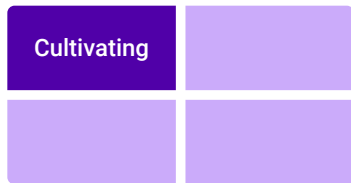


RESILIENCE SERIES

Team Configuration Guide



Team Configurations



Cultivating Team

A Cultivating Team is all about cooperation and loyalty to one another.

Decisions are made as a group; the consensus is respected, and team members bring each other in on mutually interesting activities. There is a strong sense of communal ownership over work activities and time and resources are shared freely. Conflict is generally avoided, but when it occurs, it is addressed in a constructive manner and is used as a relationship-building tool. Team members really care about the well-being of others on the team and will step in to mediate or help out when they detect things are going sour.

In general, this is a “feel good” group—team members are known for being supportive, friendly, accepting, and even familial.



Anchoring Team

On an Anchoring Team, people are eager to help each other out and be forthcoming with their time and resources, but the team’s structure may create constraints when processes dictate who can help out and when.

When working together, anchoring teams are organized and plan out activities carefully, but still try to take input from everyone and get the whole team involved. Team members are known for being internally-oriented and steady. There are established procedures for addressing conflict in order to minimize detrimental outcomes.

These teams are known for being cooperative, patient, and dependable.

Cultivating	Exploring

Bolstering Team

A Bolstering Team is social, fun, and full of energy.

Team members are proactive in helping each other and providing resources, especially information—the team enjoys robust discussions and is eager to help out when trying something new or different. Team members are supportive of each other’s ideas and like to team up for brainstorming. In general, communication is informal and conflict is addressed head-on, with the desire to grow relationships stronger and build trust as a result of conflict.

Bolstering Team members will always be cheering each other on and helping to foster a convivial atmosphere.

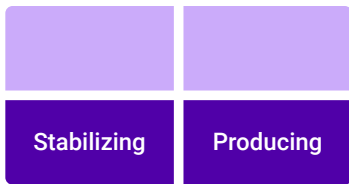
Stabilizing	

Stabilizing Team

A Stabilizing Team is very structured, task-focused, and practical.

People work together in a transactional manner, with clear expectations about who does what and when. Rather than working together through intense collaboration, team members will break larger tasks down into smaller activities to be completed by individuals. Information is shared on a “need to know” basis, and generally people only receive those resources that are prescribed to them as part of the overall process. These teams are structured to avoid conflict as much as possible by clearly delineating roles and tasks, and may be slow to address conflict when it does arise, working on damage control rather than fixing relationships.

These teams are known for being by-the-book, organized, and conservative.



Executing Team

An Executing Team can best be described by the phrase “no nonsense.”

Team members behave professionally and work together if told to or if rules require them to, but otherwise they tend to segment their work so they can work on their own tasks individually. Resources, such as time and information, are generally exchanged between people who respect each other or value each others’ expertise, but otherwise exchange is kept to a minimum. Conflict is addressed very logically with a focus on facts rather than feelings, and it is not dwelled upon for long.

This team is known as being disciplined, conscientious, and professional.



Producing Team

This type of team is competitive and intense.

Team members work together to the extent that doing so fulfills their individual goals—it has to be a win-win situation, or cooperation with others is not emphasized. When exchanging resources, people expect something in return or use information for political means, hoping to gain influence over others. Conflict might be frequent or even sought out, especially over competition for resources. With such a high level of competition between individuals, politics may play a major role in how work gets done.

These teams are known for being task-oriented, keeping an eye on the prize, and holding themselves to high professional standards.

	Exploring
	Producing

Pathfinding Team

A Pathfinding Team can best be described by the word “relentless.”

The environment is fast-paced, goal-oriented, proactive, and competitive. Employees might have trouble cooperating, either due to competition or because they simply don’t take the time to coordinate with one another before acting. Team members will share resources and information to the extent that they are willing to give, but they may not think through what others might actually really need or benefit from —another byproduct of an extremely fast pace.

Conflict is likely frequent, with each party championing their own point of view, but conflict is not viewed as a catastrophe. In fact, conflict is likely valued to some degree, as it gets team members to challenge each other and think differently.

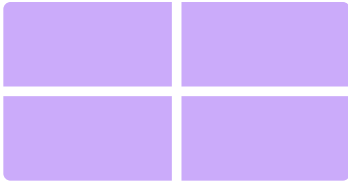
	Exploring

Exploring Team

An Exploring Team is venturesome, risk-taking, and imaginative.

Employees are eager to work together, in part as a means to learn from each other, but also take the opportunity to set personal challenges instead of leaning on someone else. There is a free, open, and informal exchange of resources and ideas, and employees enjoy being seen as helpful and cooperative. Conflict is constructive and is viewed as a learning opportunity; people will stand by their own views, but still be empathetic with others. Conflict is also viewed as a way to pressure test or produce new ideas.

Overall, Exploring Teams are innovative, outgoing, and big picture-oriented, with an active desire to learn and try new things.



Adapting Team

An Adapting Team can be best described by its diversity of personalities and behavior.

It has an organic structure that is reconfigurable to new challenges as they arise. Employees self-organize and work together when they see value in their individual differences as they can be applied to a given task. When conflict arises, it is often the consequence of behavioral differences, but the team is malleable enough to be able to address and contain the conflict, using whatever mediation strategies seem appropriate at the time. Information is exchanged organically, with expectations for how to work and share with others adapting over time.

Adapting Teams are flexible and well-equipped for new or changing situations.