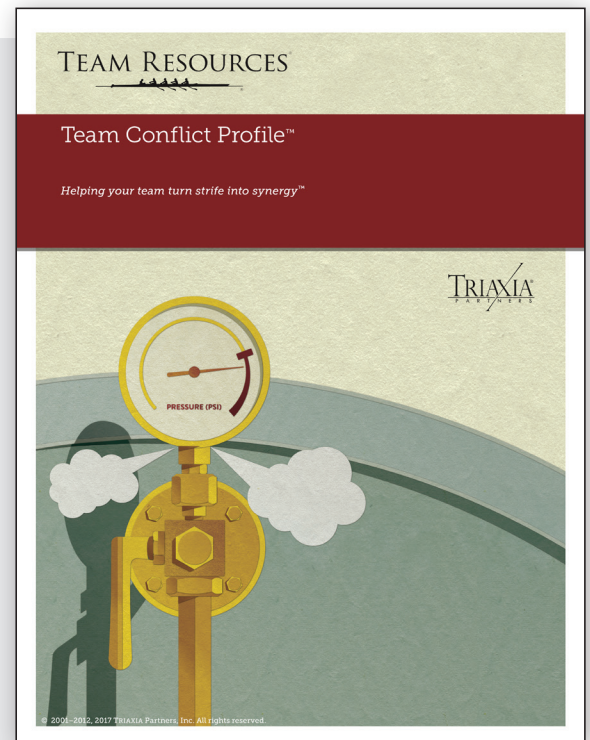


The Team Conflict® Profile

HELPING YOUR TEAM TURN STRIFE INTO SYNERGY.™

The Team Conflict Profile™ was designed to enable your team to identify and address conflict issues that derail team effectiveness. This report highlights attitudes, actions, and processes that can stifle your team's ability to work together. This report enables your team to visually gauge their current capabilities for conflict resolution by measuring the three critical factors of skill, relationship, and process. Through measuring these capabilities in both your overall team and in each of your team members, the Team Conflict Profile™ enables your team to better understand and more effectively resolve conflict.



TEAM RESOURCES® Team Conflict Profile™

Managing Conflict on High Performance Teams

A team is like an automobile. Many of us don't understand the inner workings of a modern automobile. Should we ever look under the hood, we see an indecipherable tangle of wires, tubes, pieces, and parts, and if anything breaks down, we very often don't know how to get it running again. As with cars, if we are going to build effective teams, start stalled ones, or fix broken ones, then we must become master mechanics of team dynamics.

As we have studied and researched teams and teamwork over the years, we have found similar qualities and characteristics in teams that achieve exceptional results. This list of characteristics has proven to be of immeasurable value as we have worked with clients to establish new teams or to intervene when team effort was less than effective. It's a short list; in fact, it contains only six characteristics, but each characteristic plays a specific and vital role in making the team effective and, therefore, it is worth a closer look. If one of these six characteristics is missing or inadequate, the team is, at best, limping. If two or three are lacking, this group is probably not a team at all.

Conflict resolution has a foot in both Excellent Communication and Effective Processes – the fourth and the sixth characteristics of high performance teams. Communication is critical to managing conflict effectively, and many tested techniques for resolving conflict constructively and creatively are process-driven. Teams that establish such processes and follow them skillfully have a much greater chance of finding win-win solutions in tough situations.

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TEAM RESOURCES® Team Conflict Profile™

How Does Your Team Conflict?

TH/AND

to conflict, some good, some bad, and a lot that are so-so. One's perspective establishes the boundaries for possible outcomes.

es as a "fixed-pie" (either/or) situation – the bigger your slice, the smaller mine. It often introduces a competitive dimension into the process.

uld help us see beyond "either/or" to "both/and." Figure 2 introduces such the underlying behaviors that drive the process:

d toward achieving your position
ed toward achieving your position

of approaches than the push and pull driven by the either/or paradigm.
clude that the best solution would be close to the upper right corner in
approaches could be appropriate in the right circumstances.

ng high, it might be best to avoid conflict until things cooled down. If
other party and not important to you, accommodation might be the wisest
any people see conflict as inherently negative, they often choose the approach
nt of pain versus the one that will deliver the highest level solution for all of the

Figure 2

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TEAM RESOURCES® Team Conflict Profile™

How Does Your Team Conflict?

le allows your team to assess its conflict management skills by measuring itself
ces factors:

without blasting the other person and knowing when it is best to hold one's
interests are examples of conflict resolution skills. Taking the time to learn and
pay for itself in the time saved from using dysfunctional approaches to simple,

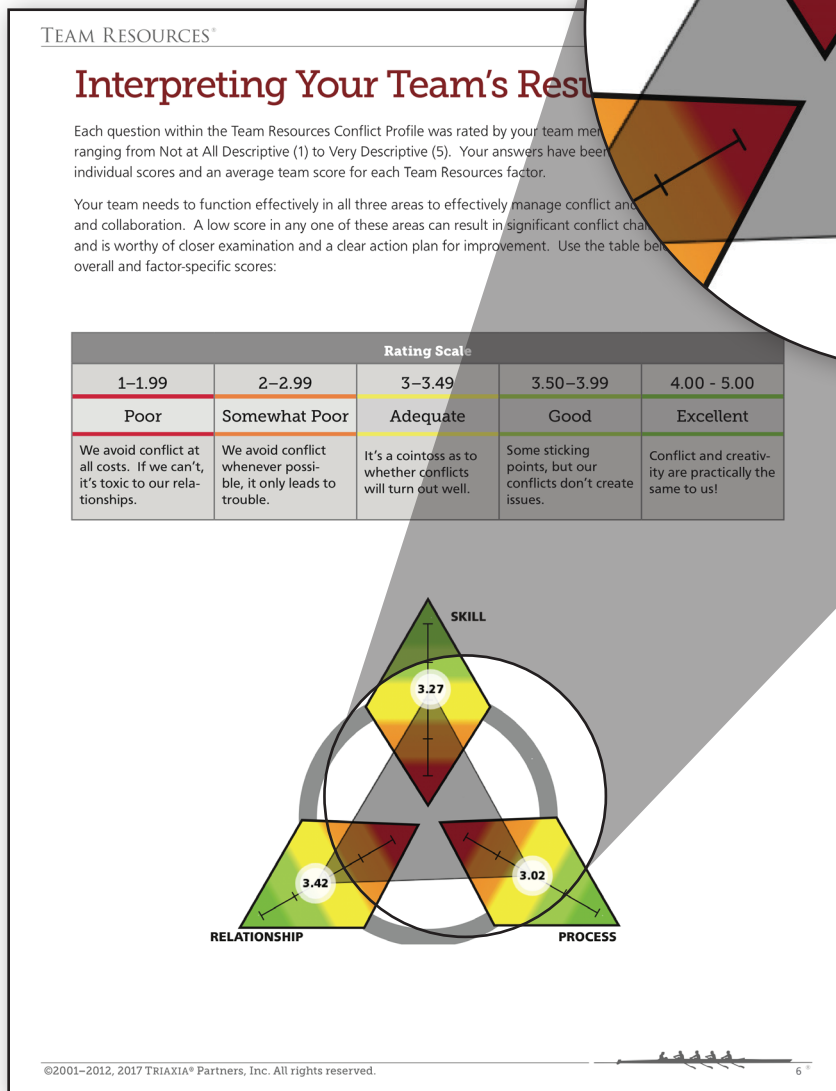
ecision making, planning, and problem solving, is a combination of both art and
ng when to remain silent, even when you have the winning point) comes with
of conflict resolution is a more intentional pursuit. Taking the time to learn the
n has a high payoff. Working through a consensus list of conflict ground rules
ul when a rule is broken, etc.) before conflict occurs will prevent a minor border
personal war.

e world won't help if individual team members don't trust one another, treat each
and hold each other accountable to adhere to the ground rules. Commitment to
uilding solid relationships, is a critical combination on a high performance team.

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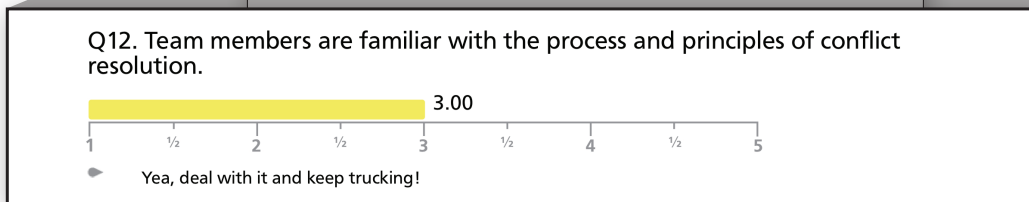
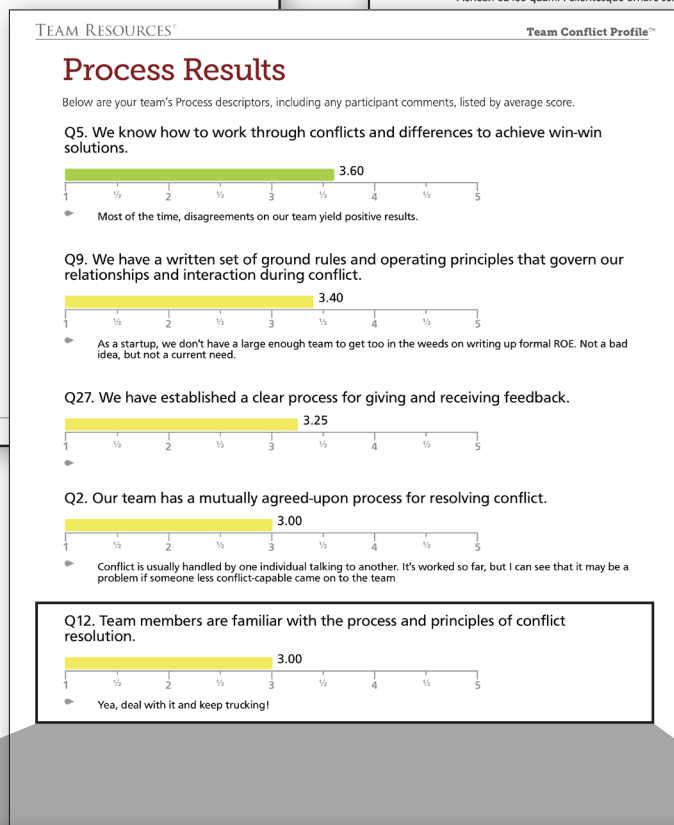
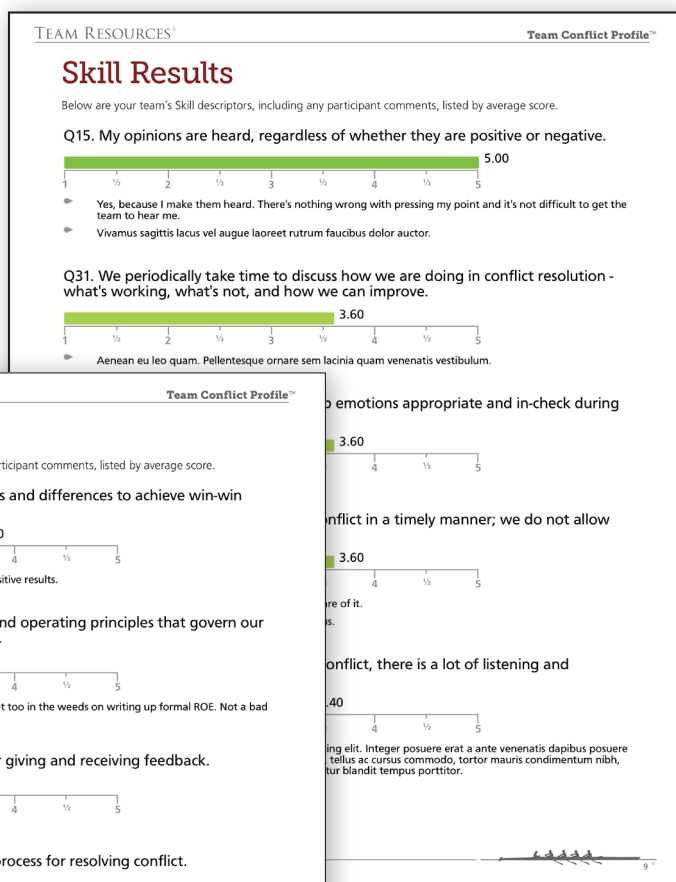
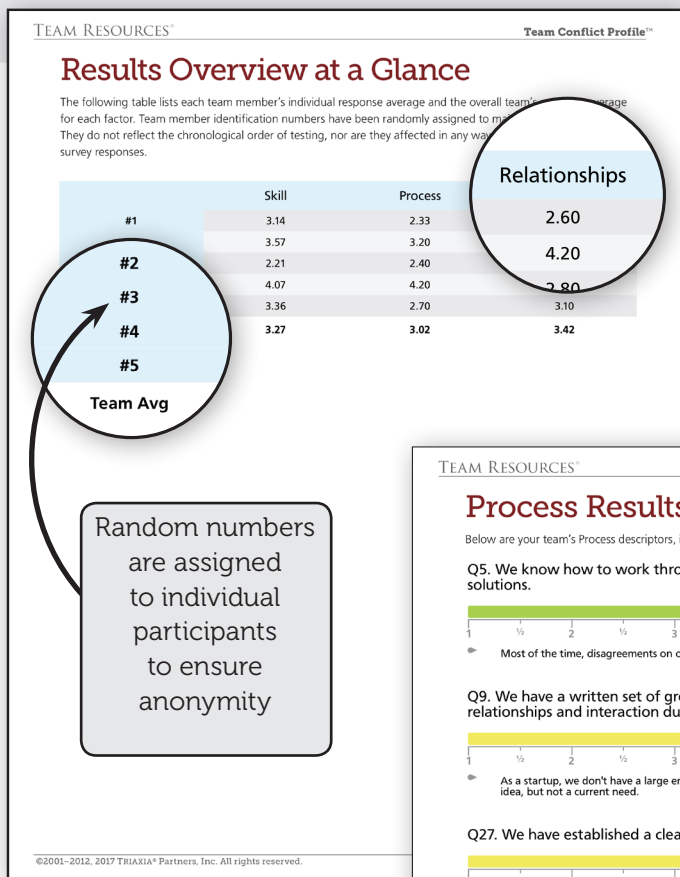
Clear and Simple Results

Like all Team Resources® diagnostic reports, the Team Conflict Profile™ provides your team with full color, high-resolution results that are easy to understand. Our color-coded system is used consistently throughout all our diagnostics to enable team members to see the team's overall strengths and weaknesses at a glance.



While the Team Conflict Profile™ keeps your feedback clean and simple, the details don't stop there. Each section also provides detailed information on the responses to each question in an easy to read table, followed by color-coded team averages for each question. Team member comments are also shown anonymously, giving your team the confidence to provide direct feedback on each topic.

Exhaustive and Informative Details



Developing a Strategy

Each section of the Team Conflict Profile™ includes a series of questions designed to help your team review the results and focus on the issues offer the greatest the greatest potential improvement.

Your team will then develop a strategy for improvement using the Action Plan worksheets and Monitor and Measure worksheets. The Action Plans will help your team decide how best to address the subjects they've identified as areas for growth, while the Monitor and Measure worksheets will help your team plan how best to track their progress, against their goals.

TEAM RESOURCES®Team Conflict Profile™

Discussion Questions

1. In your opinion, what are the key challenges for your team in regards to managing its relationships during conflict?

2. What are the consequences of these issues for your team and what will happen if it does not address them?

3. What are some specific actions you

a. _____

b. _____

c. _____

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TEAM RESOURCES®Team Conflict Profile™

Action Plan Worksheet

Here is your opportunity to turn principle into practice—to take a meaningful first step in becoming a more effective team.

1. Question #

Factor

Question

6SkillWe focus on the root of the problem

TEAM RESOURCES®Team Conflict Profile™

Monitor and Measure

1. Set a date to review your progress with the team.

2. Review your Action Plan.

3. What is working? Not working?

4. Are you achieving your desired results? If so, how can you continue to leverage our effectiveness?

5. If not, what must you start doing?

6. Stop doing?

7. What changes will you implement going forward?

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TEAM RESOURCES®Team Conflict Profile™

Conflict challenge (e.g., feelings, results or impact, etc.).

n (e.g., attitudes, lack of knowledge or skill, lack of resources,

address the root cause and transform the current situation into
t? By what date?

responsibilityDate

you work in this area? Can you state it in terms of output (e.g.,

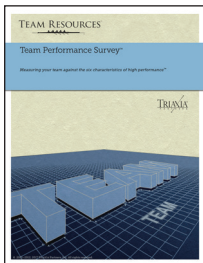
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TEAM RESOURCES®



A Family of Powerful Team Performance Diagnostics

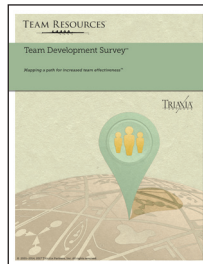
Team Resources® offers a wide range of diagnostics to help your team achieve maximum results. Learn more at www.TeamResources.com or call us at 1-800-214-3917. Our help desk is open between 8:30AM and 5PM EST, Monday through Friday.



TEAM PERFORMANCE SURVEY™

MEASURING YOUR TEAM AGAINST THE SIX CHARACTERISTICS OF A HIGH PERFORMANCE TEAM

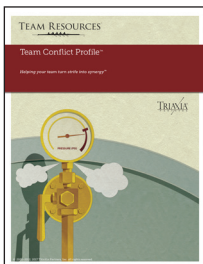
The Team Performance Survey™ assists your team in evaluating its strengths and weaknesses against in each of the six characteristics of a high performance team. The resulting report enables your team to address and prioritise its needs with the confidence of knowing they are targeting the right issues.



TEAM DEVELOPMENT SURVEY™

MAPPING A PATH FOR INCREASED TEAM EFFECTIVENESS™

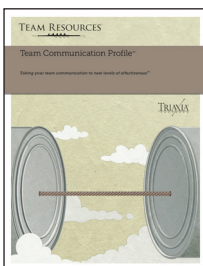
The Team Development Survey™ enables your team to visually identify its current stage of team development, and better understand its potential for greater synergy and team effectiveness. By measuring your team's capabilities in the factors that drive cooperation, this report enables your team to clearly map its path for growth.



TEAM CONFLICT PROFILE™

HELPING YOUR TEAM TURN STRIFE INTO SYNERGY™

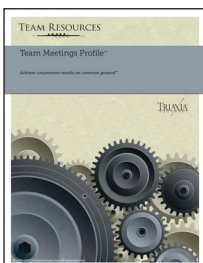
This Team Resources® diagnostic enables your team to identify and address conflict issues that derail team effectiveness. The report highlights attitudes, actions, and processes that can stifle your team's ability to work together. Utilizing this information, the team will be able to give immediate attention to the key issues driving conflict and define a clear path for improvement.



TEAM COMMUNICATION PROFILE™

TAKING YOUR TEAM COMMUNICATION TO NEW LEVELS OF EFFECTIVENESS™

The Team Resources® Team Communication Profile™ helps your team assess its ability to communicate. Effective team communication doesn't just happen, but demands the application of time-tested principles and processes. This diagnostic enables team members to identify and address specific issues that clutter and confuse team communication.



TEAM MEETINGS PROFILE™

ACHIEVE UNCOMMON RESULTS ON COMMON GROUND™

This powerful meeting diagnostic will provide your team with unique insight on how well they are managing meeting together. Meetings are the playing field for high performance teams. Effective or not, meetings cost money and consume valuable resources. The real issue is not the cost of meetings, but rather the cost of poor meetings. High performance teams master the three critical dimensions needed for effective meetings: the people, the purpose, and the process. This diagnostic allows your team to graphically identify strengths and weaknesses across each of these three key components.