# thoughtcode® TEAM

Business Name
## Sample Organisation

Date
## August 8, 2020

## How To Read This Report

This report is written in a way to give you a clear, concise and prescriptive interpretation of your team's results. Suggestions are provided, where relevant, to help you reflect on and consider what the results mean for you as a leader, for the team and for the business. At the end of the report are some suggested actions you may want to pursue to create change and shift the thinking of your team members.

As you read through the report, notice what you think sounds more or less like what is occurring in the team. It is not necessary for you to agree with absolutely everything contained in this report. There will be components that resonate more or less with you at this point in time. The feedback you react to the most, positively or negatively, will give you the most insight as to where you could target development efforts either to strengthen certain elements or develop capabilities to overcome certain challenges or blockages that you think will get the best results for the team and business.

Remember, the content of this report is relevant and reflective of the team now at this point in time. Results will shift and change over time to reflect changes in individual priorities and outcomes, and integration of new experiences and shifts in thinking.

Simply start at the beginning and work your way through the report. The feedback starts out broad and then gets more detailed and specific.

1. Understand what growth phase your team is going through. This will help you know if they are focused on themselves only, themselves and others, or predominantly others. Their dominant growth phase impacts how they think, approach change, their attitudes, how they are best managed and their willingness to contribute to the business.

2. Uncover the thought patterns of the team. This will help you to know the core patterns in thinking throughout the team, where their thinking is strong, where it is weak and the collective impact of their individual thinking to how they make decisions, solve problems, communicate, and behave.

3. Explore action you can take to create shifts in thinking and bring about individual, team and business change.

## Team Growth Phase

As the business moves through its growth phases, it is important to know what growth phase the team and individuals within the team are moving through.  As individuals we are constantly growing, in some way. When a group of people come together for a purpose, such as a team in a business, their individual growth phases combine to have an impact on the culture and team dynamics within that business. Below is an overview of the dominant growth of the team and what that means in terms of how they think and approach change.  Feedback is also provided on the general attitude of the team, how they are best managed and the contribution they can make to the business, at a high level

### Egoistic Growth Phase

Egoistic (50.00%)
Socialistic (20.00%)
Altruistic (30.00%)
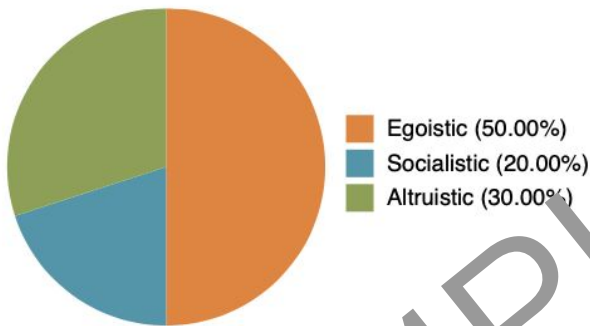
Core theme: identity, taking care of self and developing personal power.

Dominant thought class:  Automatic, instinctive, reactive, traditionalistic, intuitive, tribal, egocentric, assertive and dominant.

Approach to change: Will be skeptical and reserved until they know how the change will personally impact them.

**General attitude and behavioural tendencies**

The following themes will be dominant in the team to varying degrees: cautiousness, skepticism, cynicism, submissiveness, naivety, martyrdom, persecution, restraint, discrimination, self-deprecation, perseverance, careless, conceited, nervousness, reserved, volatile, lively, secretive, funny, excitable, enthusiastic, vengeful, kind, pleasant, caring, playful and impulsive.

**Management/Leadership approach**

Team members will follow a leader either because of the leaders title or because of the relationship they have with the leader. This team is best managed through directing team members what to do and when, and through coaching to correct behaviour, guide actions and get buy-in.

**Team dynamics and business growth**

These team members keep the business grounded by ensuring the important 'little' details are addressed. They can also bring about change in the business by challenging the status quo and breaking the rules. They will support business growth either through being passive and following instructions or by being dynamic, courageous and willing to be bold and daring.

## Team Thought Pattern

The following section provides you with information on core patterns of thinking within the team and how these patterns of thinking impact team performance, social dynamics and business outcomes. The information in this section is reflective of the team at this point in time and will, and should, change over time as a result of individual and business development, experience and growth. Growth is constant.
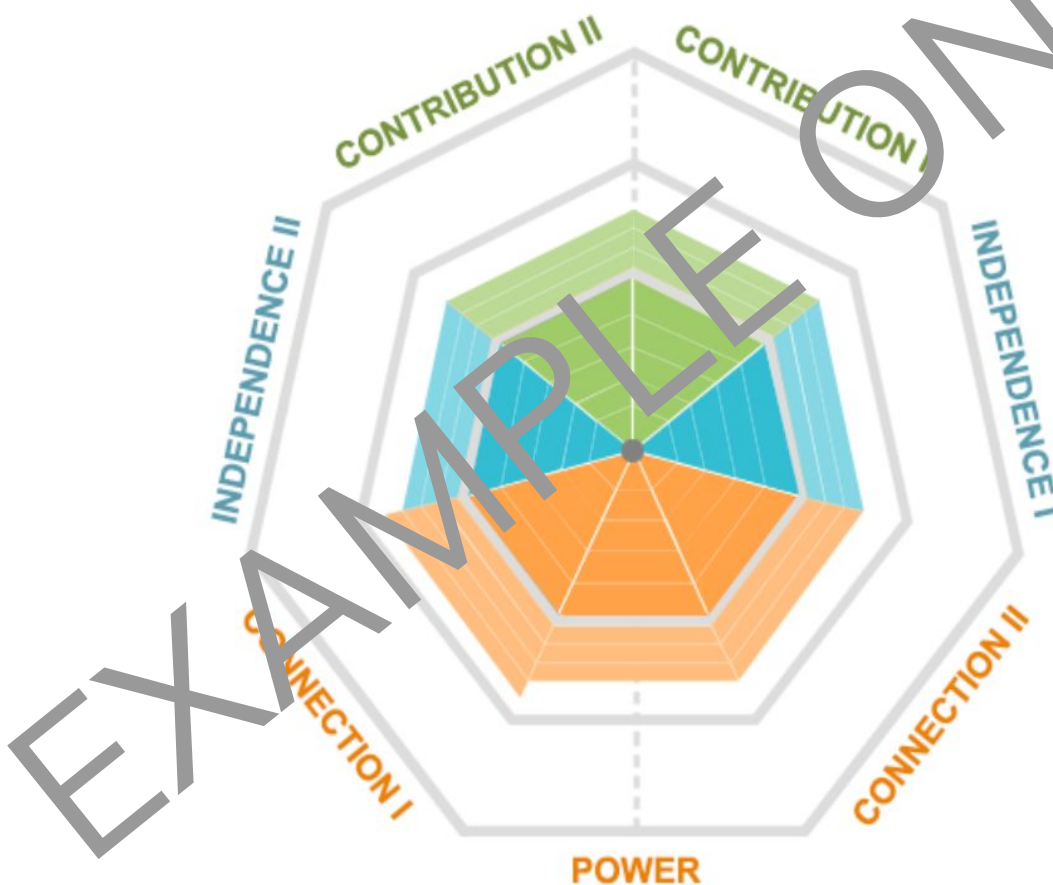


| Driving focus of your team | Key questions your team tend to ask |
|---|---|
| "Help me understand what this means for me personally... so that I know what is important for me to focus on right now" | What's in it for me?<br><br>What do I get?<br><br>How does this impact me? |

## What Your Thought Pattern Means

The team appears to be in a phase of growth where they are predominantly seeking to see how they can change the external world to suit their own needs and outcomes. This means that they will tend to think, behave, and measure success against an internal frame of reference that is based around beliefs, values and principles that are important to them as opposed to what may be important to the business.

**Dominant Frame of Reference**
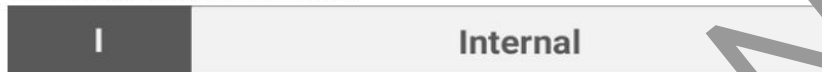
| I | Internal |
|---|----------|

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This may result in:

- Team members setting their own standards for success that may be higher, or lower, than the expectations set which enables them to be self-driven, however, may lead to a lack of alignment with core business objectives

- Assertive, proactive and initiative driven action which results in creative problem solving and improvements, however, may cause disruption to team dynamics and lack of alignment with business culture

- A desire to do more than expected and demonstrate their capability which results in individuals delivering a high level of performance, however, may lead to differences in opinion of value, worth and contribution to the business impacting their level of job satisfaction and loyalty

**Dominant Growth Phase**

| E | Egoistic |
|---|----------|

At this point in time, the team is seeking to better understand themselves by exploring their identity, that is who they are and what they are capable of doing. Their choices, decisions and actions tend to consider the needs of self first.

This means that:

- Changes to be implemented or initiatives undertaken within the business need to be explained from the perspective of how they impact individuals personally and what is expected of team members, rather than how the changes or initiatives will be better for the business
- Team members will be concerned with receiving validation, both through financial and non-financial means, of their worth, value and contribution to the business
- Team members will tend to either look for or hide from opportunities that enable them to stand out depending on what they believe themselves capable of doing and their willingness to step up to a challenge

# What Your Thought Pattern Means

### Most Utilised Mental Map

| 1 | Connection I |
|---|---|

The team's most utilised mental map has automatic, instinctive and reactive patterns. This means they tend to make decisions and choices based on their immediate needs to help them best manage the stress and pressures of their daily life.

### Key Strength

Team members appear to have mechanisms in place to effectively deal with the stress and pressure they face throughout the day. They tend to have a high level of discipline around taking care of their own personal basic needs enabling them to have good resilience levels.

They tend to do this by:

- Paying attention to the details that matter
- Creating habits that enable them to deal effectively with stress, pressure and change
- Setting priorities to help make timely decisions
- Creating a level of balance between work and other areas of their life
- Having discipline and order

### Least Utilised Mental Map

| 4 | Independence I |
|---|---|

The team's least utilised mental map has absolutistic, conformative and ordered patterns. This means they are least likely to make decisions and choices based on facts, rules and agreed standards potentially impacting their ability to avoid unnecessary mistakes.

### Key Challenge

Team members are typically unorganised and unreliable impacting their ability to be trusted to see things through to completion without the support, guidance and leadership of others. To create a shift in the team's thinking:

1. Utilise metrics and measurements to help track their progress and rate their effectiveness
2. Establish systems and processes for adding order and structure to build reliability and certitude in their approach
3. Develop a set of personal ethics and values to guide decisions and actions and position their credibility

## Impact of Your Team Thinking

Understanding how your team thinks helps you to identify the impact this has on how decisions are made, problems are solved, communication, behaviour and conflict resolution. This gives you knowledge on how to position change within the business, how to motivate the team and what feedback to provide team members to create improvement. The styles listed below are reflective of the combined individual styles of each member of the team and the subsequent effective styles that result of having that mix within the team.

How the team makes decisions

### CONCEPTUAL

Considers all available alternatives and makes decisions that are subject to change. This keeps team members open to possibilities and willing to explore options.

However, this style may lead team members to be perceived as indecisive, unsure or unclear in their decision making.

How the team solves problems

### PLANNER

Compares current problem to a similar one faced in the past. Identifies how this current problem is different and adjusts the solution used that fixed the past problem to suit the current problem.

Key Focus: How can we adjust what worked in the past to solve our current problem?.

How the team communicates

### REVIEWER

Data and information driven messages that clarify how to do something. Team members tend to be detailed and analytical in their approach enabling them to be certain and thorough.

However, this approach tends to overlook the why, what and what if components of the message.

## Capability Development

Below is a list of capabilities that most likely reflect the capability strengths and gaps of the team.  It is recommended you seek out opportunities and experiences that enable the strengths to be reinforced and gaps to be developed.

### Capability Strengths

| Capability | Short Definition | Tick the circle if this is an area ideal for you to develop |
|---|---|---|
| Attention To Detail | Ability to be thorough and accurate | ○ |
| Care For Self | Ability to maintain own well-being | ○ |
| Crisis Management | Ability to withstand demanding situations | ○ |
| Discipline | Ability to regulate self | ○ |
| Habit Maker | Ability to maintain healthy reactions to stress and pressure | ○ |
| Lifestyle Balance | Ability to handle work and life successfully | ○ |
| Openness | Ability to be approachable and receptive | ○ |
| Organising | Ability to orchestrate multiple activities | ○ |
| Priority Setting | Ability to focus on what's important | ○ |
| Stress Management | Ability to function under pressure | ○ |
| Time Management | Ability to be productive with time | ○ |
| Timely Decision-making | Ability to decide with incomplete information | ○ |

## Capability Gaps

| Capability | Short Definition | Tick the circle if this is an area ideal for you to develop |
|---|---|---|
| Business Acumen | Ability to diagnose business strengths and weaknesses | ○ |
| Delegation | Ability to assign work to maximise individual effectiveness | ○ |
| Developing Others | Ability to seek learning opportunities for others | ○ |
| Diagnostic Discovery | Ability to analyse data and create insight | ○ |
| Directing Others | Ability to bring out the best work in others | ○ |
| Ethics & Values | Ability to use standards to guide behaviour and attitude | ○ |
| Forward Thinking | Ability to anticipate consequences | ○ |
| Functional/Technical Skills | Ability to learn new skills and knowledge | ○ |
| Integrity & Trust | Ability to earn the trust and respect of others | ○ |
| Managing Through Systems | Ability to simplify complex processes | ○ |
| Metrics & Measurement | Ability to track progress and performance | ○ |
| Personal Credibility | Ability to be responsible, reliable and trustworthy | ○ |
| Personal Disclosure | Ability to set boundary between work and personal life | ○ |
| Political Savvy | Ability to manoeuvre complex political situations | ○ |
| Process Management | Ability to separate and combine tasks | ○ |
| Total Work Systems | Ability to reduce variance in organisation processes | ○ |
| Written Communication | Ability to present information in a convincing manner | ○ |

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## For Consideration

We live in a world of constant change, particularly in the business world.

A shift in thinking is necessary to ensure team members remain agile and adaptable to change in order for the business to achieve the desired outcomes and results. Creating a team that is able to adapt to change, be flexible in their approach and agile in their thinking will give your business the edge that has been missing.

**Chat with us about putting together a tailored 9-12 month program for your business.**

Experience has told us that making a long term commitment to the development needs of your team generates the best result for the business. Team members tend to view long term initiatives as a serious commitment and investment of the business in them and subsequently invest more of themselves in the program.

Having a program span a 9-12 month period also enables ample time for learnings to be tested throughout the normal ups and downs of a business cycle, ensuring insights and knowledge gained are embedded for the long term.

Lasting shifts in thinking typically do not happen after reading a book, doing an online course or sitting through a workshop. These activities give knowledge, however, wisdom is gained through consistent application. Our programs ensure team members receive knowledge as well as the support they need to create shifts in their thinking.

Working with you, we will put together a program that targets the capability development needs of individuals and teams, that are ideal for what your business needs in its current phase of growth. We will make sure support is provided matched to the different needs at each level of your business.

We can work with your entire business, or a subset of teams or individuals, depending on the outcome you wish to achieve in your business. Whether it's one-on-one coaching and mentoring, a series of group workshops or tailored program, we will ensure you and your team receives the knowledge, insight, action and support required to develop into the agile team the business needs now and going forward.

### So now it's over to you...

**What are the short term goals you need to achieve?**

**What are the longer term goals you are striving for?**

**What is your plan to shift the thinking in your team?**