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Manager Report for Amazone Exec Team

February 9, 2024

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teamdynamics.io
hello@teamdynamics.io

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Using TeamDynamics as a manager

Help your team make the most of its TeamDynamics

- Supercharge your impact: As a manager, the greatest leverage comes from improving the effectiveness of your team. Putting your TeamDynamics into practice will help you do just that.
- Start with understanding: Make sure everybody on your team knows both their TeamDynamics and which behaviors are more or less natural for them as individuals. Discuss your TeamDynamics as a group and follow up in subsequent team meetings and 1:1s.
- Evolve over time: Revisit your TeamDynamics on a regular cadence as things change, like team composition (people joining or departing), team structure (changes in roles and responsibilities) or the organizational context (rapid growth, new company objectives, etc). Reevaluating your TeamDynamics every 6 months is a good starting point, though quarterly and annually also work for some teams.

Lead the charge where you're uniquely positioned to do so

- Make it explicit: Add your TeamDynamics to new hire onboarding documentation/user guides, cross-team project kickoffs, and internal profiles/directories. Communicate your TeamDynamics to external collaborators too, so they know what to expect from your team.
- Update your norms: Your team will have great ideas about how to work together better based on your TeamDynamics. Incorporate these insights into your existing norms and processes — like weekly meetings, planning cycles, professional development, and so on — to put your results into practice.
- See around corners: Help your team identify when it's time to deviate from your team's natural preferences. Acknowledge the change, explain the circumstances, and set clear expectations.
- Translate for other teams: Your team likely works with many others; you probably have a decent hypothesis about these other groups' TeamDynamics (or you can encourage them to take the assessment). Coach your team on what you have observed about how their TeamDynamics likely interact with yours.

Working with individuals' CoDynamics

- The matrix names each team member and shows their alignment or potential tension in each of the four dimensions. Use it to guide conversations; individual coaching guidance, preference scores, and raw assessment answers remain private.
- Many individuals find it useful to discuss their CoDynamics with their manager and teammates. The named matrix shows fit or potential tension, while each person's individual coaching report remains private. Invite people to share that guidance in one-on-one or group conversations, without requiring them to do so.
- Help all CoDynamics be successful. Just as there is no such thing as a better set of TeamDynamics, individuals can be successful regardless of how naturally their preferences align with their TeamDynamics. The key is knowing how to support them (you'll find more detailed coaching recommendations tailored for your TeamDynamics in this Manager Report):
- Where individuals are natural fits, coach them to look out for scenarios where the team's natural TeamDynamics might not be most applicable and they should flex their behaviors.
- Where individuals are in tension, watch for and create opportunities where their natural preferences would make them uniquely suited to succeed. Encourage them to step up and shine.

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“ The Fast Movers ”

Ordered
Communicating

Logical
Processing

Authoritative
Deciding

Spontaneous
Executing

Reminder: Your TeamDynamics

Amazone Exec Team

ILAD	ILAS	ILCD	ILCS
IRAD	IRAS	IRCD	IRCS
OLAD	**OLAS**	OLCD	OLCS
ORAD	ORAS	ORCD	ORCS

O Ordered Communicators

L Logical Processors

A Authoritative Deciders

S Spontaneous Executors

“ The Fast Movers ”

OLAS teams are defined by their structured communication, logical thinking, authoritative leadership, and ability to adapt plans quickly. They excel in fast-paced environments where they can quickly make sense of new information and act on it decisively. These teams are at their best in situations that require sharp, immediate responses.

However, OLAS teams can stumble when faced with projects that need a lot of new, creative thinking and detailed coordination over time. Their quick decision-making can lead to premature actions, especially in situations without strong data.

Characteristics of OLAS Teams

- Maintain a structured way of sharing information, ensuring that everyone understands their roles and responsibilities clearly, streamlining decision-making.
- Decision-making is top-down, with leaders quickly setting the direction and expectations, enabling fast responses to changing conditions.
- Despite their structured approach, OLAS teams are known for their flexibility in execution, ready to adjust plans spontaneously as new information becomes available.

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Your team's CoDynamics

Amazone Exec Team

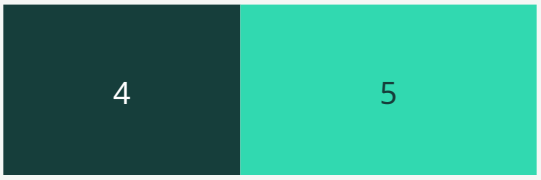
Based on 9 completed responses from team members

Potential tension Natural fit

Communicating: How the team shares information

Strongly Ordered

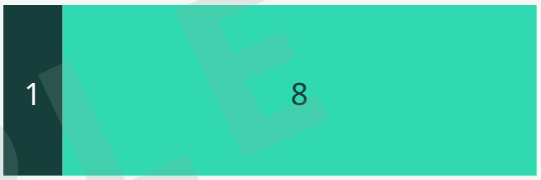
Information is surfaced and shared through defined processes and forums



Processing: How the team interprets shared information

Very strongly Logical

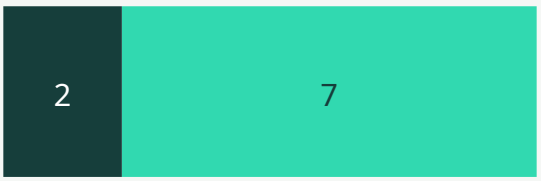
Information is evaluated on its own merits without regard to source



Deciding: How the team arrives at a course of action

Strongly Authoritative

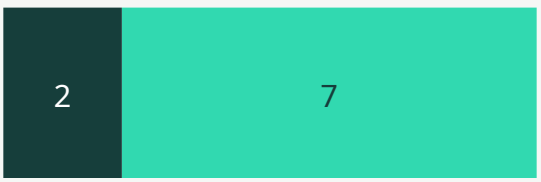
Decision is driven by direction from team leaders



Executing: How the team works towards its objectives

Moderately Spontaneous

Lightweight plans favor agility and adaptability



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Your team's CoDynamics: By individual

Amazone Exec Team

Based on 9 completed responses from team members

Natural fit: aligned preferences Potential tension: differing preferences

Team member	Communicating Ordered	Processing Logical	Deciding Authoritative	Executing Spontaneous
Jeff B.	Potential tension	Natural fit	Natural fit	Natural fit
Alex R.	Natural fit	Natural fit	Natural fit	Natural fit
Jordan M.	Natural fit	Natural fit	Natural fit	Natural fit
Taylor S.	Potential tension	Natural fit	Natural fit	Potential tension
Morgan L.	Natural fit	Natural fit	Potential tension	Natural fit
Riley C.	Potential tension	Potential tension	Natural fit	Natural fit
Casey N.	Natural fit	Natural fit	Natural fit	Potential tension
Sam K.	Potential tension	Natural fit	Natural fit	Natural fit
Avery P.	Natural fit	Natural fit	Potential tension	Natural fit

Use the coaching suggestions on the following pages to explore each person's natural fit and potential tension with the team.

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OLAS
Your Team

Coaching your team members based on their CoDynamics

Amazone Exec Team

Suggested guidance for team members

Communicating: How the team shares information

Ordered

Information is surfaced and shared through defined processes and forums

If team member is in tension...

- Make it easier for yourself to plug into the team's practices by asking the team to clarify expectations and provide guidelines around structured communications. Ask teammates to share examples of past documents that have been well-received.
- When we need to uncover new information or share new ideas across the team, your natural bias for free-flowing communication is the better approach. Help our team move faster by making sure we're not spending time coming up with a model or framework when a quick conversation would suffice.

If team member is a natural fit...

- Help those on the team who are less naturally organized by clarifying expectations around structured communications and developing guidelines and templates for how we share information as a team.
- Flex into a more organic, free-flowing communication style when we are working on gathering new information or coming up with new ideas. In these cases, starting with quick conversations can save us time and lead to better outcomes.

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Processing: How the team interprets shared information

Logical

Information is evaluated on its own merits without regard to source

If team member is in tension...

- When you're interpreting data and information, ask your teammates (or me) for past examples of how we did so as a team, so you can understand the types of analytical approaches that work best in our context.
- Your natural tendency to look for and turn to individuals who have unique expertise or context can augment — though it won't replace — our team's naturally rigorous analytical approach. Help cover our team's blind spots by reminding us which individuals have the most influence in each domain and make sure we're weighing their input appropriately.

If team member is a natural fit...

- Not everyone on the team may share your analysis-first approach to interpreting information. Help the more relationship-driven individuals on our team by sharing with them past examples of how we analyzed information as a team, so they can understand what works best in our context.
- While it's great to ground so much of our thinking in rigorous reasoning and analysis, sometimes the most consequential input comes from specific individuals who have unique expertise, context, and influence. Let's remind ourselves to seek out and incorporate their perspectives when we're gathering insights.

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OLAS

Your Team

Coaching your team members based on their CoDynamics

Amazone Exec Team

Suggested guidance for team members

Deciding: How the team arrives at a course of action

Authoritative

Decision is driven by direction from team leaders

If team member is in tension...

- If you are being asked to lead a decision, ask team leadership to help you weigh feedback and calibrate expectations around when sufficient input has been gathered and incorporated. Don't be surprised if you find that the team expects you to get less input than you'd assume.
- Your instinct to build consensus is especially helpful when the team is making decisions that will lead to particularly difficult, time- consuming, or counter-intuitive courses of action. In these situations, encourage team leadership to make more space for discussion to generate greater buy-in from the team for the path ahead.

If team member is a natural fit...

- If a naturally consensus-driven teammate is leading a decision, help them avoid spinning their wheels by calibrating them to the team's expectations around when a sufficient amount of input has been gathered and incorporated. It will likely be less than their natural instincts would suggest.
- Certain decisions — especially those that will lead to a particularly difficult, time-consuming, or counter-intuitive course of action — benefit from more buy-in among the team. When the team is facing one of these, encourage leadership to spend more time socializing and debating the decision to create broader commitment to the path ahead.

Executing: How the team works towards its objectives

Spontaneous

Lightweight plans favor agility and adaptability

If team member is in tension...

- Identify and prioritize the most important areas where you need clarity from a planning and ongoing execution perspective. Ask your team to provide that clarity in those places, but trust their more organic tendencies in other areas.
- The team's natural tendency for lightweight, reactive plans works less well when the consequences of an unexpected outcome (or delay) would be significant. In these moments, we can benefit from your ability to build and maintain detailed blueprints for execution.

If team member is a natural fit...

- Help the more deliberate members of the team identify and prioritize the areas where they most need clarity from a planning and ongoing execution perspective. Then help them work with the rest of the team to get that clarity.
- When tackling an effort where the consequences of an unexpected outcome (or delay) would be significant, push your team (and yourself) to set aside the natural instinct for lightweight, reactive plans in favor of creating and maintaining a more detailed blueprint for execution.

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