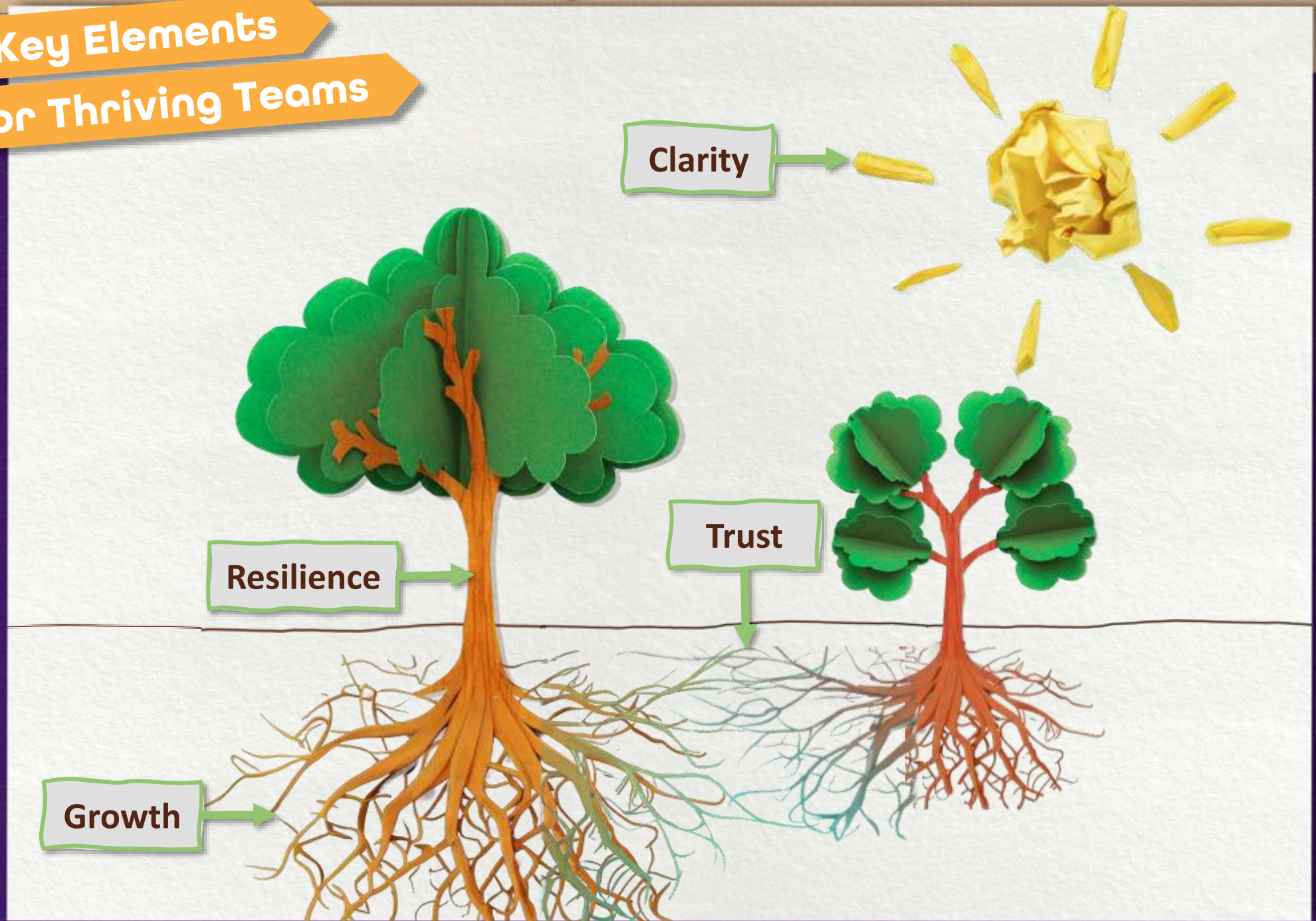


THRIVING TEAMS

→ BUILDING A CULTURE OF RESILIENCE & PSYCHOLOGICAL SAFETY.



4 Key Elements For Thriving Teams



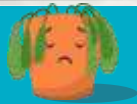
Thriving Teams Health Check

For each of the “**Work Areas**” below, we have listed some of the signs that a team may be **Declining, Surviving or Thriving**.

As you go through the list, which of the signs do you see in your team? Identify any areas you’d like to focus on improving this quarter and plan your next action in the column provided.

Work Areas	Declining Teams 	Surviving Teams 	Thriving Teams 	Next Action
Clear work expectations	...find safety in ambiguity. If no one knows what they’re supposed to be doing, no one can be held accountable. ☐	...juggle two jobs - managing what other people think of them, and delivering the work itself. ☐	...invest time in getting really clear about their expectations and priorities, so they can fully focus on delivering impact. ☐	
Decision making	...defer decisions and deflect responsibility.. ☐	...make decisions based on perception, politics, popularity, preference or self-preservation. ☐	...make decisions based on clear strategic priorities and organizational values. ☐	
Responding to mistakes	...punish mistakes and respond with blame and shame, leading to deflection, hiding and avoidance. ☐	...accept mistakes as inevitable and respond with correction. ☐	...embrace mistakes as a learning opportunity and respond with curiosity. ☐	

Thriving Teams Health Check

Work Areas	Declining Teams 	Surviving Teams 	Thriving Teams 	Next Action
Sharing ideas	...do not welcome new ideas. People keep their head down and tow the line. ☐	...curb their innovation by welcoming only good ideas. People share ideas when they have a strong level of confidence or conviction, but hold back on the rest. ☐	...innovate by encouraging people to voice suggestions and offer ideas freely - including those that are half-formed, strange or controversial. ☐	
Speaking up	...develop willful blindness to preserve the status quo. People hold back from speaking up to avoid drawing attention to themselves. ☐	...mistake consensus for collaboration. People keep the peace by keeping unpopular or challenging opinions to themselves. ☐	...challenge their blind spots by encouraging dissent and positive disruption. They value diversity of thought and expect people to voice concerns. ☐	
Feedback	...avoid feedback as rejection. ☐	...receive feedback as judgment. Their aim is to prove themselves. ☐	...seek feedback as useful information. Their aim is to improve. ☐	
Praise	...see praise as competition. In an environment of survival of the fittest, what makes one person look good makes someone else look bad. ☐	...see praise as validation – usually from a manager or someone more senior. ☐	...freely give praise to each other to reinforce, challenge and encourage further growth. ☐	

Thriving Teams Health Check

Work Areas	Declining Teams 	Surviving Teams 	Thriving Teams 	Next Action
Asking for help	...discourage asking for help as a sign of weakness. ☐	...trade favors by offering or receiving help. ☐	...build trust by asking for and giving help. ☐	
Frustrations	...react to frustrations by swinging between extremes, from email rage outbursts to email ghosting to avoid conflict. ☐	...suppress their frustrations to avoid conflict - resulting in disengagement, miscommunication, poor mental health, unproductive behaviors & isolated teams. ☐	...build respect by creating a safe environment where frustrations can be addressed in an open, healthy, timely & constructive way. ☐	
Unknown	...stick to what they know. ☐	...feel like imposters when they don't know. ☐	...recognize the unknown as the place of learning, discovery and growth, and see themselves as leaders pioneering new ground. ☐	



Tip: Schedule a regular (e.g. quarterly) Thriving Teams Health Check in your calendar to proactively monitor your team's thriving status, spot any warning signs early, and track where you've already made improvements.

Thinking about your work, what's...

Not Clear	Fairly Clear	Really Clear

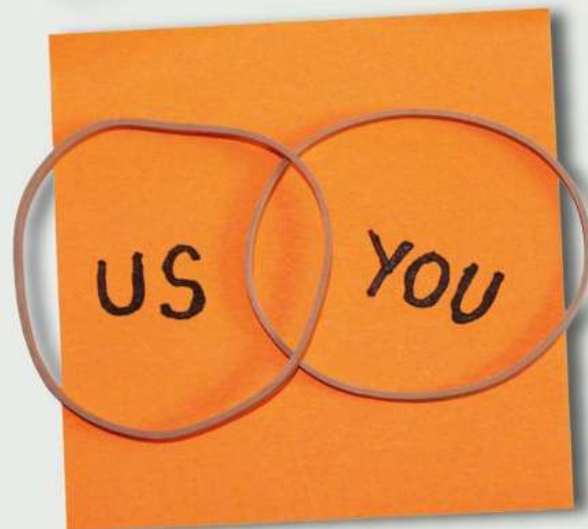
My Key Takeaways & Next Actions

Cultivating Clarity

Cultivating Resilience

Cultivating Trust

Cultivating Growth



Find Out More

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