

Leadership Team Trust Report

Leader and Team Version

Results Summary

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Simulated Data

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www.triscendence.com

info@triscendence.com

Leadership Team Trust Report Results Summary – Simulated Data

Value of This Report

All teams can experience improvements in their results and effectiveness by improving their levels of trust. This is achieved by developing the capability to build, maintain and restore trust between the team leader and team members. Trust is at the heart of effective work relationships and is the glue that binds individuals and teams together.

Authentic Trust is a decision to coordinate action with another person based on available evidence and a willingness to risk betrayal of that trust.
The success of the Leadership Team depends on the trust built throughout the team.

This report provides a graphical summary and description of the current levels of trust in your team based on the behaviorally based statements of the survey. It reflects the perspective of the team leader and the team members. The results are confidential to your team. The report offers unique insights and assists in identifying ways to move forward to achieve even greater success on the basis of authentic trust built throughout the team.

The Dimensions of Trust

Assessments

Trust assessments are judgments or opinions we have about another's sincerity, competence and reliability, and which determine how we will coordinate action with her/him.

- An assessment of **care** is our belief that others have your best interest in mind as well as their own when they make decisions or take actions.
- An assessment of **sincerity** is our belief that others do not intend to deceive us.
- An assessment of **competence** is our belief that others have the ability to do what they promised.
- An assessment of **reliability** is based on the experience that others have fulfilled their promises consistently over time.

Attentiveness

This dimension deals with our readiness to engage in, and provide the opportunity for, conversations related to the current levels of trust in a relationship. It also shows our willingness to address any concerns that may arise.

Actions

This dimension includes the steps we take to build, maintain or restore trust.

- We **build** trust appropriately with others for the sake of delivering on commitments.
- Our need to **maintain** trust arises from a recognition that people and situations are always changing.
- The actions we take to **rebuild** trust arise out of our willingness to acknowledge previous breakdowns of trust and restore the relationship to a former productive level.

Organizational or Cultural Trust

This dimension addresses the underlying morale, and generally accepted standards and procedures in the team, out of which work is to be accomplished.



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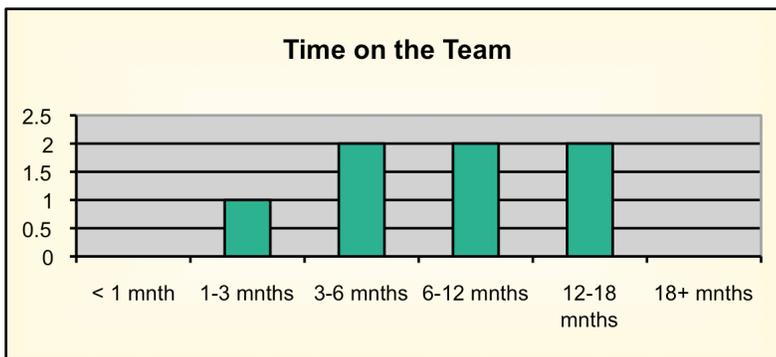
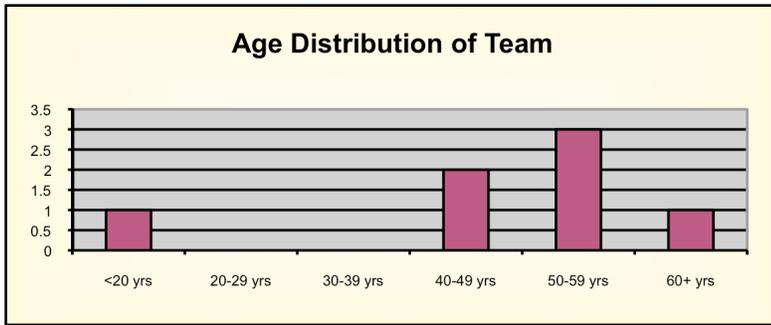
About The Simulated Team

Participation

Some collective demographics are shown for the participants. These help shed light on the impact of diversity on your leadership team and on the results in this report.

- ❑ The Team Leader and 6 Team members participated in the survey
- ❑ The Team Leader and All Team members are male.

Demographics



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Collective Team and Leader Perspectives on Team Trust

Fig 1: Assessments of the Team *Leader* behavioral dimensions of trust by the Team members (left hand columns) and by the Team Leader (right hand columns)

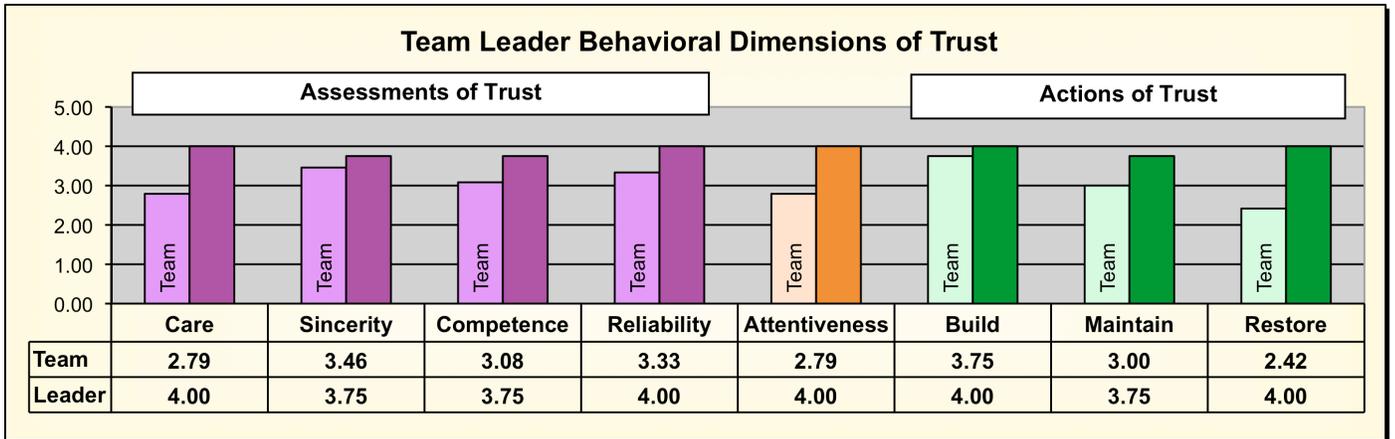


Fig 2: Assessments of the Team *Member* behavioral dimensions of trust by the Team members (left hand columns) and by the Team Leader (right hand columns)

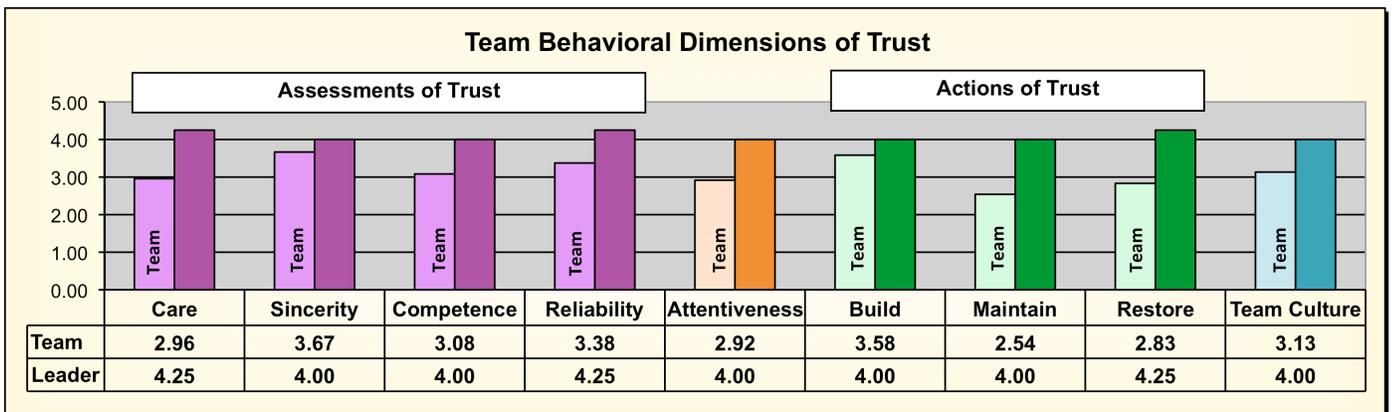


Fig 3: Comparison of trust scores averaged across all behavioral dimensions - except culture

		Assessment of	
		Team Leader	Team Member
Assessments by	Team Leader	3.91	4.09
	Team Member	3.08	3.12



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Distribution of Trust Perspectives

Assessments of Trust	Strongly Disagree -1	Disagree -2	In Between -3	Agree -4	Strongly Agree -5	Item Average	Dimension Average	Item	Dimension Average	
Distribution of Scores for Care	Team Member View						Leader View			
The team leader promotes shared understanding of the team's purpose	2	0	3	1	0	2.50	2.79	4	4.00	
The team leader demonstrates he/she has the best interests of the team at heart	0	2	2	2	0	3.00		4		
The team leader identifies opportunities for each team member to be successful	1	1	3	1	0	2.67		4		
The team leader takes responsibility for the actions of the team	1	0	4	0	1	3.00		4		
Team members put the interests of the team ahead of their own	1	2	3	0	0	2.33	2.96	4	4.25	
Team members speak positively about each others strengths outside the team	0	0	2	3	1	3.83		4		
Team members share a common definition of what is important	0	3	2	1	0	2.67		4		
Team members have my best interests at heart	0	2	2	2	0	3.00		5		
	Strongly Disagree -1	Disagree -2	In Between -3	Agree -4	Strongly Agree -5	Item Average	Dimension Average	Item	Dimension Average	
Distribution of Scores for Sincerity	Team Member View						Leader View			
The team leader puts the interests of the team ahead of his/her own	1	2	2	0	1	2.67	3.46	3	3.75	
The team leader demonstrates integrity	0	0	2	3	1	3.83		4		
The team leader admits when he/she doesn't have the answer	0	0	1	5	0	3.83		4		
The team leader acts consistent with his/her values	1	1	0	2	2	3.50		4		
Team members demonstrate integrity	2	1	0	2	1	2.83	3.46	4	4.00	
Team members support each other in public	0	0	2	3	1	3.83		4		
Team members keep team commitments with which they don't personally agree	0	1	1	2	2	3.83		4		
Team members admit openly when they don't have the answer	0	2	0	4	0	3.33		4		

Key: 5 lowest rated behaviors by the team.

5 highest rated behaviors by the team



Leadership Team Trust Report Results Summary – Simulated Data

Distribution of Trust Perspectives (continued)

Assessments of Trust	Strongly Disagree -1	Disagree -2	In Between -3	Agree -4	Strongly Agree -5	Item Average	Dimension Average	Item	Dimension Average
	Team Member View								
Distribution of Scores for Competence									
The team leader removes non-productive members from the team	0	4	1	1	0	2.50	3.08	4	3.75
The team leader aligns the strengths of each member to the work of the team	1	1	1	3	0	3.00		4	
The team leader brings in resources to help the team in areas where additional expertise is needed	0	1	1	2	2	3.83		4	
The team leader uses a clear decision making process	1	1	2	1	1	3.00		3	
Team members acknowledge areas where they have insufficient competence	1	2	3	0	0	2.33	3.08	4	4.00
Team members have the required level of expertise to accomplish the team's objectives	1	1	2	1	1	3.00		4	
Team members address performance issues with one another	0	1	2	2	1	3.50		4	
Team members resolve conflict with one another	0	1	2	2	1	3.50		4	

Assessments of Trust	Strongly Disagree -1	Disagree -2	In Between -3	Agree -4	Strongly Agree -5	Item Average	Dimension Average	Item	Dimension Average
	Team Member View								
Distribution of Scores for Reliability									
The team leader sets a clear direction for the team	0	2	1	3	0	3.17	3.33	4	4.00
The team leader holds team members accountable for delivering on their individual commitments	0	1	2	2	1	3.50		4	
The team leader holds himself/herself accountable for his/her own actions	0	1	1	4	0	3.50		4	
The team leader is clear on his/her expectations of the team	1	0	2	3	0	3.17		4	
Team members hold one another accountable for delivering on their goals	0	0	2	2	2	4.00	3.38	4	4.25
Team members deliver their commitments on time	1	1	1	2	1	3.17		4	
The team always has a clear direction	1	2	2	1	0	2.50		5	
Team members renegotiate delivery dates if delays are unavoidable	0	0	2	3	1	3.83		4	

Key: 5 lowest rated behaviors by the team.

5 highest rated behaviors by the team



Leadership Team Trust Report Results Summary – Simulated Data

Distribution of Trust Perspectives (continued)

Actions	Strongly Disagree -1	Disagree -2	In Between -3	Agree -4	Strongly Agree -5	Item Average	Dimension Average	Item	Dimension Average
	Distribution of Scores for Build Trust	Team Member View							Leader View
The team leader demonstrates an understanding of the team's challenges	0	0	0	4	2	4.33	3.75	4	4.00
The team leader obtains input from all team members before making decisions	0	1	1	3	1	3.67		4	
The team leader lets team members speak openly without negative consequence	0	2	2	2	0	3.00		4	
The team leader extends trust to team members	0	0	2	2	2	4.00		4	
Each team member has the opportunity to provide input for making decisions	0	0	1	2	3	4.33	3.58	4	4.00
Team members raise their concerns within the team rather than outside the team	0	0	3	1	2	3.83		4	
Team members extend trust to each other	1	1	1	3	0	3.00		4	
Team members are able to speak openly without negative consequences	0	2	1	3	0	3.17		4	
Distribution of Scores for Maintain Trust	Team Member View							Leader View	
The team leader openly provides feedback on the performance of the team	0	2	2	2	0	3.00	3.00	4	3.75
The team leader recognizes team members for their contributions	0	2	1	2	1	3.33		4	
The team leader can be counted on during crises	2	0	3	1	0	2.50		3	
The team leader actively supports the actions of team members	0	2	1	3	0	3.17		4	
Team members ask for help when they don't know the answer	2	2	0	2	0	2.33	2.54	4	4.00
Team members can be counted on during crises	0	2	3	1	0	2.83		4	
Team members recognize each other for their individual accomplishments	1	2	1	2	0	2.67		4	
Team members express appreciation when other team members keep their commitments	2	2	0	2	0	2.33		4	

Key: 5 lowest rated behaviors by the team. 5 highest rated behaviors by the team



Leadership Team Trust Report Results Summary – Simulated Data

Distribution of Trust Perspectives (continued)

Actions	Strongly Disagree -1	Disagree -2	In Between -3	Agree -4	Strongly Agree -5	Item Average	Dimension Average	Item	Dimension Average	
	Distribution of Scores for Restore Trust	Team Member View						Leader View		
The team leader apologizes for his/her mistakes	1	1	1	2	1	3.17	2.42	4	4.00	
The team leader repairs problems caused by his/her mistakes	1	3	1	1	0	2.33		4		
The team leader openly confronts team problems	2	4	0	0	0	1.67		4		
The team member removes team members who do not live up to the team's values	2	1	2	0	1	2.50		4		
Team members apologize if they let one another down	0	2	1	3	0	3.17	2.83	4	4.25	
Team members acknowledge their part in missed commitments	1	0	3	1	1	3.17		4		
Team members make amends for breaking a promise	0	4	2	0	0	2.33		4		
Team members acknowledge their mistakes	1	2	2	0	1	2.67		5		

Attentiveness	Strongly Disagree -1	Disagree -2	In Between -3	Agree -4	Strongly Agree -5	Item Average	Dimension Average	Item	Dimension Average	
	Distribution of Scores for Attentiveness	Team Member View						Leader View		
The team leader creates a positive team environment	1	1	1	2	1	3.17	2.79	4	4.00	
The team leader helps establish a climate of respect within the team	2	0	0	3	1	3.17		4		
The team leader addresses difficult topics with the team	3	1	0	2	0	2.17		4		
The team leader discusses what does and doesn't work well on the team	0	3	2	1	0	2.67		4		
Team members have conversations about concerns they have with each other	1	2	0	3	0	2.83	2.92	4	4.00	
Team members establish a climate of respect within the team	0	2	1	2	1	3.33		4		
Team members raise issues of trust with one another directly	1	3	1	1	0	2.33		4		
The team has conversations that align individual interests with the interests of the team	0	2	1	3	0	3.17		4		

Key: 5 lowest rated behaviors by the team.

5 highest rated behaviors by the team



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Distribution of Trust Perspectives (continued)

Culture	Strongly Disagree -1	Disagree -2	In Between -3	Agree -4	Strongly Agree -5	Item Average	Dimension Average	Item	Dimension Average
Distribution of Scores for Culture	Team Member View							Leader View	
On our team nothing is withheld from our conversations	2	1	1	0	2	2.83	3.13	4	4.00
Our team has clearly defined responsibilities	1	2	0	2	1	3.00		5	
We have fun as a team	0	2	1	1	2	3.50		4	
Our team has a clearly stated purpose	0	2	0	4	0	3.33		4	
Our team takes calculated risks	0	2	2	2	0	3.00		3	
Our team is focused on succeeding versus not failing	0	2	2	1	1	3.17		4	
Our team balances present circumstances with future opportunities	1	2	1	1	1	2.83		4	
Our team continually looks for ways to improve its performance	0	3	0	2	1	3.17		4	
Our team is viewed as making a positive impact in our organization	1	0	3	0	2	3.33		4	
Our team makes decisions in the long-term interest of the organization	0	2	2	1	1	3.17		4	

Key: 5 lowest rated behaviors by the team.

5 highest rated behaviors by the team



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Verbatim Comments

Mood of the Team

Team View

Cautiously optimistic. We are beginning to work together better than we have in the past. There seems to be more of a common purpose than several separate agendas. However, I think we are still in the process of learning to trust each other.

Lack of direction leading to frustration. It takes an inordinate amount of time and effort to get things done. When a significant challenge comes up, like the economic situation we are currently facing, it turns to fear and our thinking gets very narrow.

Generally positive, looking for ways to improve and grow.

Positive and cautious; continually striving to improve; supportive of a family atmosphere" culture; highly ethical; client focused."

There are too many sacred cows" to really state what is good for the firm. We do not hold the leadership of the firm accountable. Only middle management and down take the hit for our mistakes. We lack vision. We need to point ourselves in a direction and go for it.

Team Leader View

The team is forward-looking with a positive outlook toward the future. The team can feel a bit pressured because there is so much change and we are pushing to a very high standard. The team has a strong desire to work well together to achieve our goals

Suggested ideas for improving trust on the team

Team View

More direct collaboration among the team members so we can build that trust. With the long history that many members bring to the team, I'm not sure there is one thing that can increase trust without the collaboration to build (and possibly regain) the mutual respect.

People following through on what they agree to do.

Actually holding each other accountable and taking members of the team to task for not following through on the tasks they're assigned.

Team Leader View

We need more time to have in-depth discussions with each other.

