



**SIKKHONA**



# **Sikkhona® Team Assessment**

Diagnostic of the team's psychological safety

**Report Muestra**

March 07, 2025

# The model

---

**All teams, both professional and personal, go through different stages when it comes to their members relationships, some highly productive and constructive, other frustrating and destructive.**

We can imagine the **development of the team as a journey**, passing through different stations. Sikkhona® identifies 4 main stations in this journey where **the team grows in cohesion and trust**, and 3 possible derailments, at which the team is placed on a dead end, and therefore in a dysfunctional situation.

2

Through Sikkhona® we can identify where a specific team finds itself, and which are the adequate strategies to make it advance in trust and jump to a superior station, or to get out of the derailment if be, and get back on the main track and the good functioning of the team.

## **Why work on the team's trust?**

As different leadership schools have exposed and demonstrated, building trust within teams is not only a factor of greater well-being for people, but **the fundamental element to build psychological security in the team**, understood as the belief shared by its members that it is OK to take risks, to express their ideas and concerns, ask questions and admit mistakes, all without fear of negative consequences.

*The correlation between team achievements and its internal relationships has been researched and proven to have values over 0.75\**

\* 0,7 or higher is considered to be a very high value of statistic correlation

# Sikkhona®

In different research carried out by the main Universities and Business Schools, as well as leading companies in talent and teams management, it has been concluded that the main **factor of a team's effectiveness is determined by the degree of psychological safety**.

*Sikkhona's mission is to create in teams an environment of psychological safety for a genuine and sincere expression of all opinions. Psychological safety is determined by factors such as:*

*Sikkhona® ranks the factors of psychological safety in a series of stages of natural development of the team, as well as a series of potential derailments which can hamper its performance.*

*The following is a graphical representation of the model with a detailed explanation of each station and derailment.*

- The level of inclusiveness and respect.
- The clarity and quality of the rules and agreements in the team.
- The level of interpersonal knowledge.
- Respect for individual differences.
- The perception of errors as a learning opportunity.
- Healthy management of discrepancies and conflict.
- The possibility of taking a risk and learning with no fear of judgement.
- The level of collective learning.
- The extent to which there is mutual support.
- The perceived contribution to the team.
- The level of courage and challenge in the team.
- The degree of deep trust.

# The map

## Station 4

There is synchronization at the communicative and relational level, and the team gains in speed and efficiency. A default positive intention of what everyone says or does is perceived.

## Station 3

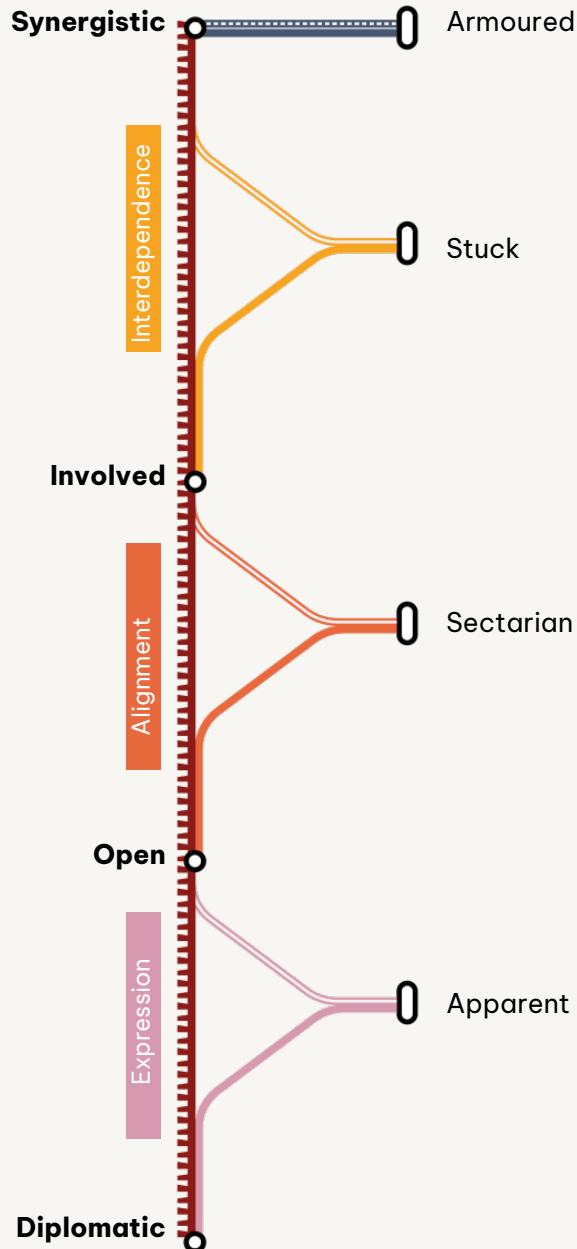
The common goal is prioritized over individual ones, and there is cooperation among all at the task level. The team is efficient in its performance and knows how to solve disagreements and conflicts in a healthy way.

## Station 2

People already feel the freedom to say openly what they think. The first disagreements and conflicts may arise, and the individual vision prevails over the group vision.

## Station 1

Communications is politically correct, and everyone says what is expected of them. Inclusion is intended, but what is said does not always match real thoughts.



## Collateral damage

It is a possible collateral damage of complicity. The team is so synergistic that, without realizing it, it closes itself to newcomers.

## Derailment 3

The team has stopped investing in its intrapersonal relationships and development has slowed down.

## Derailment 2

Confrontational subgroups are created which clearly or subtly fight among themselves, damaging the performance of the team.

## Derailment 1

It may seem that the team is working properly, but many behaviours are fake. Good manners are kept, but with no involvement nor commitment.

## Main track

Track through which the team will move in its natural development.

## Derailments

Dysfunctional stages in which the team can fall.

# The Report

*All teams, either professional or personal, go through different stages in the development of their trust and cohesion. Sikkhona Team Assessment offers an objective evaluation of the level of psychological safety and team cohesion, based on a series of behaviours which are evaluated by its own members..*

Sikkhona® Team Assessment\* **diagnoses de level of psychological safety in the team**, offering an objective in-depth analysis of the stage it finds itself in, and it does so based on a series of behaviours evaluated by its own members.

The report **is obtained from an anonymous questionnaire**, which the team members answer, so the positions in the map cannot be identified with a specific person.

The report contains a map which shows where each member sees the team, indicating the corresponding station (Diplomatic, Open, Involved, Synergistic) or derailment (Apparent, Sectarian, Stuck).

If the team is, according to one of its members, in a functional station, it is indicated with a green dot. If it is in a derailment, it is indicated with a red dot.

The number shown on each point (green or red) shows the number of people in the team who see the team in this station or derailment.

On the main track, the green dot can be located in different intermediate positions between stations, indicating a greater or lesser proximity to the superior station. In the derailments,

there are only two possible positions: danger of derailment (the red dot is situated on the path to the derailment) or complete derailment (the red dot is situated on the derailment).

**From a systemic point of view, the lowest unresolved point will always be marked on the Sikkhona® map.** The model is designed to point out the need to act in the lower trust scenario, from the perspective that, if a team does not have a solid base, even if the higher ranks are consolidated, sooner or later it will have difficulties since the trust foundations are weak.

For example, if a team shows a great evaluation in behaviour of the stretch Open and Involved, but bad evaluations in the Diplomatic and Open stretch, the model will situate the evaluation on the lower stretch (between Diplomatic and Open).

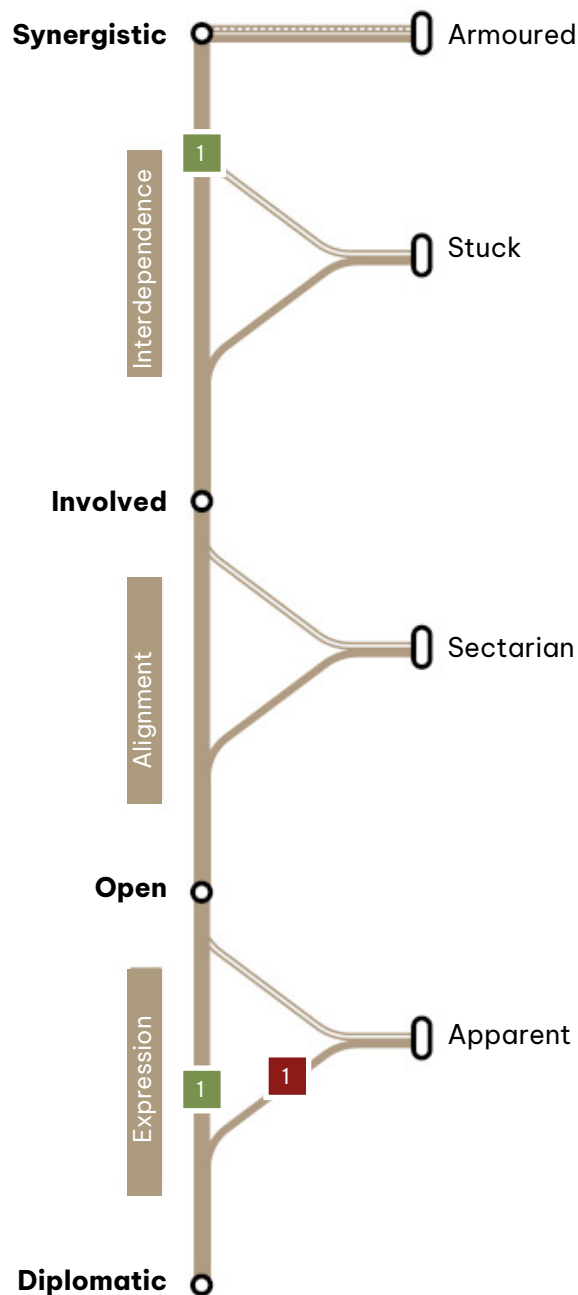
The same will be true for derailments: the model will always point out the lowest one. Hence, if in a group there is an assessment that indicates Sectarian derailment, and also an Apparent derailment, the model will place the point at the Apparent derailment.

The following page define the current state of the team and its diagnostic.

\* The model has been validated by the Department of Applied Statistics at the Autonomous University of Barcelona and has been used by over 400 organisations in more than 20 countries.

# Current state

Polarized **Diplomatic**  
Derailment risk **Apparent**



# Polarized

The diagnostic map integrates the different visions of the different members of the team. From this logic, it also shows us if the team's vision is Aligned (all team members see it in a similar section), Dispersed (different team members see it in different sections) or Polarized (some team members see it in the lowest section, while others see it in the highest section).

*This vision of the team is very revealing information to understand the team dynamics and know how to act. The questionnaire is anonymous, so the positions cannot be identified with a specific person.*

## ○ Aligned Team

It infers **high awareness and clarity** of where the team is, and there is also **agreement on what their strengths and challenges are**, so it will be easy to move forward together.

## ○ Dispersed Team

It may be showing **different rhythms of functioning** of the the team's operation and it will be essential, as a first step, to **accept that different visions exist**, to understand all the positions, and align the perception.

## ○ Polarized Team

Commonly there will be two **distinctly different speeds**, and there may be a high level of misunderstanding of the perception of each of the poles, and of certain behaviours of one side of the group by the other side. As initial work, it will be fundamental to become aware of the situation and try to understand the reasons for this polarisation.

*In the following pages, the report provides a detailed description of each stage or derailment, and outlines which are the observable behaviours, and proposes possible strategies to be implemented to be carried out in each case.*

# Description of stations and derailments

- What we will observe
- Strategies for action
- Aspects to work on



# Diplomatic

## Station 1

*The diplomatic stage is the one with lowest trust in a team. Typically, it is the stage in which recently created teams find themselves, or teams which, despite having been together for long, have not worked on their relational dimension. The team is on its first development stage, there is intention of inclusivity, but words do not always express real thoughts, rather what is perceived as what the other person wants to hear.*

### What we will observe

- People in the team do not put themselves on the map or show special interest in getting to know the others.
- There is no easy expression of real opinions, and interaction is formal and cautious.
- It is hard to give and get feedback openly.

### Strategies for action

When the team finds itself in this early stage of development in which trust is still low, interpersonal awareness must be reinforced. If this awareness is missing, certain behaviours will easily be misinterpreted, which will not help to build trust. The first action is to create a base of psychological safety within the team, so that people feel confidence when it comes to express themselves.

### Aspects to work on

- Increase the level of interpersonal communication, generating communication spaces in which people can get to know each other in a more authentic way.
- Encourage the expression of individual opinions, giving and getting feedback.
- Ask for opinions in meetings and create a space so that people can share their vision and opinion.
- Give voice to those more thoughtful, making sure they have a space to contribute with their opinions.

# Open

## Station 2

*In a team on an Open stage enough trust has been built up for there to be a genuine expression of opinions by all. The people in the team have made themselves known and have taken care to get to know others, and interact with real interest in building a relationship in which each person can express themselves openly.*

### What we will observe

- Perception of permission to express freely.
- Feedback is shared and accepted as a way for communicating.
- Willingness to get closer, and interest in getting to know each other.

### Strategies for action

When the team finds itself on an Open stage, it has already reached a certain level in which every member expresses themselves freely. This may lead to discrepancies that the team will have to learn to manage, in order to learn from one another. On the other hand, an Open stage is still a stage of individual expressions, and hence the team will need to learn to align and build a common vision.

### Aspects to work on

- Have the courage to hold every kind of conversations, including giving and receiving feedback and having difficult conversations, in service of the team.
- Encourage curiosity, taking risks and searching for everyone's opinions.
- Healthy management of interpersonal conflict, and establishment of behaviour rules when facing discrepancies.
- Work on shared values and vision within the team, as well as the definition of roles and responsibilities.

# Involved

## Station 3

*The members of a team in an Involved stage have reached a high level of professional commitment. The individuals know they can count on each other, and the team has a great level of performance. Members prioritize the concept of 'us' over 'me', more common in an Open stage.*

### What we will observe

- Respect for the differences in opinion and discrepancies that will be solved with ease in the benefit of the team.
- Provision of support when someone in the team requires it.
- Willingness to prioritize common objectives over individual ones.

### Strategies for action

When the team finds itself in this stage, the base of trust tends to be solid, which may allow honesty, authenticity and directness to achieve a high-performance stage. In order to move on the last stretch which will help reach excellence in the team, a focus on relational synchrony is required.

### Aspects to work on

- Deepen in the interpersonal awareness to reach a high level of interdependence.
- Encourage the appreciation of the particular contribution of each team member.
- Promote dialogue at interpersonal feelings level.
- Create spaces of shared activities beyond daily work.

# Synergistic

## Station 4

*In the Synergistic stage, the team has reached relational excellence, which grants a high level of performance. There is a high level of personal and professional commitment, and great understanding which brings ease.*



### What we will observe

- Default positive interpretation of what each person says or does.
- Help is offered without the need to ask.
- Easy communication and intuitive which works efficiently and mutual understanding which brings synchrony and operating speed.



### Strategies for action

A team in Synergistic stage has reached a high-performing level. And this level needs to be kept, otherwise it may be lost. The team needs to reinforce and keep this high level of trust and synchrony.



### Aspects to work on

- Keep synchronizing to the real awareness of each member and their personal evolution.
- Courageously review the beliefs held about others.
- Challenge the status quo when necessary and keep a mindset of continuous growth and development for relational excellence.
- Assume responsibility for the interdependent leadership necessary to maintain continuous support within the team.

# Apparent

## Derailment 1

*In an Apparent team there is an appearance of normality, and everything seems to be working well, and we will observe that many behaviours are fake. On the way of building up trust, it has been lost for some reason, and the team members have learned that it is more convenient to keep a reserved stance in their expression, and therefore opinions are not shared openly.*

### What we will observe

- Little expression of opinions and debate, lots of silence, and the members of the team will keep to themselves their real opinions.
- Things will be left without saying in order to avoid conflict or discrepancies.
- Lots of things will not be articulated for fear of its consequences.

### Strategies for action

When the team finds itself in this derailment, the foundations of the groupal relationship must be worked on, as the degree of psychological security is low. There is a level of reluctance to express oneself, as well as a perceived threat to express oneself openly.

13

### Aspects to work on

- Establish the team's agreements (their operating Alliance) making sure everyone has a say and is committed. To do so, it will be interesting to check first if unwritten rules already exist within the group, making them transparent, and agreeing after on the healthy rules that the team will decide together.
- Identify possible sabotages or silence from some team members.
- Encourage the expression of free opinions giving voice to all members of the team and appealing to the alliance when necessary.

# Sectarian

## Derailment 2

*The members of a Sectarian team have not managed well differences, and have not been able to solve frictions and conflicts that have arisen. Different confronting sides have come up which fight for its own interests. There is the feeling of being 'with me' or 'against me', and the leaders of each side fight to win supporters and impose themselves to others.*

### What we will observe

- Confrontation among members who fight each other in a clear or subtle way.
- Conflicts will fester because of personal clashes.
- Subgroups will defend the interests of their subgroup over the team's common goals.

### Strategies for action

When the team finds itself in this derailment, the team prioritizes the subgroup's goals to those of the team in general, and each subgroup will only accept convergent opinions, but not divergent ones. This derailment represents a high risk for the organization since it loses the scope of the common goal, and some behaviours will be detrimental to the team. There is a clear risk of dismemberment of the team.

### Aspects to work on

- Appraise the unique contribution of each person, and help the rest of the team to do so as well.
- Uncover harmful dynamics that may be present in the team (blame, criticism, sarcasm, etc.), and work with healthy conflict management, as well as facilitating pending conversations and the practice of feedback.
- Create groups and work processes that are transversal and mix people from the different 'sects' or silos.

# Stuck

## Derailment 3

*In a team in a Stuck derailment the members of the team have stopped challenging themselves and investing in their interpersonal relationship, they development of their cohesion and trust has slowed down. Despite having a good level of task performance, there is conformity and relinquishment to synchronize and the interpersonal relationship. The group is not able to reach a level of excellence and efficiency that makes a difference.*

### What we will observe

- The members of the team no longer invest in the development of their relationships.
- The team does not know how to keep the level of trust reached.
- The team has stopped deepening in their interpersonal relationships

### Strategies for action

When the team finds itself in this derailment, pro-activity and relational courage must be worked on so that communication is (or becomes again) more fluid and exists a greater synchronization in the understanding among team members.

### Aspects to work on

- Challenge people to share beliefs they may have of one another, and may affect their relationship.
- Inspire people in the team to regain interest in deepening their interpersonal relationships, as this interpersonal awareness is key to reach maximum understanding, trust and high performance as a team.
- Generate spaces to review the psychological safety in the team.

# Armoured

## Collateral damage

*In an Armoured team (collateral damage linked to the Synergistic stage), the team, in full complicity, may not realise that it is closing itself off to outsiders and making it very difficult for a new person to enter (because they do not understand the internal codes and rules of communication). The group raises unconscious boundaries that are difficult for a newcomer to cross.*

## What we will observe

- The code and rules of communication of the team are only known by its original members.
- The team is perceived by other departments as closed, and with little focus on collaboration and transversality.
- The exit of a team member may be perceived as betrayal, as if it were a 'sect'.

## Strategies for action

When the team finds itself in this dead end, we need to work on humility to avoid the risk of feeling special or superior and avoid having an unconscious negative impact. It will be especially important to have this collateral damage in mind when there are changes in the team's composition or in its relationship with other teams.

## Aspects to work on

- Create a space in which the newcomers have the opportunity to get to know the rest of the team and introduce themselves.
- Share the operating unwritten rules of the team.
- To bring about bilateral meetings between new members and old members in order to get deep personal awareness.
- Work on the team's areas of improvement of the team obtained from the feedback from other departments.



# Working with Sikkhona® Model



*Sikkhona, apart from the conceptual model and the diagnostic of the psychological safety of the team, provides a set of images and of dynamics to create communication spaces which every team will need depending on the stage they find themselves in.*

## **Additional support for teams**

*To understand better the psychological safety of a team (understood as the level of trust, cohesion and alignment), as well as to know how to use correctly those specific dynamics which will help the team evolve and develop their level of trust.*

*From Instituto de Comunicación we recommend turning to our certificates in the Sikkhona® Model, who will be able to bring in a greater detail in the interpretation of this report, and facilitate a better journey towards building up a high-performing team.*

## **Contact us!**

Do you want more  
information?

[info@institutodecom.es](mailto:info@institutodecom.es)  
[www.institutodecom.com](http://www.institutodecom.com)