



Report
Sample Report

June 23, 2022

Sikkhona Team Assessment

Team relational health diagnostic

The Sikkhona model

All teams, at both the professional and personal levels, go through different stages of development in terms of trust and cohesion. **Sikkhona Team Assessment measures the relational health of teams (trust and cohesion) based on a series of behaviours evaluated by their members.**


The report provides a mapping of the current situation of the team, in line with the Sikkhona model, which identifies four states of development (Diplomatic, Open, Involved and Synergistic), three possible derailments (Apparent, Sectarian and Stuck) and one potential collateral damage in the Synergistic state (Armoured).

It also evaluates the current status of the team (Aligned, Dispersed or Polarised) and its scoring for each stage of development (Expression, Alignment, Interdependence).

The report also evaluates the danger of the various derailments that can be suffered by the team (Apparent, Sectarian and Stuck).

All this information can be used to analyse the team's strengths and areas for improvement. The report then details the optimum strategies for building cohesion and trust and developing a high-performance team.

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.

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- First state Diplomatic**
The team is characterised by political correctness: people say what others expect to hear. There is an intention of inclusion, but people don't always say what they think.
 - Second state Open**
Members of the team feel they can openly speak their mind. This results in the first disagreements and potential conflicts, with individual views prevailing over the vision for the group.
 - Third state Involved**
Members of the team prioritise the shared objective over individual objectives, with cooperation between people at the task level. The team is performing efficiently.
 - Fourth state Synergistic**
Communication and relationships are synchronised, making the team faster and more efficient. Members generally have positive intentions in what they say or do.

The Sikkhona model

Stage 3

Interdependence

Consolidation of alignment and commitment, unlocking high-performance by deepening synchronisation and maintaining more fluid roles.

Stage 2

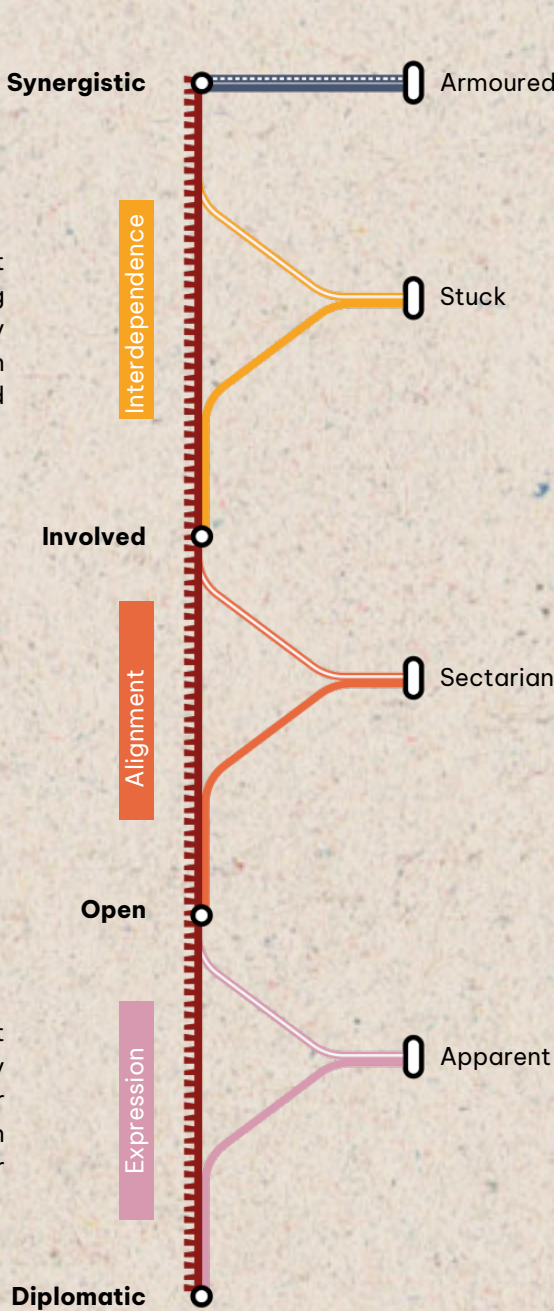
Alignment

Members of the team exhibit an attitude of openness. Differences, frictions and conflicts appear naturally.

Stage 1

Expression

Trust is starting to build but there is still a lack of clarity on how to work together and members of the team exercise discretion in their relationships with others.



Potential collateral damage in the Synergistic state.

The team has stopped challenging itself and investing in interpersonal relationships. Development has stalled.

Members of the team have not managed their differences well and conflicting silos have arisen.

There is an appearance of normality, with many behaviours Apparent.

2

Main route

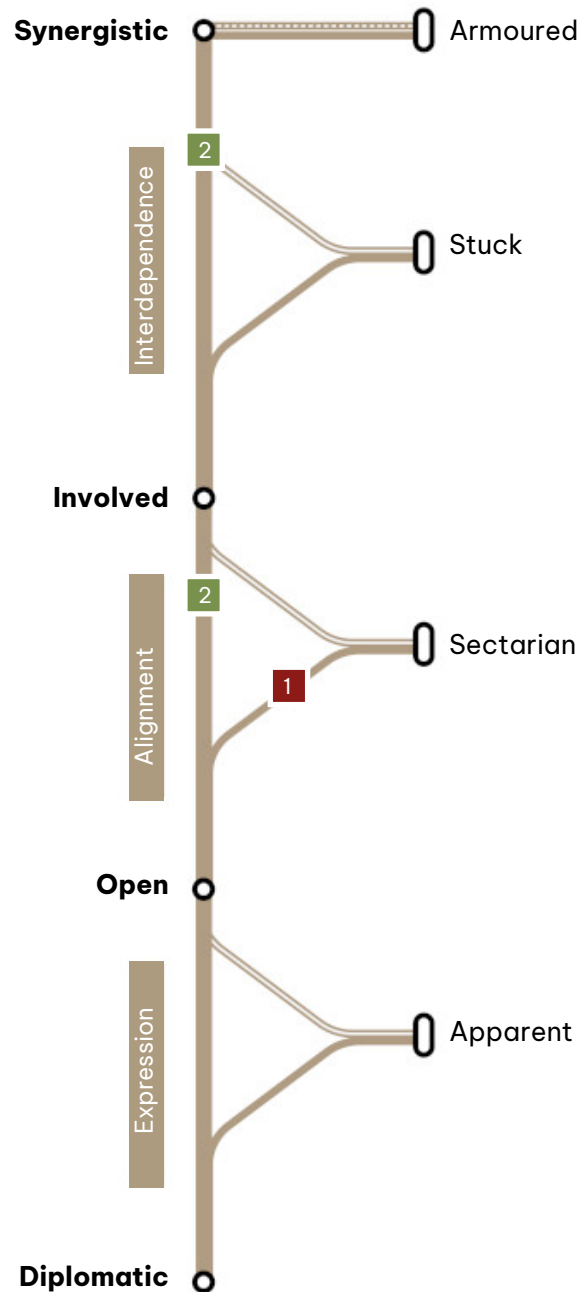
Path that will be followed by the team in its natural development.

Derailments

Dysfunctional states that can affect the team.

Map of the team

This map represents how the team is perceived by each of its members. The number in each green or red box shows how many people perceive the team as being in that position. If the perception is on the main route, the number appears in a green box. If the perception is in a derailment zone, the number appears in a red box. If the red box is on the path to derailment, this indicates a risk towards derailment.



Current status of the team: **Dispersed**

This is the current status of the relational health of the team, although it is important to understand that the team is in constant movement. **When teams fail to invest in their development, most end up increasing their level of derailment, with the associated negative impact on the team's health, performance and productivity.**

Aligned

If the current status of your team is Aligned, **all of the evaluations of members agree on one of the three stages** (Expression, Alignment or Interdependence). It's common for the majority of members to have a clear perception of the current status, alongside significant awareness and agreement of the strengths and challenges for the team. If the team is in Expression or Alignment, the next step is to work towards the top stages. If it has reached the Interdependence stage, the goal is to consolidate this state.

Dispersed

If the current status of the team is Dispersed, **the evaluations of the team will be split across two adjacent stages** (medium dispersal) **or across the three stages** (high dispersal). The higher the level of dispersal, the greater the difference in team members' perceptions of the level of trust and strengths and challenges. It is also common to find different rhythms of operation within the team. The first step is to accept that there are different visions of the team and be open to understanding the different perceptions.


Polarised

If the current status of the team is Polarised, **evaluations of the team will be divided between the lower stage** (Expression) **and the upper stage** (Alignment). It is common to see two clear speeds emerge, alongside a lack of understanding of the perception of each pole of the team. The initial task will be to understand if the polarisation items from the different perception of one or more members because a team in the Synergistic state has temporarily moved to Apparent for some reason.

The following pages detail the behaviours that represent the strengths and challenges of the team (evaluation by stage) and any threats that may be present at the moment (derailment evaluation section).

Evaluation by stages

Sikkhona® distinguishes **three stages** for the development of the team:

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- First stage**
Expression
Measures the extent to which teams members share personal information (openness) and actively participate in communication at meetings or giving feedback.
 - Second stage**
Alignment
Measures the extent to which team members can positively resolve their differences and work together towards a shared objective.
 - Third stage**
Interdependence
Measures the level of personal and professional synchronisation among members of the team.

Interpreting the evaluation.

For each stage, the two highest-scoring behaviours for the team (score of 0 to 100) are identified, alongside the lowest-scoring behaviour.

Scores marked with an asterisk (*) indicate there is maximum dispersal of opinion for this behaviour: some members of the team are evaluated at the highest level, while others are evaluated at the lowest.

Behaviours with a score of 66 or above are classed as strengths. Behaviours with a score of 33 or below are classed as areas for potential development.

Evaluation by stages

Expression stage

The two **highest-scoring behaviours for this stage are:**

In the team people give their opinion openly.

80



In team meetings people feel free to say what they think.

80



The **lowest-scoring behaviour** for this stage is:

Within the team people know each other well on a personal level.

60



Alignment stage

The two **highest-scoring behaviours for this stage are:**

People feel committed to the goals of the team.

93



Team members are willing to prioritise common interests before individual ones.

93



The **lowest-scoring behaviour** for this stage is:

The team finds ways of solving conflicts as they occur.

53



Interdependence stage

The two **highest-scoring behaviours for this stage are:**

Team members help each other when anticipating the needs of others.

80



It is always understood that each member's comments or actions are for the ultimate benefit of the team as a whole.

73



The **lowest-scoring behaviour** for this stage is:


Team members interpret the precise intention of their colleagues without difficulty.

53



Evaluation of derailments

Sikkhona® identifies **three possible derailments:**

-  **First derailment**
Apparent
Measures the extent to which the team appears to be functioning normally when in fact it is not functioning transparently.
- Second derailment**
Sectarian
Measures the extent to which conflicting silos are arising within the team
- Third derailment**
Stuck
Measures the extent to which the team has stopped investing in strengthening its cohesion and trust.

Interpreting the evaluation

For each possible derailment, the two behaviours that represent the greatest danger to the team are identified (scoring from 0 to 100).

Scores marked with an asterisk (*) indicate there is maximum dispersal of opinion for this behaviour: some members of the team are evaluated at the highest level, while others are evaluated at the lowest.

Behaviours with a score of 66 or above are classed as dangers. There is no need for concern when the score is 33 or below.

Evaluation of derailments

Apparent derailment

The **biggest dangers** in this state are:

In the team there are things left unsaid so as not to cause conflict.

53



People don't engage readily and keep their true opinions to themselves.

33



Sectarian derailment

The **biggest dangers** in this state are:

Subgroups can be identified within the team which place their own interests before the ones of the main group.

40



Within the team, there are conflicting groups that clearly or subtly fight with each other.

40



Stuck derailment

The **biggest dangers** in this state are:

The team feels comfortable with their level of trust and shows a lack of interest in developing further their relationships.

60



The team shows little interest in developing further their personal relationships.

26



Armoured state

In addition to the three derailments described, the model also identifies one form of collateral damage associated with the Synergistic state, which is the Armoured state. Teams enter this state when they are so tightly-knit that it is extremely hard for new people to join, since they do not understand the codes or forms of communication resulting from this level of concurrence.

Armoured collateral damage can occur when all positions are aligned at the Interdependence stage. As this point, the team should be aware of the possibility of this form of collateral damage, especially with changes in the composition in the team or its relationship to other teams.

Strategies for action

This section details strategies for working on the stage your team needs to develop. The ideas are divided into the three stages.

You can also find ideas for dealing with the derailments present in your team.

Stage 1 Expression

Strategies **for the team**

- Create an inclusive and safe space for all diversity present in the team.
- Generate spaces for communication where people can get to know each other more authentically.
- Train people on giving and receiving feedback openly.
- Work on communication skills so that people can speak their mind without this being perceived as a personal attack.
- Ask for opinions at meetings and create space for people to share their vision and opinion.
- Ensure that the most reflective people have a space to contribute their opinions.

Strategies for the **Apparent derailment**

- Establish team agreements, ensuring that everyone voices their opinion and is committed.
- Check if there are unwritten rules in the group, make them transparent and agree healthy rules decided jointly by the team
- Identify potential sabotage or silence from members of the team.

Stage 2 Alignment

Strategies **for the team**

- Resolve conflicts and train the team in managing differences.
- Establish rules on how to behave in situations of conflict to be able to handle them in a healthy way.
- Practice giving feedback so that it becomes established as a natural way of communicating.
- Clearly define roles and responsibilities in the team.
- Identify and agree the values of the team.
- Work on the vision or purpose of the team or work area.

Strategies for the **Sectarian derailment**

- Recognise the contribution of everyone and help others to do this too.
- Identify the harmful dynamics that may be present in the team (blame, criticism, sarcasm...).
- Create work groups that mix people from different "sects" or silos.

Strategies for action

Stage 3

Interdependence

Strategies **for the team**

- Propose dynamics and experiences for deep interpersonal alignment, such that members of the team can get to know each other in all their dimensions.
- Allow more shared and fluid leadership between all members.
- Promote dialogue at the level of interpersonal feelings.
- Review beliefs held about others.
- Encourage valuing the specific value contributed by each member of the team.
- Create spaces for joint activities beyond everyday work (cooperation, cultural or fun activities).

Strategies for the **Stuck derailment**

- Challenge people to share their beliefs regarding other team members and that affect relationship.
- Inspire members of the team to revive their interest in deepening their interpersonal relationships.
- Generate spaces for reviewing the relational health among members of the team.

Strategies for the **Armoured collateral damage**

- Create a space in which people who join the team have the opportunity to get to know the rest of the team and to be known.
- Share the unwritten rules of how the team works.
- Encourage bilateral meetings between new members and old ones to foster deep personal knowledge.