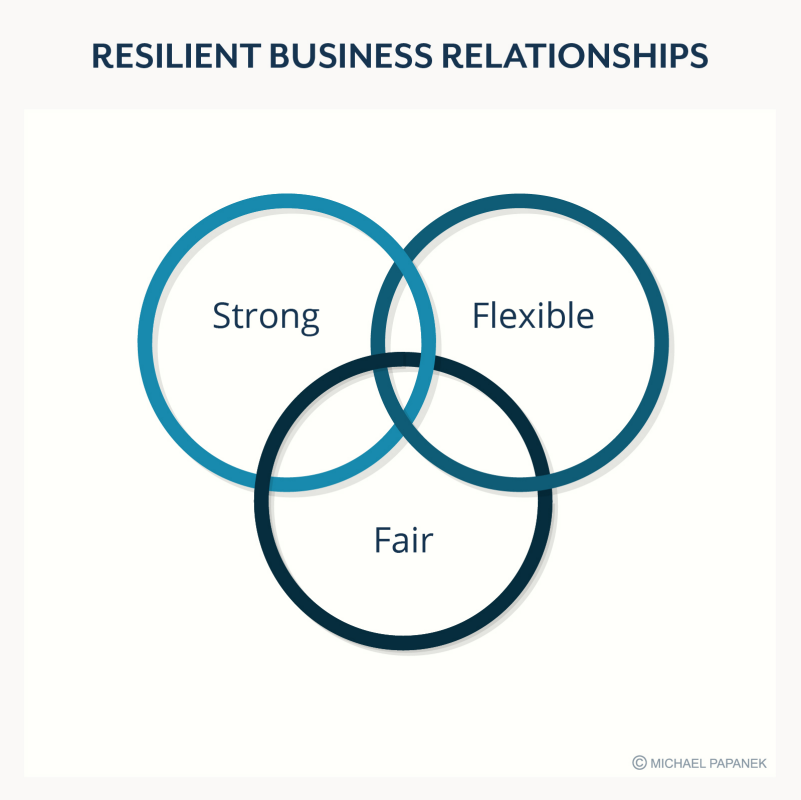
MICHAELPAPANEK
Lead with resilient relationships

Results for:
Amanda
Oct 09 2026

Thank you for completing this assessment tool. This tool assesses the resilience of a team or group, based on their business relationships across three key dimensions:

1. Are the relationships on the team Strong and creating value?
2. Are the relationships Flexible and able to deal with stress and change?
3. Are the relationships on the team Fair to all the people involved?



This tool does not assess individual personalities or types. You are likely to have a different result for different teams or groups, depending on the context and your role and membership on that team.

For the most useful information, please have all the people on the team take the assessment on their own, and then discuss the results with each other so you can identify differences in perceptions and find new ways to increase the resilience of the business relationships.

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The business relationships on this team tend to be:
Coercive

Somewhat Flexible **Somewhat Fair** **Very Strong**



Coercive

This teams seems to produce valuable results, and is able to shift under changing conditions, but may go into breakdown under stress because it is not a fair environment for all team members. Some team members may be contributing more but getting less out of it. Under stress and change, the team may breakdown with one or more team member's behavior unwittingly making things worse. Your first step will be to build agreement within the team on the need for change. You may want to exchange more feedback with each other to identify ways to make the team more equitable, with better use of team input and mutual influence on important decisions. You may also need to clarify and agree on your values as a team, and your vision of success. Then use your current top priority business goals to practice new behaviors for conflict, decision-making and collaboration. Use this link to return to the on-line course "Agile Leadership."

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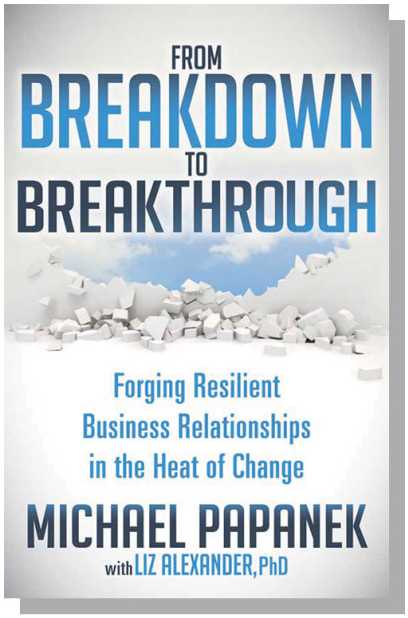

For the full version of this assessment, as well as strategies and practical tools for creating resilient business relationships - with customers, teams and whole organizations - read Michael Papanek's new book "From Breakdown to Breakthrough: Forging Resilient Business Relationships in the Heat of Change".

For assistance making your key business relationships unbreakable, please contact me at michael@michaelpapanek.com, or visit my website at michaelpapanek.com.

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