THE LEAD GUIDE

Lead

LEADERSHIP AND TEAMS

Leaders who see their impact, and teams that work.



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AT A GLANCE

Why Lead

Leaders who see their impact, and teams that work.

THE CHALLENGE

Most leaders rarely hear how they are experienced, and team problems surface late.

WHAT COACHA DOES

Lead develops how a leader thinks, feels and connects, sets their own view beside how others experience them, and asks each team what helps it win.

WHAT CHANGES

- **One framework for every leader, first-time to senior**
- **Blind spots found early, and named with care**
- **Team health in view across the organisation**

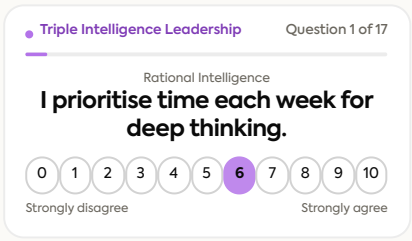
IN LEAD

Triple Intelligence Leadership

How each leader thinks, feels and connects, and where to grow.

15 statements and two reflections, about five minutes

Their own results are theirs alone.





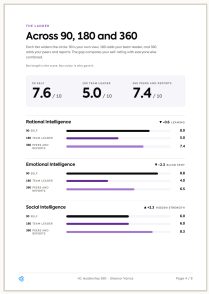
Leader 360

How a leader's team, peers and manager see them, beside their own view.

Answered by their team leader, peers and reports

Read by the leader, and by HR when the round is on the record.



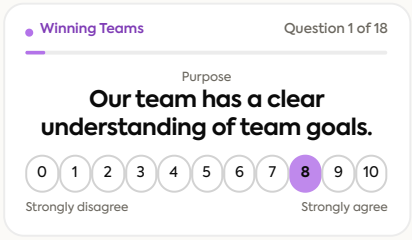


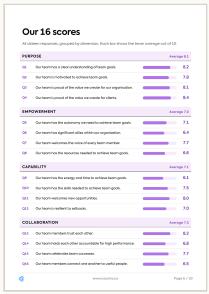
Winning Teams

What makes a team win, asked of the team itself.

16 statements and two reflections, every member answers

Read by the team leader and the organisation.





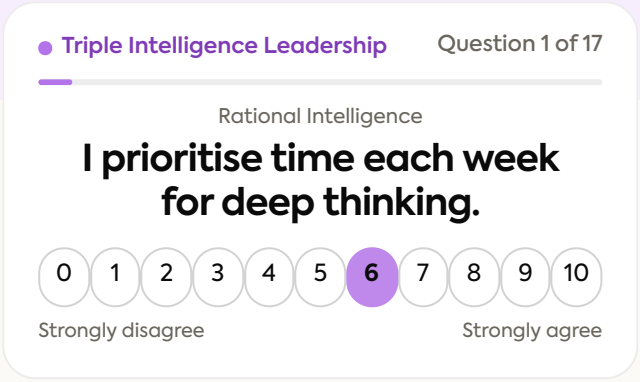
ASSESSMENT

Triple Intelligence Leadership

How a leader thinks, feels and connects.

Triple Intelligence Leadership measures rational, emotional and social intelligence in leadership. Leaders see their strengths, the intelligence most worth developing, and practical resources for the answers they most want to improve.

Questions	15 statements and 2 reflections, each rated 0 to 10
Time	About 5 minutes, on any device
Answered by	The leader, about their own leadership
Read by	Only the leader. The organisation sees averages
Development	A module for each of the 15 questions, read in the report and in the library



One statement at a time, rated 0 to 10, then two reflections in the leader's own words.

WHAT CHANGES

- **A clear picture of each leader's strengths**
- **Focus areas drawn from each leader's own answers**
- **Learning that fits into the working week**

WHAT IT ASKS

Three intelligences, five statements each.

Every statement is rated from 0 to 10, then two reflections ask the leader, in their own words, what they do well and what they want to do better.

Rational Intelligence

Excellent decision-making requires a reliable process. We discuss how to prioritise deep thinking, generate innovative ideas, have a rigorous approach to strategic decisions, chair meetings that lead to good decisions, and identify employees who are likely to be high performers.

01 I prioritise time each week for deep thinking

02 I understand how innovative ideas are generated

03 I have a rigorous approach to making strategic decisions

04 I know how to chair meetings that lead to good decisions

05 I know how to select high performers for a job

Emotional Intelligence

There is no more important leadership role than optimising the mood of you and your team. We discuss how to enhance trust, cultivate empathy and generosity, display resilience, understand the motivations of a broad range of personalities, and manage underperforming colleagues.

06 I display trustworthiness in my job

07 I show the people I lead that I care about them

08 I foster resilience in the teams I lead

09 I understand how a broad range of personalities are motivated at work

10 I understand how to manage underperforming people

Social Intelligence

Advanced social intelligence distinguishes the best leaders. We discuss how to embrace your mandate to lead, champion a winning culture within your team, deliver significant change projects, defend the energy and time of your team, and connect colleagues to your network of allies and sponsors.

11 I champion a winning culture within the team I lead

12 I defend the energy and time of the people I lead

13 I have a rigorous approach to leading change projects

14 I connect my colleagues to my network of allies and sponsors

15 I embrace my mandate to lead at work

Two reflections, in their own words

Not scored. Up to three short points each, read back word for word.

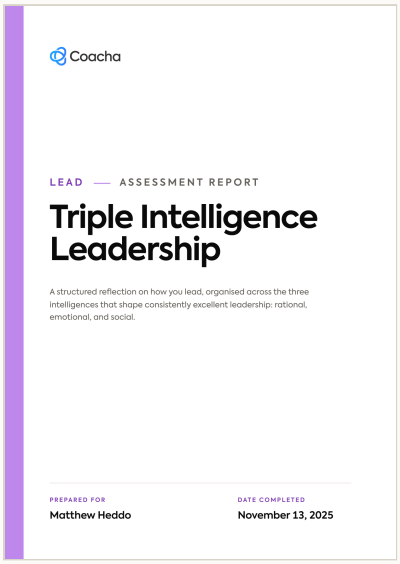
16 Three things I'm doing well

17 Three things I want to do better

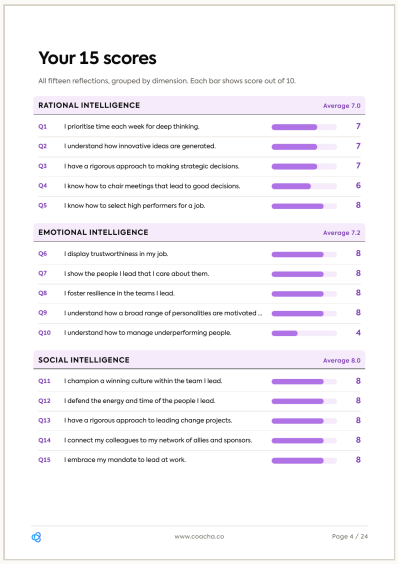
THE REPORT

A report the leader keeps.

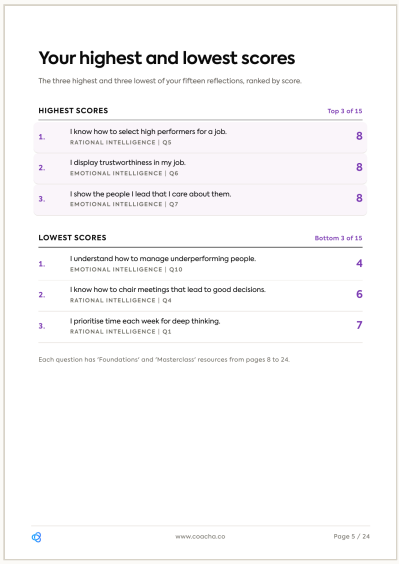
A designed report on screen and as a PDF, with a page of development resources for every one of the leader's 15 answers.



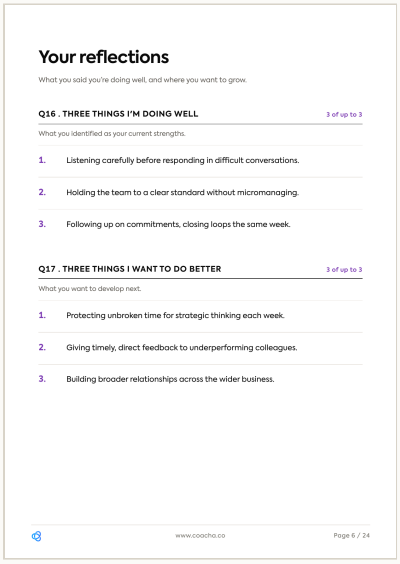
Cover
The leader's own report.



All 15 scores
Grouped by intelligence.



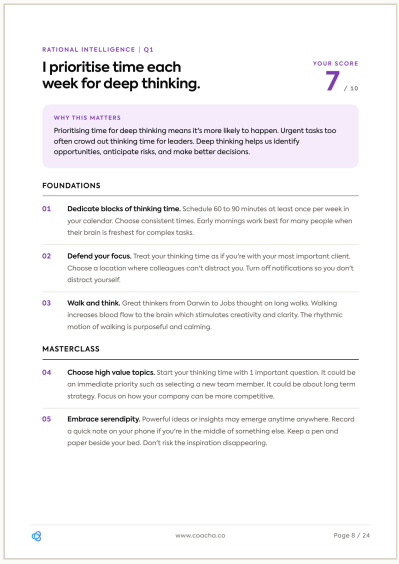
Highest and lowest
Strongest and the ones to work on.



Reflections
In the leader's own words.



An intelligence in focus
Its score, then its questions.



A page for every question
Why it matters, then five tips.

DEVELOPMENT LIBRARY

All 15 modules, every tip in full.

Every Triple Intelligence Leadership module as people read it: why the question matters, then each Foundations and Masterclass tip, in full.

Rational Intelligence

5 questions

Q1 I prioritise time each week for deep thinking

Prioritising time for deep thinking means it's more likely to happen. Urgent tasks too often crowd out thinking time for leaders. Deep thinking helps us identify opportunities, anticipate risks, and make better decisions.

FOUNDATIONS

01 **Dedicate blocks of thinking time.** Schedule 60 to 90 minutes at least once per week in your calendar. Choose consistent times. Early mornings work best for many people when their brain is freshest for complex tasks.

02 **Defend your focus.** Treat your thinking time as if you're with your most important client. Choose a location where colleagues can't distract you. Turn off notifications so you don't distract yourself.

03 **Walk and think.** Great thinkers from Darwin to Jobs thought on long walks. Walking increases blood flow to the brain which stimulates creativity and clarity. The rhythmic motion of walking is purposeful and calming.

MASTERCLASS

04 **Choose high value topics.** Start your thinking time with 1 important question. It could be an immediate priority such as selecting a new team member. It could be about long term strategy. Focus on how your company can be more competitive.

05 **Embrace serendipity.** Powerful ideas or insights may emerge anytime anywhere. Record a quick note on your phone if you're in the middle of something else. Keep a pen and paper beside your bed. Don't risk the inspiration disappearing.

Rational Intelligence, continued

5 questions

Q2 I understand how innovative ideas are generated

Innovation helps future proof our organisation. We can improve existing products and services and invent new ones. An innovative culture attracts and retains high performing team members. We can guide team activities to generate better ideas.

FOUNDATIONS

01 **Use triple brainstorming.** Teams sequentially have members think by themselves, discuss in a small group, then discuss in a larger group. This enlists individual creativity, resists groupthink, promotes inclusivity, and increases commitment.

02 **Encourage deep and wide learning.** Innovation often comes from the intersection of deep expertise and wide curiosity. Read broadly. Speak to people outside your function and industry. Build a lattice of mental models.

03 **Capture ideas systematically.** Update an 'ideas log'. Review it monthly. Ideas can combine with other ideas. Changes in technology can make an earlier idea possible to execute. Encourage your colleagues to share their fresh ideas.

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04 **Use first principles thinking.** This requires more than thinking by analogy. It involves reducing problems to their fundamental truths then reassembling them. Repeat the question "why do we do it this way?" Independent thinking innovates.

05 **Practise Kaizen.** This Japanese business philosophy encourages all team members to seek continuous improvement. Combined, these small changes build innovative services and products.

Rational Intelligence, continued

5 questions

Q3 I have a rigorous approach to making strategic decisions

Great leaders don't guess. They use a disciplined decision-making process that balances data, judgement, and timing. A rigorous approach to strategy reduces bias, creates clarity, and earns trust from stakeholders. It increases the probability of winning.

FOUNDATIONS

01 **Generate attractive strategic options.** Consider options that leverage your team's strengths. How can the business be resilient to future threats? Look for options that you have the resources to execute. Consider pros and cons.

02 **Form a red team.** Have colleagues argue against a preferred option. This adversarial approach challenges assumptions and exposes hidden vulnerabilities. It defeats groupthink.

03 **Perform pre-mortems.** Ask how would we know if we were wrong? Post-mortems teach us how something went wrong. Pre-mortems help us adapt strategy and execution including avoiding poor options from the outset.

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04 **Think in bets.** Strategic decisions can be regarded as allocating the team's finite resources including time and capital. It's easier to adjust our bets than our beliefs. Stay adaptable and adjust your bets as new facts emerge.

05 **Argument map.** Document why you rejected or accepted a strategic option. What were the pros and cons? What was the strength of conviction? This saves time for future analysis. It becomes an important part of organisational memory.

Q4 I know how to chair meetings that lead to good decisions

A well-chaired meeting encourages good decisions and leads to confident action. Leaders who run positive meetings help create a strong culture. Team meetings are an opportunity to address opportunities and threats. And to re-commit to team values and goals.

FOUNDATIONS

01 **Focus on significant topics.** Choose agenda items that are important to your team and organisation. The object of the meeting is to re-connect and create value. Have a parking-lot for significant topics that are best for another day.

Rational Intelligence, continued

5 questions

Q4, continued

02 **Foster inclusivity.** Expect each participant to contribute ideas. Encourage quieter voices by calling upon them first and circling back to them if they're interrupted. Express your opinion last to discourage groupthink.

03 **Be action-oriented.** Prioritise right outcome, not being right. Appoint a timekeeper to maintain momentum. Summarise who will be doing what post-meeting. Encourage the team to hold everyone accountable.

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04 **Know how to make fast decisions.** Fast decisions permit resilience, agility, and testing multiple options. If the decision is reversible without significant cost, then you can make it fast. Jeff Bezos calls this a two-way door decision.

05 **Share the chair.** Encouraging the people you lead to chair some meetings helps them grow. It is an important part of succession planning. It also gives you additional cognitive space to focus on potential decisions.

Q5 I know how to select high performers for a job

Selecting high performers for your team is one of the most consequential decisions leaders make. High performers learn fast and deliver more. They help attract, engage, and retain other high performers. Leaders who hire well multiply the effectiveness of their team.

FOUNDATIONS

01 **Know what you want in a candidate.** Understand the value you expect a candidate to deliver in a job. Know the essential tasks you need them to perform. And the stakeholders they need to persuade. Be realistic about ideal versus acceptable.

02 **Have structured interviews.** Ask each candidate consistent questions about their aspirations, skills, and past performance. Get detailed explanations of the value they've created for stakeholders. Co-ordinate questions between interviewers.

03 **Have structured reference checks.** Ask previous managers about the skills and past performance of the candidate. Ask if colleagues were disappointed when the candidate left? Ask if the referee would re-employ them? Have at least 3 checks.

Rational Intelligence, continued

5 questions

Q5, continued

MASTERCLASS

04 **Prioritise adaptive intelligence.** Seek examples of how candidates have solved complex problems at work. How have they adapted to changing data or events? When have they used initiative? You want people who welcome challenges.

05 **Prioritise personality virtues.** Seek examples of how candidates have displayed a growth mindset, conscientiousness, energy, generosity, and emotional agility at work. These predict being a high performing team member.

Emotional Intelligence

5 questions

Q6 I display trustworthiness in my job

Trust is the foundation of leadership. When people trust their leaders, they feel safe to contribute ideas, use initiative, and take risk. A reputation for trust enables stakeholders to collaborate and create value faster.

FOUNDATIONS

01 **Do what you say you will.** People want reliable leaders. Follow-up actions from meetings, meet deadlines, and deliver on promises. If you can't, communicate early and apologise without excuses.

02 **Commit to fairness.** A perceived lack of fairness can trigger strong, negative emotions. People want absolute and relative fairness in how they are treated. Don't play favourites with team members. Reward and acknowledge consistently.

03 **Protect confidentiality.** Treat sensitive conversations with care. Avoid gossip or sharing information to advance a relationship. You want team members to feel safe that they can share problems, doubts, or vulnerabilities.

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04 **Trust first.** When we trust first, the other person is likely to experience a release of the social bonding chemical oxytocin. Oxytocin predisposes them to trust and reciprocate positive behaviour. A virtuous circle is launched.

05 **Promote being value-centred with clients.** Being client centric aligns with most people's values. Model care for clients. Encourage and recognise team members who act as trusted advisers.

Emotional Intelligence, continued

5 questions

Q7 I show the people I lead that I care about them

We want to know others care about us. Leaders are in a privileged position to help their people feel noticed, supported, and valued. This elevates teams and workplaces. We feel like we matter when a leader authentically shows care.

FOUNDATIONS

01 **Know your team.** Learn what matters to individual team members. This can vary depending on their personality, stage of career, and what's going on in their personal lives. This knowledge helps your care to be relevant and useful.

02 **Check in personally.** Notice if colleagues' moods change. Noticing is mindfulness in action. Ask your team members how work and life is going. Listen. Ask if there's anything that you or the organisation can do to assist. Follow-up.

03 **Acknowledge effort and contribution.** Team members feel unappreciated if their hard work and results are not acknowledged. Leaders who praise and thank team members encourage repeated effort.

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04 **Champion your team.** Promote the value your team members create. Gather the resources they need. Defend them against unfair criticism. Your loyalty and support help your team to be engaged and resilient.

05 **Display warmth.** Being warm is a leadership superpower. People thrive when they have leaders who radiate friendliness and care to them. Genuine warmth elevates commitment of to the team. It helps people feel like they belong.

Q8 I foster resilience in the teams I lead

Resilient teams adapt to challenges, threats, and losses. Setbacks are normal in organisational life. Especially when the team has bold goals or operates in a competitive environment. Good leaders foster resilience in their people.

FOUNDATIONS

01 **Model resilience.** Displaying emotional self-control and self-belief helps team members to do the same. Focus on what's within your control as a leader. Look after your physical health so you can maintain energy.

Emotional Intelligence, continued

5 questions

Q8, continued

02 **Focus team members.** People feel purposeful and confident when they're adding value. Guide your team to valuable actions within their control. This helps them avoid speculating and ruminating on potential problems.

03 **Present a winning vision.** The team remains more optimistic and hopeful when they see themselves overcoming problems. Leaders can share stories of teams prevailing. They can remind their people of their capability to win.

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04 **Celebrate.** Celebration strengthens our memory of what we have done well. This means we can more easily recall our capability when we experience setbacks. Celebration also bonds team members and makes life sweeter.

05 **Foster antifragility.** Antifragility is a mindset that looks for opportunities in challenges and chaos. Robust systems underpin antifragility. Leaders can encourage a culture that seeks to bounce forward from setbacks.

Q9 I understand how a broad range of personalities are motivated at work

It's useful to understand what motivates a broad range of personalities in the workplace. Leaders who understand motivation can reduce conflict, build stronger relationships, and encourage discretionary effort in their team.

FOUNDATIONS

01 **Enlist C.A.R.M.** People are motivated to experience Competence, Autonomy, Relatedness, and Meaningfulness at work. Look for opportunities to advance each of these for your team. Gather positive feedback for your team from stakeholders.

02 **Build motivation maps.** Map the goals, values, and stress triggers of your team members. Ask, "What brings out your best?" and "What demotivates you?" Refresh your map twice per year.

03 **Delegate well.** Implement a system of increasing delegation for your people. Each quarter ask them what new tasks they're ready to adopt now or in 3 months with additional preparation? This helps people to stretch and grow.

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04 **Remove demotivators.** Be vigilant to organisational obstacles to your team performing well. Seek the tools, technology, and training they need. Advocate for appropriate compensation.

Emotional Intelligence, continued

5 questions

Q9, continued

05 **Understand the role of self-motivation.** Each person has ultimate responsibility for their own motivation. Leaders can set team members for success, but they can't make them driven, hard-working, high performers.

Q10 I understand how to manage underperforming people

Underperforming team members can reduce the reputation, productivity, and morale of the broader team. Avoiding performance conversations harms team culture. Effective leaders act early on underperformance, stay constructive, and uphold high standards.

FOUNDATIONS

01 **Focus on observable behaviours.** Identify behaviours not perceived character flaws that you want them to improve. "We need you to submit reports on time" is better than "we need you to stop being lazy." Be clear how and when you want the change.

02 **Discuss reasons.** Ask your team member to explain their behaviours. Even if they're defensive, you can explore together how they could improve. The issues could include task overload, insufficient skills, or lack of enjoyment. Ask how you can help.

03 **Match your energy to the problem.** If a team member is anxious or too switched-on, help them be calmer with quiet coaching. If they seem complacent, then you need to inject energy by explaining the consequences of them not changing.

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04 **Limit biases.** We limit recency bias by considering the person's earlier performance. We limit confirmation bias by seeking disconfirming evidence and a range of opinions. Committing to being fair is a mindset that reduces biases.

05 **Don't be a rescuer.** A leader's role is to support and coach an underperforming team member. It's not your responsibility to rescue someone who doesn't have the motivation or skills for the job. The team benefits by all members being a good fit.

Social Intelligence

5 questions

Q11 I champion a winning culture within the team I lead

Winning teams have a culture that can seize opportunities and be resilient with setbacks. This attracts and retains high performing team members. Excellent leaders don't just participate in culture: they champion the virtues that make it strong.

FOUNDATIONS

01 **Promote purpose.** People want to be part of something bigger than themselves. Purposeful teams have clear, attractive goals. They're also proud of the value they create for clients and their organisation.

02 **Empower your team.** Empowerment is deeply motivating for high performers. Encourage autonomy and welcome the voice of every team member. Advocate for needed resources including allies and sponsors for the team.

03 **Renew capability.** Teams need to maintain their competitive edge. Leaders can help manage the team's energy, skillset, welcoming of new opportunities, and resilience to setbacks.

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04 **Encourage collaboration.** Collaboration is a winning strategy within the team and with other stakeholders. Trust, accountability, celebration, and connectedness increase the collaboration of the team.

05 **Facilitate a coaching culture.** Winning teams help each other to improve. They provide solution-focused feedback. They share skills and knowledge. Effective leaders coach team members and provide opportunities for buddy coaching.

Q12 I defend the energy and time of the people I lead

Sustained high performance requires energy and time management. Leaders can treat their people as corporate athletes. This means focusing effort on what matters, using up-to-date technology and training, and allowing time for renewal.

FOUNDATIONS

01 **Update goals and tasks.** Reconfirm goals for the week and the main tasks team members will perform. Focus on high value tasks. Avoid busywork. Defend strategic focus. Everyone updates progress and obstacles by the end of the week.

Social Intelligence, continued

5 questions

Q12, continued

02 **Say 'no'.** High performing teams receive many additional requests from colleagues and clients. On behalf of the team, reject these requests if the team is at capacity or if the requests won't deliver significant value to the organisation.

03 **Promote work-life integration.** Trust high performing team members to prioritise non-work commitments. Encourage people to renew and have leisure time. Discourage work bingeing where people get insufficient sleep and exercise.

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04 **Protect from low value meetings.** Chair high value meetings that have an agenda, inclusive contribution, and disciplined follow-up. Encourage your team members to pushback against internal meeting requests that deliver little value.

05 **Advocate technology.** AI is saving significant time on a growing range of tasks. Have your team compare notes on what productivity tools they are finding useful. Invite your IT team and external vendors to share their insights. Keep searching.

Q13 I have a rigorous approach to leading change projects

It's hard to execute significant change in organisations. A rigorous approach to leading change projects increases your probability of success. This helps your team and organisation seize growth opportunities and deal with threats.

FOUNDATIONS

01 **Communicate a clear case for change.** Define what's changing, why it matters, and what success looks like. Communicate this early. Understand that people vary in how long they take to embrace change. Reiterate the value the project can create.

02 **Prepare for obstacles and setbacks.** Perform a pre-mortem on why the project could fail. Brainstorm potential obstacles with colleagues. Be ready for enthusiasm to dip on long or difficult projects. Show up more when things get tougher.

03 **Celebrate wins.** Celebrate effort, quick wins, and milestones. Enlist senior colleagues to acknowledge the team's progress with the project. Celebration builds momentum and resilience to setbacks.

Social Intelligence, continued

5 questions

Q13, continued

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04 **Build a change coalition.** Identify and empower team members to help drive the change programme. Choose people who have high energy, are capable, and have an enthusiasm for the project. Enlist other allies across the organisation.

05 **Be urgent.** Great leaders have a strong sense of urgency to deliver change. This energy inspires the effort of other stakeholders. It helps people feel purposeful. It's essential to executing high value projects on time, on budget.

Q14 I connect my colleagues to my network of allies and sponsors

Organisations that are well networked are more competitive. They draw upon collective ideas, experience, and resources to solve problems and seize opportunities. They help retain high performers with mentoring. Leaders multiply value by sharing their network.

FOUNDATIONS

01 **Have a value first mindset.** Look for opportunities where you and your team can add value to your colleagues. Respond quickly to simple requests. Share information, tools, and connections. Your colleagues will likely reciprocate.

02 **Refresh your network map.** Know the breadth, depth, and power of your internal and external network. Meet people who you think could be useful to you and your team. Join well-connected industry associations.

03 **Cultivate supernodes.** Supernodes are well-connected people who will act as a bridge to their network for you. They're prepared to spend social capital to introduce you. You also want to be a supernode for your people.

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04 **Build a pool of mentors.** Identify potential mentors for your team members. At each stage of their career, they will benefit from different ideas from senior colleagues. This can also lead to increased collaboration between teams.

05 **Coach your team to build their networks.** Guide your team members on how to ask for help, provide updates, and reciprocate value. Multiple strong networks contribute to the team being able to quickly achieve value.

Social Intelligence, continued

5 questions

Q15 I embrace my mandate to lead at work

Leadership is a privilege. When we have a mandate to lead, we have opportunities to make a difference to customers, our organisation, and our team. We get to leverage our strengths and develop new ones. We get to form deep, lifelong connections.

FOUNDATIONS

01 **See power as useful.** There will be many times when a final decision needs to be made. Empowerment as a leader enables us to get things done. The assertive, confident, ethical use of power builds trust with stakeholders.

02 **Treat pressure as a privilege.** The mandate to lead brings pressure to deal with problems. People look to our response when there are setbacks. This takes courage. And it's an opportunity to bring the best in us.

03 **Identify leadership moments.** Notice when a team member needs more autonomy or more assistance. Recognise coaching moments. Be prepared to share your skills and experience when it will help the team do better.

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04 **Enjoy your leadership.** As leaders, we get to show a range of positive emotions to our team. We get to be playful and use a sense of humour. We can make people feel good by validating them. There's much to enjoy.

05 **Be ambitious in the value you can create.** People crave effective leadership. Your positive actions will have a ripple effect through the team and wider organisation. This impact compounds as your reputation grows for being caring and competent.

FEEDBACK ROUND

Leader 360

What a leader's team leader, peers and team see, beside their own view.

Leader 360 asks a leader's team leader, peers and team the same questions the leader answers. Each view sits beside the leader's own, showing where views agree and where a blind spot is worth a conversation.

Questions	The 15 Triple Intelligence Leadership statements, rated 0 to 10
Who answers	The leader, their team leader, their peers and the people who report to them
Three widths	90 is the leader alone, 180 adds their team leader, 360 adds peers and reports
Read by	The leader, and HR when the round is on the record



The leader's own rating, beside their team leader, peers and reports.

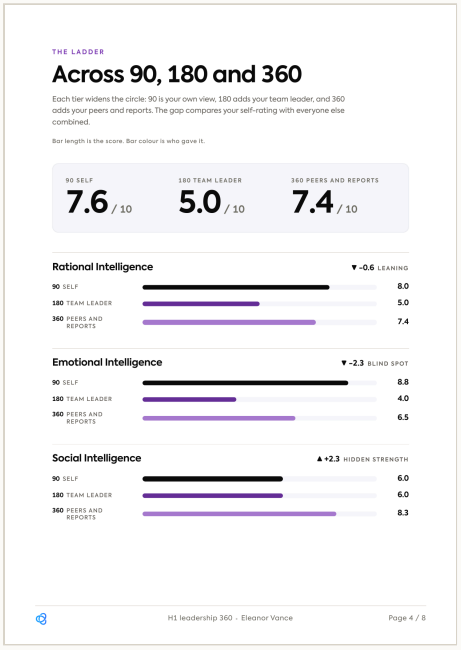
WHAT CHANGES

- **Blind spots found early, and named with care**
- **A development focus agreed from real feedback**
- **Leaders who understand their impact on others**

THE REPORT

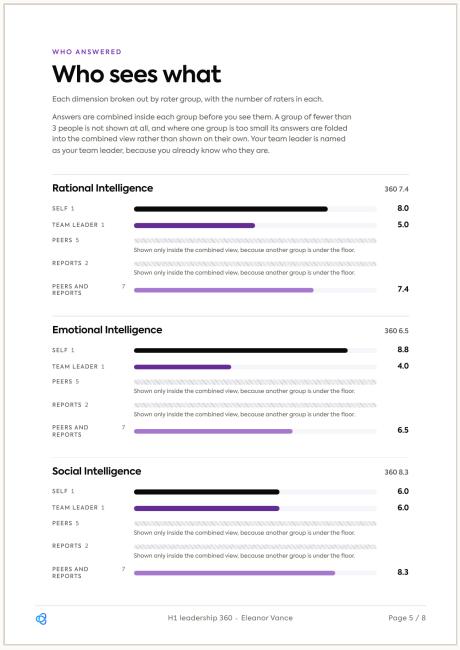
The leader's own view, beside everybody else's.

Where other people rate you higher than you rate yourself, you may have a hidden strength to lean into. Where you rate yourself higher than they do, treat it as a blind spot worth exploring rather than as a verdict. The most useful conversations start at the biggest gaps.



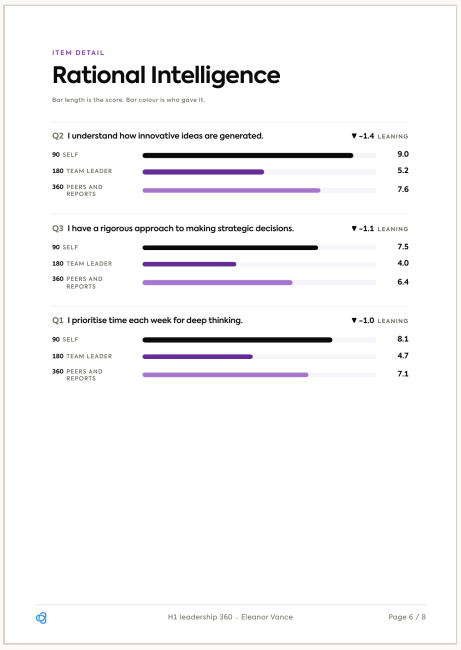
Across 90, 180 and 360

Every view, side by side.



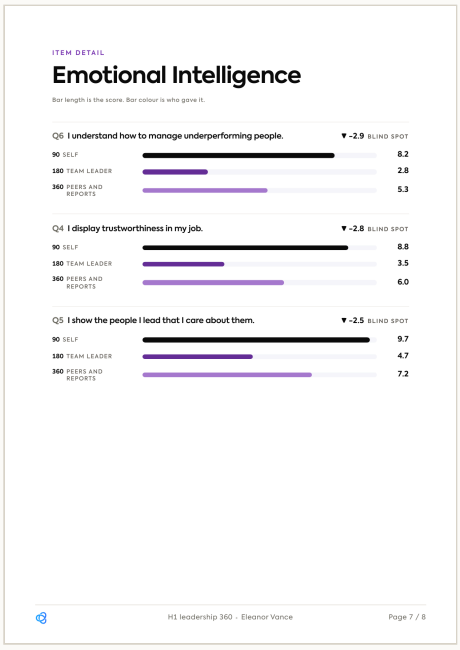
Who answered

Each group and how many raters.



Item detail

Each statement, every group.



Every intelligence

The same detail for each.

TEAM SURVEY

Winning Teams

What makes a team win, asked of the team itself.

Every member of the team answers about how the team works together. Team leaders see where the team is strong, what has moved since last time, and the resources to act on it together.

Questions	16 statements and 2 reflections, each rated 0 to 10
Time	About 5 minutes, on any device
Answered by	Every member of the team, about the team
Read by	The team leader and the organisation. Each member also gets their own report
Development	A module for each of the 16 questions, read in the report and in the library



A team's result across the four factors that predict team performance.

WHAT CHANGES

- **Team strengths and gaps in plain view**
- **Team conversations that start from evidence**
- **A clear view for the organisation of which teams need support**

WHAT IT ASKS

Four factors, four statements each.

Every member rates each statement about our team from 0 to 10, then names what the team does well and what it could do better.

Purpose

People work in teams to contribute something purposeful. We discuss how to have clear team goals, sustainable motivation, and pride in the value created for the organisation and clients.

01 Our team has a clear understanding of team goals

02 Our team is motivated to achieve team goals

03 Our team is proud of the value we create for our organisation

04 Our team is proud of the value we create for clients

Empowerment

Empowerment enables teams to deliver. We discuss how to have autonomy to pursue team goals, build allies and sponsors, welcome the voice of every team member, and have the resources to win.

05 Our team has the autonomy we need to achieve team goals

06 Our team has significant allies within our organisation

07 Our team welcomes the voice of every team member

08 Our team has the resources needed to achieve team goals

Capability

Teams need to be capable of achieving their mission. We discuss how to optimise energy and time management, build skills, welcome new opportunities, and be resilient to setbacks.

09 Our team has the energy and time to achieve team goals

10 Our team has the skills needed to achieve team goals

11 Our team welcomes new opportunities

12 Our team is resilient to setbacks

Collaboration

Collaboration between team members is a winning strategy. We discuss how to enhance team trust, hold each other accountable, celebrate team success, and connect one another to useful people.

13 Our team members trust each other

14 Our team holds each other accountable for high performance

15 Our team celebrates team successes

16 Our team members connect one another to useful people

Two reflections, in their own words

Not scored. Up to three short points each, read back word for word.

17 What is our team doing well?

18 What could our team do better?

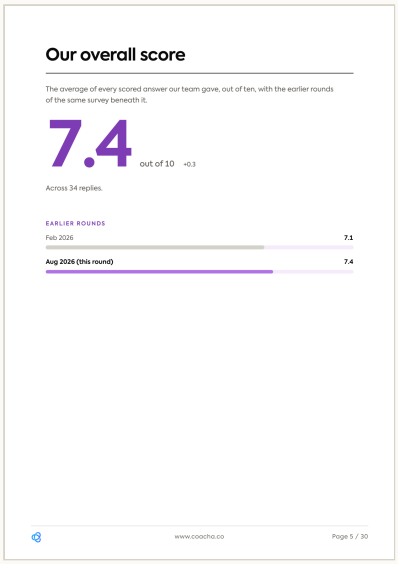
THE REPORT

A team report the whole team can work from.

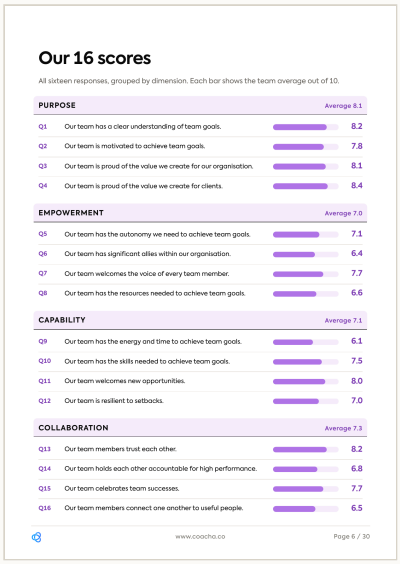
The team leader gets a team report. Each person who answered also gets their own, their view beside the team's.



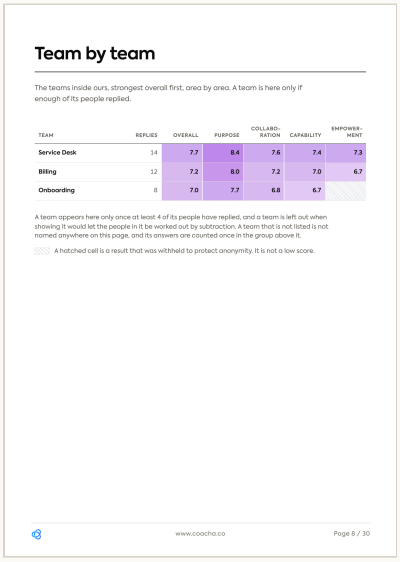
Cover
The team's own report.



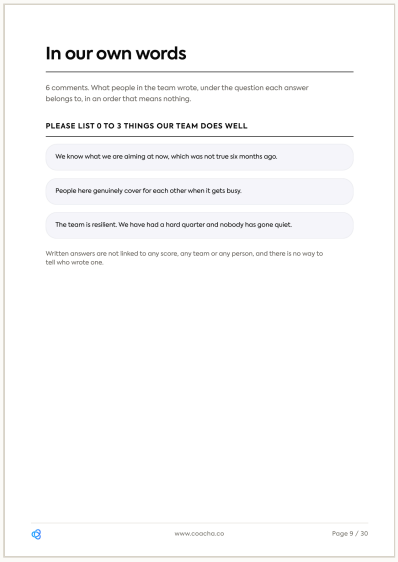
Our overall score
With earlier rounds.



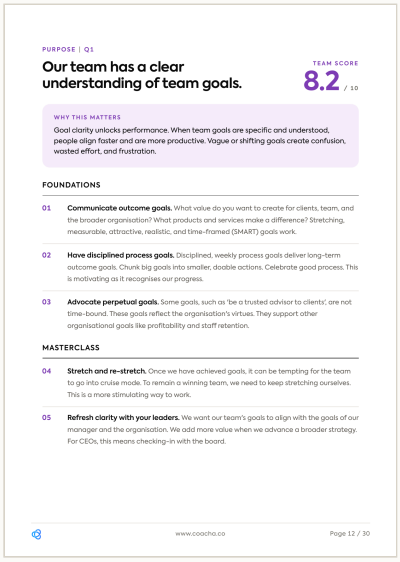
All 16 scores
Grouped by factor.



Team by team
Every team inside, side by side.



In our own words
What the team wrote.



A page for every question
With the team's score.

DEVELOPMENT LIBRARY

All 16 modules, every tip in full.

Every Winning Teams module as people read it: why the question matters, then each Foundations and Masterclass tip, in full.

Purpose

4 questions

Q1 Our team has a clear understanding of team goals

Goal clarity unlocks performance. When team goals are specific and understood, people align faster and are more productive. Vague or shifting goals create confusion, wasted effort, and frustration.

FOUNDATIONS

01 **Communicate outcome goals.** What value do you want to create for clients, team, and the broader organisation? What products and services make a difference? Stretching, measurable, attractive, realistic, and time-framed (SMART) goals work.

02 **Have disciplined process goals.** Disciplined, weekly process goals deliver long-term outcome goals. Chunk big goals into smaller, doable actions. Celebrate good process. This is motivating as it recognises our progress.

03 **Advocate perpetual goals.** Some goals, such as 'be a trusted advisor to clients', are not time-bound. These goals reflect the organisation's virtues. They support other organisational goals like profitability and staff retention.

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04 **Stretch and re-stretch.** Once we have achieved goals, it can be tempting for the team to go into cruise mode. To remain a winning team, we need to keep stretching ourselves. This is a more stimulating way to work.

05 **Refresh clarity with your leaders.** We want our team's goals to align with the goals of our manager and the organisation. We add more value when we advance a broader strategy. For CEOs, this means checking-in with the board.

Purpose, continued

4 questions

Q2 Our team is motivated to achieve team goals

A team of highly motivated people can achieve great things. Motivation fuels momentum. It helps overcome setbacks and beat competitors. Leaders have the opportunity align goals with the motivation of team members.

FOUNDATIONS

01 **Co-create the plan.** Seek the insights and experience of team members on how to achieve goals. This inclusiveness increases buy-in at the start and when things get tougher or tedious. Inclusiveness also leads to better decisions and planning.

02 **Link goals to purpose.** Our work is more purposeful when we know why we are doing things. Communicate why the goal matters now. Remind the team of the layers of value the goal is intended to create.

03 **Enlist C.A.R.M.** People are motivated to experience Competence, Autonomy, Relatedness, and Meaningfulness at work. Look for opportunities to advance each of these as goals are pursued.

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04 **Build shared urgency.** Great leaders have a strong sense of urgency to achieve goals. This energy inspires the effort of other stakeholders. It helps team members feel they're part of something dynamic.

05 **Understand the role of self-motivation.** Each person has ultimate responsibility for their own motivation. Leaders can coach team members for success, but they can't make them be motivated to achieve specific goals.

Purpose, continued

4 questions

Q3 Our team is proud of the value we create for our organisation

Great businesses and great careers are built on collective endeavour. 1 + 1 + 1 = 8. Creating significant value for all our colleagues helps future proof our organisation. Being proud of the value we create together is an enduring source of purpose.

FOUNDATIONS

01 **Think broadly about value.** Connect your team to the layers of value they're adding. These might include responding urgently to important requests, supporting them with setbacks, sharing resources, referring clients, and solving difficult problems.

02 **Foster empathy for colleagues.** Know their hopes and worries. Have team members attend the events and presentations of different functions. Celebrate their wins. Treat helping other teams to succeed as a victory.

03 **Seek feedback from colleagues.** Ask other teams how you and their team are collaborating. Ask what you are doing well and what could be better. Listen. Ask deeper questions. This is an ongoing opportunity both validate and improve.

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04 **Align with organisational strategy.** Help your team understand the main opportunities and threats facing the organisation. How can the team add more to overall competitiveness. A shared mission increases a sense of purpose.

05 **Take a long perspective.** We make better decisions when we think about long-term collegial relationships. Consider the lifetime value they could add to you. Reciprocate with a commitment to adding long-term value to them.

Purpose, continued

4 questions

Q4 Our team is proud of the value we create for clients

Great businesses and great careers are built by focusing on the client. Some describe it as a client obsession. Creating significant value for clients helps future proof our teams. Being proud of the value we create for clients is an enduring source of purpose.

FOUNDATIONS

01 **Think broadly about value.** Connect your team to the layers of value they're adding. These might include being trusted advisors, sharing research, referring customers, solving difficult problems, and assisting them to sell to their clients.

02 **Foster empathy for clients.** Know their hopes and worries. Have team members attend the events and presentations of clients. Celebrate client wins. Treat helping the client to succeed as a victory.

03 **Seek feedback from clients.** Ask your clients in-person or by video how you and your team are performing. Ask what you are doing well and what could be better. Listen. Ask deeper questions. This is an ongoing opportunity to progress.

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04 **Delight the client.** Great organisations are driven to improve the client experience. What can you do to delight clients today? Have a default position 'let's try to give you what you want.' Clients love a can-do attitude. Deliver client service alpha.

05 **Take a long perspective.** We make better decisions when we think about long-term client relationships. Consider the lifetime value they could add to you. Reciprocate with a commitment to adding long-term value to them.

Empowerment

4 questions

Q5 Our team has the autonomy we need to achieve team goals

Micromanagement stifles creativity and erodes morale. High performing people want to use their initiative when pursuing goals. Effective leaders directly encourage autonomy. They also advocate within the organisation for the team to have autonomy.

FOUNDATIONS

01 **Agree clear standards.** Autonomy works best with clarity. Define what standards need to be achieved then give freedom to the team on how to achieve them. This is an example of loose-tight management.

02 **Trust in bets.** Extend autonomy in measured bets. This increases the probability that team members will not be overwhelmed and lowers the cost of potential failure. Extend additional autonomy as the team's readiness increases.

03 **Nudge.** Experienced leaders often assess a person's capability better than themselves. Talented, conscientious team members sometimes need to be nudged to accept more autonomy.

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04 **Systematise delegation.** Implement a system of increasing delegation for your people. Each quarter ask them what new tasks they're ready to adopt now or in 3 months with additional preparation? This helps people to stretch and grow.

05 **Negotiate for autonomy.** If senior leaders are constraining your team's ability to act, make a case with them for more autonomy. Compelling arguments include increased motivation, retention, and goal achievement.

Q6 Our team has significant allies within our organisation

Teams that are connected to influential allies navigate the system faster, receive better resources, and have more support when they have setbacks. This empowers the team to have bigger wins. As a leader, you can be your team's connector-in-chief.

FOUNDATIONS

01 **Encourage outreach.** Prompt team members to directly build cross-functional relationships directly. Act as a bridge to other leaders. Introduce your team to colleagues across functions and levels.

Empowerment, continued

4 questions

Q6, continued

02 **Foster a value first mindset.** Look for opportunities where you and your team can add value to your colleagues. Respond quickly to simple requests. Share information, tools, and connections. Your colleagues will likely reciprocate.

03 **Seek allies with the same mission.** Which teams might share your team's main goals? How could you collaborate better with them? The more allies we have on our mission increases our probability of success. 1 + 1 + 1 = 8.

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04 **Create visibility moments.** Nominate team members for cross-functional projects and working groups. Share their successes with senior colleagues. Invite other leaders to address the team, attend offsites, and participate in celebrations.

05 **Build a pool of internal mentors.** Identify skilful and willing mentors for your team members. At each stage of their career, they will benefit from a range of ideas from senior colleagues. This accelerates their ability to achieve their goals.

Q7 Our team welcomes the voice of every team member

Effective leaders create a space for every voice. Inclusiveness leads to better decisions, deeper commitment to those decisions, and higher engagement. People feel like they belong to a team when they are heard.

FOUNDATIONS

01 **Expect contribution.** All team members from junior to senior to new joiners have a valuable role. Use pre-work and double and triple brainstorming to elicit ideas. Welcome the sharing of spontaneous ideas about how the team could win more.

02 **Encourage right outcome, not being right.** Brainstorming produces many ideas that will not be adopted. Such contributions are part of the creative process that leads to good decisions. We want people to feel safe to contribute a range of ideas.

03 **Close the loop.** Show how feedback was considered or applied. This reinforces that voices lead to action. Continue to update as projects progress. Ideally, continue to involve contributors of ideas if the project moves outside the team.

Empowerment, continued

4 questions

Q7, continued

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04 **Chair inclusive meetings.** Encourage quieter voices by calling upon them first and circling back to them if they're interrupted. Express your opinion last to discourage groupthink. Coach junior team members on how to be persuasive.

05 **Share the chair.** Encouraging the people you lead to chair some meetings helps them grow. It's an important part of succession planning. It also gives you additional cognitive space to focus on potential decisions.

Q8 Our team has the resources needed to achieve team goals

Inadequate resources frustrate teams. Leaders have an essential role in assessing and advocating for adequate budget, systems, equipment, and operational support. This enables teams to progress their goals.

FOUNDATIONS

01 **Audit current resources.** Ask your team what's missing or slowing them down. Clarify what's a want versus a genuine need. Confirm how they would integrate additional resources to improve performance.

02 **Assemble the data.** Make the business case clear. Link the value the team will achieve for the organisation with additional resources. Value could be improved profitability, lower risk, and enhanced stakeholder satisfaction.

03 **Be persuasive.** Prepare well to negotiate. In addition to having compelling data, understand wider organisational constraints on resources. Choose when is optimal to ask. Be assertive and respectful. Be prepared to spend your social capital.

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04 **Prioritise.** Focus resources on projects that add most current and likely future value. Optimise budgets. This may include reducing or stopping some projects. Can a new resource replace another cost. Can subscriptions be cancelled or downgraded.

05 **Innovate within constraints.** Almost nobody gets all the resources they want. Challenge the team to innovate within the constraints they have. Think creatively about the minimum resources required to produce a stronger product or service.

Capability

4 questions

Q9 Our team has the energy and time to achieve team goals

Sustained high performance requires energy and time management. Leaders can treat their people as corporate athletes. This means focusing effort on what matters, using up-to-date technology and training, and allowing time for renewal.

FOUNDATIONS

01 **Update goals and tasks.** Reconfirm goals for the week and the main tasks team members will perform. Focus on high value tasks. Avoid busywork. Defend strategic focus. Everyone updates progress and obstacles by the end of the week.

02 **Say 'no'.** High performing teams receive many additional requests from colleagues and clients. On behalf of the team, reject these requests if the team is at capacity or if the requests won't deliver significant value to the organisation.

03 **Promote work-life integration.** Trust high performing team members to prioritise non-work commitments. Encourage people to renew and have leisure time. Discourage work bingeing where people get insufficient sleep and exercise.

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04 **Protect from low value meetings.** Chair high value meetings that have an agenda, inclusive contribution, and disciplined follow-up. Encourage your team members to pushback against internal meeting requests that deliver little value.

05 **Advocate technology.** AI is saving significant time on a growing range of tasks. Have your team compare notes on what productivity tools they are finding useful. Invite your IT team and external vendors to share their insights. Keep searching.

Capability, continued

4 questions

Q10 Our team has the skills needed to achieve team goals

Winning teams have significant collective skills. The more ambitious their goals, the more skilfulness required. Effective leaders make ongoing assessments of skills across the team. This needs to also address what skills will be required to compete in the future.

FOUNDATIONS

01 **Audit current skills.** Survey your team, your manager, and other valued stakeholders on key skills for the team. Balance this against your observations. Identify which skill improvements would make the biggest difference.

02 **Invest in development.** Leverage team-based training where there are common developmental opportunities for the team. Create individual learning plans with your people. Connect these to value. Empower them to drive their learning.

03 **Hire talent.** Sometimes the best way to advance the collective skills of your team is to hire. The talent pool could be internal or external to your organisation. Interviews and reference-checking should rigorously test desired skills.

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04 **Coach your team.** Use your experience and good will to help team members overcome skills deficits. Have a solution-focused, goal-directed approach. Seek their insights to what is working well. Identify the smallest changes for largest results.

05 **Predict the future.** Imagine how you and your clients could be doing business in 3 years' time. How do you stay competitive given industry trends? What skills do you and your team need to win? Develop skills to future proof the team.

Q11 Our team welcomes new opportunities

Teams that welcome new opportunities increase their skills, self-belief, and innovation. This positivity shows other teams we're committed to building capability and worthy of resources. Leaders inspire their team when they seize attractive opportunities.

FOUNDATIONS

01 **Cultivate a growth mindset.** Encourage the team to approach new opportunities with curiosity and confidence that they can learn. Treat opportunities as puzzles to solve. Acknowledge team members who identify new ways of doing things.

Capability, continued

4 questions

Q11, continued

02 **Enlist help.** Colleagues, clients, and suppliers have experience to help us with new opportunities. Most people are generous with their insights. Seek advice early when a project is complex or novel to you and the team.

03 **Support smart failures.** Team members are more likely to embrace new things if they feel it's safe to take risk. Leaders are trusted when they defend their people after a loss. Support smart risks and failures before and after the result.

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04 **Facilitate flow.** Flow is a peak state in our work. It's when we're deeply engaged, using our strengths, and learning. Working on exciting, new opportunities with colleagues are often highpoints in our careers.

05 **Build shared urgency.** Great leaders have a strong sense of urgency to seize opportunities. This energy inspires the effort of other stakeholders. Attractive, new opportunities will also be pursued by competitors. Speed counts.

Q12 Our team is resilient to setbacks

Resilient teams adapt to challenges, threats, and losses. Setbacks are normal in organisational life. Stretch goals and competitive markets means teams can fall short of goals. Leaders shape resilience by how they respond to failures and losses.

FOUNDATIONS

01 **Model resilience.** Displaying emotional self-control and self-belief helps team members to do the same. Focus on what's within your control as a leader. Look after your physical health so you can maintain energy.

02 **Focus team members.** People feel capable and confident when they're adding value. Guide your team to valuable actions within their control. This helps them avoid speculating and ruminating on potential problems.

03 **Present a winning vision.** The team remains more optimistic and hopeful when they see themselves overcoming problems. Leaders can share stories of teams prevailing. They can remind their people of their capability to win.

Capability, continued

4 questions

Q12, continued

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04 **Celebrate.** Celebration strengthens our team memory of what we've done well. This means we can more easily recall our capability when we experience setbacks. Celebration also bonds team members and makes life sweeter.

05 **Foster antifragility.** Antifragility is a mindset that looks for opportunities in challenges and chaos. Robust systems underpin antifragility. Leaders can encourage a team culture that seeks to bounce forward from setbacks.

Collaboration

4 questions

Q13 Our team members trust each other

Trust is the foundation of collaborative teams. Trust accelerates creating value. When people feel trust, they provide honest feedback, contribute ideas, and take initiative. Teams with trustworthy reputations attract high quality clients and suppliers.

FOUNDATIONS

01 **Have high quality communication.** Constructively address issues early. Resist in-groups and out-groups forming. Discourage gossip. As a leader, model excellent listening so your people feel understood.

02 **Commit to fairness.** A perceived lack of fairness can trigger strong, negative emotions. People want absolute and relative fairness in how they're treated. Don't play favourites with team members. Reward and acknowledge consistently.

03 **Promote dependability.** People want reliable leaders and team members. Encourage everyone to follow-up actions from meetings, meet deadlines, and deliver on promises. Teams with strong cultures hold each other accountable.

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04 **Build connection.** Provide opportunities for team members to connect beyond work projects. Empathy increases when people know each other. Organise informal meals together. As a leader, take an interest in the broader lives of your people.

05 **Promote being value-centred with clients.** Being client centric aligns with most people's values. Model care for clients. Encourage and recognise team members who act as trusted advisers.

Collaboration, continued

4 questions

Q14 Our team holds each other accountable for high performance

Teams that expect high performance of every team member are more likely to win. Leaders set the tone for what's expected. Accountability isn't about blame. It's about how the team can consistently be excellent.

FOUNDATIONS

01 **Have clear expectations.** Agree the value you and the team want to create for clients, the team, and broader organisation. Set stretching outcome and process goals. Emphasise team virtues like generosity and trustworthiness.

02 **Have a feedback culture.** Model direct, respectful conversations about performance. Provide this in the moment and in regular forums. Encourage candid conversations between team members focused on actions.

03 **Solve problems together.** Collaborating on problems builds trust, shared purpose, and creative solutions. It's also a more enjoyable way to work. As a leader, encourage spontaneous brainstorming to address obstacles and setbacks.

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04 **Enable buddy coaching.** Pair team members to discuss progress on their respective goals. They can directly challenge and support one another. People are more likely to follow-up on their commitments when they have an accountability partner.

05 **Promote radical accountability.** Reinforce that the team shows up, owns it, and delivers. It doesn't make excuses when it fails. You want the team to take great pride in its dependability.

Q15 Our team celebrates team successes

Celebration creates energy, reinforces belief, and builds culture. It reminds people why their work matters and makes effort feel worthwhile. Celebration helps teams and organisations to be resilient. Leaders have an important role in driving celebrations.

FOUNDATIONS

01 **Celebrate strong process.** Leaders don't need to wait until the team has achieved major milestones. Acknowledge daily and weekly wins. Recognise disciplined, daily actions that help the team win in the long term.

Collaboration, continued

4 questions

Q15, continued

02 **Connect values to victories.** Teams that win with courage, collaboration, and humility are noteworthy. Maintaining values under pressure is important. Leaders strengthen culture by celebrating how the team has won.

03 **Be inclusive.** Notice contribution from each team member. Celebrating collective endeavour is more joyous than celebrating individual effort. Be generous in acknowledging your team and other colleagues who have contributed to success.

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04 **Build resilience.** Celebration strengthens our team memory of what we've done well. This means we can more easily recall our capability when we experience setbacks. Celebration also bonds team members and makes life sweeter.

05 **Drive celebrations.** Play an active role in organising and participating in celebrations. Facilitate dinners, highlight reels, and 'Friday shoutouts' to maintain momentum. Stand-up and make a short speech. Express joy in victories.

Q16 Our team members connect one another to useful people

Teams that are well networked are more competitive. They draw upon ideas and experience from within their organisation and the broader industry. Team members multiply opportunities when they connect each other. Leaders can catalyse this generosity.

FOUNDATIONS

01 **Refresh network maps.** Encourage the team members to know the breadth, depth, and power of their internal and external network. Have them map their networks. Share these maps between team members.

02 **Coach your team to build their networks.** Guide team members how to ask for help, provide updates, and reciprocate value. Encourage your people to attend conferences and industry events. Aim for everyone to widen and deepen networks.

03 **Acknowledge generosity.** Discourage contact hoarding. Recognise team members who are proactive connectors. This is especially important with making client introductions. Promote winning together.

Collaboration, continued

4 questions

Q16, continued

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04 **Cultivate industry supernodes.** Supernodes are well-connected people who will act as a bridge to their network for you and your team. They're prepared to spend social capital to introduce you. Industry leaders are prized supernodes.

05 **Create connection opportunities.** Have your team become a supernode within your industry. Host lunches and drinks with competitors. Host small-group discussions with clients on emerging topics. Be a thought curator if not a thought leader.

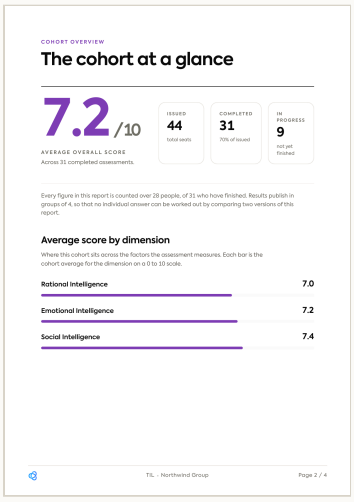
FOR THE ORGANISATION

Leadership strength across the organisation.

HR reads Triple Intelligence Leadership across every leader who took it, and every team's Winning Teams result side by side.

Team	Purpose	Empowerment	Capability	Collaboration
Acme Corp	7.2	6.7	7.0	6.9
Engineering team	7.4	6.8	7.1	6.9
Customer service	6.9	6.2	6.8	7.0
Sales team	6.6	6.1	6.4	6.5

Winning Teams for every team, factor by factor.


COHORT OVERVIEW

The cohort at a glance

7.2 /10

AVERAGE OVERALL SCORE

Across 31 completed assessments.

ISSUED 44 total seats

COMPLETED 31 70% of issued

IN PROGRESS 9 not yet finished

Every figure in this report is counted over 28 people, of 31 who have finished. Results publish in groups of 4, so that no individual answer can be worked out by comparing two versions of this report.

Average score by dimension

Where this cohort sits across the factors the assessment measures. Each bar is the cohort average for the dimension on a 0 to 10 scale.

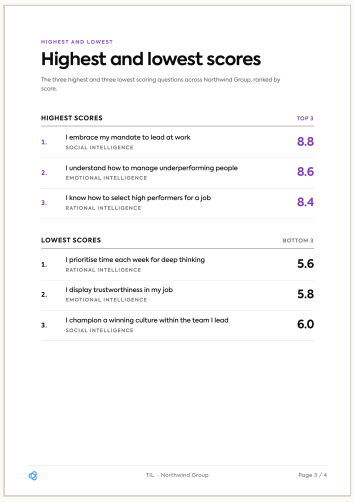
Rational Intelligence 7.0

Emotional Intelligence 7.2

Social Intelligence 7.4

TIL · Northwind Group Page 2 / 4

Leadership cohort
Average and spread.


HIGHEST AND LOWEST

Highest and lowest scores

The three highest and three lowest scoring questions across Northwind Group, ranked by score.

HIGHEST SCORES TOP 3

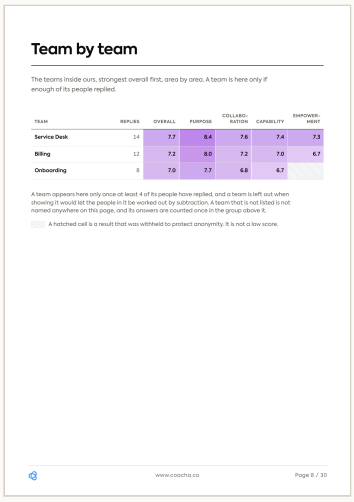
1. I embrace my mandate to lead at work — SOCIAL INTELLIGENCE — 8.8
2. I understand how to manage underperforming people — EMOTIONAL INTELLIGENCE — 8.6
3. I know how to select high performers for a job — RATIONAL INTELLIGENCE — 8.4

LOWEST SCORES BOTTOM 3

1. I prioritise time each week for deep thinking — RATIONAL INTELLIGENCE — 5.6
2. I display trustworthiness in my job — EMOTIONAL INTELLIGENCE — 5.8
3. I champion a winning culture within the team I lead — SOCIAL INTELLIGENCE — 6.0

TIL · Northwind Group Page 3 / 4

Highest and lowest
Across every leader.


Team by team

The teams inside ours, strongest overall first, area by area. A team is here only if enough of its people replied.

TEAM	REPLIES	OVERALL	PURPOSE	COLLABO-RATION	CAPABILITY	EMPOWER-MENT
Service Desk	14	7.7	8.4	7.6	7.4	7.3
Billing	12	7.2	8.0	7.2	7.0	6.7
Onboarding	8	7.0	7.7	6.8	6.7	

A team appears here only once at least 4 of its people have replied, and a team is left out when showing it would let the people in it be worked out by subtraction. A team that is not listed is not named anywhere on this page, and its answers are counted once in the group above it.

A hatched cell is a result that was withheld to protect anonymity. It is not a low score.

www.coacha.co Page 8 / 10

Team by team
Winning Teams for every team.

Lead works with every area

Each area is complete on its own. Together they share the same people, teams, reports and learning.

Perform
Self-leadership

Leaders lead themselves too: Personality 5, Energy and Time and their own appraisals.

Sell
Selling that creates value

Sales leaders take Value-Centred Sales Leadership and lead their team's sales actions.

Engage
How people experience work

The engagement survey shows how every team experiences being led.

Coach
Coaching and learning

Leaders coach their people with a guided conversation, and every Lead result links to the library.

See Coacha with your people in mind.

Tell us what you want to move forward, and we will walk you through the areas that fit.

Coacha

team@coacha.co

www.coacha.co