



RallyBright  
Resilient Teams™

# THE ANTIDOTE TO ORDINARY

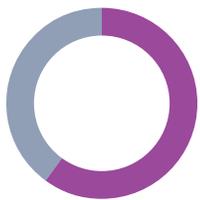




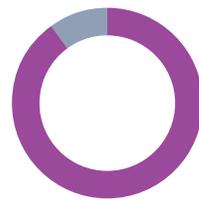
## DO YOU LEAD A RESILIENT TEAM?

Let's face it. Many teams working in business today are average; some are good, and a small, but significant number are truly dysfunctional. Very, very few are resilient – teams that are adaptable that produce great business results over a sustained period of time, because they are made up of engaged, motivated and enriched team members who share a mutual commitment to excellence. The obvious question is why?

Recent research suggests over 60% of work teams fail to reach their potential. Reasons cited include lack of shared purpose, poor leadership, muddled strategy and sloppy business practices. Most researchers and practitioners see the problem as a checklist to be ticked off – write a mission, check; hire good people; check; create a feedback mechanism; check; have an offsite, check. Once the checklist has been completed, you should have a fully functioning, high-performing team that nails its goals and loves working together, right? Our experience, and likely yours, is that it's never that easy.



**60% of teams fail to reach their potential**



**90% of teams are not resilient**

For over 30 years, our founders have worked as both a family and cognitive therapist and collectively as consultants to some of the world's top technology companies and largest global brands. RallyBright leadership has worked with a vast array of teams and seen both the best and the worst examples of how a collection of individuals can either harness or squander their combined skills, talents, expertise and opportunity. We have learned first-hand that the teams that fall short of their potential are the ones who fail to grasp one simple, but essential truth – teams are collections of individuals, each with their own motivation, personality, needs and histories.

Getting individuals to attend meetings is rarely the challenge, most of the time getting them to respect one another isn't too hard either – but getting them to be resilient, to thrive and invest in each other and, by doing so, produce outstanding results for the business? That's a pinnacle achievement that requires more than a checklist – it requires psychological insight and business 'muscle' working together in ways many teams strive for, but few achieve.



## WHAT MAKES A TEAM RESILIENT?

If you have been fortunate enough to work on a resilient team—or even to see one in action—you never forget the experience. There is just nothing else like it. Resilient teams stand apart not in the makeup of their talent or tenure, but in their degree of strength across five key dimensions. After distilling the data we have collected and the countless hours we have spent observing all types of teams in action, we’ve concluded that to become resilient you must develop mastery across the following areas. We call these areas the five dimensions of team resilience:



### DIRECTION

Resilient teams have identified what they as a team can do together that no one individual could accomplish on his or her own. As such, they have incredible clarity of purpose. They also have a shared vision of their brand—how they want others in the company or organization to think, talk and feel about them when any member of the team isn’t in the room. Lastly, they have agreed on the core behaviors that will drive their purpose and embody their brand.



### CONNECTION

Members of resilient teams demonstrate a depth of commitment to one another and a mutual investment in helping one another succeed for the good of the “whole”— whether that whole is the team itself, employees or customers of the organization, the organization overall, or some other distinct group. Resilient teams communicate and handle conflict productively and fully harness the potential of every member of the team.



### ALIGNMENT

Resilient teams are fully aligned with the needs of their customers and stakeholders and to the big-picture strategy of their organization. They continually sense, adapt and respond to data and insights from both inside and outside their organization to ensure they chart the right course.



### PERFORMANCE

Resilient teams regularly meet or exceed their goals and objectives. They deliver results today, tomorrow and for the long-term. They execute. These teams are agile and have a significant bias for action.



### ATTITUDE

Resilient teams need to have impact. Their competitive spirit, unflagging energy and pragmatic optimism fuel their push for better and better outcomes for their customers and their company. These teams also appreciate the need to adapt, grow and learn and are transparent about their motivations.



Resilient Teams™



## WHY RESILIENCE?

Resilience plays a crucial role in the success of individuals and teams. It's so important, in fact, that we believe cultivating resilience is the single biggest influencer of performance at work and in life.

How do we know? Because years of research and experience with extraordinary teams and individuals have shown us firsthand that resilient individuals and teams are able to engage with adversity, persist in the face of significant odds, bounce back quicker than the average and learn from their experiences. In short, resilient teams are the teams that prevail over the long term.

Contrary to popular belief, long-haul resilience takes more than just grit or a “buckle-down” mindset. Instead, think of true resilience as requiring sustained, engaged attention to build capability in a small number of specific skills.



**Develop  
High-Performing  
Resilient Teams**



**Measure, Diagnose and  
Improve Your  
Team Performance**

## THE RALLYBRIGHT™ PHILOSOPHY AND APPROACH

RallyBright's Resilient Teams philosophy is built on decades of research and on-site practice counseling leaders and teams at all stages of their development. One of its central tenets is that resilient teams are not born—they're made. They do not become resilient by accident, and they are not the product of a single-minded, powerful leader. Instead, resilient teams emerge through the conscious and deliberate efforts of each and every one of their members.

Most resilient teams evolve through the same stages as other teams, though often they do it faster and with less friction. A team can become resilient in a matter of a few weeks or over several months. The key variable isn't time; it's commitment and effort. Whatever the timeline, the impact of a resilient team is clear: **Resilient teams produce exceptional business results with consistency and over sustained periods of time.**

By witnessing how resilient professionals and their teams learn, change and grow, we've been able to take our observations and insight and create from them a toolkit that combines quantitative and qualitative analysis with pragmatic strategies to help teams identify where they are today and how to become more resilient.



## RESILIENT TEAMS OUTCOME

Teams are the de facto unit of performance in most organizations large or small, and the most capable teams are resilient. Remember that the impact of a resilient team is that it produces great business results over a sustained period of time. Resilient teams are able to do this because they are made up of engaged, motivated and adaptable individuals who are mutually invested both in one another and in the larger purpose of the team.

To summarize, then, in our experience there are three defining outcomes of resilient teams, all adding up to exceptional business results over a sustained period of time. These outcomes are:

- Impact
- Engagement
- Sustainability

## THE RALLYBRIGHT TEAM DEVELOPMENT PATHWAY

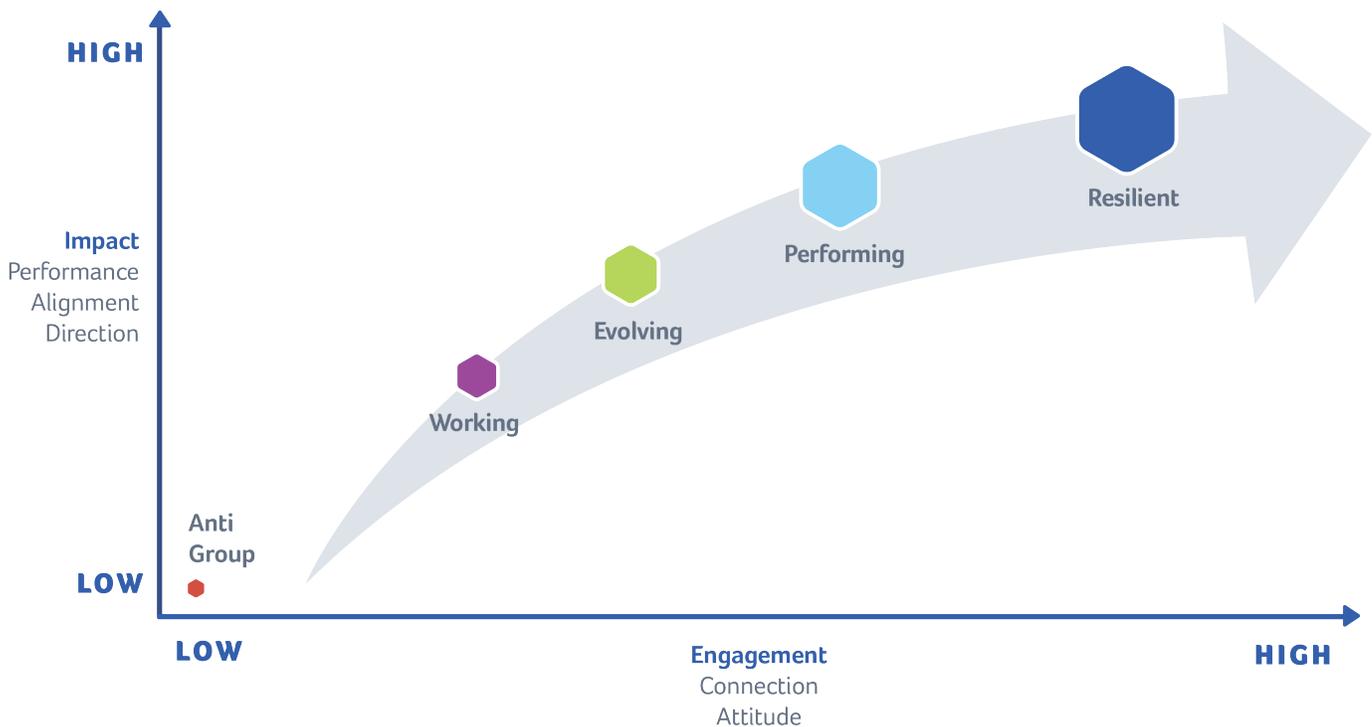
At RallyBright we believe there is an unnatural evolution associated with becoming a resilient team. We say “unnatural” because it’s human nature—or natural—to cooperate and collaborate, but the approach to teamwork at most organizations is antithetical to that natural bent. Instead, outdated reward systems, siloed teams and other structural challenges thwart the development of synergistic teams. As a result, most teams are either stuck in a constant state of evolution or are satisfied remaining a “working group.” Few are high performing and fewer still become resilient.

To meaningfully develop, teams need to commit to the work required to become resilient. This means accepting that behaviors not usually prescribed in the how-to literature of team development—behaviors such as self-sacrifice, vulnerability and investing in others—become the norm. These often unnatural corporate behaviors not only underpin the journey to becoming resilient, but also drive sustained business impact.



As you can see from the pathway illustrated below, as teams develop **Direction, Alignment and Performance** their results have higher business impact, and as they strengthen their **Connection and Attitude** they grow more engaged. While this pathway illustrates the different stages that teams pass through, it's not uncommon for a team to skip a stage as it moves in either direction; the exact pathway isn't prescribed. What is consistent is that resilient teams operate with a high level of mastery across all five of the dimensions.

## THE RALLYBRIGHT TEAM DEVELOPMENT PATHWAY



*The different types of teams each represent a different level of team capability in terms of business impact and engagement. The five are described in detail on the following pages.*



## TEAM TYPES

	Description	Characteristics
<b>Anti-Group</b>	The anti-group is characterized by in-fighting, lack of trust and conflict. Anti-groups are low on Direction, Connection and Attitude and as a consequence are low-performing and ineffective. Anti-groups are often made up of very talented people. The problem is less about the individuals on the team and more about how the manager or leader manages the talent available.	<ul style="list-style-type: none"> <li>• Lack of shared purpose</li> <li>• Squabbles about authority and leadership</li> <li>• Antagonistic relationships (envy, rivalry, blame)</li> <li>• Chronic ambivalence about membership in the group</li> <li>• Group is brittle and can easily fracture under pressure</li> </ul>
<b>Working</b>	A working group is a collection of individuals who are brought together by the manager or leader to individually report on the health and well-being of their respective businesses. There is no shared purpose in a working group. When members meet they don't think about the needs of the overall business or company; their focus is on their day job and accountabilities. Working groups do impact the business, but not through the collective efforts of the individuals involved, and their impact is usually quite limited.	<ul style="list-style-type: none"> <li>• Lack of shared purpose</li> <li>• Focus on self, not overall business</li> <li>• Inability to surface and resolve conflict</li> <li>• Resilient individuals may not translate into a resilient team</li> <li>• Group was brought together to share high-level business strategy or for education and awareness on client/customer issues</li> </ul>
<b>Evolving</b>	The evolving team has the self awareness required to identify and agree on the steps required to become a resilient team. This stage is characterized by a commitment to answering the question, "what is it we can do together that no one team member could achieve on their own?" This belief in the power of shared purpose acts as a catalyst for change and an important first step in becoming resilient.	<ul style="list-style-type: none"> <li>• Commitment to work on identifying a shared purpose</li> <li>• Focus on self and others</li> <li>• Ability to productively address conflict</li> <li>• Individual team members begin to think of their roles as not just representing their business or people, but as a responsibility to the entire business</li> <li>• More rigor around expectations of the entire team</li> </ul>
<b>Performing</b>	The performing team has a shared purpose and brand and tracks the metrics that summarize the impact of their collective efforts. These teams are characterized by the sustained impact they have on the business and the effectiveness of their collective relationships. A performing team collaborates well, are aligned with stakeholders and company strategy, and are aware of changes in the market and customer needs.	<ul style="list-style-type: none"> <li>• Sustained business results</li> <li>• Team is able to identify and resolve issues quickly</li> <li>• Ruthless prioritization of goals/KPIs and deliverables</li> <li>• Shared view of customer and/or stakeholders</li> <li>• Individuals trust teammates to do the right thing for the business</li> </ul>
<b>Resilient</b>	The resilient team has one significant ingredient the performing team lacks. Every member is deeply invested in the success and well being of others on the team. They provide help and support without being asked. They will trade headcount or resources as they recognize the need and impact of others is greater than their own.	<ul style="list-style-type: none"> <li>• Engages with the disruption caused by the market, competition or internal changes in membership, leadership or direction</li> <li>• Sustains its performance despite the drag caused by adversity or change</li> <li>• Rebounds quickly from changes in personnel, leadership or strategy</li> <li>• Learns from its experiences</li> <li>• Team members have a deep and enduring commitment to the growth and success of one another</li> <li>• Team members willingly make trade-offs to achieve shared goals</li> </ul>



## THE RESILIENT TEAMS™ PROGRAM

The Resilient Teams Program builds on decades of research and on-site practice, counseling leaders and teams at all stages of their development. Through this experience, RallyBright has created a toolkit that combines quantitative and qualitative analysis with pragmatic strategies to help teams identify where they are today and how to become resilient. The program consists of four key parts:

1

### Part I: The Assessment - Bridging the Reality Gap

The Resilient Teams Assessment measures your team's resilience across each of the five dimensions: Direction, Connection, Alignment, Performance and Attitude, and provides a full picture of the team's current state. This survey blends both verbatim questions with statistical analysis to provide a complete picture of where your team is today. The survey takes approximately 15 minutes to complete.

2

### Part II: The Report

Using the results from the diagnostic along with insights from any pre-survey meetings, RallyBright provides a detailed report summarizing your team's results in each of the dimensions along with a complete description of the Resilient Teams model and how each of the dimensions inter-relate to create the results you have today. The report will also lay out key recommendations for each area. The report will be delivered with a full set of verbatim comments (with names randomized and removed) for the leader's review. The report and recommendations are usually shared with leader and his or her team. You can see an example of the output in the appendix.

3

### Part III: Getting to Work

Some leaders just want a benchmark of their teams current state. How does their team stack rank against a dataset of resilient teams from other companies. Based on the report the leader and his or her team can review current capability and architect a plan to become resilient based on a series of recommendations provided.



## THE RESILIENT TEAMS™ PROGRAM (continued)

An alternative is to spend time together accelerating your teams progress to becoming a high performing resilient team. The agenda is often optimized as it follows the data provided by the diagnostic. However, in nearly every workshop there are opportunities to agree the purpose, brand and behaviors that will act as the platform for being resilient. We observe meetings where the team discuss substantive business topics. This allows us to assess how well the team connects and performs as well as provide ways for the team to give real-time feedback to one another to ensure each and every meeting has purpose, participation and impact. Team geometry allows every member of the team to gauge, in real time, the strength of the business relationships in the team.



### Part IV: Customized Action Plan and Roadmap

Finally, using the context of your company strategy, business objectives, team make-up and tenure, A road map for both the team leader and team members which includes specific exercises and follow-up steps that can be taken, with or without additional facilitation



# RallyBright Resilient Teams™

## APPENDIX





Here is an example showing the results of the Resilient Teams™ Assessment for a Leadership Team who had gone through fairly significant organizational change. The team was distributed and responsible for LATAM and North America regions.

The figure below summarizes the teams results for the 5 dimensions from a high for ‘Attitude’ to a ‘low’ for ‘Alignment’ and ‘Direction’. What was clear from these data was that the team desperately needed to agree a shared purpose or ‘Direction’. Using the Team Development Pathway the team was more of a ‘Working Group’ - they had ‘attitude’ but lacked direction.

Figure 1: Example of Summary Statistics

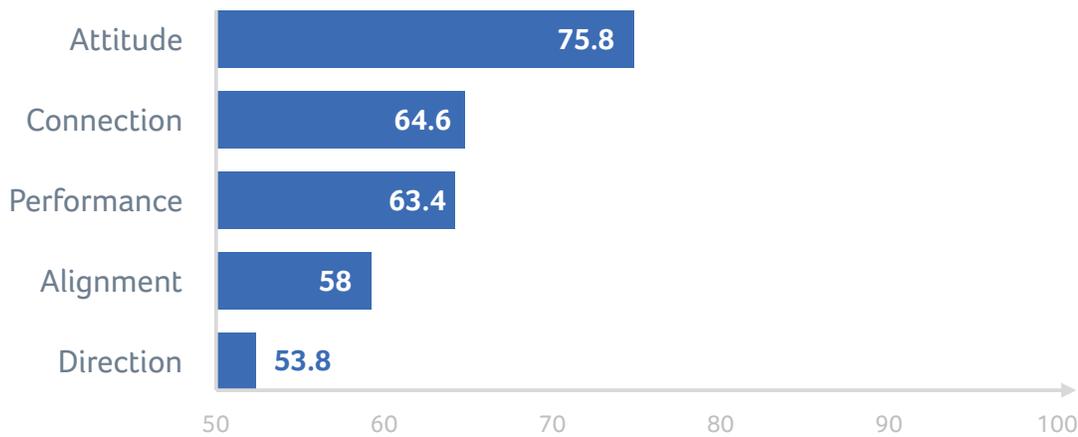


Figure 2 illustrates the ‘reality gap’ that might exist between the ratings of the leader and those of his or her team. For this particular team the leaders responses artificially elevated the team’s overall score. What we call a ‘ceiling’ effect.

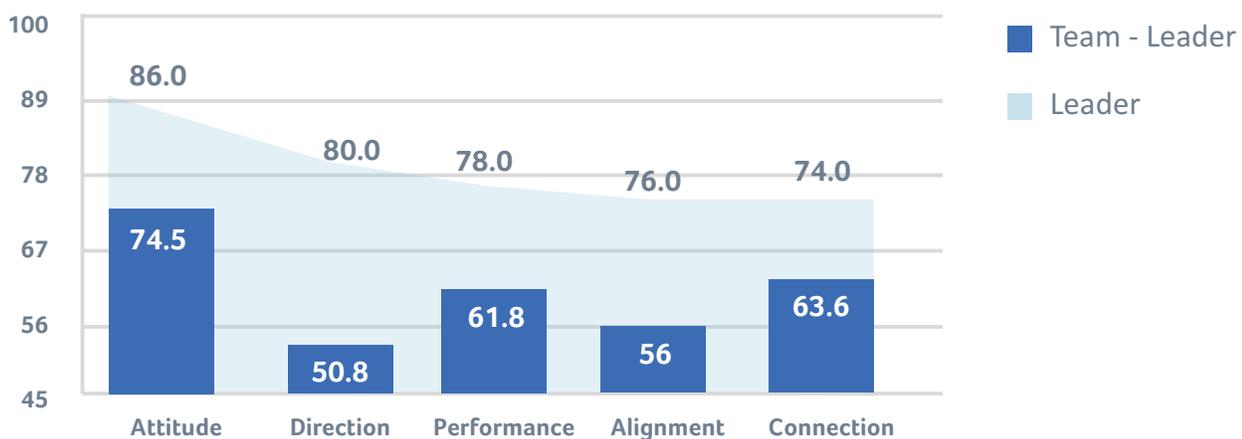




Figure 2: Floor or Ceiling?

You can see from the above data that the leader had a significantly more optimistic picture of the teams capability. What was particularly interesting and something we explored was what he was 'seeing' or feeling, particularly about 'Direction', his team wasn't.

The next figure (Fig. 3) shows the difference between the 'XYX' teams results and those from my data set of other teams. The overall trend is that the 'XYX' team scored lower than the average for all 5 dimensions. What was particularly significant was the score for 'Direction' where the 'XYX' team scored significantly lower than the average.

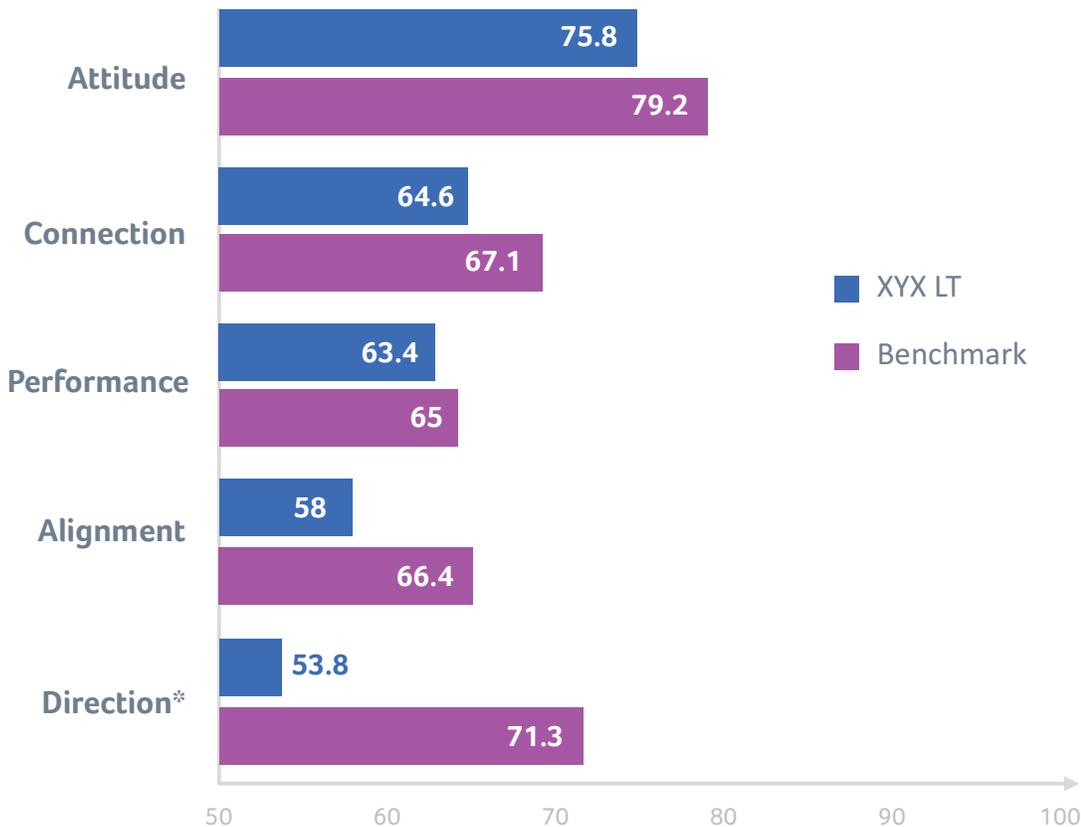


Figure 3: 'XYX' Team vs. Tech Benchmark

The final data are the strengths and vulnerabilities of the team reflected by the top and bottom 5 'behaviors'. These statistics were calculated by stack ranking the mean scores for all 44 items in the diagnostic from high to low.



Table 1 illustrates that the team is very strong in ‘Attitude’. We like to say that having attitude as the strongest trait and direction as the weakest is a bit like having one foot on the accelerator and one on the break; lots of heat, light and noise but not much forward motion. What was important however is that the number one behavior for this team was the ‘buy-in’ to a shared purpose.

 <p>1. “I believe our purpose is something we can only achieve by working together as an LT”</p>	 <p>4. “The LT is passionate about making the customer successful”</p>
 <p>2. “I am very committed to being a member of this team.”</p>	 <p>5. “There is a strong will-to-win in the LT.”</p>
 <p>3. “I feel I can make a difference at X being a member of this team“</p>	

Table 2 illustrates the ‘bottom’ 5 behaviors. ‘Connection’ made up 3 of the 5 bottom vulnerabilities highlighting some of the interpersonal difficulties in the team, especially unresolved conflict, working in silos and the ‘press’ on team members by a couple of individuals in the team.

 <p>40. “The LT dynamic is dominated by one or two people”</p>	 <p>43. “We don’t successfully surface and resolve conflict”</p>
 <p>41. “The LT is overly internally focused, spending little time understanding or responding to industry trends and customer needs”</p>	 <p>44. “We are stuck in the short-term, we don't think about the mid- or longer-term implications of what we do“</p>
 <p>42. “We work together as individuals not as a LT”</p>	