



Comparison report Sample Report

This report March 11, 2023
Previous 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 offers an assessment of the current state of the team (Aligned, Dispersed, or Polarized), and an evaluation of what score the team obtains in each stage of development (Expression, Alignment, Interdependence).

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

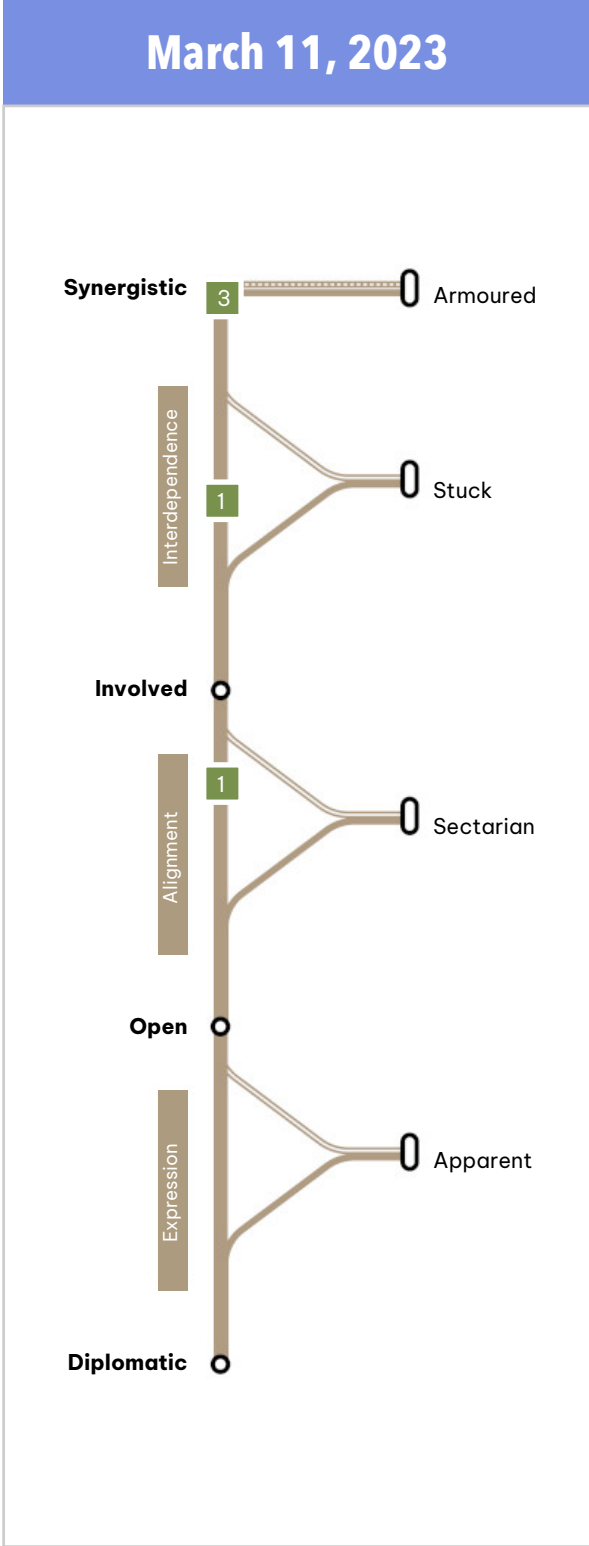
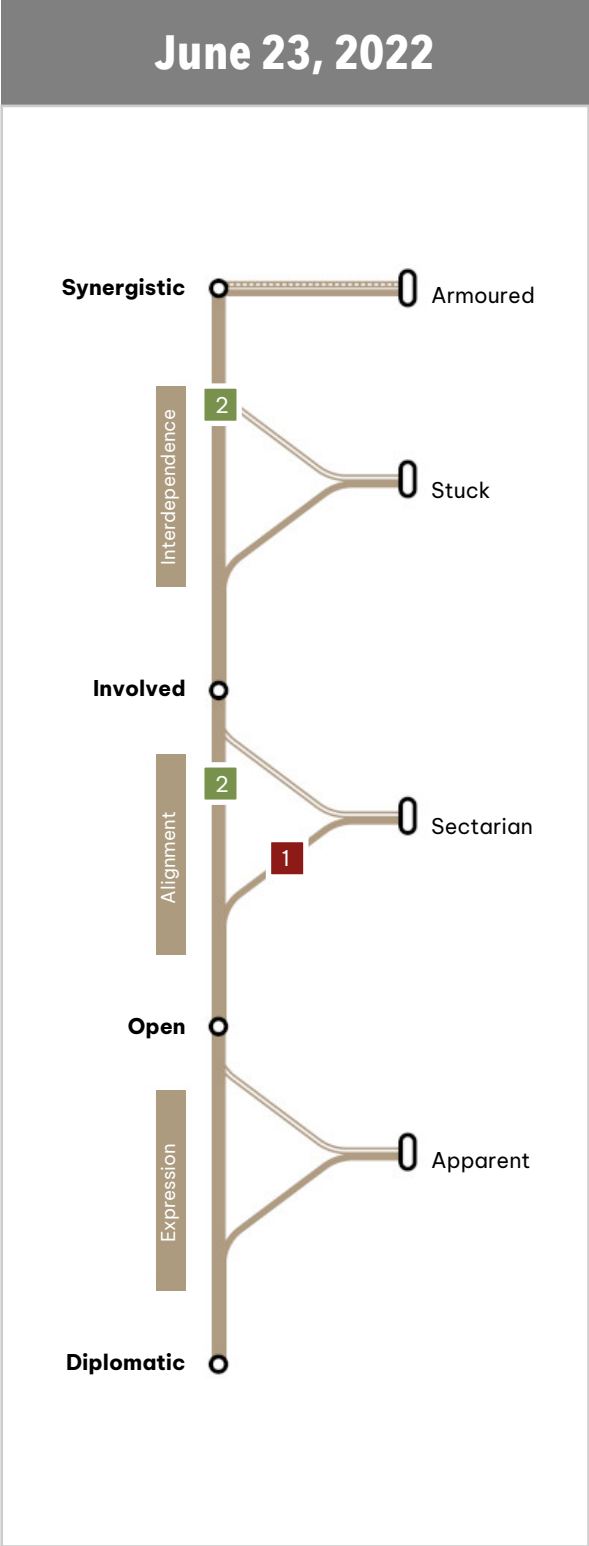
All this information can be used to analyse the team's strengths and areas for improvement. The report then details the optimum strategies for building cohesion and trust and developing a high-performance team.

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.

Map of the team

The maps show the initial situation of the team on the date of the first evaluation and the current situation. You can see the team's development between the two evaluations.



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.

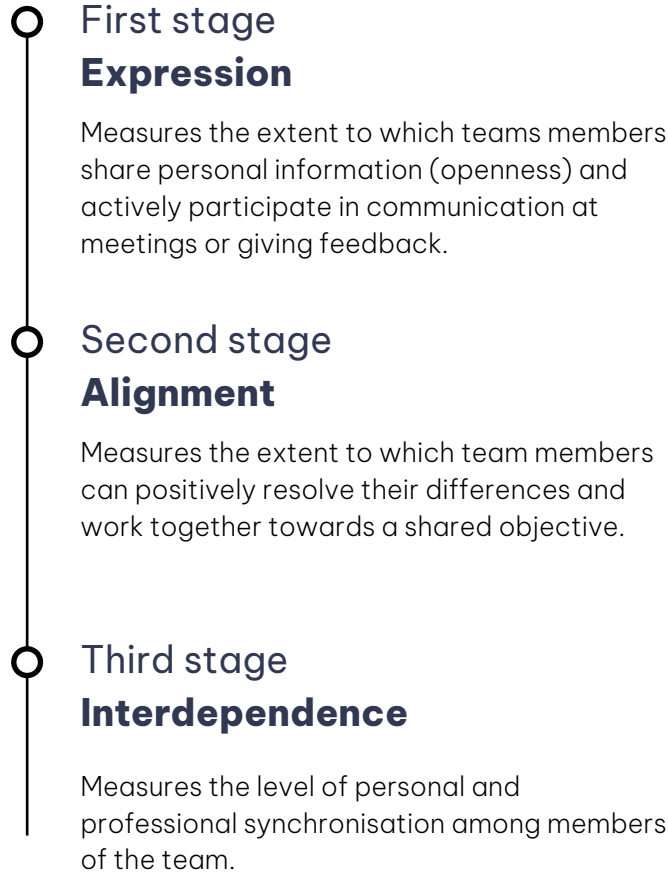
Polarised

If your team's current state is POLARIZED, **the team's ratings will be split between the bottom bracket** (Expression) **and the top bracket** (Alignment). It will be common for there to be two very marked different speeds, as well as a high misunderstanding of the perception that each pole of the team has. The initial work will be to understand if the polarization it comes from the different vision of one or more people, or because an Accomplice team has temporarily gone 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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Interpreting the evaluation.

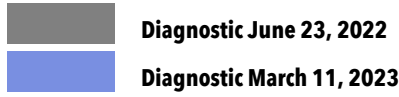
For each stage, the two highest-scoring behaviours for the team (score of 0 to 100) are identified, with a comparison with the score from the previous report. It also shows the worst-evaluated behaviour, again compared with the score from the previous report.

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

The scores are compared with the ones from the previous report.



Expression stage

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

In the team people give their opinion openly.



People are receptive to feedback given by other team members.



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

Team members feel free to give feedback to each other.



Alignment stage

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

When a team member asks for help, support is offered immediately.



People feel committed to the goals of the team.



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

The team resolves conflicts instead of avoiding them.



Evaluation by stages

Interdependence stage

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

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



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




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

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



Evaluation of derailments

Sikkhona® identifies **three possible derailments**:

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- 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.

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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), with a comparison with the score from the previous report.

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.

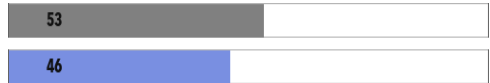
Behaviours with a score of 66 or above are classed as dangers. There is no need for concern when the score is 33 or below.

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.



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



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.



In the team conflicts are stuck due to personal confrontations.



Stuck derailment

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

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



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



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.