

Tesi[®] 2.0

Team Report

SAMPLE REPORT

Date: Monday, July 14, 2014

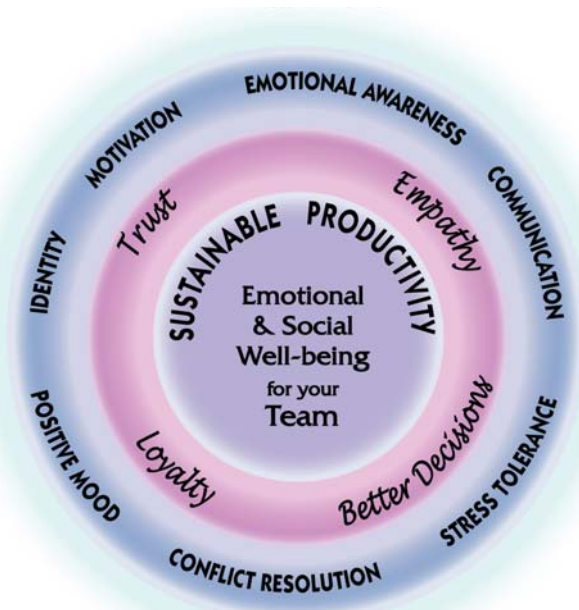
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Your Team's Emotional Intelligence

Teams are the source of most of the productivity, creativity and reliability in organizations of all types. Work and renewal both succeed (or fail!) on the basis of the whole team's emotional and social effectiveness. The TESI® Report provides a graphic display and description of the current levels of emotional and social intelligence in your team from the perspectives of the team members who completed the TESI Survey. The report offers unique insights and useful ways for understanding your current strengths and weakness as a team, and gives guidance for strategically choosing where and how to enhance those competencies. Through implementing this guidance your team will be poised to take action and achieve greater well-being and productivity.

Emotional and Social Intelligence (ESI) reflects the ability of each team member as well as the team acting in concert to recognize and manage your emotions and to recognize and respond effectively to those of others. It includes understanding your social community from the big picture point of view and the ability to direct change and to adapt to that change.

From Emotional Intelligence to Collaborative Intelligence™
A Team Model



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Collaborative Intelligence is the payoff for highly effective teams and their organizations. Collaboration is a composite competency that emerges from the masterful use of the seven ESI competencies when they are skillfully used together. When your team collaborates, the team takes time to explore alternative answers and find a solution that integrates the wisdom of the team. It takes more time up front, because you invest in listening to one another, to thinking things through, and to coordinating the execution of your response with genuine respect for one another. Your self-discipline and collective intuition will make the future much easier to navigate because teams that coordinate their ESI competencies naturally act with collaborative intelligence.

Mastering the behaviors of success requires team members to develop and utilize the seven core competencies measured by the TESI and shown in the outer ring of the Collaborative

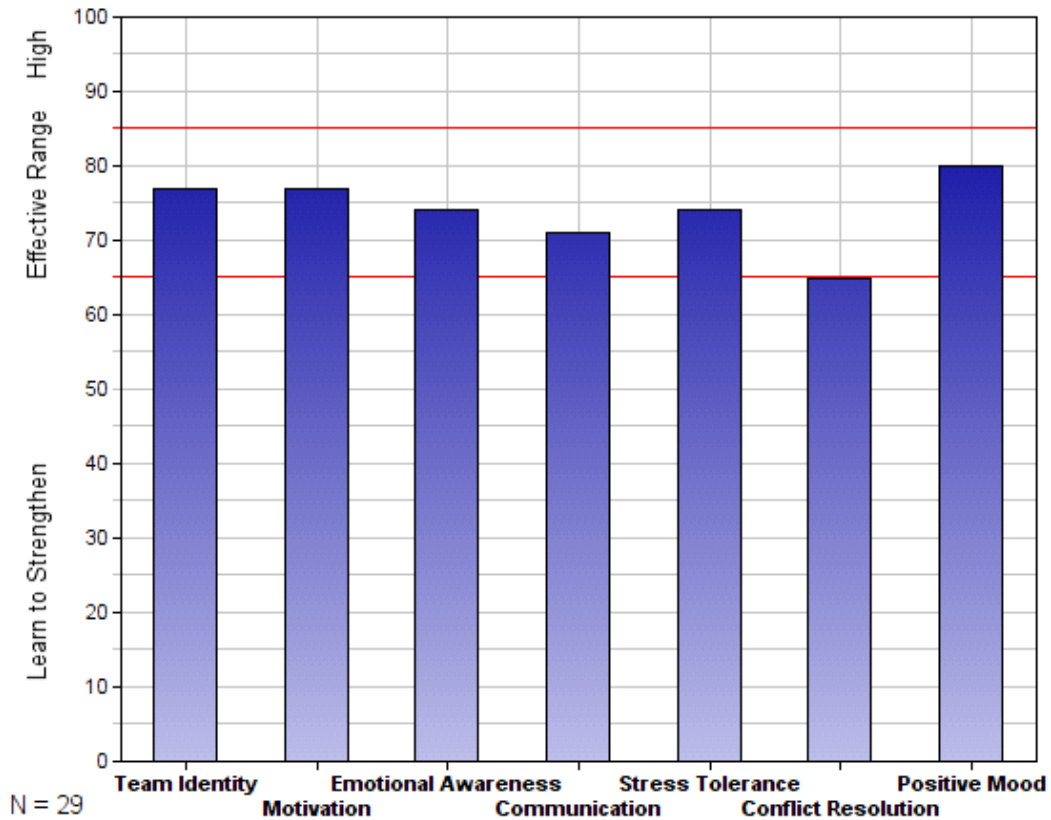
Growth team model. By applying these competencies the team builds trust, loyalty, empathy, and better decisions -- the four high value results mapped out in the middle ring of the team model. These in turn are prerequisite for gaining the long-lasting benefits - sustainable productivity and emotional and social well-being - that make a team profitable and a good place to work!

SAMPLE REPORT Results Team Overview



The SAMPLE REPORT team is part of organization SAMPLE COMPANY in the Corporate sector and has 29 participating members. Team members provided personal descriptive information about themselves that may be used in the aggregate for further exploring the results without compromising the confidentiality of the individual.

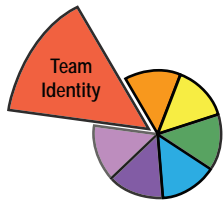
- | A total of 29 team members participated in the assessment.
- | Where they provided their gender, 13 are male and 16 are female.
- | The average number of years that members are with the team is 7.4.
- | Team diversity was collectively rated as 5.9 out of 10.



Min	53	50	23	41	47	32	53	
Max	92	98	95	98	95	95	98	
Range	39	48	72	57	48	63	45	
Team Avg	77	77	74	71	74	65	80	74
	Team Identity	Motivation	Emotional Awareness	Comm-ication	Stress Tolerance	Conflict Resolution	Positive Mood	Total TESI Score

Score Guide for the Bar Chart above		
0-64	Low	The Low or Learn to Strengthen Range is an area to develop.
65-85	Midrange	The Mid or Effective Range is working for your team.
86-100	High	The High Range is a team strength.

If there is a high degree of variance, or range, between your scores in any scale, it can be interesting to explore the basis of the different perceptions.



TEAM IDENTITY

Team Identity

Team Identity is the foundational element that makes teams “click”. When team members have been working together long enough with the intention to initiate, communicate, and accommodate, they build team intuition, which greatly leverages their power. Team members identify with the team by creating a personal relationship with each other and committing their efforts to the team’s success, then each person on the team wants to be recognized as a member of the team. When team members are fully identified with the team, it becomes a problem-solving organism that is larger than the sum of its parts. An additional part of team identity comes from the view of the team as a whole. It is the team’s reputation as a distinct unit with its own personality and credibility.

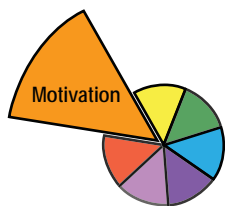
Team identity is created through a sense of purpose, which originates from the team’s mission and vision. It is strengthened through a genuine acceptance of each other, which increases with commitment to one another, the team and its purpose. That results in perceiving the team as a distinct entity and pride in the team. For teams to have a viable identity they must clarify roles and responsibilities. As identity strengthens, teams expand their resilience, including the recognition that sometimes things change radically and/or unexpectedly. This improves their flexibility and value to the organization by being responsive to change.

IDEAS FOR IMPROVING TEAM IDENTITY

Your team results are **midrange**, which indicates the team is building its sense of a common purpose and clarity in roles and responsibilities. It is possible some members of the team are more identified with the team than others. Pride in the team is developing, but can still be improved. The team may want to explore how they are managing their image throughout the organization by reaching out to leaders in the organization and asking them for their impression of the team and its successes.

Strategies the team could apply for growth are:

- Expand team members’ buy-in through having the team work together to re-state the team’s purpose regularly and confirm that the purpose is apparent in all assignments, expectations, and progress reports when conducting team meetings.
- Clarify your roles, responsibilities, and mission and discuss them periodically; make changes as the team’s function evolves.
- Give the team a nickname, and create a physical expression of your team identity/image that reflects everyone’s contributions. This could be a logo placed on a hat or t-shirt, a design on an advertising pen, or on charts in a meeting room where you keep key information posted such as goals or strategies.



MOTIVATION

Motivation is literally the heart of effective teamwork. It is the source of the Go-Power that enables the team members to pay their best attention and commit their best efforts hour after hour, month after month. Motivation is what makes meetings exciting and inspires innovation. It is literally the amount and quality of energy the team has at its disposal, and while all good leaders are motivating, motivated teams are equally self-motivating, and teammates know how to help each other get out of a slump or pull through a long haul. When motivation is strong, team members know they want to add value through accomplishing their mission. Each team member will feel responsible for contributing their gifts to the collective results.

Motivation

Team motivation is exemplified by your team's commitment to activate its three essential resources of time, energy and intelligence – all of your intelligence – IQ and emotional and social intelligence. Teams tap into motivation via the internal state of each member – the mixture of these states from teammates forms the drive for the team to execute its plan of action. Optimism is a key ingredient of motivation. When teams consistently target the best that can happen and use positive self-talk they literally have more resilient brains and bodies. Motivation is increased with a healthy combination of personal accountability and positive reinforcement.

IDEAS FOR IMPROVING MOTIVATION

Your team results are **midrange** which indicates team members' feelings and behaviors are sufficiently well aligned in what you are attempting to accomplish that you are generating some synergy and building success with your work products. Your team is making progress and has great potential as you dial up team persistence, your commitment to your goals, and inspire each other to be innovative. Build a sense of both individual and team ownership in all your contributions and work products.

Strategies the team could apply for growth are:

- Expand the opportunities for innovation by giving members “free” time to think outside the box while also establishing a way to take ownership of their work. Recognize team members for new ideas they are exploring.
- Use your competitive team spirit to encourage all team members to come up with strategies for improving the processes and relationships they impact most. Discuss all the ideas and then select some to begin implementing together.
- Choose a new increment of value that would impress both your internal and external customers. It can be something small but something you can consistently deliver. (“We always deliver an hour early!”) Point this new feature out when you present your work product and tell your customers it is an expression of your commitment to quality and responsiveness.



EMOTIONAL AWARENESS

Two of the four cornerstones of Emotional Intelligence are based in awareness – awareness of what we are feeling plus awareness of what others are feeling. The other two cornerstones are understanding and managing emotions. We need to understand what our emotional awareness is telling us about what causes the moods, emotions and behaviors that we or others are expressing. We also need to be able to manage our own emotional behavior and respond to that of others in such a way that they can maintain their resourcefulness rather than spiral down into the negative patterns that are not uncommon when humans are under stress.

If a team is oblivious to the invisible currents of emotional energy that influence and guide every human interaction, they will make some serious mistakes that won't be easy to correct, such as causing team members to withdraw or ignoring important information. The more aware of emotional energy teams are the more obvious it becomes when something's getting stuck. Caring authentically about others' well-being is central to building trust, thus individuals who are less emotionally aware are also frequently the less trusted and thus less influential members of the team. Team emotional awareness is demonstrated when members explore and reflect the emotional information received from one another. Members who have a rich awareness of an assortment of emotional behaviors and are more comfortable and skillful in their use of emotions need to act as role models. These team members can gracefully respond, even to emotions of team members that feel challenging, by taking the high road.

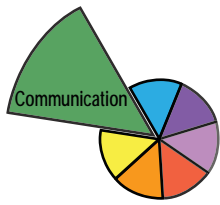
Emotional Awareness

IDEAS FOR IMPROVING EMOTIONAL AWARENESS

Your team results are **midrange** which indicates many of the team's members are aware of the emotional climate and actively support the current level of emotional engagement. The team has opportunities to grow its skills in noticing, understanding and responding to emotional energy. This can result in increased productivity through reducing conflict and expediting the process of coming to collaborative agreements.

Strategies the team could apply for growth are:

- Discuss the value of using the language pattern: "You feel ____ because ____." in team meetings. You can insert many different emotion words in the first blank, such as you feel hopeful or worried. Demonstrate several examples and ask volunteers to give it a try. Reinforce all efforts regardless of how successful they are, and do not pressure those who are initially reluctant to participate.
- Take time to debrief after a challenging project is completed and build awareness of the emotional responses of team members. Notice which responses supported success with the project and which emotions did not support success.
- Make a list of feeling words that could be useful to describe emotional states that occur for team members in the workplace. Discuss how and when to use these words when working with each other and set a goal to do so.



COMMUNICATION

Communication is what team members do to connect with each other so they can gauge how successfully their team is pursuing its goals and how satisfied each of their teammates feels in his/her efforts to meet their personal needs and desires. Effective communication is the mechanism for inclusion and coordination that enables teams to maximize their utilization of members' skills, knowledge, and motivation. Communication is closely tied with the successful use of all other TESI competencies. For example, a key aspect to resolving conflict is effective communication, stress is often increased or mitigated through the interpersonal communication, and team identity is built by clear and insightful communication that establishes the team purpose and clarifies the roles of each member of the team.

Team members need to be agile with verbal and non-verbal communication. For example, if a team member is being rude to a customer, it will take significant skill to assist the team member in changing his/her communication approach. The goal is to stop the rude communication while maintaining connection with the team member and repairing the situation with the customer. This will draw on trust between team members to enable firm and direct instructions to the team member creating the problem, while helping him/her still feel respected and willing to learn how to improve.

Communication

IDEAS FOR IMPROVING COMMUNICATION

Your team results are **midrange** which suggests team members are listening to each other frequently and there is an atmosphere in which trust and cooperation are developing. Team communication is an art and a science. Teams improve by understanding the dynamics of team communication and then becoming aware of the techniques to make sure that the message one team member is sending is the message other team members are receiving. Both sender and receiver need to be trained to pay attention to verbal and non-verbal content. They need to align the meaning of their message with the feelings and emotions they are conveying or that incongruence will create confusion.

Strategies the team could apply for growth are:

- Work on improving the quality of feedback that you provide each other. Make your message more concrete and specific in terms of Whom? What? Where? When? and How Much?
- At the simplest level, we communicate to solve a problem or express appreciation. Solving problems helps us improve conditions so we can move forward successfully and appreciation strengthens the progress. When your team is faced with a challenge in making changes, practice applying this communication pattern to gain perspective: "I enjoy _____ about the way things are, and I would enjoy _____ even more."
- Improve your active listening skills by focusing more on the communication process than the content for the first 10 minutes of every meeting. Remember to give feedback on both the emotions required for effective relationships and the rational content that is necessary for high performance.



STRESS TOLERANCE

Given the demands of today's 24/7/365 media driven environment, stress has an unavoidable impact on teams and their members. Even more challenging for many is the cost-cutting demand to “do more with less” that has exhausted many team members and reduced their resilience. The team needs a reservoir of energy and resources to draw on during challenging times to maintain its resilience. If your team is challenged much of the time, your reservoir is too likely to be empty and that situation is unsustainable.

Stress tolerance is in part the ability to keep the world's parade of unpleasant surprises at arm's length. It's the set of capabilities that enables us to work with the right amount of creative tension without letting it go so far that it starts running the lives and ruining the health of teammates. Team members significantly influence one another's stress level; some stress is needed to stay sharp and engaged but it can easily become excessive. Together you can form effective strategies for tolerating an appropriate level of stress and changing circumstances when possible if the demands become overwhelming. Your results reflect your ability as a team to understand the types of stress factors and the intensity impacting one another and the team as a whole. Teams manage their stress most effectively when they are also skilled in emotional awareness, which will help your team calibrate to the needs of individual Team members.

**Stress
Tolerance**

IDEAS FOR IMPROVING STRESS TOLERANCE

Your team results are **midrange**, which suggests that the team is at least fairly attentive to issues of work/life balance and is sufficiently healthy to absorb unexpected challenges resiliently. Take time to ensure that team members, as well as the team as a whole, are finding healthy ways to manage stress. Enough good nutrition, rest and exercise, along with play and focused breathing are effective strategies for managing individual stress. You can bring these same strategies to the team with group activities and strengthen your positive mood as well. Building synergy among the TESI competencies will sharpen the team's capabilities and save time, thus reducing stress.

Strategies the team could apply for growth are:

- Use your empathy skills to let your teammates know that you realize when they are under pressure and that you support them.
- Discourage downplaying the level of stress when it is a realistic concern. Invite team members to talk about stress management strategies that are working well for them. Encourage each individual to take care of him/herself as well as helping develop strategies that apply for the team as a whole.
- When organizational expectations are genuinely unrealistic, the team needs to develop a way to present this information to higher levels of leadership. Every team member needs to be involved, and delivering this message effectively as a team may require significant rehearsal. Try a communication pattern such as: "We want to successfully support our organization; however we can't do _____ because _____. How should we approach solving this problem instead?"



CONFLICT RESOLUTION

Conflict resolution is a set of attitudes and behaviors that help us make the best creative use of disagreement. When a team is not able to tap into that creativity, innovation and productivity suffer. No team can survive today without being able to find new solutions and new efficiencies to the increasingly complex challenges of the techno-global workplace and work pace. Conflict resolution draws on all of the six other team competencies more than any of the others. Emotional awareness establishes the ability of being able to read the emotions of a teammate (or a competitor) and that makes it much easier to understand what they want and why, and what the best way will be to help them get it – or communicate the bad news respectfully that it is not possible. Communication is critical to ensure that the message sent is the one that everyone receives. Identifying with team goals more than self-interest allows teams to evaluate proposals on their merits rather than personal needs. Teams need to be motivated to craft a durable resolution rather than “win” or be right at the expense of others. Stress tolerance helps team members be patient and resilient so they hang in through the difficult conversations and solve the matter at issue. Positive mood helps teammates stay optimistic and use humor effectively to lubricate things when they start to get stuck.

Conflict is an opportunity for growth, but one that teams often have trouble embracing. When the team takes time to work through the differences in perspective, they often find more solutions are available than originally recognized. To do this the team must (1) take time, which means slowing down the discussion to build understanding, and (2) work through the differences by alternatively speaking up and listening.

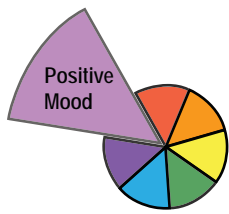
Conflict Resolution

IDEAS FOR IMPROVING CONFLICT RESOLUTION

Your team results are **midrange** which indicates the team will often engage each other and the subject of the disagreement effectively when conflicts arise. Your team is building its skills in depersonalizing conflict when it appears. That means when a concern surfaces team members are able to discriminate between task/content issues and relationship/behavior issues and offer a response that is appropriate to which ever type of conflict is occurring. It will help to notice what kinds of challenges the team does well with and which ones are more difficult. Then seek to recognize the differences in team behavior when you solve conflict well, and when you don't; then start applying your skills to even bigger challenges.

Strategies the team could apply are:

- Develop your awareness of the five well known conflict resolution styles and know how and when to use each one on your team. The five styles are avoidance, accommodation, compromise, competition, and collaboration. Increase your awareness of how conflict looks and feels in your team and practice choosing which style to use with which kind of situation.
- Be observant and practice critiquing work or projects but not one another personally. Take time at the end of meetings to discuss your success and build strategies to practice improving your team skills.
- Lower the conflict by taking time to express appreciation for what is working. Then gradually explore the points of contention and seek to fully resolve each point before moving on to the next item.



POSITIVE MOOD

Positive Mood is a team competency largely composed of optimism, happiness, curiosity, zest and belief that the team's work makes a difference. Optimism is not a gift that just lucky teams have, it is actually a capability that teams can practice and increase. There are times when taking appropriate risks in the workplace requires teams to be able to offset their skepticism and maybe lighten their reality testing with an extra dose of positive expectation. Positive mood is strengthened when a team actively builds its hopefulness about future possibilities. Teams with a can-do attitude are more likely to be successful as they can persevere through challenges until they are successful.

Happiness is a central characteristic of teams who can appreciate what they are doing today. Staying present and noticing what is working well builds engagement and a contagious atmosphere of appreciation that helps teams embrace opportunities and challenges without getting stuck in the mire of worry and tension. The science of positivity provides significant research on the benefits of a team's positive mood. The more positive teammates are with each other, the more overlap they will see between themselves and others and that leads to feeling more openness and connection. In turn, this increased connection leads to helpful responses among team members that builds trust and enhances appropriate risk-taking as team members learn they can rely on receiving considerate and supportive responses from one another.

IDEAS FOR IMPROVING POSITIVE MOOD

Your team results are **midrange** which suggests the team is maintaining and building its resiliency through its positive attitude, good humor, and sense of payoff from solving problems successfully together. You are making progress in developing your engagement across the seven TESI competencies and can use your capabilities here to fine tune how well you perform your ongoing tasks.

**Positive
Mood**

Strategies the team could apply for growth are:

- Your attention may be too deeply focused on tasks. Step back and spend some extra time rebuilding the strength and flexibility of your relationships. Reconnect at the emotional level by having each team member fill in the blanks out loud for, "Right now we are feeling _____ because_____."
- Practice referring to "we" instead of "I". Publically acknowledge each member's contribution to every project and talk about the benefits of creating accomplishments as a team. Take more time to notice how your teammates are doing in balancing their workload and how much stress they are under. Use your empathy to encourage one another. Notice how this helps the team build trust.
- Discuss all the things that could go right in the current project and what you feel hopeful about. Reinforce team enthusiasm to help it grow even stronger. Build positive attitude by focusing all the team's creativity on generating new options that can help expedite the next step that needs to be accomplished in the current project.

SAMPLE REPORT
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**Ratings of the Team's Emotional and Social Intelligence
Based on Gender**

The following graph represents how you perceive the Team's Emotional and Social Intelligence and provides an opportunity to compare your perception to that of the Team average.



Gender/Team Comparison*

	N=	Team Identity	Motivation	Emotional Awareness	Comm-ication	Stress Tolerance	Conflict Resolution	Positive Mood	Total TESI Score
Team Avg	29	77	77	74	71	74	65	80	74
Male	13	80	80	80	74	77	68	83	77
Female	16	74	77	71	68	74	62	77	72

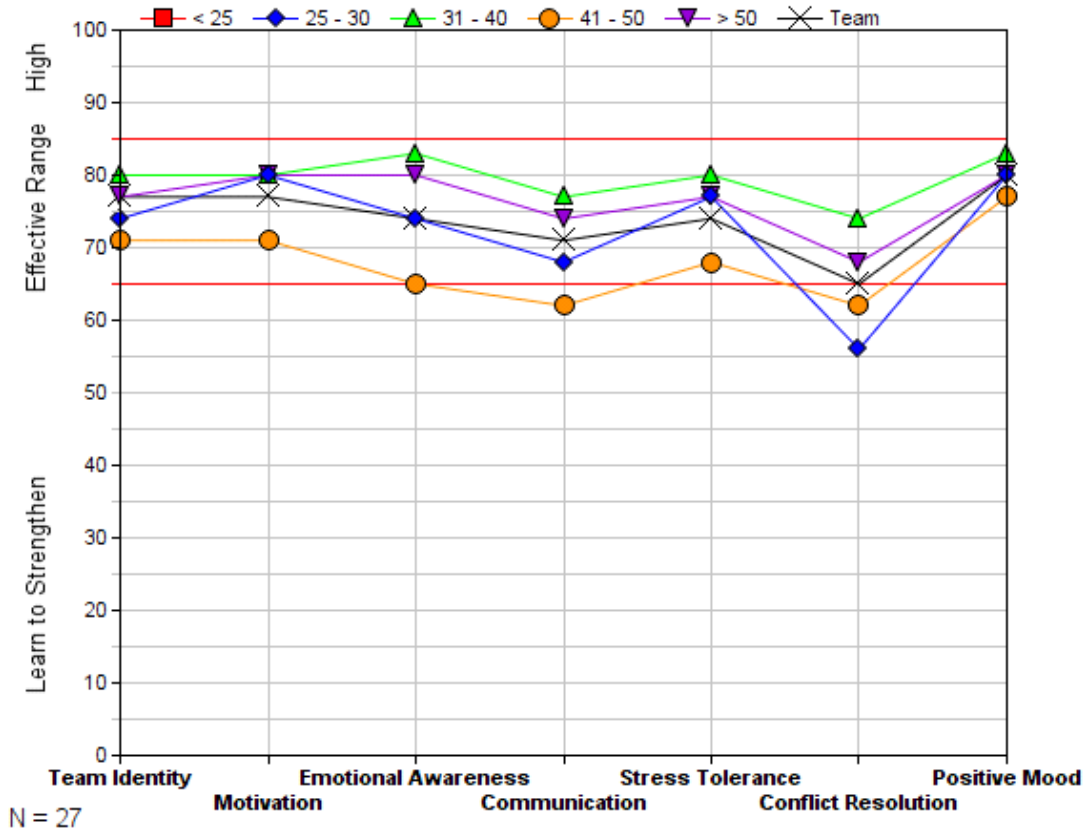
* To protect anonymity any grouping with less than 3 members was intentionally left off.

SAMPLE REPORT TESI® Report



Ratings of the Team's Emotional and Social Intelligence Based on Age

The following graph represents how you perceive the Team's Emotional and Social Intelligence and provides an opportunity to compare your perception to that of the Team average.



Age/Team Comparison *

	N=	Team Identity	Motivation	Emotional Awareness	Comm-ication	Stress Tolerance	Conflict Resolution	Positive Mood	Total TESI Score
Team Avg	29	77	77	74	71	74	65	80	74
< 25	0	0	0	0	0	0	0	0	0
25 - 30	4	74	80	74	68	77	56	80	73
31 - 40	6	80	80	83	77	80	74	83	80
41 - 50	8	71	71	65	62	68	62	77	68
> 50	9	77	80	80	74	77	68	80	77
TD	0	0	0	0	0	0	0	0	0
BB	10	80	83	80	74	77	68	83	78
GX	11	71	71	68	65	71	65	77	70
GY	8	77	80	74	71	80	62	83	75

Traditionalists (TD), Baby Boomers (BB), Generation-X (GX) and Generation-Y (GY)

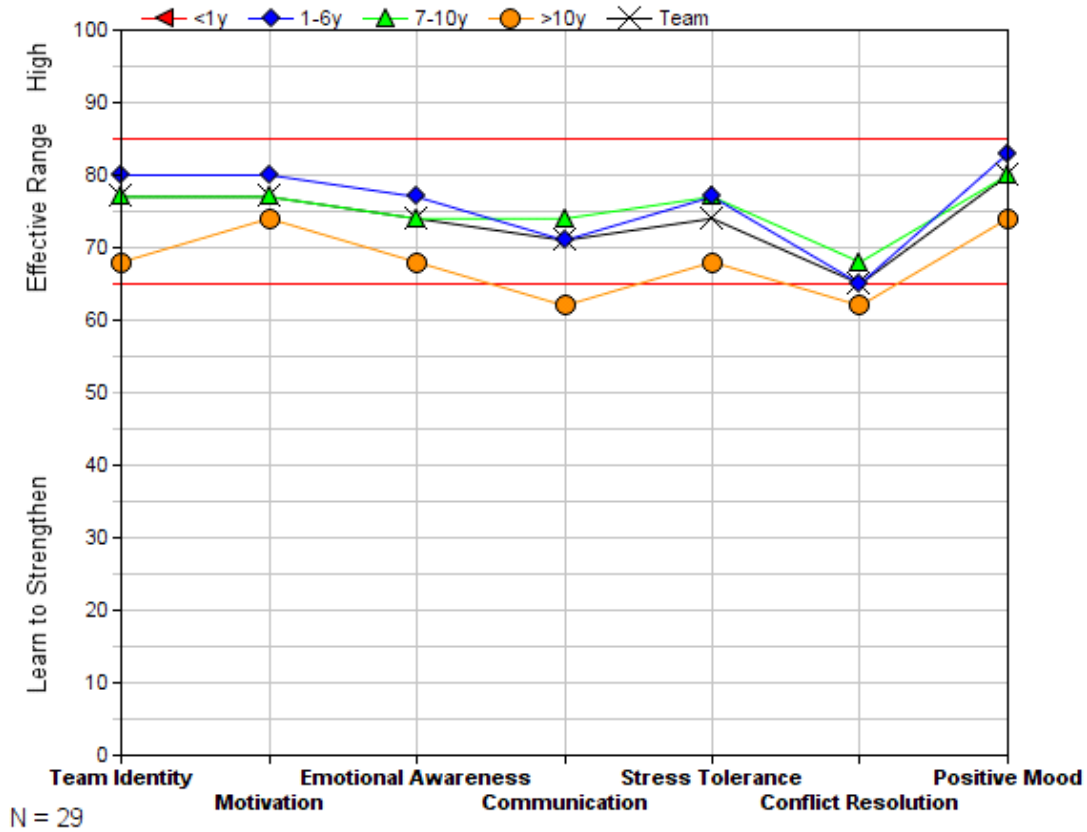
*To protect anonymity any grouping with less than 3 members was intentionally left off.

SAMPLE REPORT TESI® Report



Ratings of the Team's Emotional and Social Intelligence Based on Years with Team

The following graph represents how you perceive the Team's Emotional and Social Intelligence and provides an opportunity to compare your perception to that of the Team average.



Years on Team/Team Comparison*

	N=	Team Identity	Motivation	Emotional Awareness	Commn-ication	Stress Tolerance	Conflict Resolution	Positive Mood	Total TESI Score
Team Avg	29	77	77	74	71	74	65	80	74
<1y	0	0	0	0	0	0	0	0	0
1-6y	16	80	80	77	71	77	65	83	76
7-10y	6	77	77	74	74	77	68	80	75
>10y	7	68	74	68	62	68	62	74	68

*To protect anonymity any grouping with less than 3 members was intentionally left off.

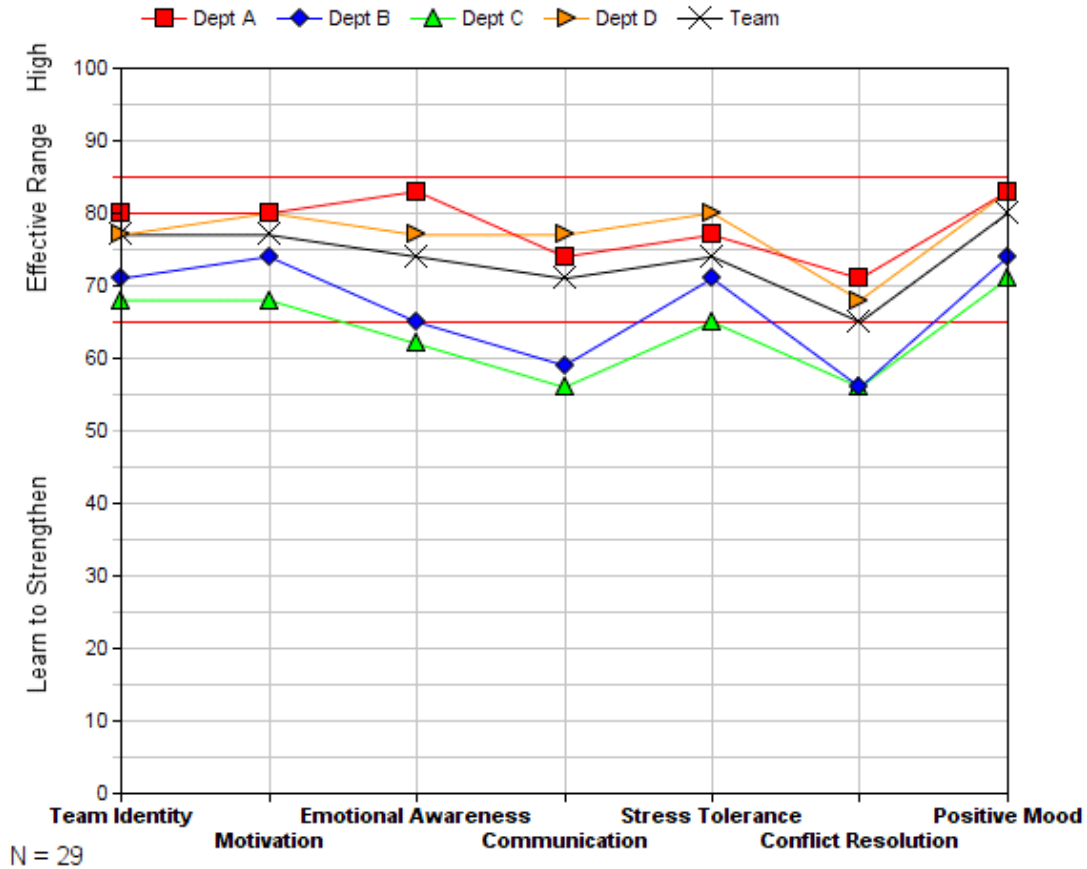
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Ratings of the Team's Emotional and Social Intelligence Based on Department



The following graph represents how you perceive the Team's Emotional and Social Intelligence and provides an opportunity to compare your perception to that of the Team average.



Departments/Team Comparison *

	N=	Team Identity	Motivation	Emotional Awareness	Commn-ication	Stress Tolerance	Conflict Resolution	Positive Mood	Total TESI Score
Team Avg	29	77	77	74	71	74	65	80	74
Dept A	13	80	80	83	74	77	71	83	78
Dept B	5	71	74	65	59	71	56	74	67
Dept C	5	68	68	62	56	65	56	71	64
Dept D	6	77	80	77	77	80	68	83	77

* To protect anonymity any grouping with less than 3 members was intentionally left off.

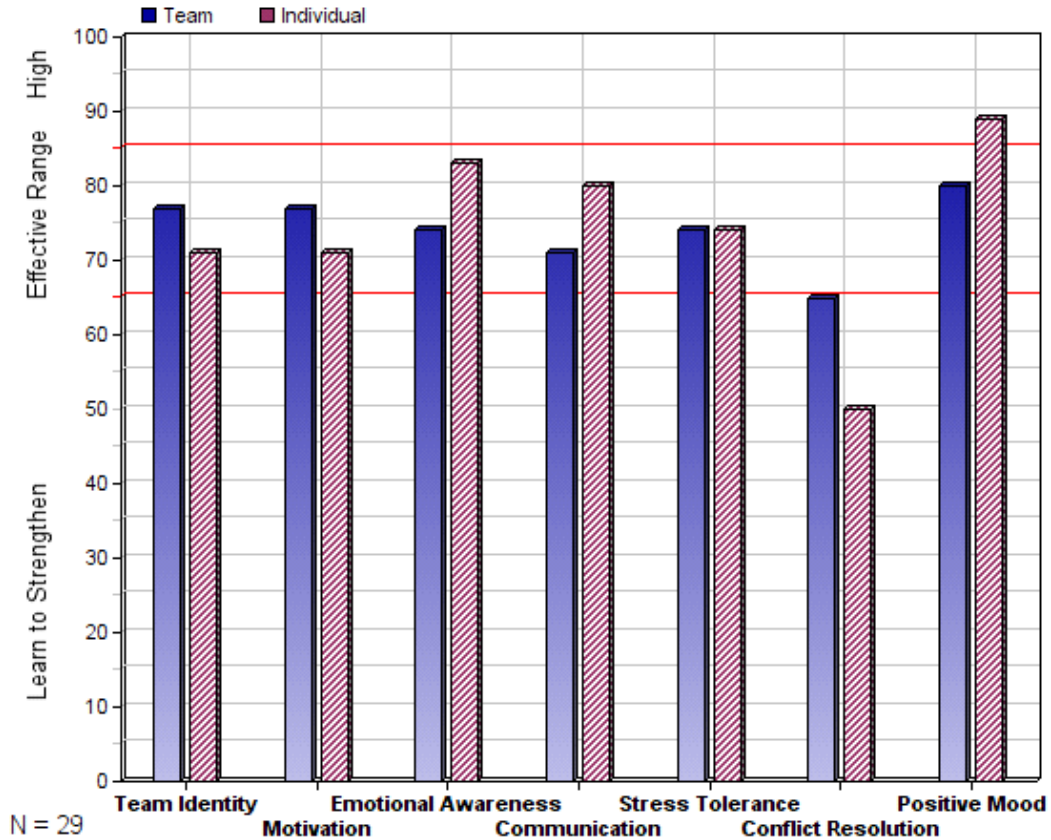
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Your Rating of the Team's Emotional and Social Intelligence

Member Two Date: 7/14/2014

The following graph represents how you perceive the Team's Emotional and Social Intelligence and provides an opportunity to compare your perception to that of the Team average.



Individual/Team Comparison

	N=	Team Identity	Motivation	Emotional Awareness	Commn-ication	Stress Tolerance	Conflict Resolution	Positive Mood	Total TESI Score
Team Avg	29	77	77	74	71	74	65	80	74
Self	1	71	71	83	80	74	50	89	74