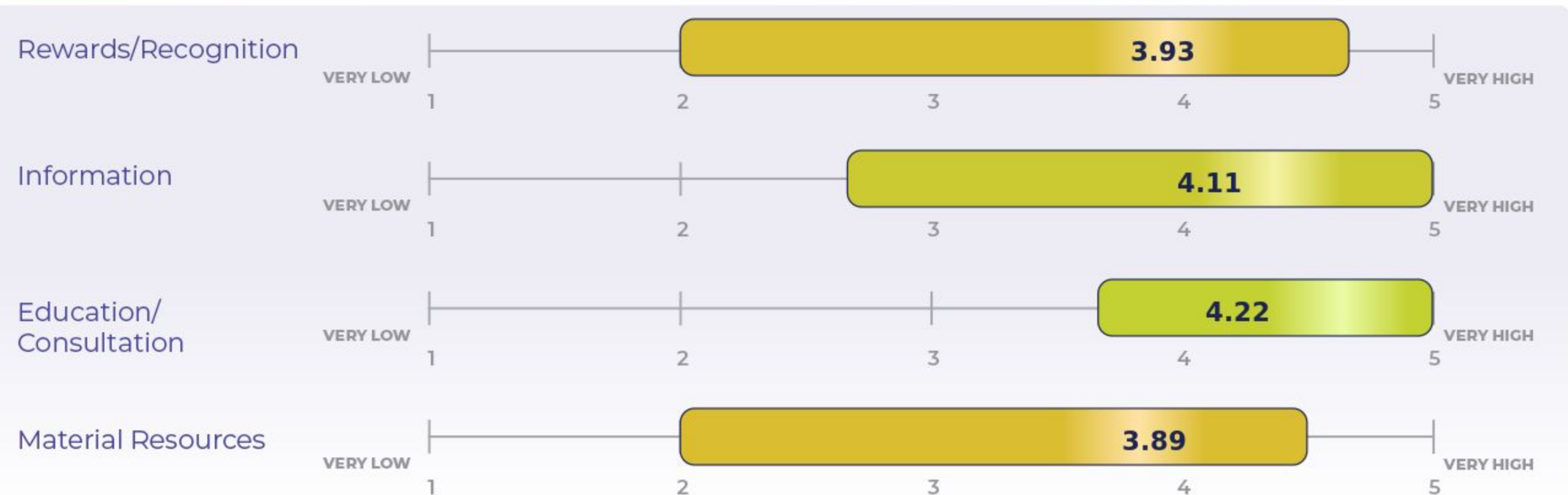
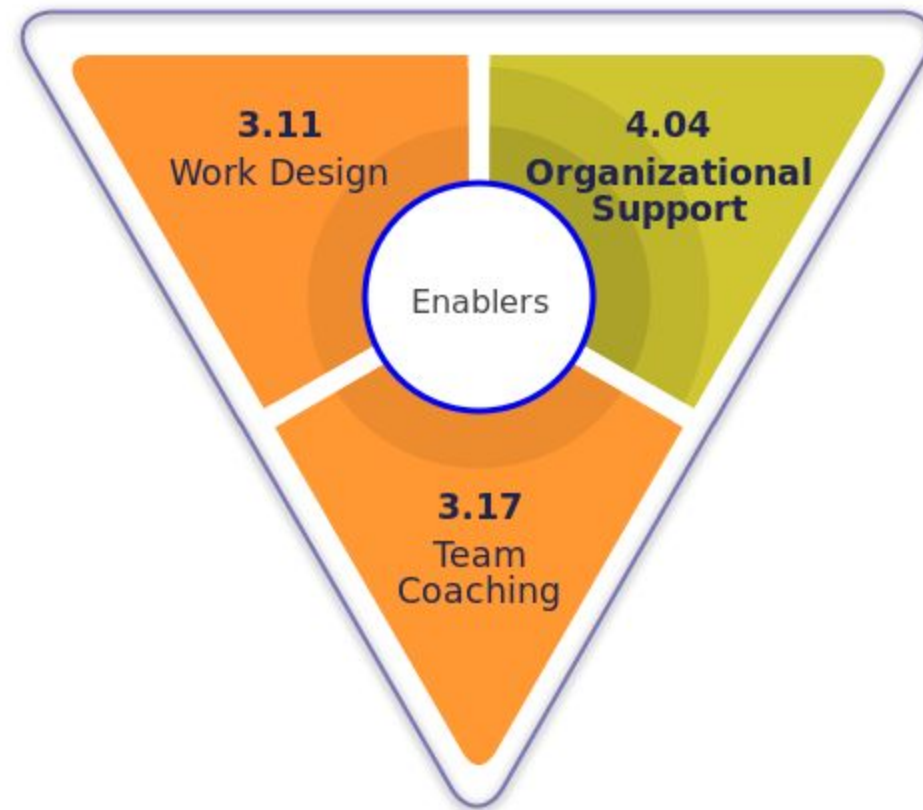
**Task Design:** The work the team performs uses member talent and progresses the team's purpose.

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



# Condition 5: Organizational Support

Structures and systems that promote and enable teamwork



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.

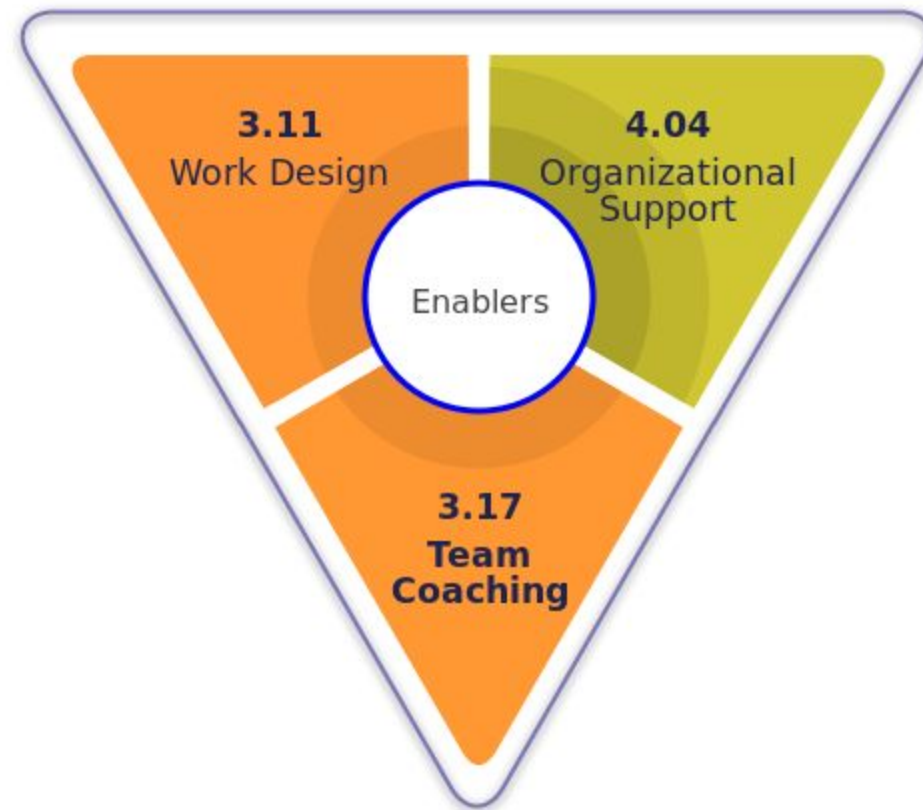
**Education/Consultation:** Teams can get necessary training and technical consultation.

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



# Condition 6: Team Coaching

Ongoing coaching for learning and performance



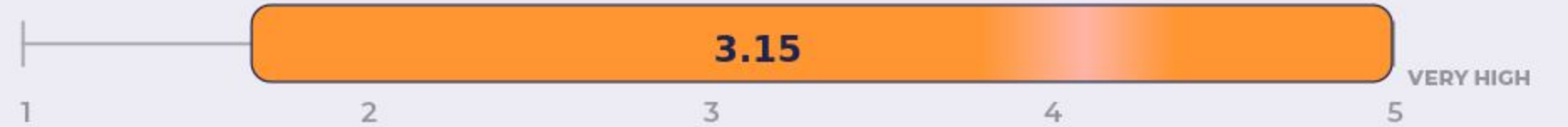
What is  
**TEAM  
COACHING?**

VERY LOW



Availability

VERY LOW



Helpfulness

VERY LOW



WHAT IS  
**Team Coaching?**

## Availability and Helpfulness

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

**Helpfulness:** The individuals providing the coaching know how and when to intervene.

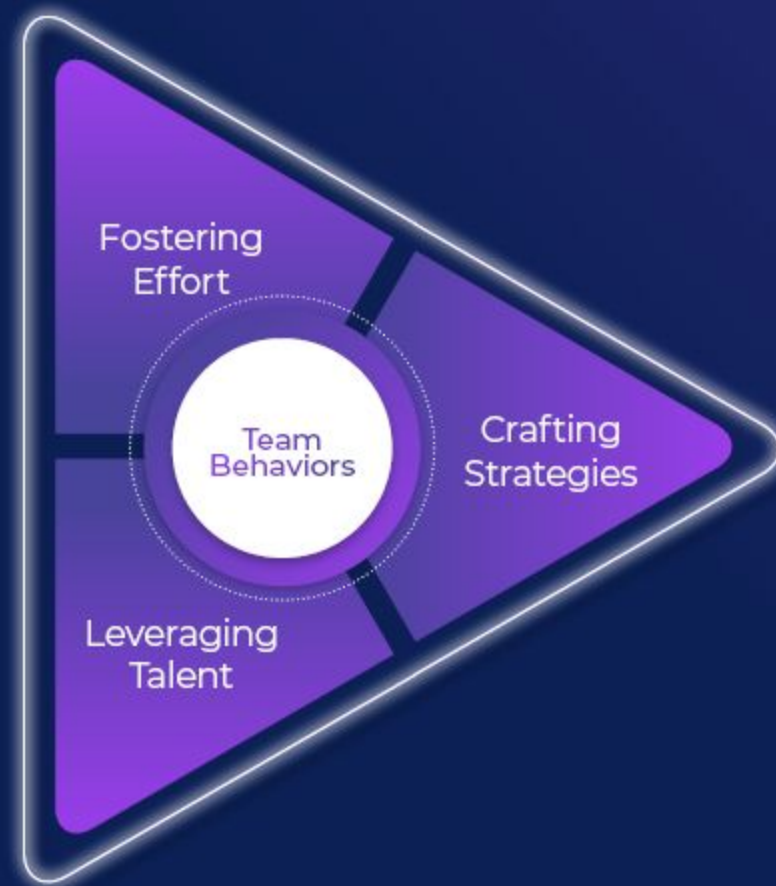


# Zoom in on the 3 *Team Behaviors*

The behaviors that most influence team results

## FOCUS:

Team Behaviors



## YOUR RESULTS:

How your team scored

Working in ways that build shared commitment.

Improving how and when members contribute and learn.





### 3 Team Behaviors

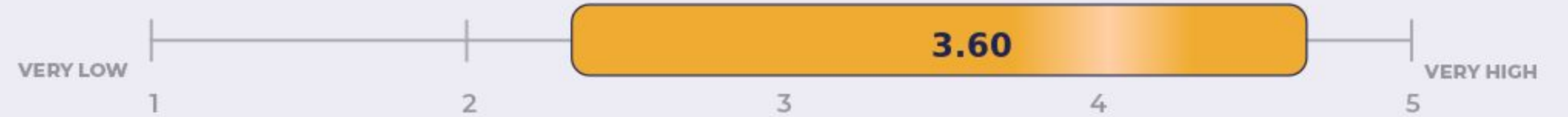
The behaviors that most influence team results



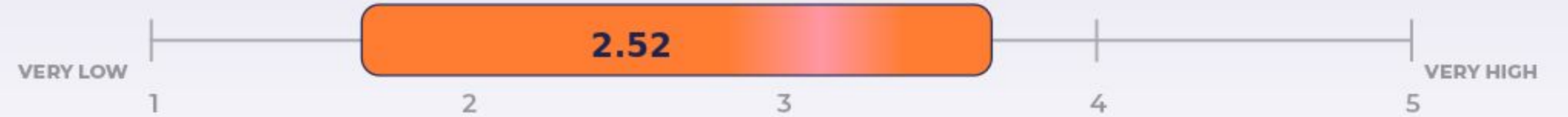
Fostering Effort



Crafting Strategies



Leveraging Talent



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.



# Team Authority Matrix

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



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.

## Did You Know?....



...Teams vary widely in **how much authority they have** to decide critical features of the team and its work.



There is no “best” authority structure—but teams whose **members make different assumptions about their authority can struggle** to align on priorities and work strategies.



# Team Psychological Safety

Taking interpersonal risks without fear



## 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 utilized in Edmondson's early studies of psychological safety. Safety is critical for fostering team performance, innovation and wellbeing.

It influences the team's ability to take advantage of ongoing team coaching and accelerates the 3 Team Behaviors.

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

## 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.



In teams where everyone feels safe to speak up, it wasn't that they made fewer mistakes compared to other teams; they just talked about their mistakes more openly.

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



# 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 applied 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 you 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.



# 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. Use the Phase 2: Reimagine part of this report to assist you.
- Work with an internal or external team development professional to facilitate a relaunch in your team utilizing the Phase 2: Reimagine part of this report.
- Use the complimentary TDS Canvas (<https://6teamconditions.com/tdscanvas>) to build a charter for your team using the 6 Conditions and the Phase 2: Reimagine part of this report.





PHASE 2:

# Reimagine Your Team

## Designing and Launching Your Team

Using the 6 Conditions to improve Team Results

OVERVIEW

PHASE 1: ASSESS

PHASE 2: REIMAGINE

PHASE 3: COACH

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## PHASE 2: REIMAGINE

Reimagining 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 offers additional data, reflection questions, and recommendations for reimagining the 6 Conditions in your team. By the end of this section, your team will be ready with a clear plan of action and commitments.

### This Reimagine section contains:

- ✓ A **deeper dive into the 3 Essential Conditions**, with additional data to help you reimagine what the Essentials mean for your team.
- ✓ A **deeper dive into the 3 Enabling Conditions**, with additional data to help you reimagine what superb Enablers could look like for your team.
- ✓ A **closer look at how stakeholders view** your team, including areas for enhancing stakeholder engagement and satisfaction.

## The 60-30-10 Rule:

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

**60%**

**Designing:** Identifying the work that requires a team, the people who can achieve it, and the resources and support they will need to succeed.

**30%**

**Launching:** Bringing the design to life and getting your team on a positive trajectory.

**10%**

**Coaching:** Helping the team get better and better over time.

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 **6 TEAM CONDITIONS**





## 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



## Overall Team Results

A summary of your team's overall standing on the 6 Conditions framework. To enable your team to have a complete picture of performance, the chart on the left represents feedback directly from your stakeholders.





# Team Performance Metrics

Below is a summary of your team measurements of performance and how well you are meeting them. What do these metrics reveal to you about areas where this team needs more focus?

5

VERY SATISFACTORY

- Deliver technical capabilities

4

SATISFACTORY

- 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

3

MODERATELY SATISFACTORY

- Velocity of delivery
- Increased technical innovation
- Time to Market

2

UNSATISFACTORY

- Customer feedback room for improvement
- Pulse survey scores
- Pulse

1

VERY UNSATISFACTORY

# Stakeholder Performance Metrics

Below is a summary of your stakeholder measurements of performance and how well you are meeting them. What do these metrics reveal to you about areas where this team needs more focus?

5

VERY SATISFACTORY

- Accuracy
- Attention to details
- Deliverables

4

SATISFACTORY

- Speed
- Compliance
- Innovation

3

MODERATELY SATISFACTORY

- Data visualization
- User interface

2

UNSATISFACTORY

- Communication channels

1

VERY UNSATISFACTORY



# Stakeholder Insights

Qualitative data from each of the stakeholder groups follows. Reflect on the feedback as a team. What actions can be taken to improve what your stakeholders receive from this team?

## Qualitative Feedback from Stakeholders

### Customers

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

### Collaborators

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

### Direct Reports

- Very capable and talented individuals
- Conflicts amongst team members
- 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.



## Condition 1: Real Team

Your results for Real Team are reported below along with 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.

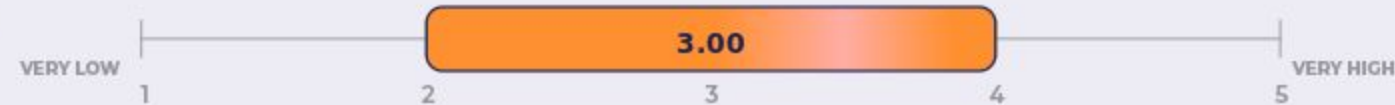
### Condition 1: Real Team



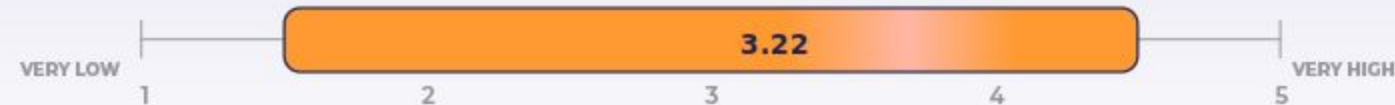
### Boundedness



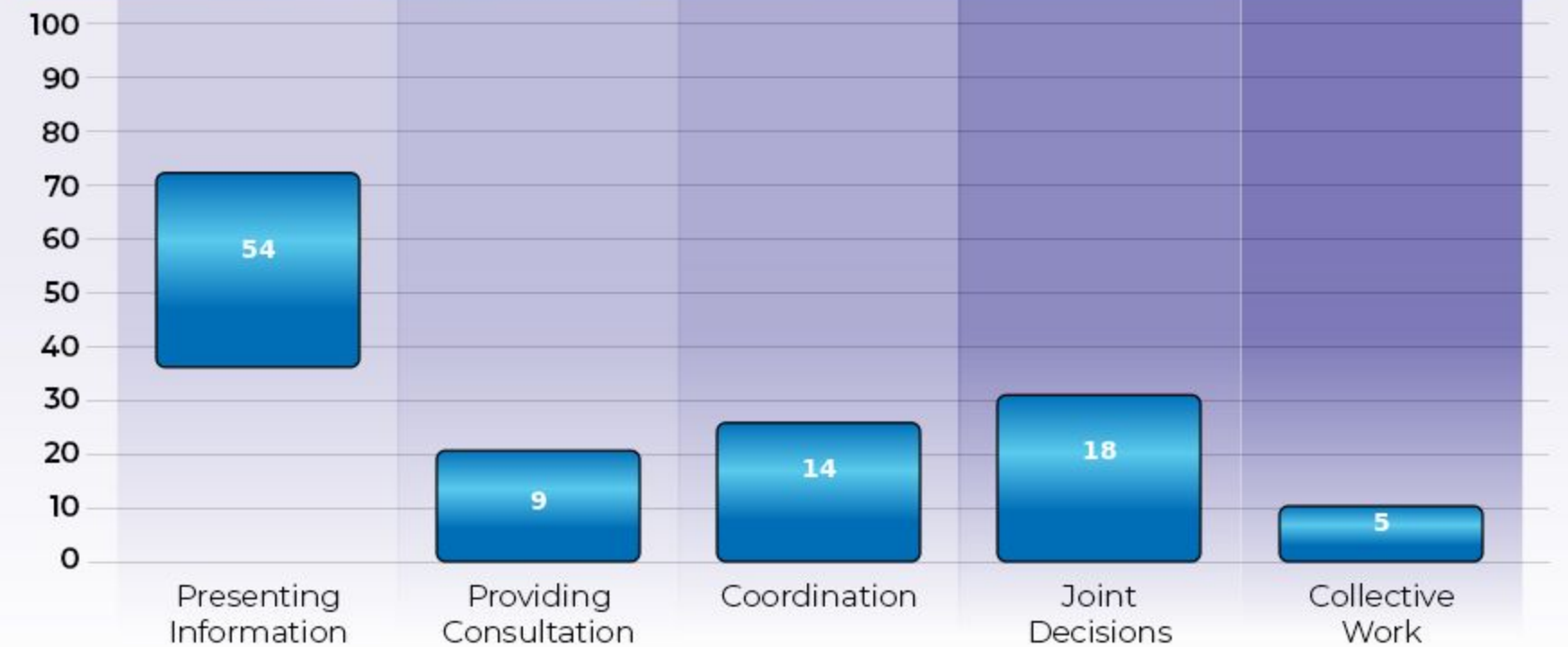
### Interdependence



### Stability



### Work The Team Does



Summary of team member perceptions on how the team spends its time.  
Interdependence increases from left to right.



### 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**

Your results for Compelling Purpose are reported below, along with members' statements of the team's purpose. Potential trip wires, reimagining conversations and improvement suggestions are also provided.

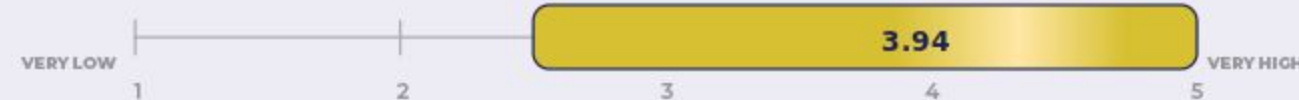
### Condition 2: Compelling Purpose



#### Clarity



#### Challenge



#### Consequence



### 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



### 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 2: **Compelling Purpose**

### How well is the Team's Purpose specified?

Specifying team purpose effectively requires a leader or team to describe the unique contribution of the team's work to create clarity about its direction. Teams should have clearly specified Ends, meaning that members know where the team is going and what success will look like. Teams should not have overly-specified Means, meaning the team must have room to invent their own strategies to reach the destination.



#### 4. Fragmented

Neither the purpose nor the means of the team are specified to enable the team to accomplish its work. Such teams feel *fragmented*. This misalignment causes conflict and pulls members' energies in different directions.



#### 1. Engaged

Teams that experience clarity about the purpose and that have autonomy around managing the means are *engaged*. They are oriented with a clear, motivating and flexible direction of travel, when together, and when the team are apart.



#### 3. Micromanaged

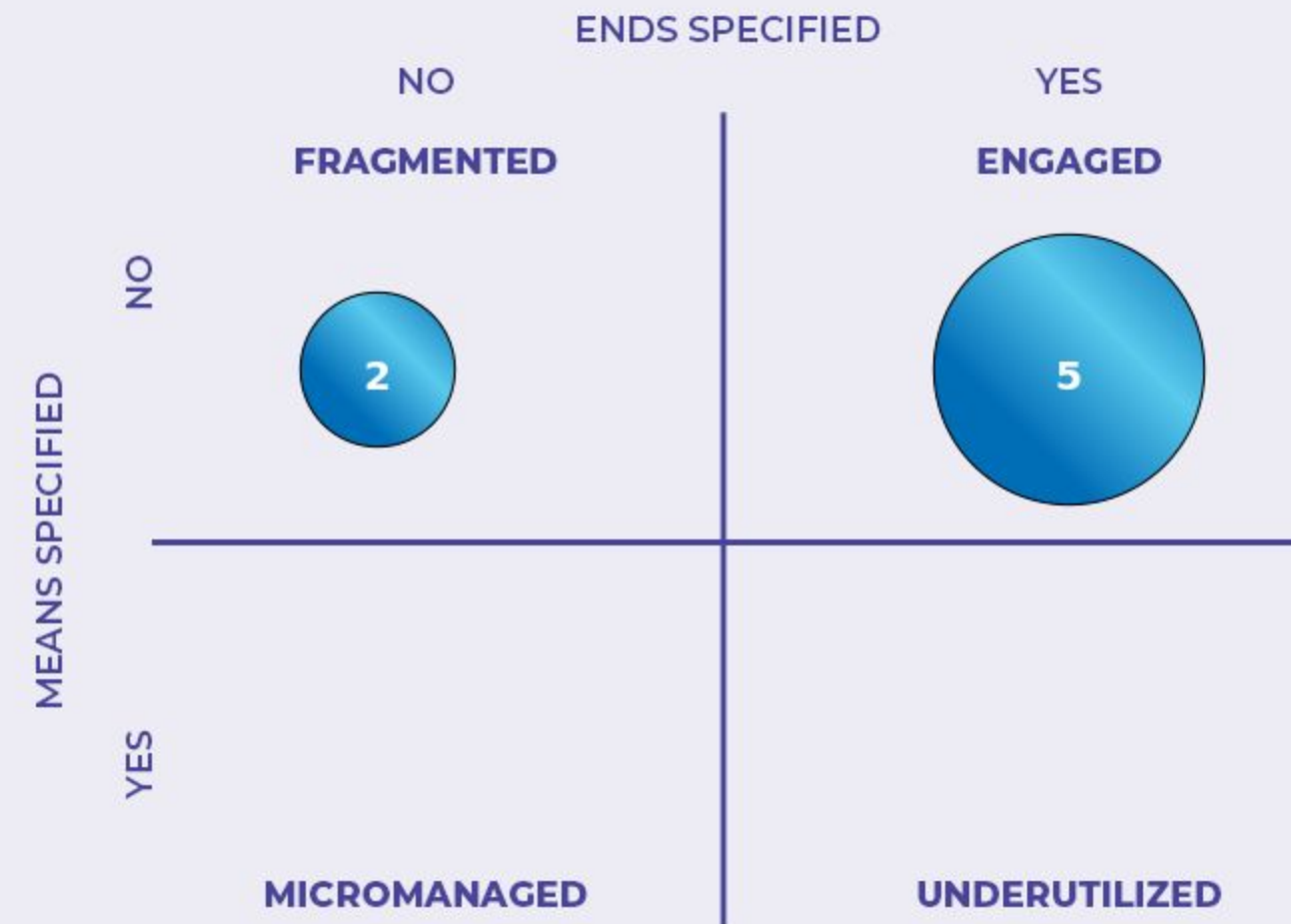
The means to accomplish the work are specified in detail but the end state is unclear. Such teams feel *micromanaged*. That is, they have no real 'say' over the means of how the work will be accomplished.



#### 2. Underutilized

Both the purpose of the team and the means used to accomplish the work are overly specified. Teams that are clear about direction but are told how to do the work are *underutilized*. Instead, it is mainly the leader's skill and experience that are being utilized.

### Purpose: Ends vs. Means







## Condition 3: Right People

Your results for Right People are reported below. Potential trip wires, reimagining conversations and improvement suggestions are also provided. On the next page are team member reflections about capacities needed to achieve the purpose.

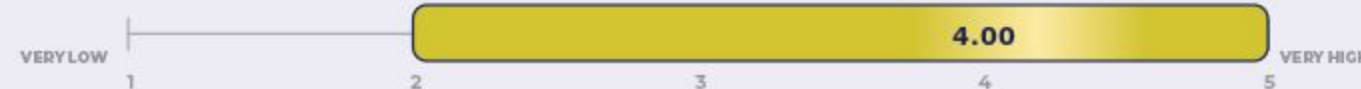
### Condition 3: Right People



#### Task Skills



#### Teamwork Skills



#### Cognitive Diversity



#### Team Size



### Team Size

#### Smallest Reported:

2

#### Largest Reported:

10

#### Average:

5.11

#### Size:

(a bit too small)



### 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.



## Condition 3: **Right People**

Your team's reflections about additional Technical skills, Teamwork skills, and Cognitive Diversity needed for your work.

### 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

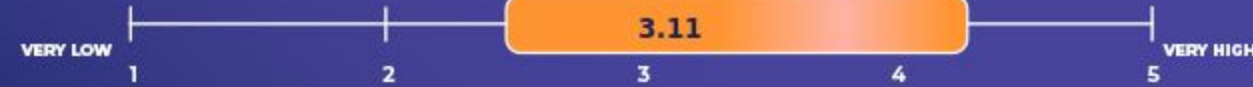




## Condition 4: Work Design

Your results for Work Design are reported below, along with additional feedback on Learning Practices (see next page for definitions). Potential trip wires, reimagining conversations and improvement suggestions are also provided.

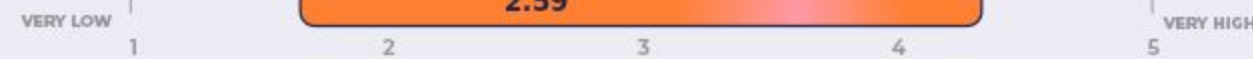
### Condition 4: Work Design



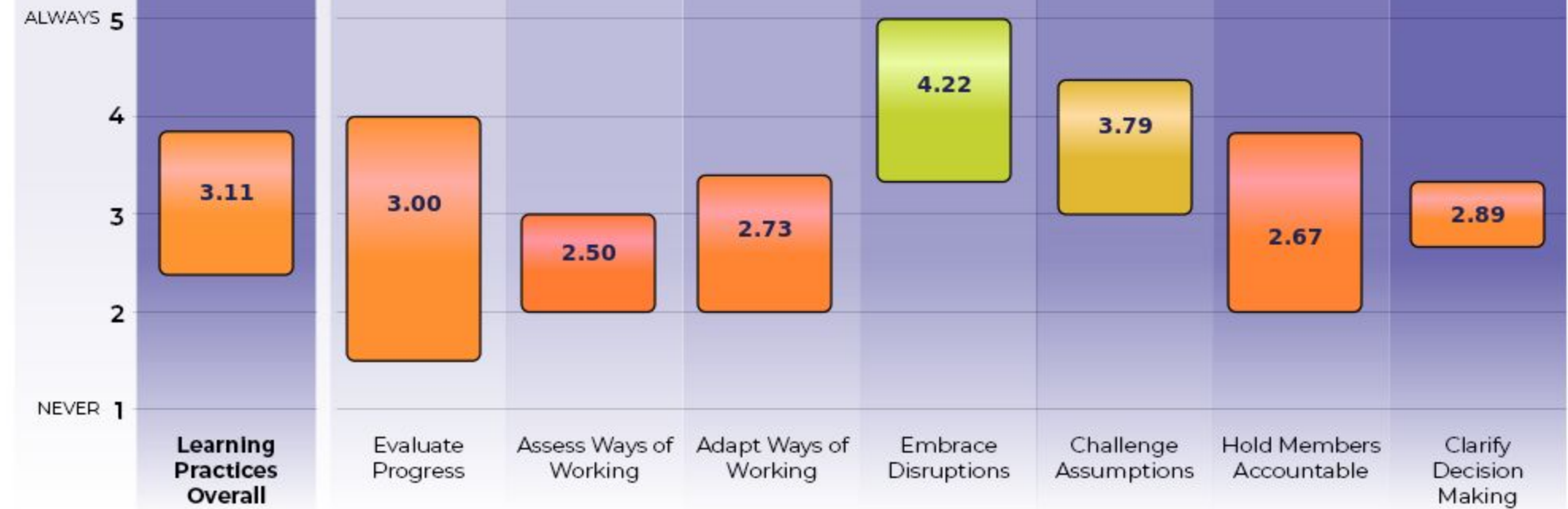
### Task Design



### Team Norms



## Learning Practices



### 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.

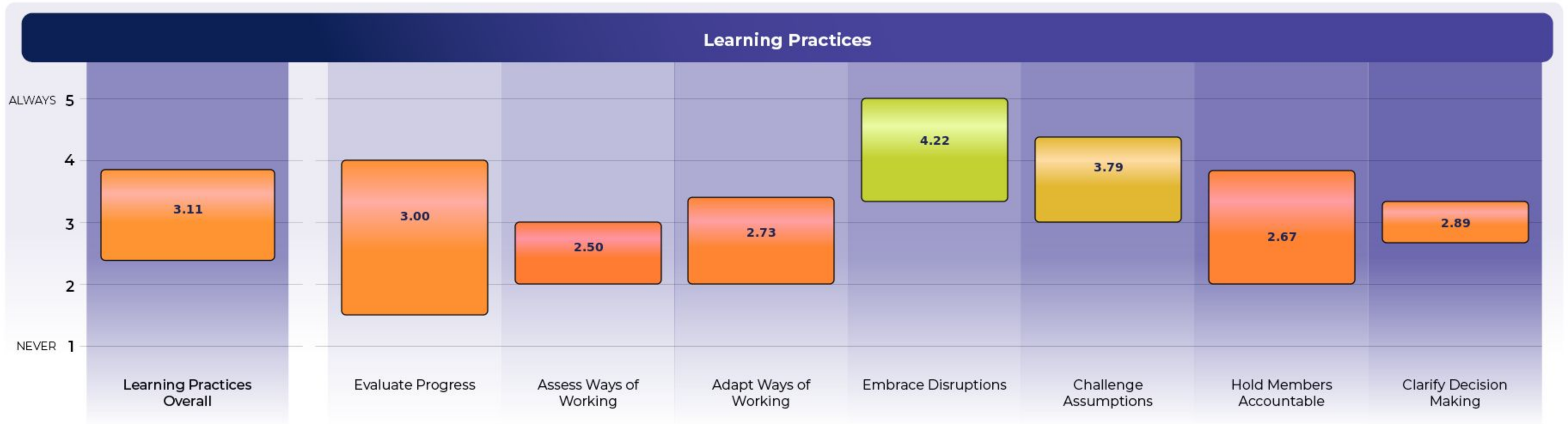
Conduct periodic conversations to take stock of progress and identify the practices that the team will continue and those they will modify.

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



# Learning Practices

Team Learning Practices create opportunities for innovation, learning and team engagement. Each practice and its definition are reported below.



## Learning Practices Defined

<b>Evaluate Progress</b> How much the team monitors its performance against goals.	<b>Assess Ways of Working</b> How frequently and well the team looks at its work strategies and norms to identify what is helping and what is hurting its performance.	<b>Adapt Ways of Working</b> How well the team makes intentional changes in how it works to improve performance.	<b>Embrace Disruptions</b> How much the team takes advantage of external events to reflect on or modify its approach.	<b>Challenge Assumptions</b> How well the team surfaces and discusses tacit expectations that might not be serving it well.	<b>Hold Members Accountable</b> How well the team explicitly names behaviors getting in the way of effectiveness and asks members to change work practices.	<b>Clarify Decision Making</b> How explicit the team's set of principles are about how decisions are made.
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# 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 applied 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 you 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.





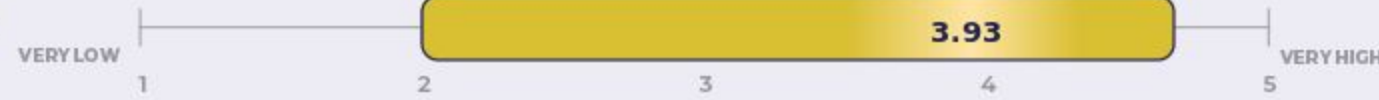
## Condition 5: Organizational Support

Your results for Organizational Support are reported below, as well as your team's feedback on support most needed. Potential tripwires, reimagining conversations and improvement suggestions are also provided.

### Condition 5: Organizational Support



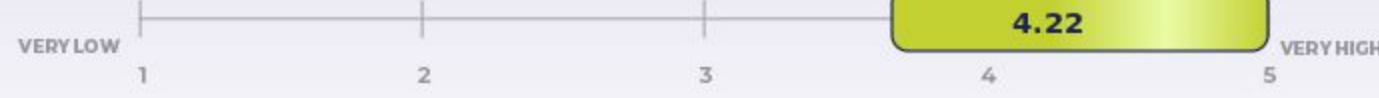
### Rewards/Recognition



### Information



### Education/ Consultation



### Material Resources



### 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 visibility 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.

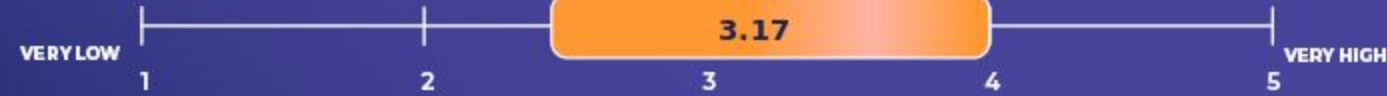




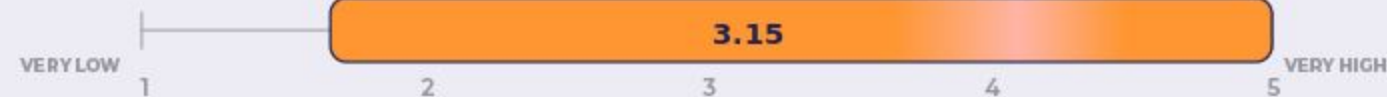
## Condition 6: Team Coaching

Your results for Team Coaching are reported below, along with team member's perceptions of the team leader's focus of attention in leading the team.

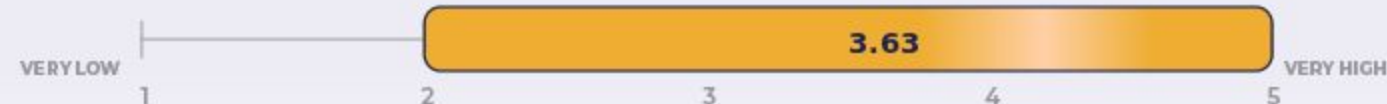
### Condition 6: Team Coaching



#### Availability



#### Helpfulness



### Focus of Leader's Attention



### Potential Tripwires

Not identifying someone who can serve as a dedicated team coach.

Focusing primarily or exclusively on one-to-one coaching aimed at individual effectiveness.

Relegating team coaching to planned retreats to the exclusion of coaching that addresses what the team needs in real time.



### Reimagining Conversations

Who could/should coach the team (e.g. the team leader, team members, an external coach)?

What would be the benefit of making space for team coaching? What will be lost if we don't?

What immediate projects and processes might benefit from team coaching?



### Improvement Suggestions

Discuss the ideal roles of the team leader and team members in helping build the team's capabilities over time.

Practice asking questions of each other about what the team is doing well and what it might do to become even better.

Allocate roles to team members, such as meeting facilitator or project leader to build coaching skills in the team.





## Dynamic Relationships: 6 Conditions

Our research indicates that there are dynamic relationships among the Conditions. As a team, consider all 6 Conditions together. Is there a story or narrative that explains how they are related for your team?

### Examples:

When the team is lower on interdependence (Real Team), this often shows up in the lack of clarity in direction (Compelling Purpose) and in lack of alignment around priority tasks, norms and work practices (Work Design).

When the team's mean scores on Right People are high but the mean scores on Compelling Purpose are low, this pattern can indicate that the talent on the team is not being best utilized in service of accomplishing purpose. This will also show up in Leveraging Talent (the 3 behaviors).

When team boundedness and stability are rated low (Real Team), it often arises from issues with the team size (Right People) being too large or too small to accomplish its work.

When teams have a low score on Compelling Purpose and Work Design, Team Coaching is often not helpful because the team are not ready to take advantage of coaching.

### Notes:





# 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.



### Proceed to Coach Report

Use the Coach Report to accelerate the team's performance and commitment to ongoing learning.





PHASE 3:

# Coach Your Team

## Coaching Your Team

Using Learning Practices for Improved Effectiveness

OVERVIEW

PHASE 1: ASSESS

PHASE 2: REIMAGINE

PHASE 3: COACH

POWERED BY

 6 TEAM CONDITIONS





## PHASE 3: COACH

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

“

*Teams must establish processes to disrupt unhelpful routines. In this context, teams need to develop strategies for team learning and team unlearning to sustain high levels of ongoing performance and nourish a healthy social system.”*

—  
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 accelerate your effectiveness through well-aimed coaching.

### It covers...

- ✓ The three behaviors that foster team excellence.
- ✓ Timing and types of coaching that really matter.
- ✓ The team's self-coaching practices.
- ✓ The team leader's coaching practices.
- ✓ The team's learning practices.

### 3 Types of Team Coaching that Matter



#### Motivational

Coaching that helps the team build and sustain energy and commitment to the team and its purpose.



#### Strategic

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



#### Educational

Coaching that builds team talent and fosters learning.

POWERED BY

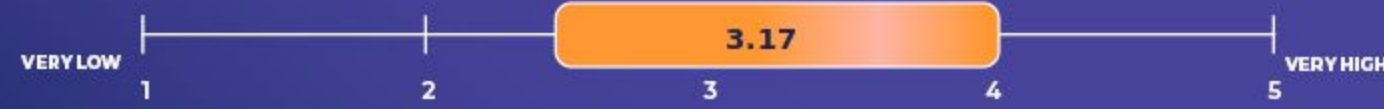
 6 TEAM CONDITIONS



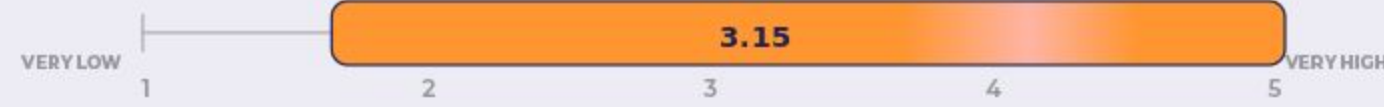
# Team Coaching Fundamentals

Reported below are: Your team's standing on Condition 6 (Team Coaching), the 3 Team Behaviors, and Well-timed Coaching.

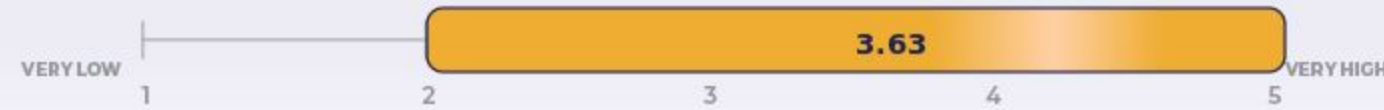
## Condition 6: Team Coaching



### Availability



### Helpfulness

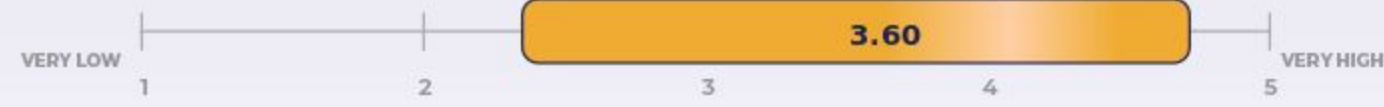


## Three Team Behaviors

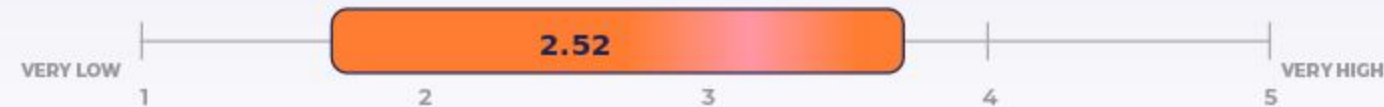
### Fostering Effort



### Crafting Strategies



### Leveraging Talent



## Well-timed Coaching



## Task cycles determine well-timed coaching



### Beginnings

Beginnings are ideal for Motivational coaching.



### Midpoints

Midpoints are well suited for Strategy coaching.

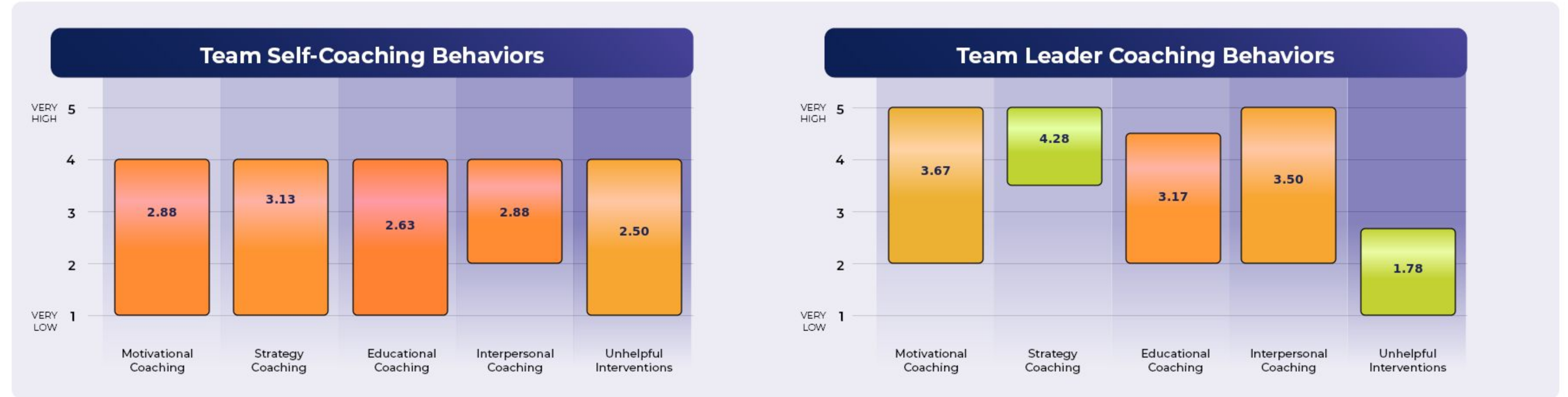


### Endings

Endings are timely for Educational Coaching.

# Sources of Team Coaching

The charts below show the types of coaching done by the team and by the team leader.



## Five Types of Team Coaching Defined:



**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 focuses on team member dynamics.



**UNHELPFUL INTERVENTIONS**

Unhelpful Interventions refers to providing advice, suggestions and feedback that are not welcome or useful.



# Fostering Collective 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.



## 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.



## 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.



## 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.

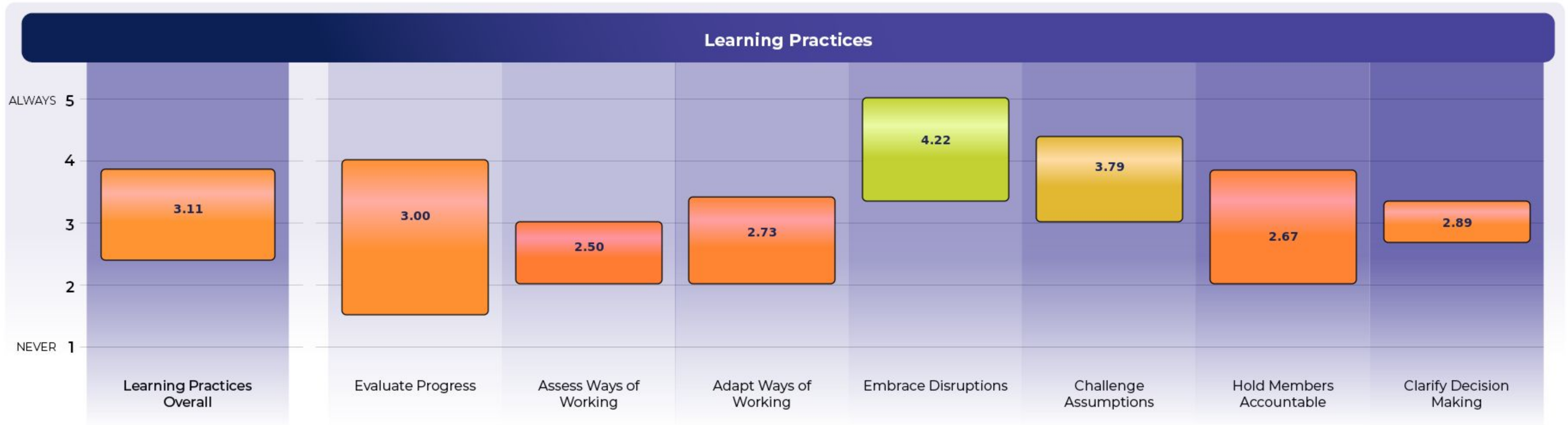
Create a structure, paired interviews, for example, to learn about members' less-known talents. Invite members to introduce each others' hidden assets.

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



# Learning Practices

Team Learning Practices create opportunities for innovation, learning and performance improvement. Learning Practices are one area where you can focus your coaching efforts. Each practice and its definition are reported below.



## Learning Practices Defined

<b>Evaluate Progress</b> How much the team monitors its performance against goals.	<b>Assess Ways of Working</b> How frequently and well the team looks at its work strategies and norms to identify what is helping and what is hurting its performance.	<b>Adapt Ways of Working</b> How well the team makes intentional changes in how it works to improve performance.	<b>Embrace Disruptions</b> How much the team takes advantage of external events to reflect on or modify its approach.	<b>Challenge Assumptions</b> How well the team surfaces and discusses tacit expectations that might not be serving it well.	<b>Hold Members Accountable</b> How well the team explicitly names behaviors getting in the way of effectiveness and asks members to change work practices.	<b>Clarify Decision Making</b> The team has an explicit set of principles on how decisions are made.
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# Next Steps

**Congratulations! You have been through the Assess, Reimagine, and Coach reports.**

The next stage is sustaining your progress with incremental improvements. One resource to support your continuous improvement is the TDS Pulse Check, a 3-minute reassessment of your team's standing on the 6 Conditions. Additionally, use the TDS Canvas to monitor and capture refinements to your team's design and revisit periodically.

## Suggestions for next steps on your team's journey:



### **TDS Pulse Check**

Reassess your team's standing on the 6 Conditions using the TDS™ Pulse Check—a 3-minute survey accessible on your phone.



### **Use the TDS Canvas**

Capture refinements to your team's design using the TDS Canvas.  
<https://6teamconditions.com/tdscanvas>