

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.

## The business relationships on this team tend to be: Dysfunctional

Somewhat Flexible

Somewhat Fair

Somewhat Strong



### Dysfunctional

Unfortunately the team you assessed seems to be heading into breakdown mode and has none or very few of the key attributes of resilience. This team does not produce important business results, is not able to change or flex as conditions change and is not fair or equitable to the people involved. In this difficult situation you have few good options: either start to improve the team right now or seek out an alternative so you can disengage from this situation and move on. Your first step will be to build agreement within the team on the need for change. Start to gather feedback, first from individuals and then as a group, on what is not working and what needs to change. You may 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."



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**".