Resilient Teams™
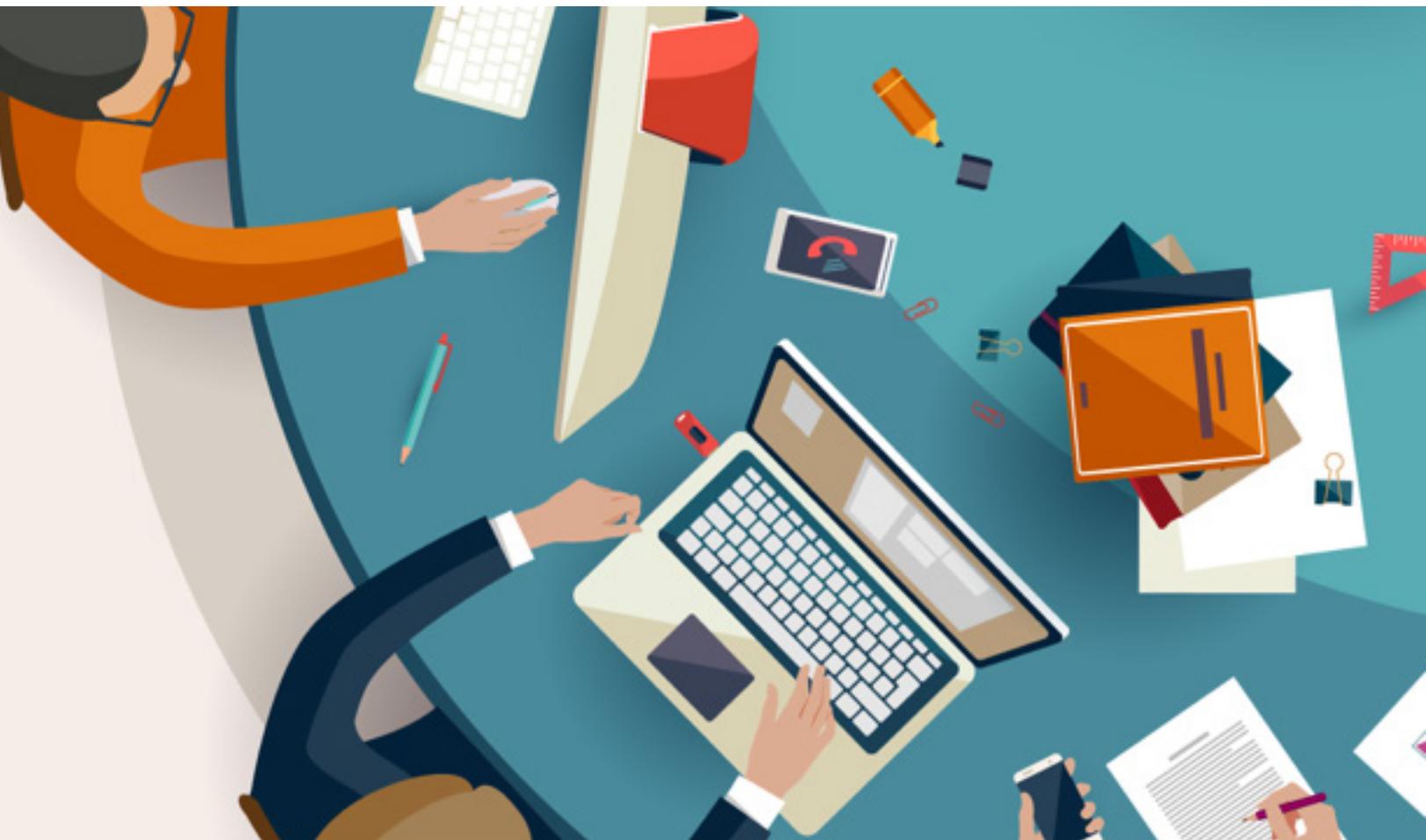
CODEBOOK

Everything you need to know to interpret your results and start the process of building a resilient team

RallyBright

YOUR INTRODUCTION TO RESILIENT TEAMS

PURPOSE

This codebook is designed to provide you with all the information you need to interpret your teams resilience data. It is meant to supplement the 'Facilitators Guide' and together the information will help you architect how you take your team through the results, and answer any gnarly questions along the way. To get the most out of the codebook it's really helpful to have your teams data available on your computer, mobile or tablet. We will be referencing these data when we get to how to the section on results (pages 8 to 11).

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.

"**Cultivating resilience is the single biggest influencer of performance at work and in life.**"

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.

Before we dig further into what makes a team resilient, here's what you can expect from this codebook:

- An introduction to the Resilient Teams philosophy and approach
- An explanation of the five key dimensions of team resilience
- An overview of RallyBright's theory on team types and how teams develop and achieve
- How to interpret the results of the Resilient Team Diagnostic taken by your team
- Key recommendations for your team to activate its resilience

Let's get started!

OUR PHILOSOPHY & APPROACH

THE RESILIENT TEAMS PHILOSOPHY & 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.

WHAT WE MEASURE AND WHY

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.

BUILDING BLOCKS OF RESILIENT TEAMS™

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.

Signature Traits: Purposeful. Priority-Minded. Collaborative.

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.

Signature Traits: Trusting & trustworthy. Open to conflict. Radically attentive.

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.

Signature Traits: Customer first mindset. Responsive. Attuned to market conditions

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.

Signature Traits: Results-oriented. Decisive. Highly focused.

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.

Signature Traits: Driven to excel. Committed to personal accountability. Honest.

RESILIENCE: IMPACT & ENGAGEMENT

RESILIENT TEAM OUTCOMES

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

Impact means the team has a substantial impact on key business drivers. The team achieves this impact by working together in a highly engaged fashion. What we mean by this is that the team has created a dynamic where team members are bound together by a constant drive to exceed their potential, and that team members feel safe enough to take risks and fail. This notion of safety is extremely important to almost every high-achieving team

we've worked with. Finally, the team's success is sustainable through the individual resilience of each team member—their success in overcoming or minimizing the drag caused by external market forces or internal changes and disruption.

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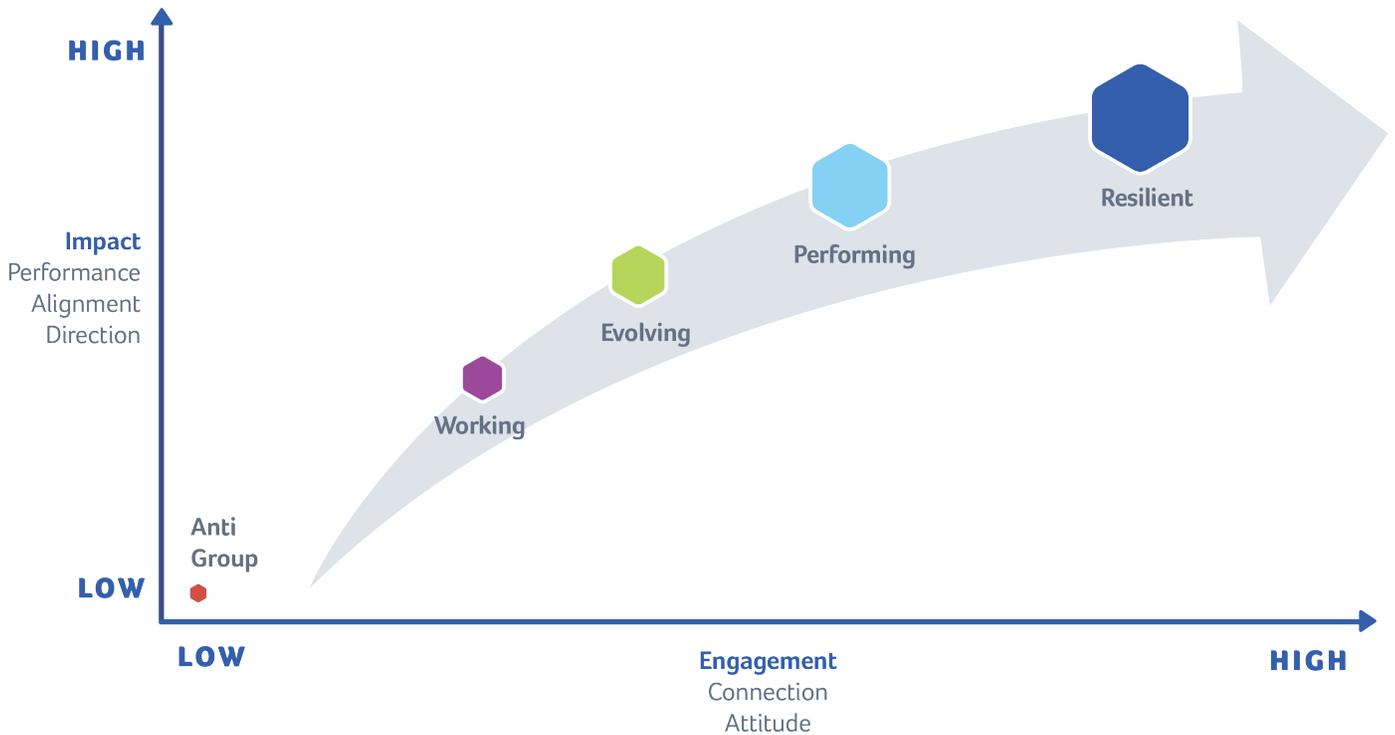
The different types of teams each represent a different level of team capability in terms of business impact and engagement. The five are described in detail on the next page.

TEAM TYPES

	Description	Characteristics
Anti-Group	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.	• Lack of shared purpose • Squabbles about authority and leadership • Antagonistic relationships (envy, rivalry, blame) • Chronic ambivalence about membership in the group • Group is brittle and can easily fracture under pressure
Working	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.	• Lack of shared purpose • Focus on self, not overall business • Inability to surface and resolve conflict • Resilient individuals may not translate into a resilient team • Group was brought together to share high-level business strategy or for education and awareness on client/customer issues
Evolving	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.	• Commitment to work on identifying a shared purpose • Focus on self and others • Ability to productively address conflict • 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 • More rigor around expectations of the entire team
Performing	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.	• Sustained business results • Team is able to identify and resolve issues quickly • Ruthless prioritization of goals/KPIs and deliverables • Shared view of customer and/or stakeholders • Individuals trust teammates to do the right thing for the business
Resilient	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.	• Engages with the disruption caused by the market, competition or internal changes in membership, leadership or direction • Sustains its performance despite the drag caused by adversity or change • Rebounds quickly from changes in personnel, leadership or strategy • Learns from its experiences • Team members have a deep and enduring commitment to the growth and success of one another • Team members willingly make trade-offs to achieve shared goals

MAKING SENSE OF YOUR RESULTS

Before starting this section have your teams data available. The following descriptions will make much more sense if you apply your learning to actual results.

The online charts summarize the resilience of your team. As you make your way through them you will begin to build a picture of your team's resilience across the five dimensions. The charts include:

- A summary of your team's Resilience Dimension Scores
- Benchmarking of your team against RallyBright's F100 database
- An indication of the influence of the team leader on the overall team scores
- Your team's Strengths and Vulnerabilities
- Your team's Team Promoter Score

RESILIENCE DIMENSION SCORES

The first chart summarizes your team's scores across the five dimensions. As you hover your cursor over each dimension, you will see your team's high and low scores for that dimension, as well as the team average. The maximum possible score for each dimension is 100, the lowest 10.

While it's human nature to look at "what needs

fixing" (i.e., to focus on your team's lowest scores), remember to acknowledge and celebrate areas where your team already excels. Understanding where and why you've been successful will help you understand how to replicate that success across other dimensions.

BENCHMARKING

Our benchmark compares your team's data with RallyBright's F100 proprietary database, which we built over years of research into and consultation with a diverse cohort of knowledge workers, the majority of them members of senior leadership teams. Think of the benchmark as representative of the average results from a group of not-so-average professionals: managers and leaders at the most successful Fortune 100 companies in the world.
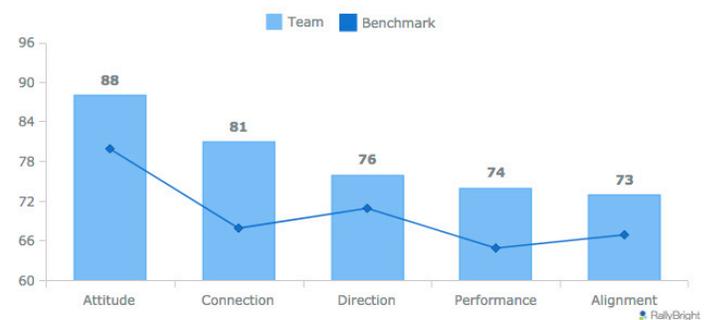
	Attitude	Connection	Direction	Performance	Alignment
Benchmark	80	68	71	65	67
Team	88	81	76	74	73
Diff (%)	10%	**19%**	7%	**14%**	9%

The bars illustrate your team's scores for the five dimensions of resilience, while the line graph represents the benchmark. Starting at the left side of the chart, your team's scores are presented from highest to lowest. Hover your cursor over each bar to view your team score, and over the line graph to see the benchmark score. Scores falling more than 10 points below the benchmark are below average to a statistically significant degree, while those falling 10 or more points above it are meaningfully above average.

As you review your scores, keep in mind that when *situations change, resilience does too*. Business events like a change in leadership or strategy, a merger or a new product launch— to name just a few—can shake up how a team functions. This means that in terms of resilience, there is no resting on one's laurels. Instead, like so many of the journeys that extraordinary professionals pursue, resilience is a continual and iterative process that requires vigilant responsiveness.

TEAM LEADER IMPACT

TEAM LEADER IMPACT (FLOOR OR CEILING)

This chart shows the team leader's scores relative to the scores of the team as a whole. Hover your cursor over the bar graph to see team scores, and

over the line graph to see leader results. This chart is useful for identifying if a "reality gap" exists between the ratings of a leader and those of his or her team. Some leader responses artificially elevate a team's overall score—what is known as a "ceiling" effect—while others artificially drag them down, or create a "floor" effect.
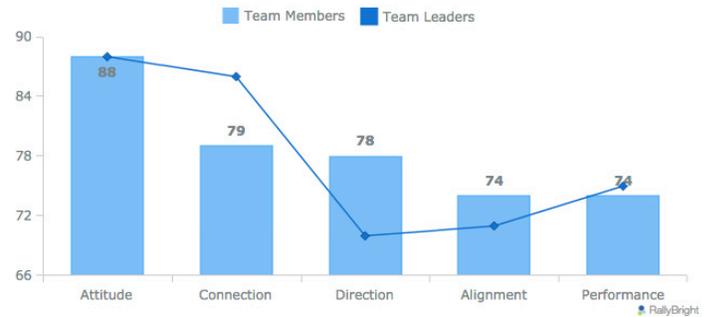
	Attitude	Connection	Direction	Alignment	Performance
Leader(s)	88	86	70	71	75
Team	88	79	78	74	74
Diff (%)	0%	9%	-10%	-4%	1%

If you are your team's leader and there's a ceiling effect, ask yourself if you could be sensing something that isn't there, or seeing things about your team that other members don't see. Conversely, if there's a floor effect, consider what the team is seeing about themselves that you are not, or in what way you could have been more honest to your team about their performance.

STRENGTHS & VULNERABILITIES

Next let's look at two tables illustrating your team's strengths and vulnerabilities as measured by their

self-reported feelings, beliefs and behaviors. Think of these as a snapshot of your team's most resilient (strengths) and least resilient (vulnerabilities) tendencies.

Strengths and vulnerabilities are assessed by calculating the means for all of the questions on the survey and ranking them from high to low. For example, If you team's top strength is the statement, "I believe our purpose is something we can only achieve by working together as a team," then this statement generated the highest mean score from your team in the survey. As you look at the tables, notice which resilience dimensions—each one represented by its own icon—your team's strengths and vulnerabilities fall within. Many teams we work with will have clustered strengths or vulnerabilities. For example, we've seen teams with top strengths falling mostly in the Connection dimension, and those with top vulnerabilities chiefly in the Direction dimension.

TEAM PROMOTER SCORE (TPS)

The Team Promoter Score, or TPS, is a measure of an individual's satisfaction, loyalty and engagement with the team. The assessment is based on the widely used Net Promoter Score, or NPS, which measures a customer's loyalty and satisfaction. The RallyBright TPS is derived from a single question which asks team members to indicate

how likely they are to recommend the team as "high performing and resilient" to friends or colleagues. Scores range from a high of 10, or "extremely like to recommend," to a low of 1, or "extremely unlikely to recommend."

| TPS Score	Rating
100	Crushed it
85 to 99	Spectacular
70 to 84	Excellent
55 to 69	Very Good
40 to 54	Good
25 to 39	Average
0 to 24	Mediocre
–25 to –1	Poor
–50 to –26	Terrible
–100 to –51	Abysmal

Based on these scores team members are categorized as belonging to one of three groups:

- **Promoters** (scores of 9 or 10). Team members who are satisfied, loyal and engaged and who talk about the team as being high performing and resilient
- **Neutrals** (scores of 7 or 8). Members who are neutral or moderately satisfied with the capability and effectiveness of the team

- **Detractors** (scores of 1 to 6). Members who are dissatisfied, disaffected and disengaged from the team.

Using these ratings it's possible to calculate a single metric of TPS for your team, ranging from a low of -100 to a high of 100. You can use the table below to benchmark your score:

Based on our research, TPS is highly correlated with team impact and engagement across all five measures of resilience. Promoters uniformly score their team as high in direction, connection, alignment, performance and attitude. In short, they view their team as being resilient. Detractors uniformly see the team as lacking in all five of these areas.

Excellent

71

71% Promoters

29% Neutrals

0% Detractors
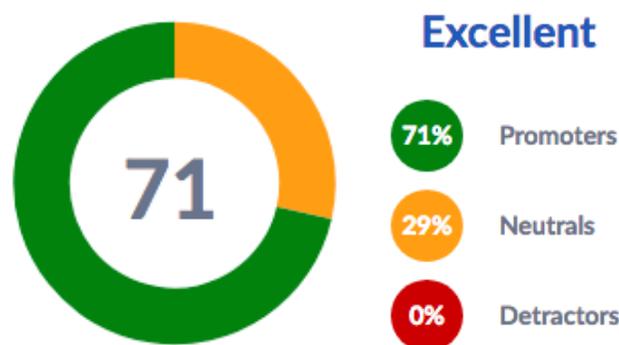
It's important when interpreting your TPS that you see the metric as a baseline measure. Whatever your score, the most important perspective to take is that the next time you ask the question your score should move in a positive direction. We advise a team to repeat the Resilient Team

Assessment approximately every quarter, but TPS is a powerful, low-cost-high-yield statistic you can use to determine how your work to build a resilient team is paying off.

If you're interested in learning more about TPS and NPS, check out the other Resources of your online Resilient Teams™ Report.

INTERPRETING YOUR RESULTS & KEY RECOMMENDATIONS

Now that you've seen your team's results, you have an idea of the resilience dimensions where your team has opportunities to be stronger.

If your scores are lower than you expected across a dimension or two—or even across all of them—try not to give in to hypercritical or blaming impulses. No team is always good or always bad, and no one member is wrong or right. Your team's true opportunity now is to use the assessment to see new things about how you work and use those insights to power higher achievement.

For each team we work with, we distill the survey results into one to three recommended actions, or suggested goals. Most teams find that this is the right-size initiative to build momentum while also remaining manageable to accomplish in a relatively short and focused amount of time. Your

team's two key recommendations are below. Many teams find it useful to think of these two items as the most important things to keep top of mind over the next few weeks as they work to build greater team resilience.

COMMONALITY & CONNECTION

RECOMMENDATION #1: BUILD COMMONALITY

One of the most useful goals you can set your sights on is to build commonality within your team. Resilient teams are purposeful and priority-minded, aligning around shared goals and devoting time together to collaboratively address common issues and pursue a common set of priorities and results. You can begin to build commonality by focusing on answering the question, What can this team do together that no one member could achieve alone?

This question is your team's million-dollar question, and answering it is absolutely critical to building commonality. If you can't yet, you're still a working group on the Team Development Pathway we looked at earlier, and your performance will be hampered. Once you do align around shared goals and purpose, a whole new world of opportunity opens up for your team.

RECOMMENDATION #2: CREATE AUTHENTIC TEAM CONNECTION

Workplace studies continue to show that the most engaged employees are those who believe they are contributing something meaningful and who believe in and respect those they work with. The truth is that we all want to be part of organizations and teams that have impact. We deeply desire the sense of belonging to a group that motivates us to do and be our best. An authentically connected team—a team that is connected in real, deep and meaningful ways—is a team that is trusting and trustworthy and that holds itself to high standards. These teams have a drive to excel and are going to accomplish more, and do so with more energy and fulfillment, than less connected teams.

RESULTS & OWNERSHIP

Team building isn't about trust falls and an exclusive focus on building deeper relationships with one another. We see a team as a unit of performance and job one is to set up your team to have maximum business impact. RallyBright's work, including everything we cover here and in the facilitator's guide, is designed to drive better bottom-line results. The team resilience work you do should improve your business and better equip you to delight your customers.

On this journey of team resilience, everyone is a key and equal player. It's not the team leader's job to drive change; every member of the team must be committed to personal accountability by taking some ownership of the process.

In that spirit of effective change, we encourage you to schedule your first team meeting immediately. You want the assessment experience to be fresh in your team's memory, and you want to build on your momentum as a team to carry these results from learnings to concrete plans. This initial meeting after your team has completed the assessment forms the cornerstone of your efforts to build a resilient team. Spend the meeting going through these results and defining your next steps (see the Facilitator's Guide for specifics that will help you with this). Commit to being decisive. Over years of helping teams achieve higher resilience, we've found that the teams that can keep the momentum going directly after their initial assessment come out ahead. Time is of the essence, so don't delay!