

Collaborative Leader[®]

ASSESSMENT

Make Success Happen

Sample Report

Build collaboration in your team!



Tired of feeling stretched too thin? Or being overworked and underutilized?
If you want to reach your full potential and run a profitable and sustainable business,
the best way to achieve it is through impactful, purposeful and authentic collaboration.

Uncover what is preventing you and your team from being collaborative

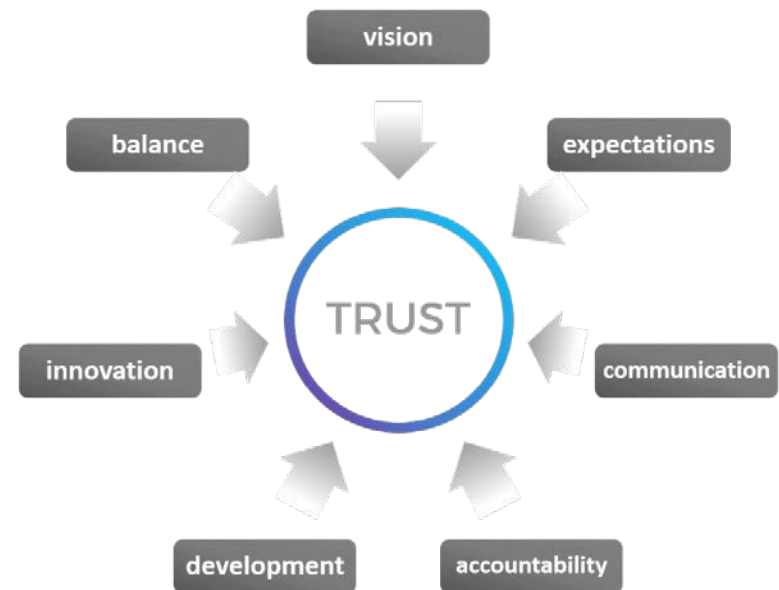
The world of leadership has changed. Focusing on power and competition doesn't work in today's increasingly flat and connected world. It's time for a new model and a new leadership focus. Team collaboration is the key to sustainable success, and it starts with the **Collaborative Leader**® and their ability to inspire trust within their team.

*"Leaders can no longer trust in power;
instead, they must rely on the power of **trust**."*

Green, C., (2012, April). Why Trust is the New Core of Leadership. Forbes. Retrieved from <http://goo.gl/NaW9Sg>

Layers of Trust

The assessment measures and quantifies your team's trust around seven crucial elements. We call these the **Core 7™** areas of trust (*outlined in image*). This allows you to see the alignment between you and your team; while also providing a comfortable and formalized feedback loop for team members to provide regular upward feedback. Your collective strengths and areas of improvement are quickly summarized so you can understand the current inter-team dynamic and know exactly what to target to make impactful change towards building stronger trust.



The Core 7 Areas of Trust

Core 7™ Elements of Trust

The foundation of Collaborative Leadership™ is Trust. Through the analysis process we are able to evaluate the Collaborative Leader®'s perception against the team's perception in the Core 7™ elements of the assessment. Through this analysis, we can then determine if and where trust is being broken between the leader and team relationships.

Vision

A clear vision, mission and core values allow for teams to see the direction they are going, clarify who they are as an organization and also use it as a lens for decision making

Expectations

Clear roles and expectations are vital to allow team members to excel. Individuals can be successful if they are in a role that fits their personality and if they have the skills and resources needed.

Communication

A leader's self-awareness and understanding of other communication styles is crucial to a high-performing team. Authentic leaders establish high transparency through communication structures, routines, and processes

Accountability

A successful leader supports their team and cultivates a culture of accountability. Effective measurement combined with a two-way feedback loop process is needed to keep any team outcome focused

Development

Growth can't be limited to only the organization. Individuals need to feel like they are encouraged, able and held accountable to their own growth plans. Adding new knowledge and skills into an organization allows for companies to cultivate their most important asset, their people

Innovation

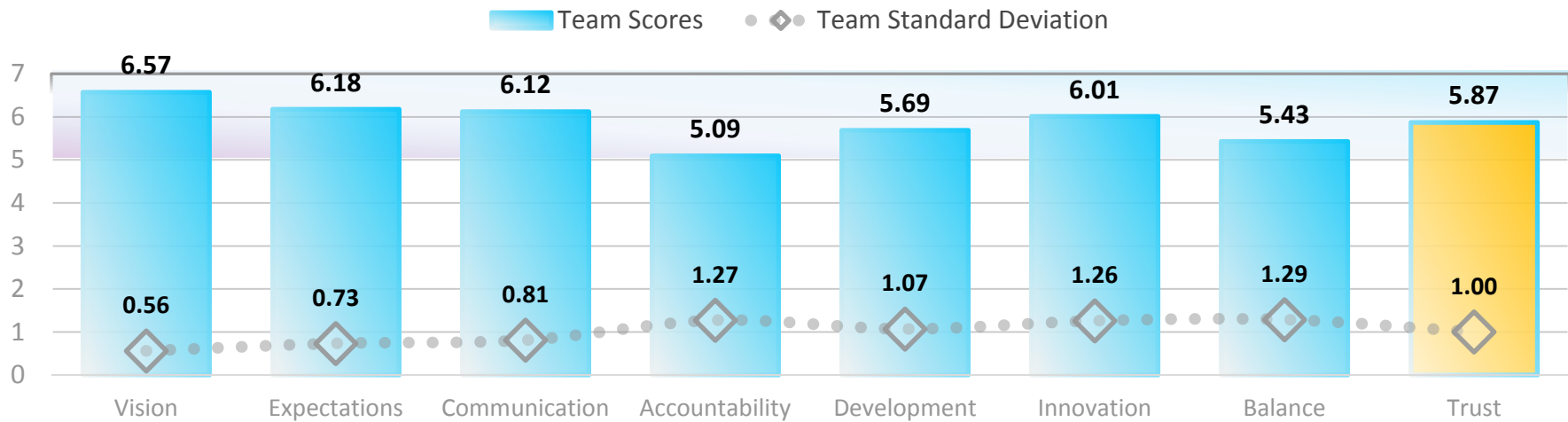
A high performing organization is always challenging their own status quo. Asking themselves "how can we be more efficient and effective" by actively evaluating the processes and measurements and technology

Balance

The modern workplace must successfully blend extrinsic and intrinsic value for their teams. Balance looks at compensation, benefits, workload, and team members' ability to disconnect from the office

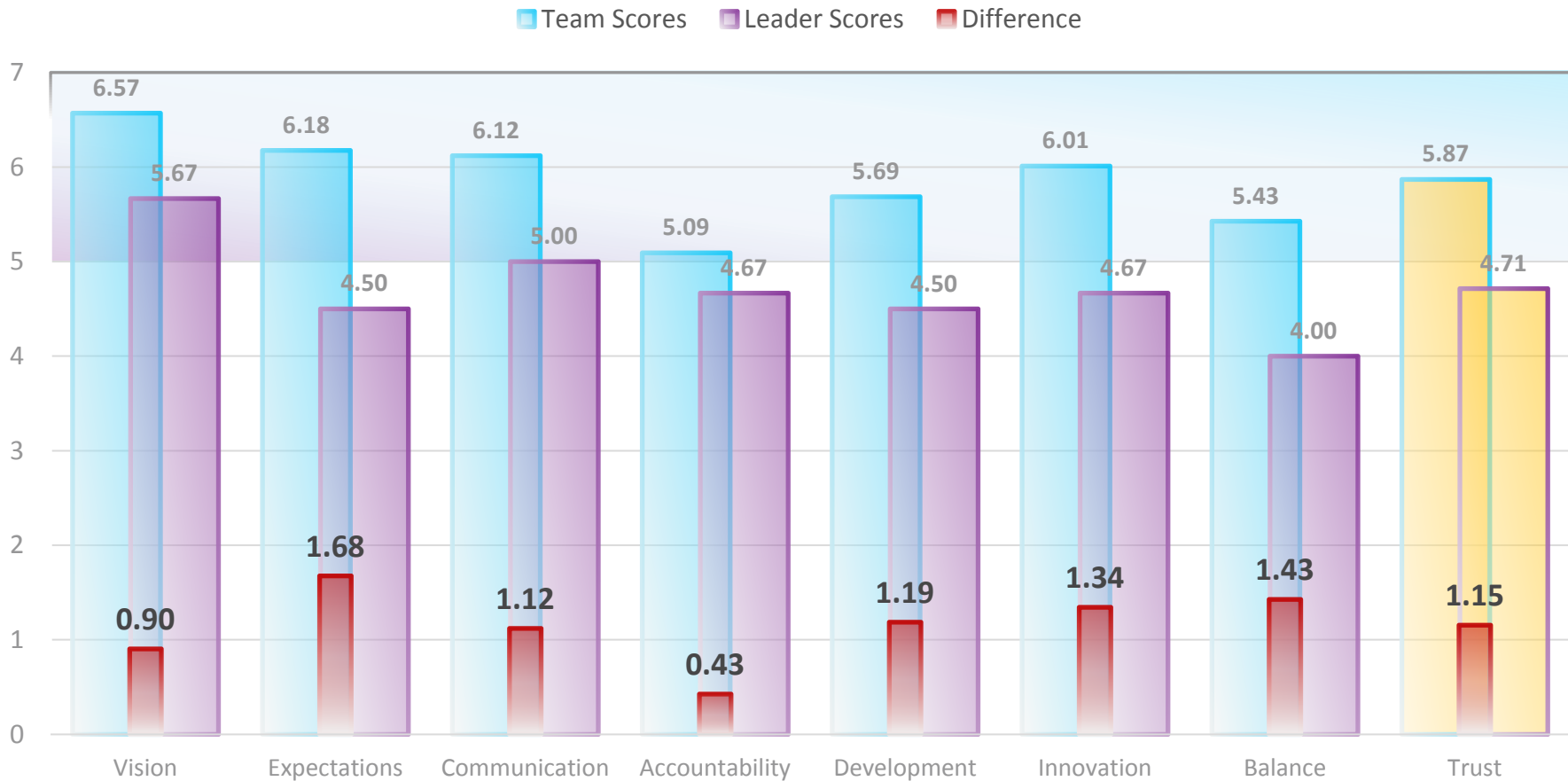
Summary

Each Core 7™ score is shown below with the team in blue and leadership in purple. Light gray diamonds indicate the **Standard Deviation (SD)** for each area. SD is a measure of how spread out the responses are. A smaller SD means higher accuracy with more people responding closer to the indicated score. Pay close attention to SD's that are **1.0** and above.



Alignment

Alignment between leadership and the team is crucial for authentic collaboration. Having everyone in alignment makes improvement easier and provides synergy of an organization's efforts. Differences greater than or equal to **0.5** should be given extra attention to uncover the reasons for the misalignment. Team & Leader scores under **5.00** are areas for improvement.



Detailed Summary

The Detailed Summary includes the breakdown of responses to each individual question. Questions with **red text** should be given extra focus. They've been highlighted because over 1/3 of responses to that specific question are below the acceptable range.

| Vision Leader | Strongly Disagree | | Mostly Disagree | | Slightly Disagree | | Neutral | | Slightly Agree | | Mostly Agree | | Strongly Agree | | # |
|--|--------------------------|---|------------------------|---|--------------------------|---|----------------|---|-----------------------|---|---------------------|----|-----------------------|----|----------|
| I am clear with my team on the direction and goals of the organization | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 1 |
| I feel that our products/services help accomplish our company's mission | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 1 |
| I feel a strong sense of purpose within my organization | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 1 |
| My team uses our core values to guide their decision making | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 1 |
| My team is driven by our organization's mission/purpose | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 1 |
| Our mission statement captures the purpose and culture of our organization | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 1 |
| Vision | Strongly Disagree | | Mostly Disagree | | Slightly Disagree | | Neutral | | Slightly Agree | | Mostly Agree | | Strongly Agree | | # |
| I am clear on the direction and goals of my organization | 0% | 0 | 0% | 0 | 5% | 1 | 0% | 0 | 11% | 2 | 63% | 12 | 21% | 4 | 19 |
| I feel that our products/services help accomplish our company's mission | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 11% | 2 | 32% | 6 | 58% | 11 | 19 |
| I feel a strong sense of purpose within my organization | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 5% | 1 | 21% | 4 | 74% | 14 | 19 |
| I use our core values to guide my decision making | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 5% | 1 | 95% | 18 | 19 |
| I am driven by my organization's mission/purpose | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 26% | 5 | 74% | 14 | 19 |
| Our mission statement captures the purpose and culture of our organization | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 37% | 7 | 63% | 12 | 19 |

Expectations | Leader

| | Strongly Disagree | | Mostly Disagree | | Slightly Disagree | | Neutral | | Slightly Agree | | Mostly Agree | | Strongly Agree | | # |
|--|-------------------|---|-----------------|---|-------------------|---|---------|---|----------------|---|--------------|---|----------------|---|---|
| Team members' responsibilities align with their job descriptions | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 0% | 0 | 1 |
| My team's skillset matches the needs of the job | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 1 |
| My team is comfortable with the pace of the work environment | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 1 |
| Each team member feels like an essential part of our success | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 1 |
| My team has access to the resources/information they need to be successful | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 1 |
| In my role, I know what my team expects from me | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 1 |

Expectations

| | Strongly Disagree | | Mostly Disagree | | Slightly Disagree | | Neutral | | Slightly Agree | | Mostly Agree | | Strongly Agree | | # |
|--|-------------------|---|-----------------|---|-------------------|---|---------|---|----------------|---|--------------|---|----------------|----|----|
| My responsibilities align with my job description | 0% | 0 | 0% | 0 | 0% | 0 | 11% | 2 | 17% | 3 | 50% | 9 | 22% | 4 | 18 |
| My skillset matches the needs of my job | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 50% | 9 | 50% | 9 | 18 |
| I am comfortable with the pace of my work environment | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 17% | 3 | 28% | 5 | 56% | 10 | 18 |
| I feel that I am an essential part of my team's success | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 22% | 4 | 78% | 14 | 18 |
| I have access to the resources/information I need to be successful | 0% | 0 | 0% | 0 | 11% | 2 | 6% | 1 | 39% | 7 | 44% | 8 | 0% | 0 | 18 |
| In my role, I know what my team expects from me | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 17% | 3 | 28% | 5 | 56% | 10 | 18 |

Communication | Leader

| | Strongly Disagree | | Mostly Disagree | | Slightly Disagree | | Neutral | | Slightly Agree | | Mostly Agree | | Strongly Agree | | # |
|---|-------------------|---|-----------------|---|-------------------|---|---------|---|----------------|---|--------------|---|----------------|---|---|
| I adjust my communication to best fit the receiver's style (i.e phone, email, face-to-face) | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 1 |
| I'm aware of my own communication/personality style | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 1 |
| I frequently give praise for team members' performances | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 1 |
| I am readily available for questions from my team | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 1 |
| I give my team the opportunity to share accomplishments and disappointments | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 0% | 0 | 1 |
| I find it easy to communicate with my team | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 1 |

Communication

| | Strongly Disagree | | Mostly Disagree | | Slightly Disagree | | Neutral | | Slightly Agree | | Mostly Agree | | Strongly Agree | | # |
|---|-------------------|---|-----------------|---|-------------------|---|---------|---|----------------|---|--------------|----|----------------|----|----|
| I adjust my communication to best fit the receiver's style (i.e phone, email, face-to-face) | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 6% | 1 | 61% | 11 | 33% | 6 | 18 |
| I am aware of my own communication/personality style | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 6% | 1 | 50% | 9 | 44% | 8 | 18 |
| I am satisfied with the frequency of feedback from my Leader on my job performance | 0% | 0 | 0% | 0 | 6% | 1 | 11% | 2 | 22% | 4 | 50% | 9 | 11% | 2 | 18 |
| My Leader is available to provide feedback on my work | 0% | 0 | 0% | 0 | 0% | 0 | 6% | 1 | 22% | 4 | 44% | 8 | 28% | 5 | 18 |
| I am given the opportunity to share my accomplishments and disappointments with the rest of my team | 0% | 0 | 0% | 0 | 6% | 1 | 0% | 0 | 17% | 3 | 39% | 7 | 39% | 7 | 18 |
| I find it easy to communicate with my peers at work | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 11% | 2 | 22% | 4 | 67% | 12 | 18 |

Accountability | Leader

| | Strongly Disagree | | Mostly Disagree | | Slightly Disagree | | Neutral | | Slightly Agree | | Mostly Agree | | Strongly Agree | | # |
|--|-------------------|---|-----------------|---|-------------------|---|---------|---|----------------|---|--------------|---|----------------|---|---|
| We meet our goals and performance outcomes | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 1 |
| I check in on the progress of projects assigned to team members | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 1 |
| Projects are well-planned ahead of time so that the team isn't scrambling | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 1 |
| My team is given enough time to successfully complete their projects | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 1 |
| I feel like I have at least one close relationship with someone at work | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 1 |
| I frequently receive honest feedback from employees on my leadership performance | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 1 |

Accountability

| | Strongly Disagree | | Mostly Disagree | | Slightly Disagree | | Neutral | | Slightly Agree | | Mostly Agree | | Strongly Agree | | # |
|---|-------------------|---|-----------------|---|-------------------|---|---------|---|----------------|---|--------------|----|----------------|----|----|
| I meet my goals and performance outcomes | 0% | 0 | 0% | 0 | 6% | 1 | 6% | 1 | 11% | 2 | 67% | 12 | 11% | 2 | 18 |
| When I am tasked to do something, my Leader makes sure to check in on my progress | 6% | 1 | 0% | 0 | 0% | 0 | 28% | 5 | 17% | 3 | 39% | 7 | 11% | 2 | 18 |
| Projects are well-planned ahead of time so that the team isn't scrambling | 0% | 0 | 17% | 3 | 33% | 6 | 17% | 3 | 22% | 4 | 11% | 2 | 0% | 0 | 18 |
| I am given enough time to successfully complete my projects | 0% | 0 | 6% | 1 | 0% | 0 | 22% | 4 | 28% | 5 | 33% | 6 | 11% | 2 | 18 |
| I feel like I have at least one close relationship with someone at work | 0% | 0 | 0% | 0 | 6% | 1 | 6% | 1 | 6% | 1 | 28% | 5 | 56% | 10 | 18 |
| I frequently provide honest feedback to my Leader on their leadership performance | 6% | 1 | 6% | 1 | 6% | 1 | 28% | 5 | 28% | 5 | 22% | 4 | 6% | 1 | 18 |

Development | Leader

| | Strongly Disagree | | Mostly Disagree | | Slightly Disagree | | Neutral | | Slightly Agree | | Mostly Agree | | Strongly Agree | | # |
|---|-------------------|---|-----------------|---|-------------------|---|---------|---|----------------|---|--------------|---|----------------|---|---|
| I am on track with my personal growth plan | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 1 |
| My team is constantly developing their skills and knowledge | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 1 |
| There is a sense of play incorporated into my team's working environment | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 1 |
| I help team members learn from their mistakes | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 1 |
| When someone on my team makes a mistake, they are receptive to my style of feedback | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 0% | 0 | 1 |
| I actively mentor an employee who does not report directly to me | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 1 |

Development

| | Strongly Disagree | | Mostly Disagree | | Slightly Disagree | | Neutral | | Slightly Agree | | Mostly Agree | | Strongly Agree | | # |
|---|-------------------|---|-----------------|---|-------------------|---|---------|---|----------------|---|--------------|----|----------------|----|----|
| I am on track with my personal growth plan | 0% | 0 | 0% | 0 | 0% | 0 | 6% | 1 | 18% | 3 | 59% | 10 | 18% | 3 | 17 |
| I feel that I am constantly developing my skills and knowledge | 0% | 0 | 0% | 0 | 0% | 0 | 6% | 1 | 12% | 2 | 53% | 9 | 29% | 5 | 17 |
| There is a sense of play incorporated into my team's working environment | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 24% | 4 | 35% | 6 | 41% | 7 | 17 |
| My Leader helps me learn from my mistakes | 0% | 0 | 0% | 0 | 6% | 1 | 24% | 4 | 12% | 2 | 29% | 5 | 29% | 5 | 17 |
| When I make a mistake, I'm receptive to my Leader's style of feedback | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 12% | 2 | 24% | 4 | 65% | 11 | 17 |
| I have identified a mentor who is not my direct Leader within my organization | 12% | 2 | 18% | 3 | 12% | 2 | 18% | 3 | 18% | 3 | 12% | 2 | 12% | 2 | 17 |

Innovation | Leader

| | Strongly Disagree | | Mostly Disagree | | Slightly Disagree | | Neutral | | Slightly Agree | | Mostly Agree | | Strongly Agree | | # |
|--|-------------------|---|-----------------|---|-------------------|---|---------|---|----------------|---|--------------|---|----------------|---|---|
| I make an effort to become more efficient and effective at my job | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 1 |
| I think our organization has a strong competitive advantage over our competitors | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 1 |
| I routinely schedule time dedicated to improving my organization | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 1 |
| Technology makes my day-to-day tasks easier and quicker to complete | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 1 |
| Team members feels comfortable sharing creative ideas amongst the team | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 0% | 0 | 1 |
| My team challenges the status quo within the organization | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 0% | 0 | 1 |

Innovation

| | Strongly Disagree | | Mostly Disagree | | Slightly Disagree | | Neutral | | Slightly Agree | | Mostly Agree | | Strongly Agree | | # |
|--|-------------------|---|-----------------|---|-------------------|---|---------|---|----------------|---|--------------|----|----------------|----|----|
| I make an effort to become more efficient and effective at my job | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 13% | 2 | 19% | 3 | 69% | 11 | 16 |
| I think our organization has a strong competitive advantage over our competitors | 0% | 0 | 0% | 0 | 6% | 1 | 0% | 0 | 6% | 1 | 13% | 2 | 75% | 12 | 16 |
| I routinely schedule time dedicated to improving my organization | 6% | 1 | 6% | 1 | 0% | 0 | 6% | 1 | 25% | 4 | 13% | 2 | 44% | 7 | 16 |
| Technology makes my day-to-day tasks easier and quicker to complete | 0% | 0 | 0% | 0 | 6% | 1 | 13% | 2 | 0% | 0 | 63% | 10 | 19% | 3 | 16 |
| I feel comfortable sharing creative ideas with my team | 6% | 1 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 38% | 6 | 56% | 9 | 16 |
| I am able to challenge the status quo within my organization | 0% | 0 | 0% | 0 | 13% | 2 | 0% | 0 | 38% | 6 | 25% | 4 | 25% | 4 | 16 |

Balance | Leader

| | Strongly Disagree | | Mostly Disagree | | Slightly Disagree | | Neutral | | Slightly Agree | | Mostly Agree | | Strongly Agree | | # |
|---|-------------------|---|-----------------|---|-------------------|---|---------|---|----------------|---|--------------|---|----------------|---|---|
| I feel that my team is satisfied with their current benefits and vacation packages | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 0% | 0 | 1 |
| My team is probably content with their current financial compensation | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 1 |
| My team's workload has been manageable over the last three months | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 0% | 0 | 1 |
| I feel that my team is able to disconnect from work responsibilities outside of their working hours | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 1 |
| My team thoroughly enjoys being around each other | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 1 |
| My team is able to spend quality time with their family, friends, and/or hobbies outside of work | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 1 | 0% | 0 | 0% | 0 | 0% | 0 | 1 |

Balance

| | Strongly Disagree | | Mostly Disagree | | Slightly Disagree | | Neutral | | Slightly Agree | | Mostly Agree | | Strongly Agree | | # |
|--|-------------------|---|-----------------|---|-------------------|---|---------|---|----------------|---|--------------|---|----------------|----|----|
| I am satisfied with my current benefits and vacation packages | 0% | 0 | 0% | 0 | 13% | 2 | 13% | 2 | 13% | 2 | 31% | 5 | 31% | 5 | 16 |
| I am content with my current financial compensation | 0% | 0 | 0% | 0 | 13% | 2 | 38% | 6 | 6% | 1 | 44% | 7 | 0% | 0 | 16 |
| My workload has been manageable over the last three months | 0% | 0 | 6% | 1 | 6% | 1 | 19% | 3 | 25% | 4 | 25% | 4 | 19% | 3 | 16 |
| I feel that I am able to disconnect from work responsibilities outside of my working hours | 0% | 0 | 19% | 3 | 6% | 1 | 19% | 3 | 13% | 2 | 38% | 6 | 6% | 1 | 16 |
| I thoroughly enjoy being around my co-workers | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 38% | 6 | 63% | 10 | 16 |
| I am able to spend quality time with family, friends, and/or hobbies outside of work | 0% | 0 | 0% | 0 | 19% | 3 | 0% | 0 | 6% | 1 | 31% | 5 | 44% | 7 | 16 |

Comments Summary

Below is anonymously collected feedback from your team around each of the Core 7™ areas. Comments are optional, but encouraged. We recommend thoroughly examining all comments for insights on what and how to improve in each area.

Vision - Comments

- *I feel a little like the "vision" for the future of our company doesn't align with our current skills and interested. I feel like our company could/should grow a lot in the field we are in, instead of branching out into every "hot" area that we hear about
- *I know our core values.... but mission/vision is still hazy even after the Roadshow presentation
- *These selections are based on the vision and goals presented at the roadshow. I feel its a sharp departure from where we came from. I don't feel it was really thought out well from the way it was communicated from mgmt.
- *While the vision is presented clearly, I don't feel like it is always reflected in the day-to-day working environment and culture.

Expectations - Comments

- *1. I think my role was created without a fleshed out description, I'd love to have one! 2. I'd like to know more about the forecast for the week or month ahead of time - it would be nice to have visibility to what I'm going to be working on so I could prepare in down time, or manage side projects to fill the time appropriately.
- *Large need for more training and clear direction for newer hires and the entire team.

Communication - Comments

*I really don't think the team members get enough support from a Manager onsite. Managers are too busy with work, that they don't get an opportunity, which is not good for anybody. I think there should be a dedicated career manager who does 1-on-1s and resourcing for onsite employees because the current system is not working.

*My team has a pretty open style of communication and is open with each other, our manager's style is to provide feedback when we need it and support us doing our work independently, which I like. I like feedback, so I started initiating those conversations with my manager when I feel I need it. We could be slightly more intentional about checking in with each other as a group - but I see people bringing issues (positive or negative) up as needed.

Accountability - Comments

*I'm new enough that I'm coming up on my first round of performance outcomes. 6. I started engaging in this type of conversation with my manager recently, it was a positive one.

*In this case, my "manager" is a Client Employee.

*Initially some projects are well-planned, but there have been some instances where the project can derail the schedule due to feedback from higher ups, that can cause the team to scramble. Also, with the change in manager I have not been able to provide frequent feedback on their leadership performance.

Development - Comments

*I haven't vocalized mentorship to that person, but could see that type of relationship developing.

*Development has neither been here or there, mainly due to the back to back projects I have been on while on site, as well as change in manager.

*I think, especially when working onsite, I have found mentors that may not necessarily be within my organization. The lack of support from a manager makes me want to look externally.

*My mentor is a peer but not an employee of the organization.

Innovation | Team - Comments

*In the quality of our work and services, yes. In our ability (we have the capacity, but it feels a bit siloed across disciplines) to collaborate and the tools available to us - no. 3. I just started doing that this week, when I'm on a project I don't have availability to do that. 6. I think there's a lot of openness for us to bring ideas to the surface and I appreciate that.

*Upload/download time to servers is incredibly slow

Balance - Comments

*Having been at the company for more than 5 years but not changing levels, I feel that the vacation packages do not reflect all the hard work over those years. It would be great if we could have the same vacation packages from when I joined, where PTO will increased by how many years you have worked. As some people do not progress up the corporate levels as fast as others, or they are happy where they currently are.

*The quality of work/life balance is excellent, I really appreciate the boundaries. That means that when I'm here, I'm really present at work. And I enjoy that, the atmosphere in the office is so positive (most of the time) because people are just nice to start with, and they enjoy having fun together on top of that. Our company treats me well.

*This job can be consuming. Work/life balance is not available at many times. Employees often need to work/be available when they scheduled time off, are sick, have a birthday, etc.

Team Strengths

Below are specific areas where your team is excelling. Sorted by each of the Core 7™ elements that build trust within your organization. Keep up the good work!

Vision

- + Products and/or services that are aligned with the organizations mission and core values
- + Team members are driven by the mission of the organization, and feel like they add value towards reaching that purpose
- + Clearly defined and ranked core values. Recruiting team members that personally uphold these core values
- + A clear mission/purpose of the organization that is constantly reinforced by the organization's leadership
- + The organization has attracted and retained talent that is united by the mission/purpose of the organization

Expectations

- + Team members are in a role that allows them to utilize their strengths on a day-to-day basis
- + The team is comfortable with the pace of their work
- + Each position feels purposeful and impactful
- + Clear role expectations are communicated horizontally, not just from Leader to employee. This way team members know the roles and strengths

Communication

- + Awareness of the different types of communication styles that exist
- + High levels of self-awareness of each member's own personality, communication, strengths, blindspots, and stressors
- + The opportunity for team members to regularly share accomplishments and disappointments with the team
- + Clear understanding of team members' work styles that encourages close, high-functioning relationships

Accountability

- + Team members have formed close bonds and enjoy working together

Development

- + The team is constantly developing their skills and knowledge through their work
- + There is a sense of play incorporated into the working environment
- + Leadership's style of feedback is approachable and imbues trust so that the team isn't afraid to make mistakes

Innovation

- + The team is constantly looking for ways to improve themselves and the organization
- + The organization has a strong competitive advantage over competitors
- + The environment is open for creative ideas to be comfortably shared and challenged

Balance

- + There is a true sense of belonging and comraderie within the team

Areas of Opportunity

Growing pains are natural, even in business! Below are specific components within your organization that can provide the greatest opportunities for improvement. Analyze what skills, processes, or strategies can help successfully implement these missing items. **Bold** items are below your overall Trust score by 0.5 or greater.

Expectations

- **Team members do not have access to the resources/information they need to be successful. (e.g.: access to financials to make purchasing**

Accountability

- **Leadership does not regularly check-in on the progress of projects, without disrupting workflow**
- **The processes and systems in place for project planning need to be fine tuned and implemented more efficiently**
- **Deadlines feel unmanageable with last-minute changes occurring that leave the team scrambling**
- **Team members feel uncomfortable providing upward feedback to leadership**

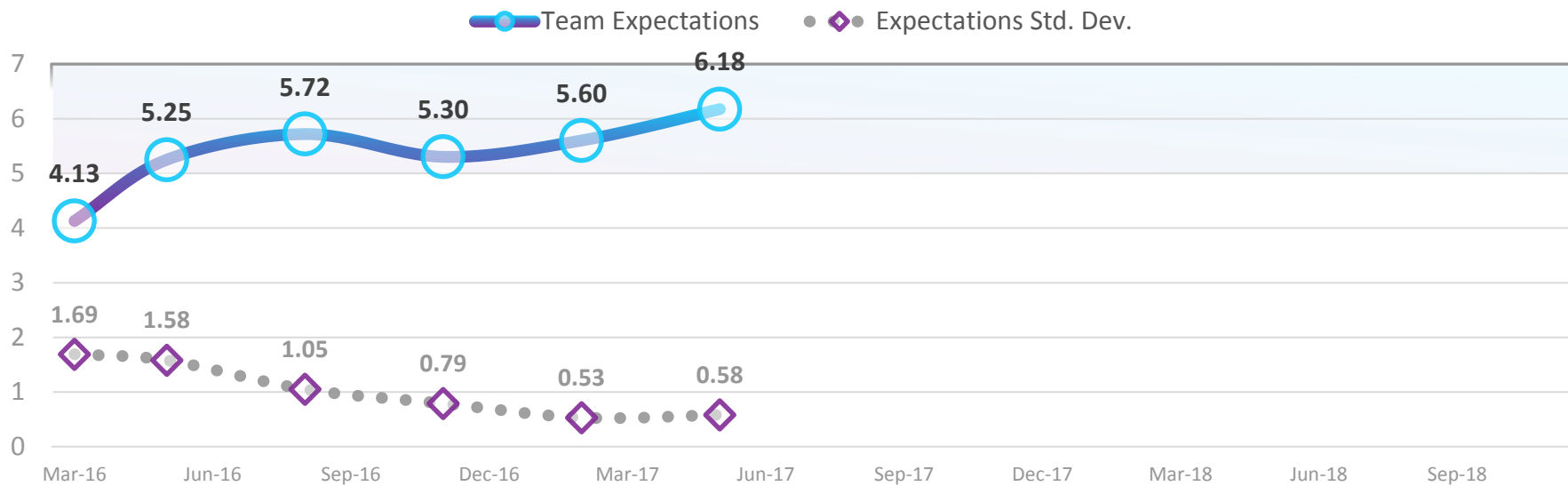
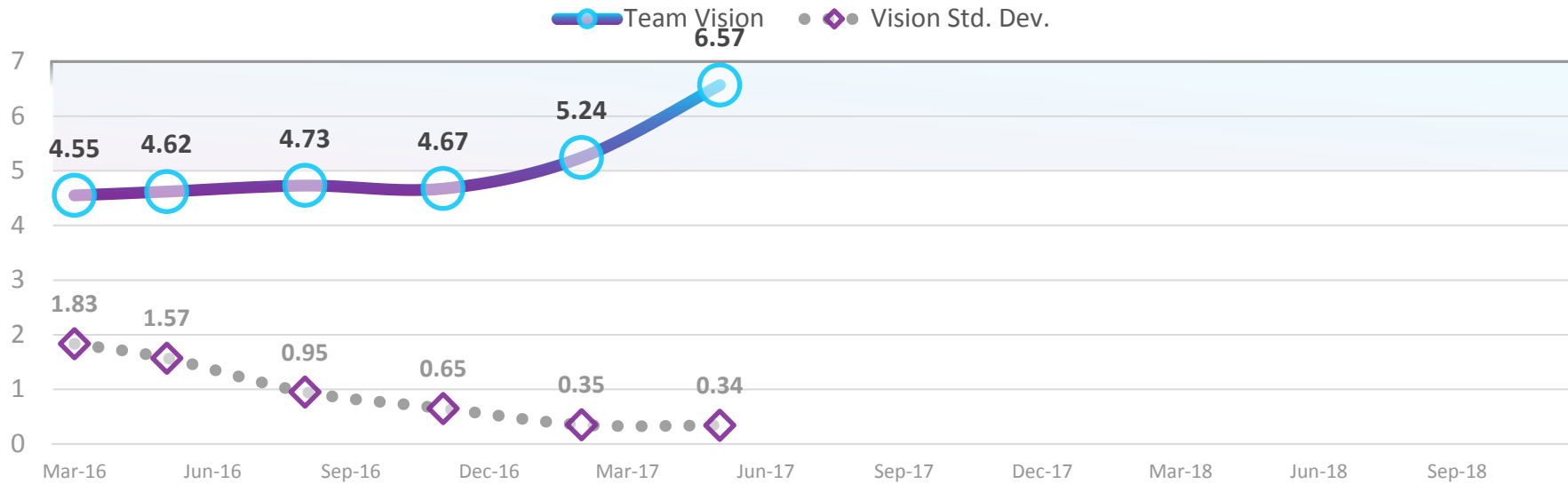
Development

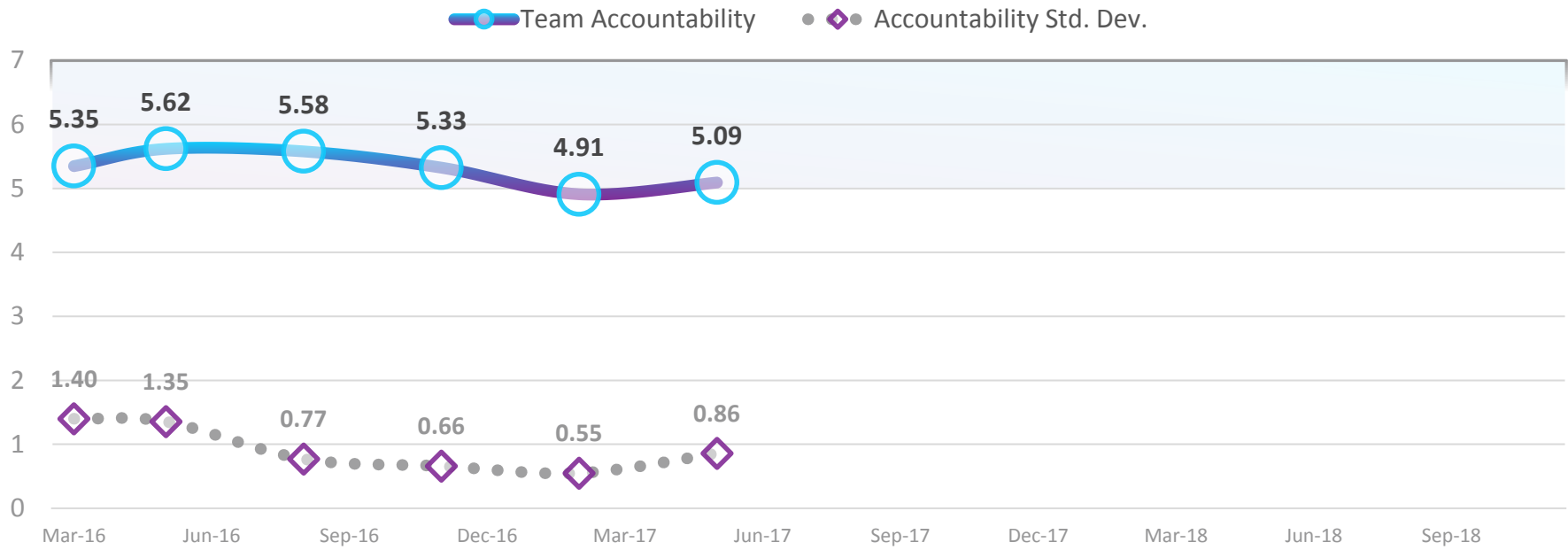
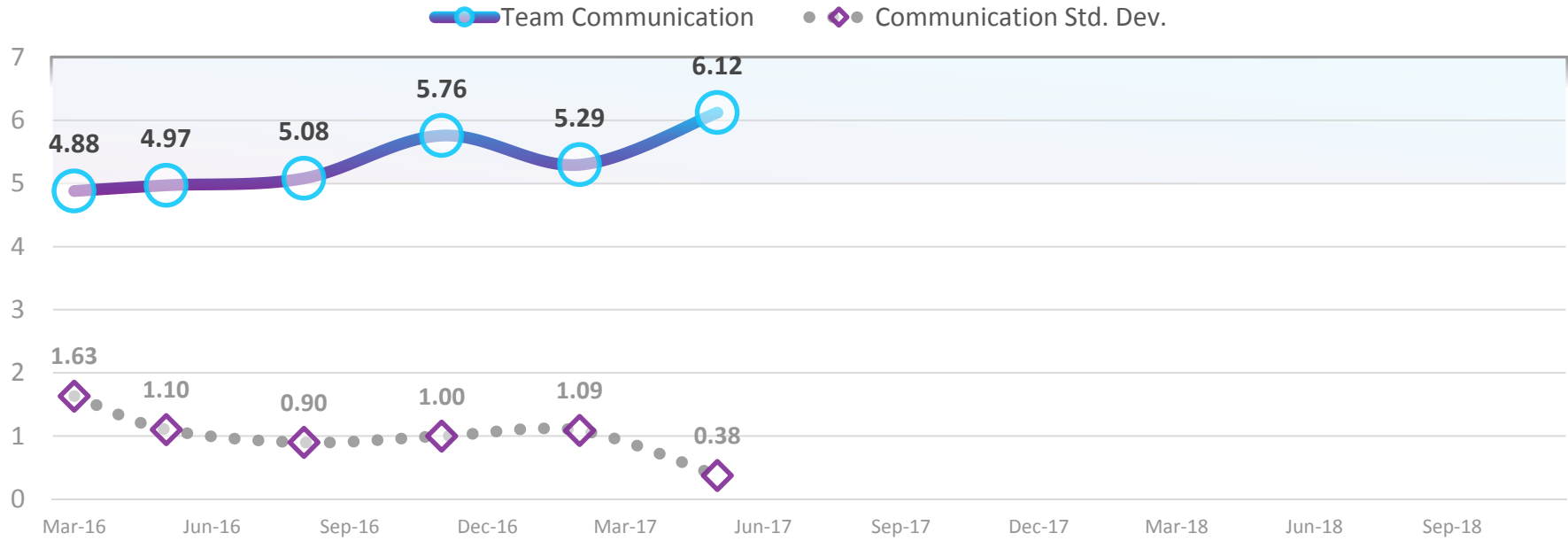
- **Team members have yet to identify a mentor who is not their direct manager**

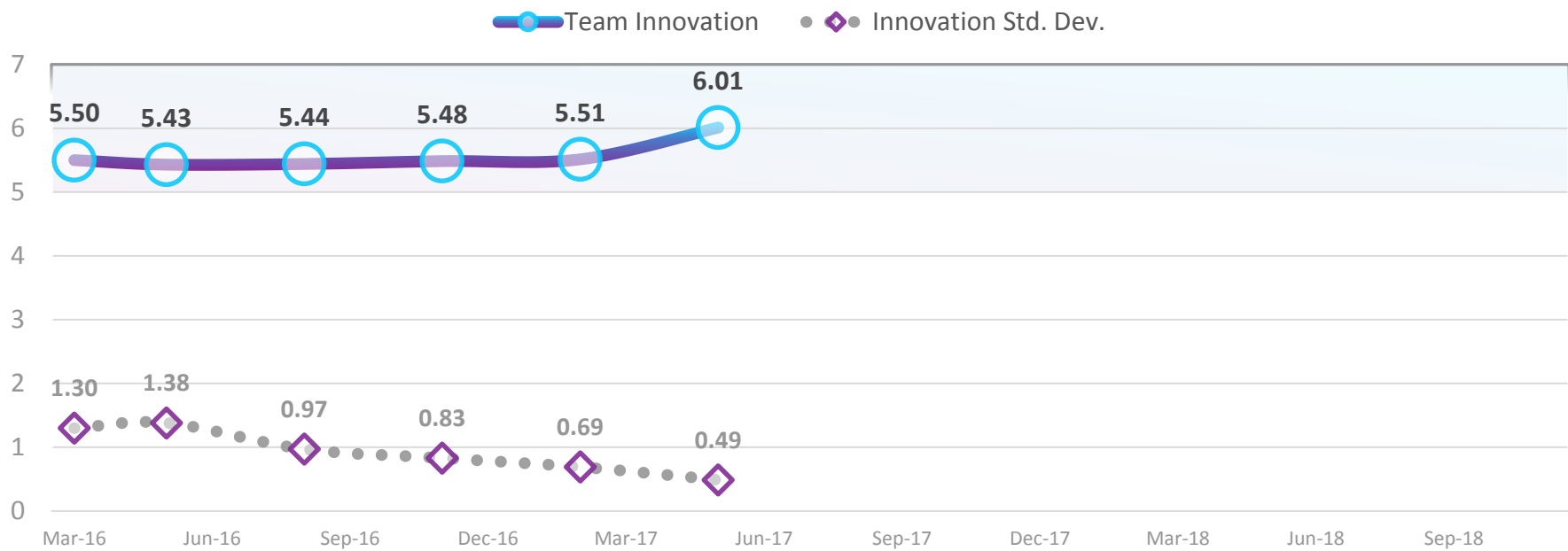
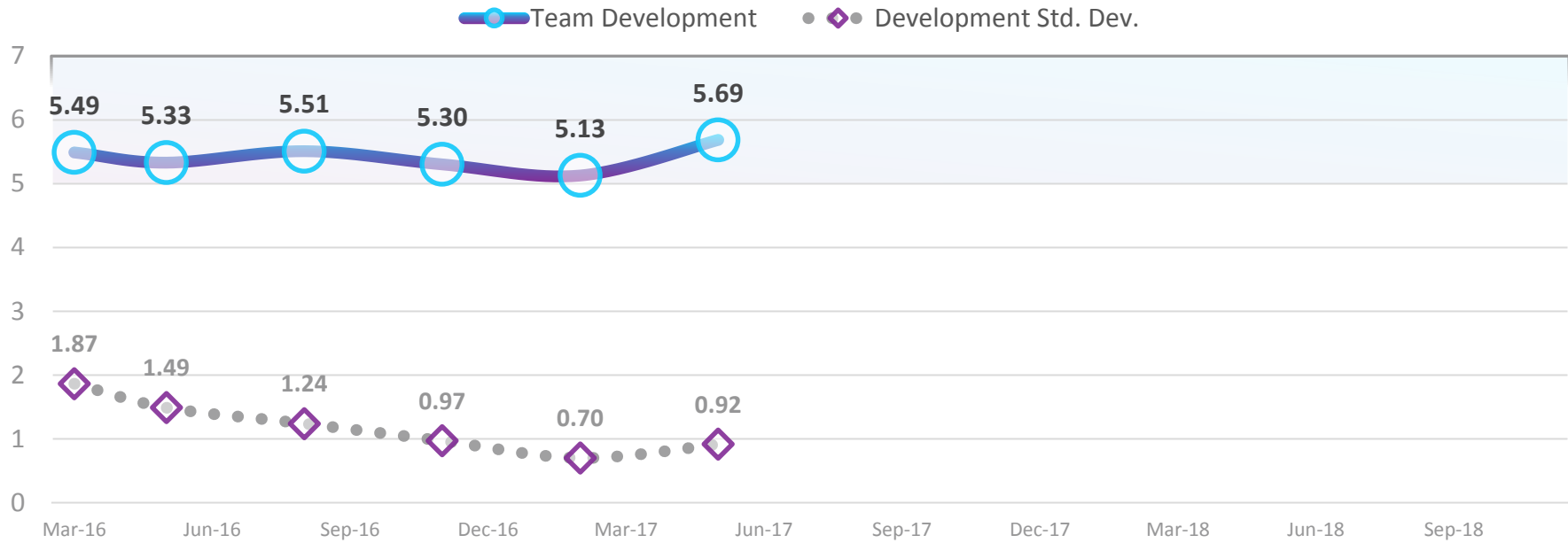
Balance

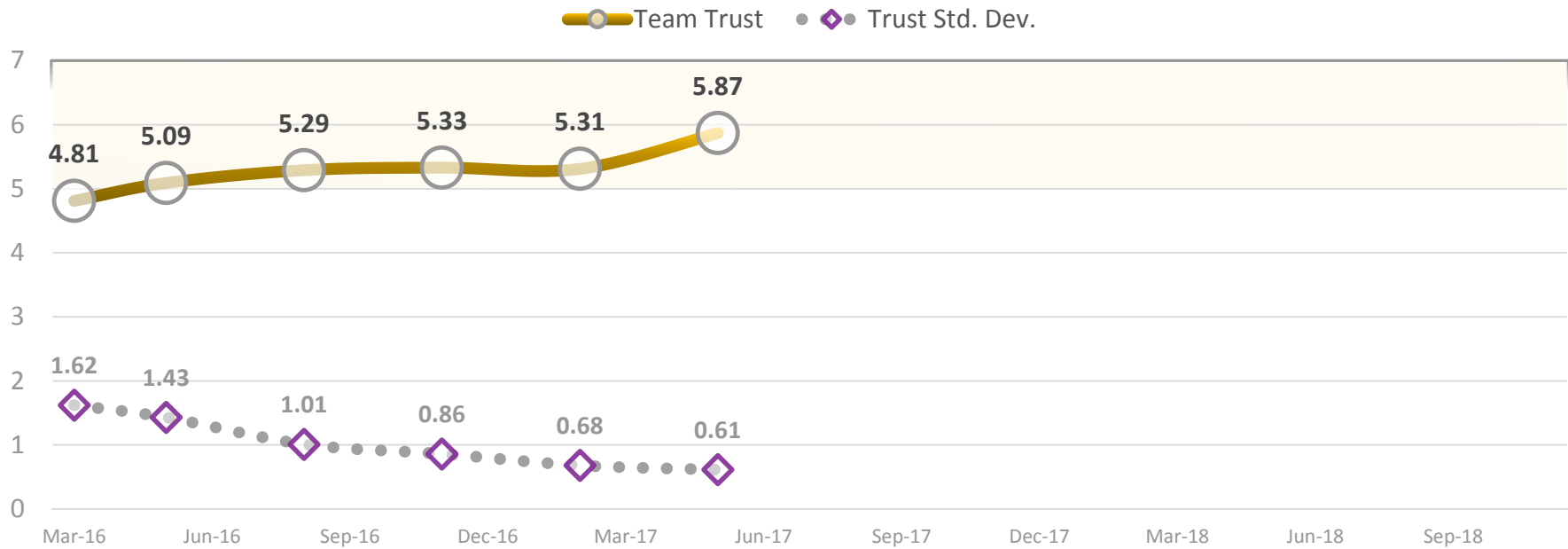
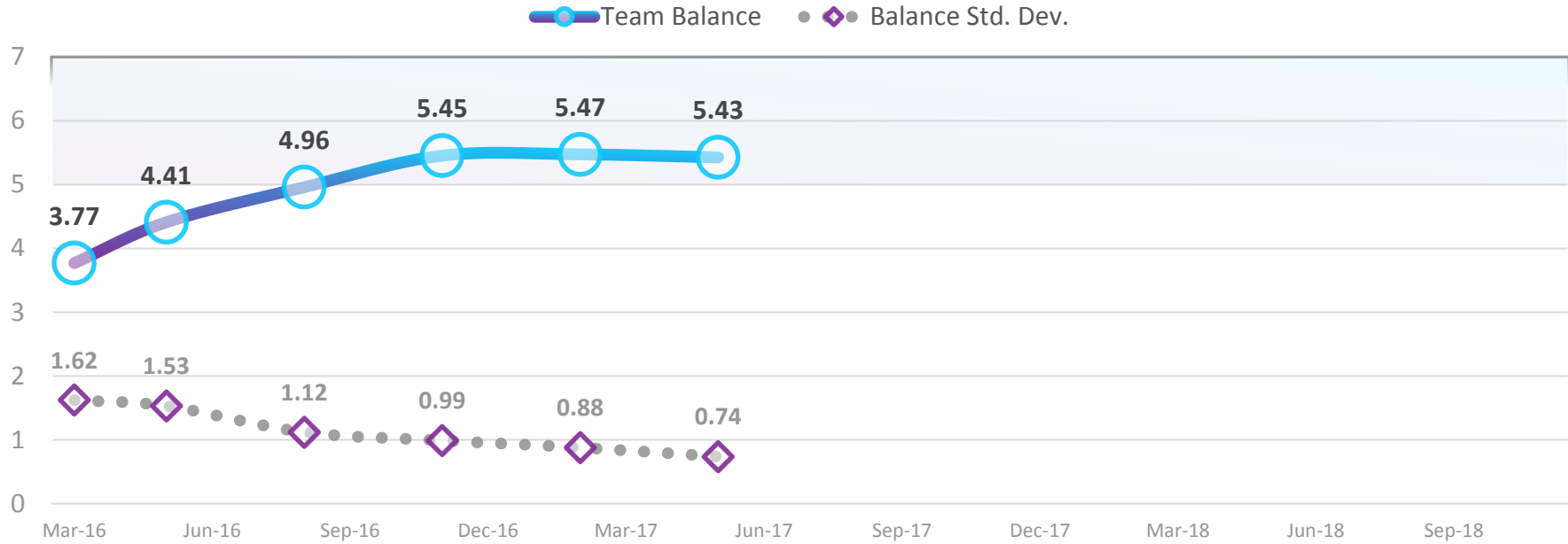
- **The team might feel discontented with their current financial compensation**
- **Workload has been unmanageable over the last three months**
- **The team is unable to disconnect from work responsibilities outside of working hours**

Core 7™ Trends









Action Steps

Accountability to improve your team

One of the biggest ways leaders can break trust with their team is by not taking action after asking for their team's feedback. Below are recommended next steps to maximize the value of your results:

1. Thoroughly review your results and all comments left by your team
2. Outline your team's primary strengths and areas of opportunity
3. Analyze what drivers might be creating low scores in each area of opportunity
4. Within 7 days, create at least three action steps that you will complete over the course of the next 3 months. These should be focused on improving your areas of opportunity and addressing comments left by the team
5. Send us the actions you plan on taking in the next 3 months, and we'll check in each month on your progress

*Optionally, for **greater transparency and accountability**, take step #6. If not, move to step #7*

6. Share the following with your team:

- a. Team Strengths*
- b. Areas of Opportunity*
- c. Action Steps for the coming 3 months*

7. Have your team re-take the Collaborative Leader® Assessment next quarter to validate your action steps and continue building a Collaborative Team