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PARTICIPANT

Chris Sample



Team: Amazure Consulting
Organisation: Amazure Consulting

ABOUT NEUROTEAMVIEW

Psychological Safety + Emotional Awareness = A High Performance Team

High performance in teams has less to do with who is in a team and more to do with how team members interact with one another. Recent research has uncovered two important characteristics of individual team members that translate to effective teams:

1. High-performance teams are high-trust teams. Research has found that the concept of “psychological safety” is core to high-performance teams. Psychological safety means team members trust one another enough to take risks and share a range of ideas without the fear of being embarrassed or humiliated.
2. High-performance teams are emotionally aware. The best performing teams respect one another’s emotions and are mindful that all members should participate equally. Research has shown that the collective emotional awareness of a team predicts team performance, and is unrelated to the average or maximum individual overall intelligence of group members.

TRUST INCREASES TEAM PERFORMANCE:



ABOUT YOUR NEUROTEAMVIEW REPORT

Your NeuroTeamView Report provides you with feedback on how team members perceive behaviors that you express and demonstrate which contribute towards a high trust cultures and your ability to understand and “read” the emotions of others. These elements are important on both an individual and team level for high performance.

Both demonstrated trust behaviors and emotional awareness are skills that can be enhanced and development in all of us. This report will provide an overview of strengths and areas for development.

SECTION 1: SELF-OTHER TRUST PILLAR SCORES

Provides a comparison of self-ratings to those of others who rated you on each of the four Trust Pillars.

SECTION 2: NEUROTEAMVIEW TRUST BEHAVIORS

Provides a comparison of self-ratings to those of others who rated you on each of the 12 Trust Pillar behaviors.

SECTION 3: EMOTIONAL AWARENESS

Provides feedback on your emotional awareness based on the extent to which you were able to accurately “read” the emotions on eight specific faces presented to you (i.e., your external awareness).

SECTION 4: COMMENTS

Provides confidential responses from team members about what you can do more, less or differently within the team to contribute to a high trust culture.

SELF-AWARENESS INDEX

INTRODUCTION

Research suggests that accurate self-awareness about one's strengths and potential areas of development is important for effective job performance and success. The Self-Awareness Index provides a way for you to compare your own self-ratings to those of your team members on the critical Leadership Practices measured within the questionnaire.

The scores for all your team members have been averaged together and are compared to your own self-ratings and graphically displayed in one of the four quadrants shown below. The Self-Awareness Index can be categorized in four distinct ways:

	Potential Strengths	Confirmed Strengths
TEAM MEMBERS RARTINGS	The leadership practices represented in this quadrant are those that were rated higher by your team members than you own self raitngs.	The leadership practices represented in this quadrant are those that were rated high by yourself and your team members.
	The leadership practices represented in this quadrant are those that were rated low by yourself and your team members.	The leadership practices represented in this quadrant are those that were rated low by your team members than you own self raitngs.
	Confirmed Development Areas	Potential Development Areas
	SELF RATING	

HOW TO USE YOUR SELF-AWARENESS INDEX

1. First, examine the specific Leadership Practices that fall into each of these four quadrants
2. Next, explore the themes of these Leadership Practices to see how they may or may not be logically related to each other. It's important to continue to leverage those Leadership Practices that are categorized as Confirmed or Potential Strengths
3. Finally, consider ways to enhance skills and effectiveness in those Leadership Practices categorized as Confirmed or Potential Development Areas

SELF-AWARENESS INDEX



CAPABLE

I believe you have the appropriate knowledge and skills



CONSISTENT

I believe you will act in a predictable and reliable manner



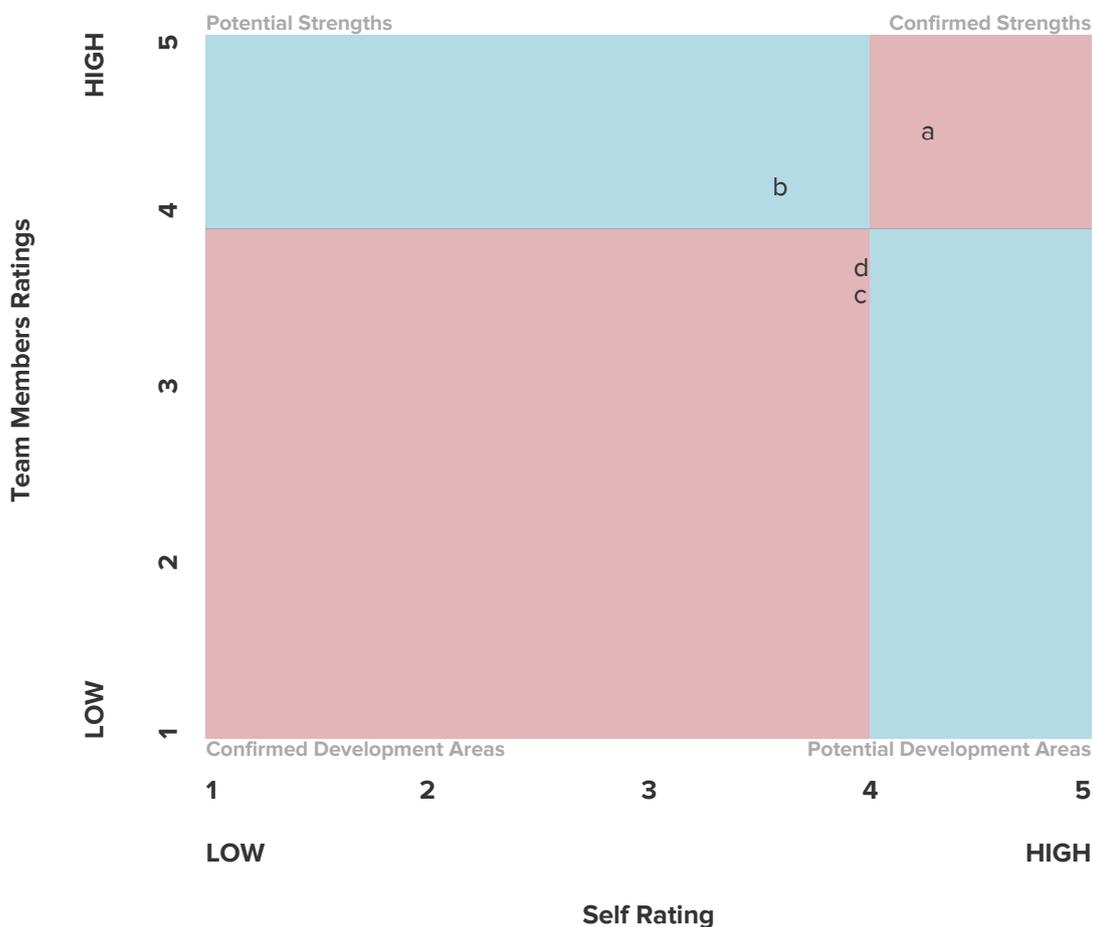
CARING

I believe you are on my side



CANDID

I believe you will act with honesty and integrity



QUADRANT	TRUST PILLAR	SELF	TEAM MEMBERS
Confirmed Strength	a. CAPABLE	4.33	4.42
Potential Strength	b. CONSISTENT	3.67	4.08
Confirmed Development Area	d. CANDID	4.00	3.83
Potential Development Area	c. CARING	4.00	3.75

OBSERVED TRUST BEHAVIORS

Each NeuroTeamView behavior is shown below ranked in descending order by your team (highest rated to the lowest rated). The number of raters is shown for each rating level of the behavior using the 1 and 5 agreement scale. This distribution will give you information about the agreement among each of your team members. The number in red, and with a box around it, indicates your own self-rating for each question.

The number in the AG. column is a statistical measure of rater agreement (standard deviation). This suggests how closely each team member (not including the self) answered the specific Pillar question - scores lower than .50 suggest a wide disparity in ratings and those lower than 0.5 suggest closer agreement between the raters.

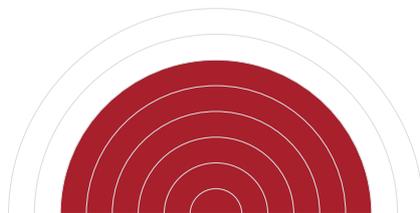
RANK	BEHAVIOUR	TRUST PILLAR	Almost Never	Infrequently	Sometimes	Frequently	Almost Always	AV.	AG.
			1	2	3	4	5		
1	Demonstrates knowledge, competence, and skills to successfully implement their team roles and achieve their goals.	Capable	0	0	0	1	4	4.75	0.78
2	Completes tasks, projects, and assignments on time and with quality.	Capable	0	0	0	2	3	4.75	0.78
3	Supports, collaborates, and works in a cooperative manner with other team members.	Caring	0	0	0	3	2	4.50	0.75
4	Acts and behaves in a consistent manner (says and does things that are consistent with each other).	Consistent	0	0	0	4	1	4.25	0.78
5	Delivers on agreed upon promises, commitments, plans, and goals with other team members.	Consistent	0	0	0	4	1	4.25	0.78
6	Communicates in a direct, open, and honest manner with other team members, even when it is difficult.	Candid	0	0	1	2	2	4.00	0.65
7	Acknowledges and accepts responsibility for his/her behavior, poor judgement, or mistakes without becoming defensive or blaming other team members.	Candid	0	0	3	0	2	4.00	0.50
8	Open to ideas and suggestions from other team members.	Capable	0	0	1	4	0	3.75	0.78
9	Behaves in a predictable manner in the face of pressure, challenges, and setbacks.	Consistent	0	0	2	3	0	3.75	0.78
10	Develops and maintains friendly, supportive and caring relationships with other team members.	Caring	0	0	2	2	1	3.50	0.75
11	Willing to ask challenging questions, bring up difficult issues, or propose controversial solutions with other team members.	Candid	0	0	2	3	0	3.50	0.75
12	Demonstrates concern for the feelings and needs of other team members.	Caring	0	0	4	1	0	3.25	0.78

AV. = Average score
AG. = Agreement score

EMOTIONAL AWARENESS

Your emotional awareness is measurable by your ability to correctly interpret and “read” the non-verbal behavior of others. Your results are shown relative to your own team’s distribution of scores.

6/8
SELF



Correctly identified facial expressions (out of 8)
Your Emotional Awareness score is HIGH (relative to our international norms)

0 Correct	1 Correct	2 Correct	3 Correct	4 Correct	5 Correct	6 Correct	7 Correct	8 Correct
			1			1	1	2

INTERPRETING YOUR EMOTIONAL AWARENESS SCORE

Your score suggests that you have a high ability to accurately perceive and understand the emotions and feelings of others by observing non-verbal behavior and facial expressions. Social and emotional awareness is a key indicator of emotional intelligence which is a strong predictor of work team performance and success.

Your strength in social and emotional awareness includes demonstrating the ability to “read” the feelings of others, understanding what makes team member’s feel valued, and recognizing what motivates team members. You should continue to discuss and talk with team members about their feelings, emotions, non-verbal behaviors of others to ensure mutual understanding and recognition.

COMMENTS

What can this person do to enhance trust with you?

The comments are included verbatim without identifying the team member to ensure confidentiality.

Nothing to add

dsdjfs

COMMENTS

What one thing can we do as a team to be more effective?

The comments are included verbatim without identifying the team member to ensure confidentiality.

One thing

MY DEVELOPMENT PLAN

Your **NeuroTeamView** Report provides specific feedback from your team members on key behaviors and pillars that are linked to high trust/high performance teams. You have also received feedback on an aspect of emotional awareness — how well you “read” and interpret the emotions of others, which is important for team effectiveness.

This development plan will help you translate insights you have gained from your **NeuroTeamView** Report into an Action Plan to enhance your skills in key areas contributing to your team’s overall performance.

The development plan consists of three sections to provide you with the necessary tools to do some critical self-reflection around your potential development, as well as provide some specific tips and suggestions to incorporate into your development plan.

<p>STEP 1 My NeuroTeamView Report Reflection</p>	<p>A series of open-ended reflective questions to help you better understand key insights that came out of your report.</p> <p>Turn to this section to summarise your overall observations from your report and identify 1-2 areas you feel motivated to develop for greatest team impact.</p>
<p>STEP 2 Development Suggestions</p>	<p>Specific and practical behavioral and development suggestions to help you think about how you could increase your team skills.</p> <p>Use this section for ideas on how to achieve your development goals and to finalize your Action Plan.</p>
<p>STEP 3 My Action Plan</p>	<p>An Action Plan template that gives you a clear defined structure to outline what actions you will take.</p> <p>This can be a helpful section to discuss with your manager, mentor, coach or other team members.</p> <p>Specific goals from your Action Plan can be entered into the goal setting and evaluation system called Momentor if you are using it.</p>

MY NEUROTEAMVIEW REFLECTION

What stood out for you in your NeuroTeamView Report? Were there any surprises?

Where were you and your team members in agreement, where did you differ in perception on the 12 trust behaviors?

How well did you do on the “reading of faces” emotional awareness section of the report?

Based on your feedback and results, what things are you motivated to develop further or change in your team behavior to have the greatest impact?

Review some of the relevant development suggestions on the following pages to give you some ideas on creating and implementing your Action Plan at the end of this workbook.

WAYS TO ENHANCE YOUR EMOTIONAL AND SOCIAL COMPETENCE

Research suggests that facets of social and emotional awareness can be learned and developed. Here are some strategies to consider:

REFLECT: Observe how you react to people. Try to put yourself in their place and be more open and accepting of the perspectives and needs of others.

PRACTICE HUMILITY: Be aware of the universal need of being valued, accepted and belonging. Place the focus on others first or in the words of the late Stephen Covey, “seek to understand others before being understood”.

CONDUCT A PERSONAL SWOT ANALYSIS: Identify your signature strengths and honestly explore your “blind spots” by soliciting and seeking feedback from others. Conduct a SWOT analysis (strengths, weaknesses, opportunities to grow and threats/challenges) to facilitate your own personal and professional development.

DEVELOP STRESS MANAGEMENT SKILLS: Examine how you react to stressful situations. What are your stress triggers and how do you react? Research suggests that those with high Emotional Intelligence utilize effective stress management and coping skills (e.g., mindfulness meditation, yoga) and practice lifestyle management (e.g., sleep, physical activity) on a daily basis).

BE MINDFUL OF YOUR EMOTIONS: When we pay attention to how we’re feeling, we learn to trust our emotions, and we become far more adept at managing them. If you’re feeling out of practice, try the following exercise:

Set a timer for various points during the day. When the timer goes off, take a few deep breaths and notice how you’re feeling emotionally. Pay attention to where that emotion is showing up as a physical feeling in your body and what the sensation feels like. The more you can practice this, the more it will become second nature.

PRACTICE GRATITUDE: In three independent studies in 2003 U.C. Davis researcher, Robert Emmons, demonstrated that a conscious focus on blessings and gratitude in life had significant, positive, emotional and interpersonal benefits. In another study (Seligman, Steen & Peterson, 2005), delivering a letter of gratitude to a family member, friend or other loved one resulted in a significant increase in happiness that lasted for one month following the intervention, compared to a group that were instructed to focus on a time in life when they were at their best and reflect on their strengths. Each day, consider one thing that you truly feel fortunate about or something that made your day special.

PRACTICE FORGIVENESS: Practice forgiveness of others. In a close relationship we hope that forgiveness will not only remove past negative emotions, but move us toward a net positive feeling. It doesn’t mean forgetting or pardoning an offense. Unforgiveness, by contrast, seems to be a negative emotional state where an offended person maintains feelings of resentment, hostility, anger, and hatred toward the person who offended him. The core components of unforgiveness (e.g., anger, hostility, blame, fear) have been associated with increased negative health and disease outcomes. Evidence has been produced linking both forgiveness and unforgiveness to short-term physiological variables such as cortisol reactivity, blood pressure, and skin conductance.

DEVELOP EMPATHY: Examine how your actions will affect others – before you take those actions. Try to gain a perspective by thinking about how another person might react or feel to your behavior. How can you modify your own behavior to be responsive and demonstrate caring towards others?

ASSERT AND EXPRESS YOUR EMOTIONS: Emotionally aware individuals are able to be assertive and express difficult emotions when necessary. One method to consider when needing to express difficult emotions is the XYZ technique - I feel X when you do Y in situation Z (e.g., “I feel disappointed when you didn’t follow through when you told me you would.”). Avoid using sentences that begin with the word “you” (e.g., “you should”) as it typically creates defensiveness in others.

WAYS TO ENHANCE YOUR EMOTIONAL AND SOCIAL COMPETENCE CONTINUED

DEVELOP RESILIENCE: How we choose the way we think, feel, and act in relation to life's challenges can often make the difference between hope versus despair, optimism versus frustration, and victory versus defeat. The basketball player Michael Jordan once said, "I've missed more than 9000 shots in my career. I've lost almost 300 games. 26 times, I've been trusted to take the game winning shot and missed. I've failed over and over and over again in my life. And that is why I succeed." Ask questions such as "What is the lesson here?" "How can I learn from this experience?" "What is most important now?" to help develop a resilient style. Take our free Resilience Inventory at <http://talenttools.org>

KEEP A DAILY JOURNAL: Research has shown that writing down your thoughts and feelings can help profoundly. A simple exercise like this could take only a few hours per week. For example, you can write about how you felt during the day. If your feelings seem extreme one day, take a minute or two to think about any ideas or associations that seem to be connected with the feeling.

CONTROL NON-VERBAL COMMUNICATION: From the tone of our voice to the position of our bodies, non-verbal communication can send messages we don't intend to communicate. Learning to control non-verbal communication starts with focusing on others, making eye contact, and listening closely before rushing to judgment or giving an opinion.

MY ACTION PLAN

Factor:

Development Activities:

Target Dates:

Support/Resources Required:

Measure of Success:

Results Achieved: