TEAM CHECK-UP
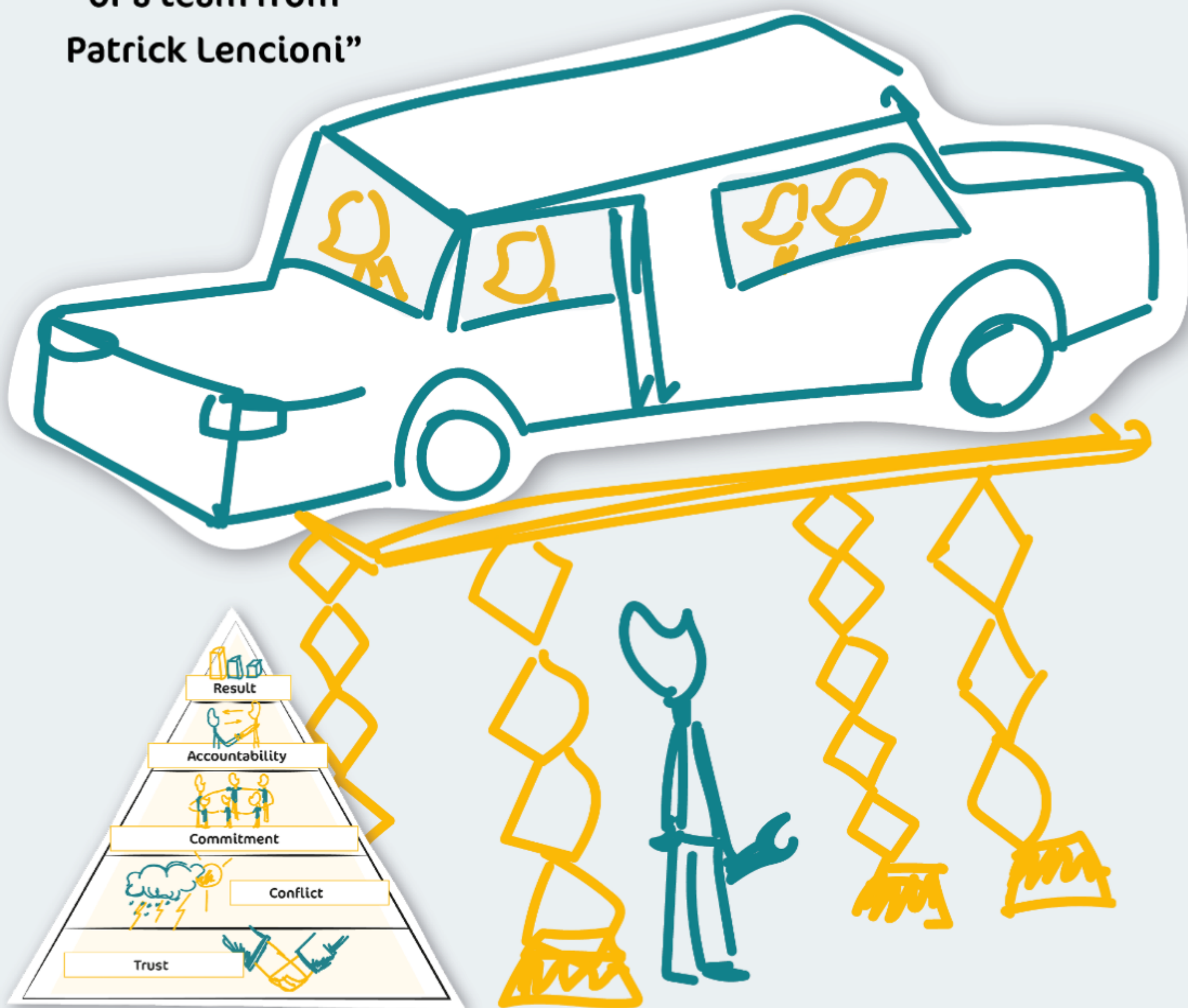
What's going on under the hood?

"A check based on the five (dys)functions of a team from Patrick Lencioni"

Result
Accountability
Commitment
Conflict
Trust

Company name: Example BV

Contact person: Frank Example

Date: 13-11-2023

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What is the team check-up?

Welcome to your team check-up report. To create this report, each team member independently completed a questionnaire. The questions are related to the five (dys)functions of teams: trust, constructive conflict, engagement, accountability, and results.

This report is structured around the feedback provided by each of you as individual team members regarding these five crucial pillars. The report aims to answer some important questions: What aspects of our team are we most satisfied with? How is the quality of our collaboration generally assessed? Are there common insights, or are there noticeable differences? And perhaps even more importantly, where are the opportunities for further development?

In the following pages, we have visualized the ratings of the statements from the questionnaire in tables and graphs. In addition to quantitative assessments, you also answered open-ended questions that asked for examples that contribute to the quality of collaboration or, conversely, hinder it.

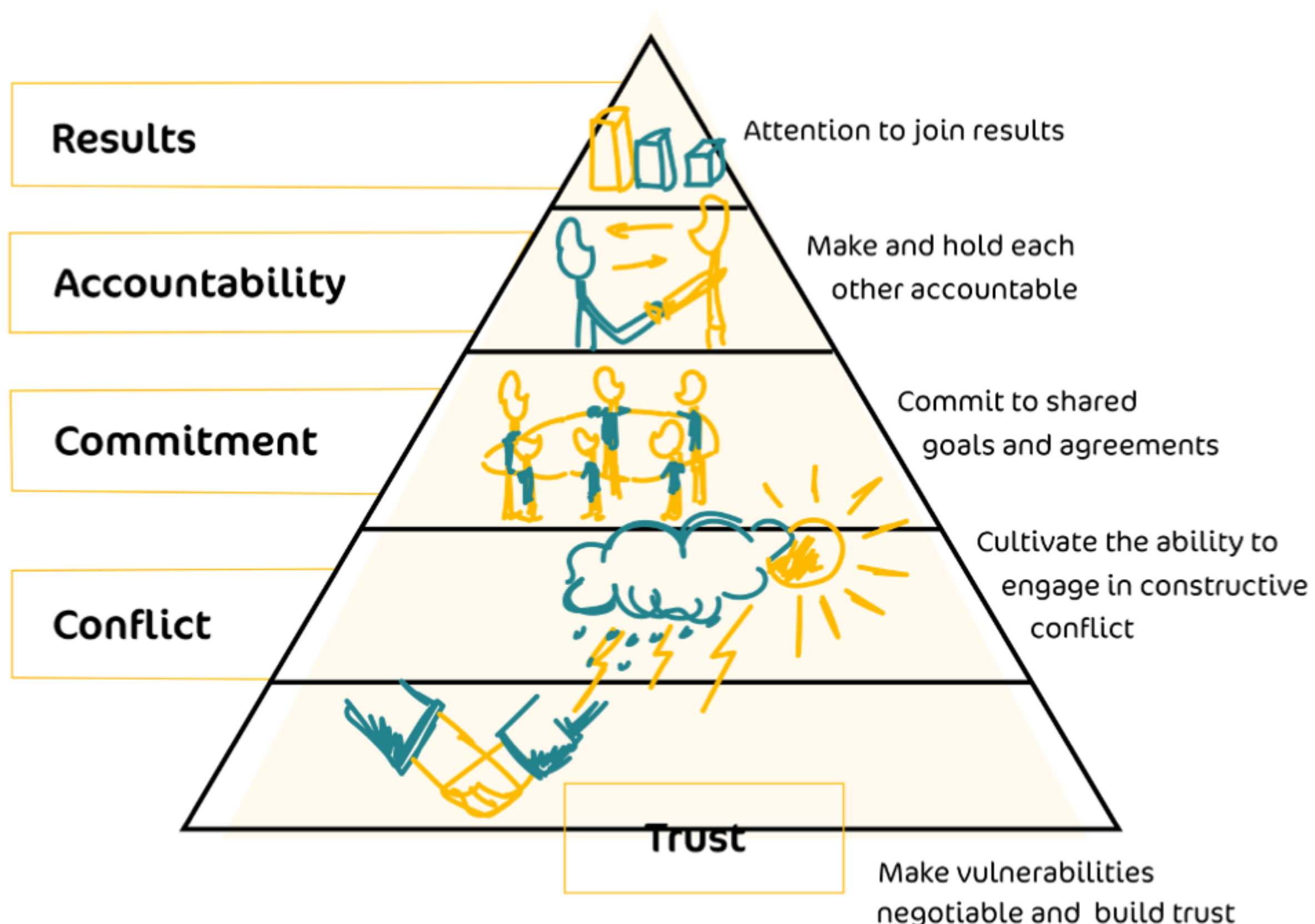Enjoy reading the report and good luck with further developing team collaboration!

Results	Attention to join results
Accountability	Make and hold each other accountable
Commitment	Commit to shared goals and agreements
Conflict	Cultivate the ability to engage in constructive conflict
Trust	Make vulnerabilities negotiable and build trust

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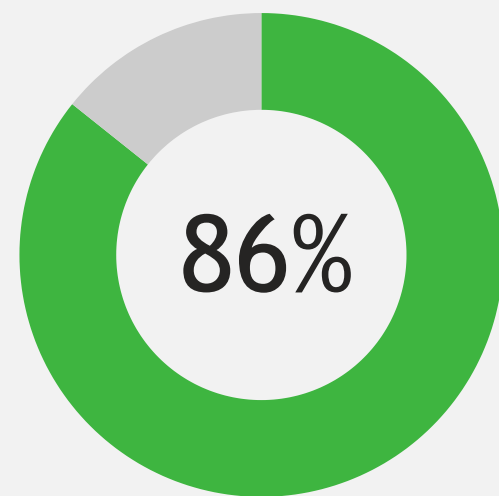
Management Summary
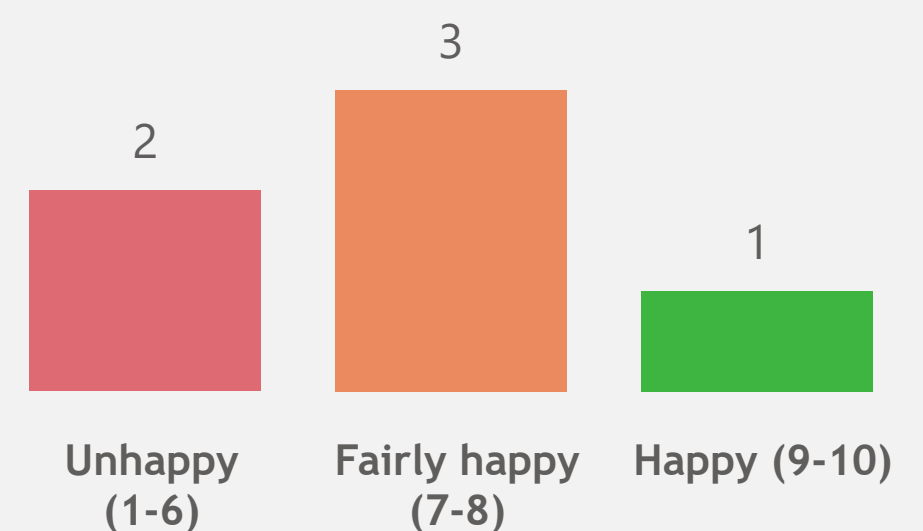
An overview of the results

Team members

Johan

Philip

Leonie

Merel

Jaap

Thijs

86%

6 / 7

Team members

Rate the team collaboration on a scale of 1-10. In this graph, you can see the number of team members who are dissatisfied (1-6), reasonably satisfied (7-8), or satisfied (9-10).

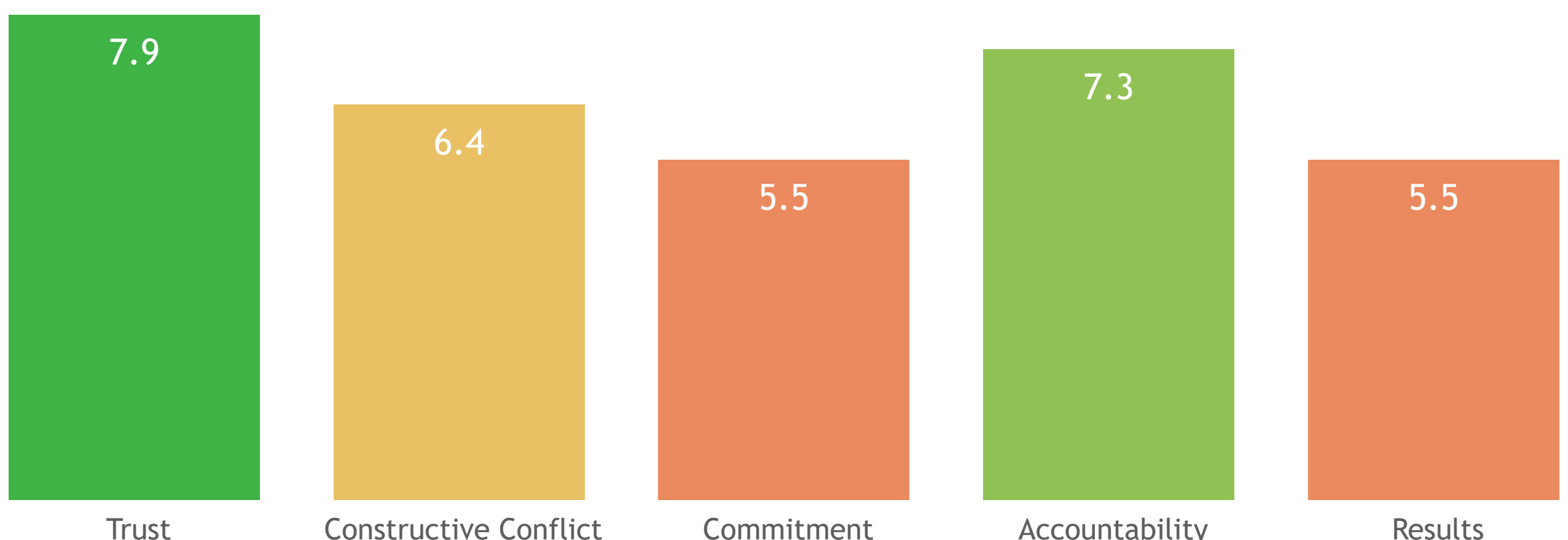| 2	3	1
Unhappy (1-6)	Fairly happy (7-8)	Happy (9-10)

The five (dys)functions of teams

In the figure below, you can see the average rating (1-10) per factor from all team members who have completed the questionnaire. Each factor is measured using a scale of five questions. On the next page, you will find an overview of the factors and their corresponding items.

This graph helps to clarify which factor you are generally most satisfied with and on which factor there is the most room for improvement.

The average scores on the five (dys)functions of a team

Average 5.5 — 7.9

6.7

Trust	Constructive Conflict	Commitment	Accountability	Results
7.9	6.4	5.5	7.3	5.5

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Management Summary

The five (dys)functions per item

Dimension	Average
⊟ **Trust**	**7.9**
We assume the good intentions of others.	7.7
We can talk to each other about how we feel without judgment.	7.8
We communicate openly and honestly with each other.	7.7
We protect and stand up for each other when necessary.	7.7
We take responsibility for our mistakes, apologize, and make amends.	8.7
⊟ **Constructive Conflict**	**6.4**
All perspectives are brought to the table and considered when making decisions.	6.3
Conflicts are resolved in a respectful and constructive manner.	6.7
Team discussions lead to better decision-making.	6.5
We are not afraid to disagree with each other and express it.	7.5
We provide clear feedback to each other and can speak candidly.	5.2
⊟ **Commitment**	**5.5**
Every team member takes pride in being part of the team.	6.3
Everyone is equally committed to the mission, vision, and goals of our team.	4.5
We are willing to put in extra effort when necessary to achieve our goal.	7.5
We prioritize our team goals above individual priorities.	4.2
We support team decisions, even when individual team members may not agree.	5.2
⊟ **Accountability**	**7.3**
Every team member takes responsibility for their own actions and decisions.	8.7
Everyone knows who is responsible for what.	5.8
We ask for help from each other when needed.	7.2
We assist each other when requested or needed.	9.2
We hold each other accountable for behavior that does not contribute to the results.	5.8
⊟ **Results**	**5.5**
Our team objectives are concrete and measurable.	3.2
We adapt quickly when necessary to achieve our goals.	5.5
We all feel responsible for delivering quality.	8.8
We consistently deliver consistent and measurable results.	4.2
We evaluate our results periodically and celebrate our successes.	6.0
Total	**6.5**

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Trust

## An overview of the results

Average <u>team</u> score per statement within the 'Trust' factor

The figure below displays the average score per factor from all team members on a scale of 1-10.
It provides insight into which behaviors you, as a team, are most and least satisfied with within the 'Trust' factor.

Items	Average
We take responsibility for our mistakes, apologize, and make amends.	8.7
We can talk to each other about how we feel without judgment.	7.8
We assume the good intentions of others.	7.7
We communicate openly and honestly with each other.	7.7
We protect and stand up for each other when necessary.	7.7
Team gemiddelde	7.9

Average <u>individual</u> score on the 'Trust' factor

In the figure below, the average scores of the statements above are compared for each team member. Each bar represents the average score of a specific team member. The figure provides insight into the extent to which you, as a team, agree on how the team scores on the Trust factor. A significant difference between the average scores indicates a difference of opinion among team members about how 'well' the team is performing on this factor.

| 10.0 | 8.4 | 8.2 | 7.8 | 7.2 | 5.8 |
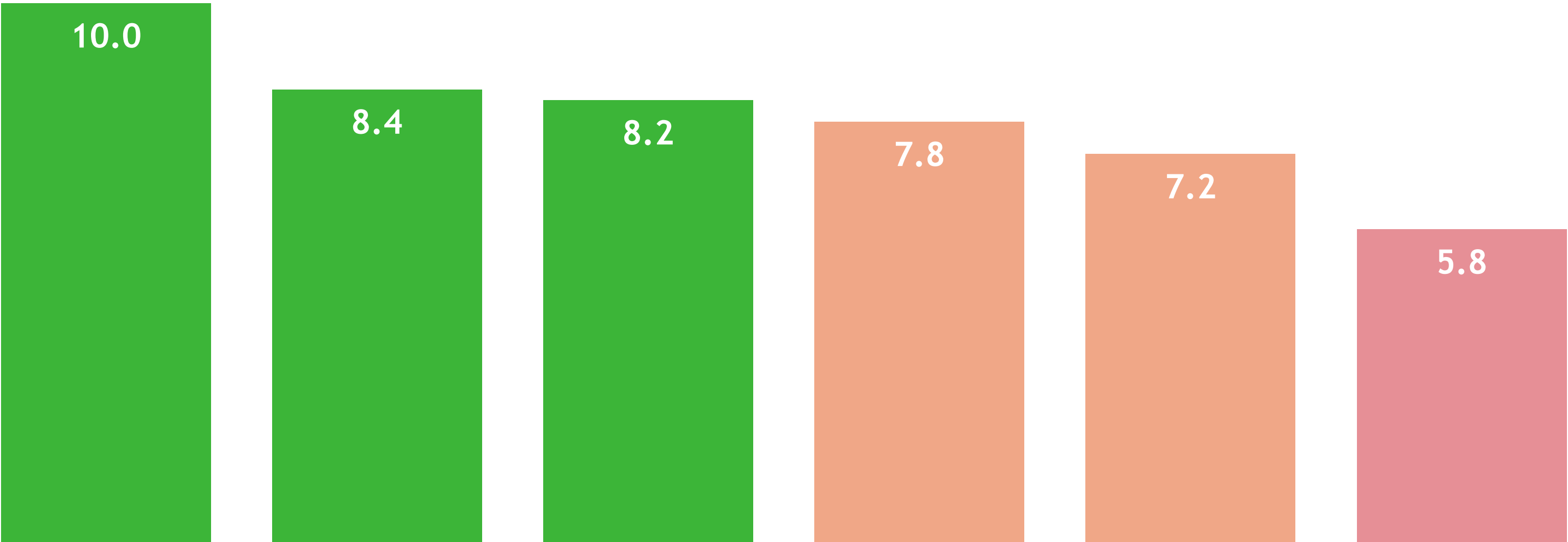
Trust

Can you provide a recent example of a situation that **increased** your trust in the team (member)?

Trust
-
Everyone sharing their feelings about our goals session and responding honestly and respectfully.
Lunch after the last team session where we were able to talk about how the session made us feel, share concerns/frustrations, but were also very willing/motivated to address the issues.
Onze vorige bila was erg prettig voor mij. Ik vind het fijn dat we open en eerlijk over onderwerpen kunnen hebben, ook als ze soms wat kritischer zijn. Ik heb het idee dat ik me bij jou niet voorzichtig hoef op te stellen of erg moet uitkijken met hoe ik dingen breng. Het voelt voor mij als dat we echt naar elkaar kunnen luisteren
Our shared team goals session - Although we did not end with (to me) the right (amount of) shared goals, i felt that the openness increased my trust in the team
The collaboration on the portfolio and everyones feedback/engagement with the process

Trust

Trust
-
Ik baal nog een beetje dat we als team nog niet op 1 lijn lijken te zitten qua wat we als team kunnen verbeteren. En ik weet niet wat de volgende stap moet zijn om ons op 1 lijn te krijgen, daar word ik een beetje moedeloos/machteloos van
Maybe not trust perse, but ████ constantly moving in and out of the group is confusing and messing with the team culture a little bit.
not really
The meeting where we tried to define the strategy for our team. (Stand-up discussion)
The way we say we share new assignments with each other, but don't really do

Constructive Conflict

An overview of the results

Average <u>team</u> score per statement within the 'Constructive Conflict' factor

The figure below displays the average score per factor from all team members on a scale of 1-10. It provides insight into which behaviors you, as a team, are most and least satisfied with within the 'Constructive Conflict' factor.

Items	Average
We are not afraid to disagree with each other and express it.	7.5
Conflicts are resolved in a respectful and constructive manner.	6.7
Team discussions lead to better decision-making.	6.5
All perspectives are brought to the table and considered when making decisions.	6.3
We provide clear feedback to each other and can speak candidly.	5.2
Team gemiddelde	6.4

Average <u>individual</u> score on the 'Constructive Conflict' factor

In the figure below, the average scores of the statements above are compared for each team member. Each bar represents the average score of a specific team member. The figure provides insight into the extent to which you, as a team, agree on how the team scores on the Constructive Conflict factor. A significant difference between the average scores indicates a difference of opinion among team members about how 'well' the team is performing on this factor.

8.4 7.4 7.2 6.4 5.4 3.8

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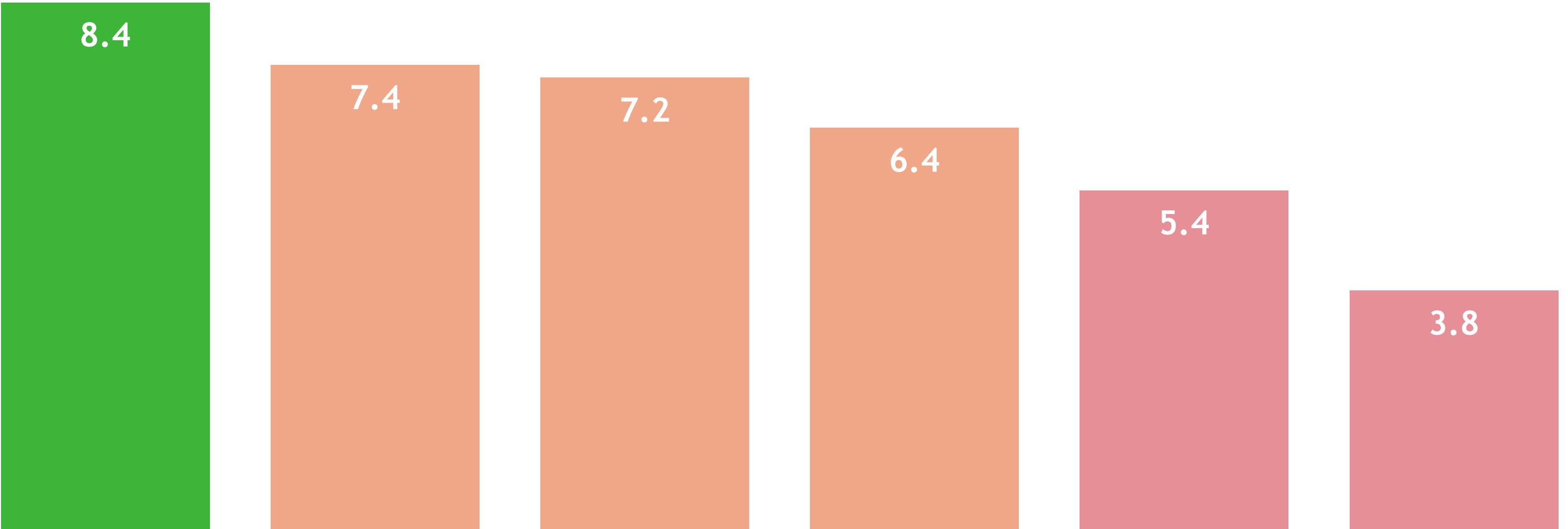
Constructive Conflict

Can you provide a recent example of a team conflict?
What was the conflict about, and how was it resolved?

Constructive Conflict
-
During the shared goals discussion. There was a conflict, we resolved by finding the non controversial essence
Not an actual conflict. There seems to be an undercurrent that needs to be addressed, but we're working on that.
The use of (measurable) goals is a constant 'conflict' that has not been resolved yet. I feel like AG and ▮▮▮▮ tried to resolve it by moving away from it instead of dealing with the concerns.
We gaan conflicten uit de weg. Maar ik merk wel dat er in de onderstroom wat zit te borrelen, wat ik zelf vervelender vind dat het uitspreken
We had a conflict on what themes our team should take a stance on, it was not really resolved because we felt that being both the facilitator of resolution and being part of it was not doable

Commitment

## An overview of the results

Average <u>team</u> score per statement within the 'Commitment' factor

The figure below displays the average score per factor from all team members on a scale of 1-10.
It provides insight into which behaviors you, as a team, are most and least satisfied with within the 'Commitment' factor.

Items	Average
We are willing to put in extra effort when necessary to achieve our goal.	7.5
Every team member takes pride in being part of the team.	6.3
We support team decisions, even when individual team members may not agree.	5.2
Everyone is equally committed to the mission, vision, and goals of our team.	4.5
We prioritize our team goals above individual priorities.	4.2
Team gemiddelde	5.5

Average <u>individual</u> score on the 'Commitment' factor

In the figure below, the average scores of the statements above are compared for each team member. Each bar represents the average score of a specific team member. The figure provides insight into the extent to which you, as a team, agree on how the team scores on the Commitment factor. A significant difference between the average scores indicates a difference of opinion among team members about how 'well' the team is performing on this factor.

6.8	6.8	6.4	6.4	4.8	2.0

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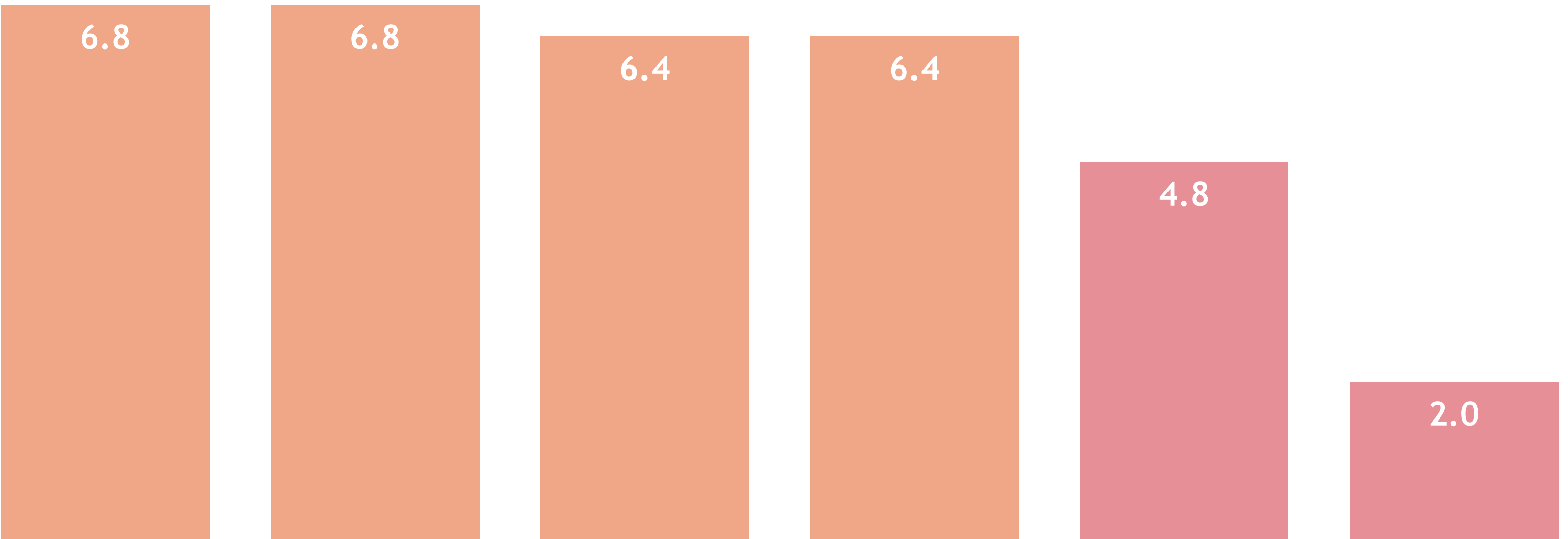
Commitment

Can you provide an example that demonstrates that you are committed as a team?

Commitment
-
Despite our differences, we keep spending a considerable amount of time to look for common goals that we all want to achieve.
Every team weekly, we share what we do and we tried to help eachother
Everyone is working hard and showing up to make sure we become a team.
Ik heb minder het gevoel dat we echt committed zijn (zie mijn antwoord hieronder). Wel denk ik dat we allemaal het beste voor HC willen en ieder van ons hard wilt werken om dit voor elkaar te krijgen. Ieder wel op diens eigen manier
We show up to our standups and help out when people need help (asked in Slack for example)

Commitment

Can you provide an example that demonstrates that you are less or not committed as a team?

Commitment
-
During our last session several topics were deemed controversial that didn't make sense to me. It felt like something else was going on, don't know what, that prevented us from even decide on basic next steps.
I find that on multiple occasions I tend to start running all by myself, this shows less team, commitment..
Ik heb het idee dat ieder voor diens eigen individuele goals gaat, en dat onze goals gelukkig een beetje bij elkaar in de buurt komen, waardoor het voelt alsof we als groep individuen wel ongeveer dezelfde richting opgaan. Maar er is naar mijn weten absoluut geen spraken van eigen goals aan de kant zetten voor een team goal
No I can't. I just see we sometimes have different focusses and look different to a problem and the best solution.
We did not really make process on the team goals, and we did not seem to mind as much. At least not a lot of effort went in there to resolve it in the beginning

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Accountability

An overview of the results

Average <u>team</u> score per statement within the 'Accountability' factor

The figure below displays the average score per factor from all team members on a scale of 1-10.
It provides insight into which behaviors you, as a team, are most and least satisfied with within the 'Accountability' factor.

Items	Average ▼
We assist each other when requested or needed.	9.2
Every team member takes responsibility for their own actions and decisions.	8.7
We ask for help from each other when needed.	7.2
Everyone knows who is responsible for what.	5.8
We hold each other accountable for behavior that does not contribute to the results.	5.8
Team gemiddelde	**7.3**

Average <u>individual</u> score on the 'Accountability' factor

In the figure below, the average scores of the statements above are compared for each team member. Each bar represents the average score of a specific team member. The figure provides insight into the extent to which you, as a team, agree on how the team scores on the Accountability factor. A significant difference between the average scores indicates a difference of opinion among team members about how 'well' the team is performing on this factor.

8.6	8.2	8.2	7.8	7.0	4.2

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Accountability

Accountability
-
A while ago with trying to figure out how people within a certain role are best supported by us/eachother. ███ is helping me with this. No result yet, but it's very valuable to me to do this together as I'm not familiar with organising these sessions.
███ helped me last Wednesday when I had to prepare a session last minute, and it was great to spar the session with her. The program improved from her help
I asked a lot of people for help on different parts of the decision I am coaching. The result was ideas and general input how to either facilitate a session or communicate it to healthcare. Also, thinking about next steps and the bigger picture.
Ik vroeg hulp bij de voorbereidingen voor de Ons Core dagen ███ gaf de tip om de projecten zo makkelijk mogelijk herkenbaar te maken, denk hierbij aan kleur en vormgebruik boven tekst. Dit hielp ontzettend. Ook kwam ███ met een mooie oefening die we hebben toegepast, wat nog mooier resultaat bij de groep teweegbracht dat van te voren bedacht
Setting up a Training. ███ helped me and I also asked the rest of the team in the slack channel

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Results

An overview of the results

### Average <u>team</u> score per statement within the 'Results' factor

The figure below displays the average score per factor from all team members on a scale of 1-10.
It provides insight into which behaviors you, as a team, are most and least satisfied with within the 'Results' factor.

Items	Gemiddelde ▼
We all feel responsible for delivering quality.	8.8
We evaluate our results periodically and celebrate our successes.	6.0
We adapt quickly when necessary to achieve our goals.	5.5
We consistently deliver consistent and measurable results.	4.2
Our team objectives are concrete and measurable.	3.2
Team gemiddelde	5.5

Average <u>individual</u> score on the 'Results' factor

In the figure below, the average scores of the statements above are compared for each team member. Each bar represents the average score of a specific team member. The figure provides insight into the extent to which you, as a team, agree on how the team scores on the Results factor. A significant difference between the average scores indicates a difference of opinion among team members about how 'well' the team is performing on this factor.

6.6	6.2	6.0	5.2	4.8	4.4

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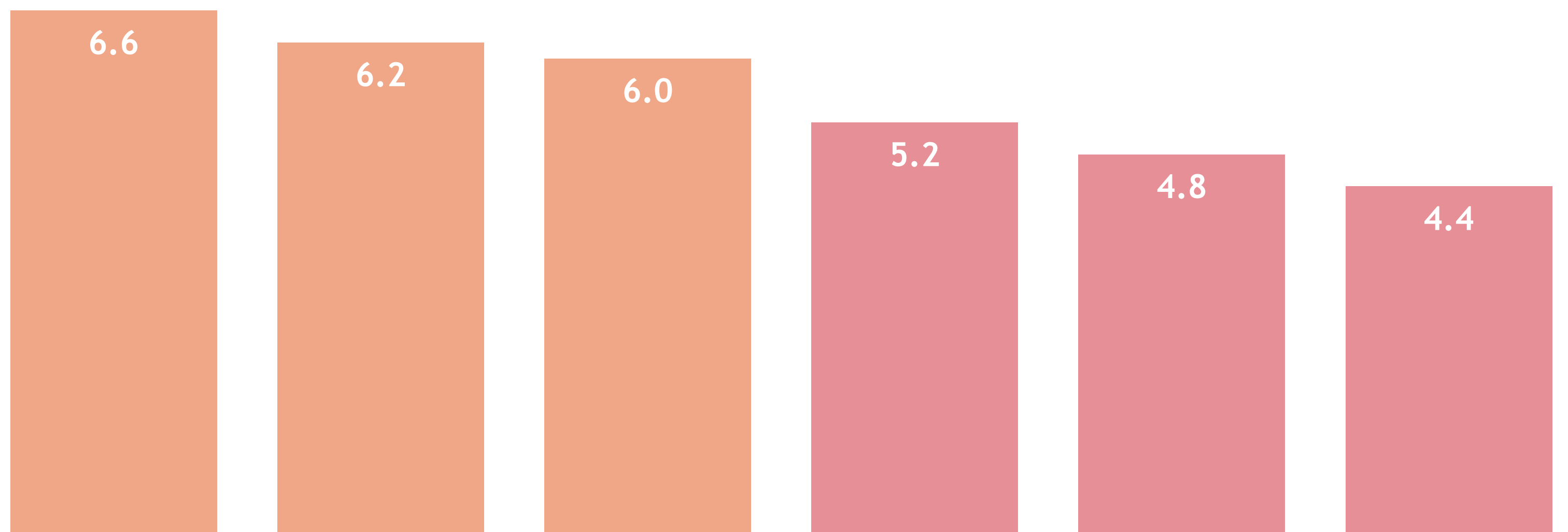
Results

Results
-
Als ik eerlijk ben, denk ik gelijk aan resultaten waar ik zelf ook aan bijgedragen heb. Niet de resultaten die we als team behaald hebben
It's hard to talk about team results, because it's hard to measure them. However, I am very proud of the effort we're putting in growing as a team.
That the TribeLeads are now thinking about focus and feedback ! In the past they where not doing this, and now they get coached by the team in multiple aspects and we see progression
That we almost have a Toolbox MVP
The way we all work together with the mobile Tribe. ██████████ successfully facilitating the Ons Core days (petje af hoor!!) Embracing the Toolbox in order to make our work a little bit more scalable.

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Brout makes you, your team and your organization grow!

Everything starts with awareness. Of what already is. And of what is not there (yet). That is what we're going to work on. With Brout School we offer a variety of open enrollment programs at every level. Here you learn with and from each other. However, sometimes customization suits better. With Brout Tailor Made we sit down together to create the unique development program that your organization needs. Coaching is part of everything we do. You can, of course, also get our support without following a program.

We always start at the end. Why? Because a training that is only fun is of no use. What matters is impact. What behavior do you want to take from the training to the workplace? We translate your goal(s) to measurable results.

Insight, impact, and influence

The question is always: 'What do I do to make this happen?' That is why we work with the 3is: **Insight**, **impact**, and **influence**.

Lasting change occurs when someone has insight into their behavior, experiences the impact of the consequences, and develops the influence to change. In this way, change comes from within (insight) outwards (behavior). We don't do tricks or use complex methods. We don't add anything. We pull the change out. We bring out your best. We keep it light when possible and confront when necessary.

✓ **Insight**
✓ **Impact**
✓ **Influence**