



TEAM CLIMATE PROFILE

* Sample * Leadership Team

Team: Sample Leadership Team

Your Team's Tilt Profile

Introduction to the Tilt Framework

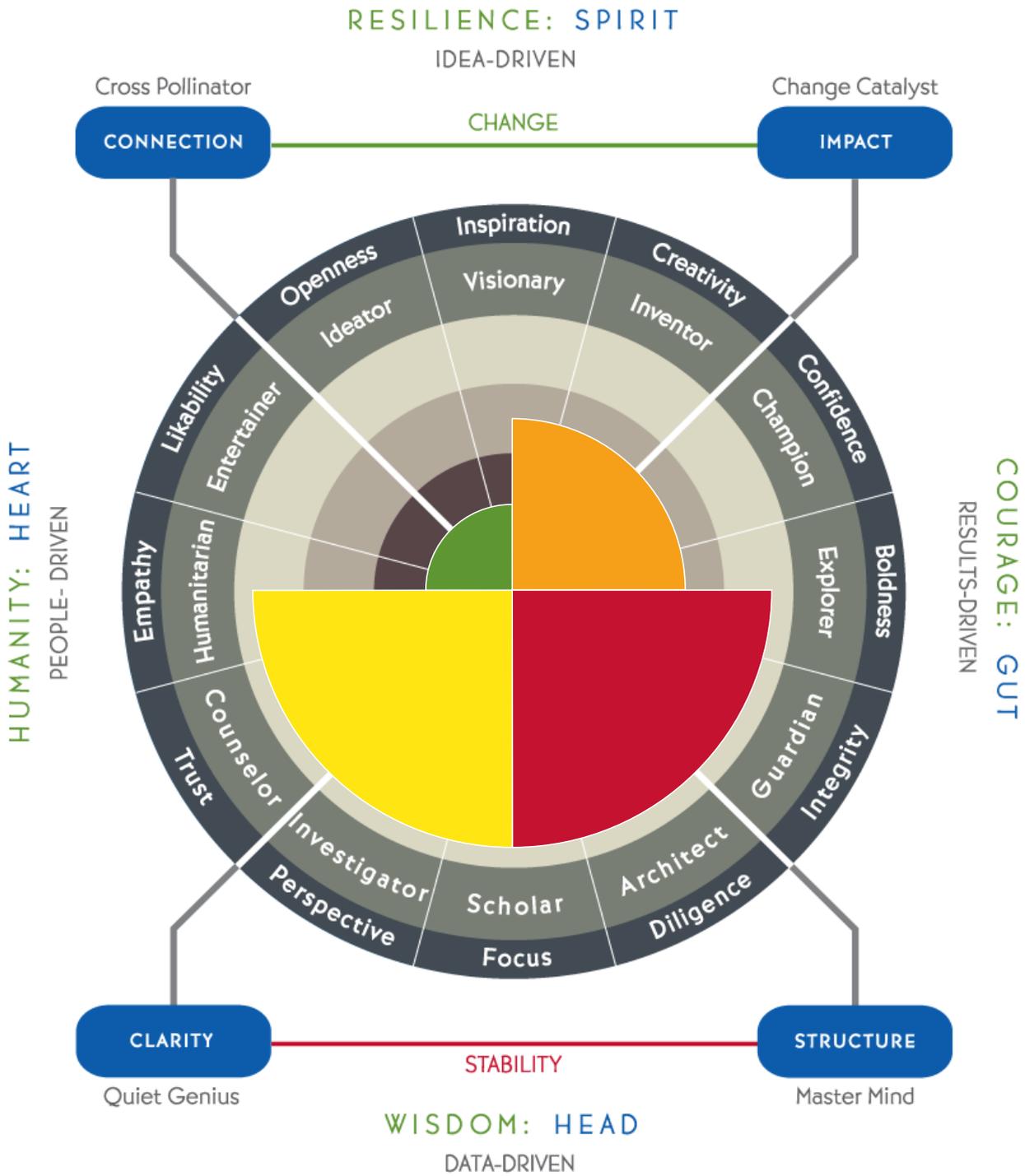
At the core of the Tilt Framework are 12 Character Strengths. Learning and mastering all twelve of these strengths enhances team decision-making, critical thinking, conflict resolution and performance. We all use each of the strengths, but some come more naturally to us than others. Every person has a preference for a certain subset of the Character Strengths, or a Tilt. This preference is a combination of a thinking preference (focus on details v. focus on big picture) and a feeling preference (focus on people v. focus on results). A Tilt represents a general preference for interacting with others and more broadly the world around us, which makes it an excellent tool to understand team interactions.

What is Team Climate?

Every person on a team has their own Tilt, and the collection of different Tilts can influence the way the team functions. Just like individuals have personality patterns and norms of behavior, teams exhibit a collective set of identity patterns or “norms” as well. The team climate will often end up reflecting either the function of the business or the industry by attracting people who thrive in that kind of environment. For example, an accounting team will often reflect a **Structure Climate** that follows GAAP rules (generally accepted accounting principles), whereas a startup team will have an **Impact Climate** due to its need to innovate rapidly with limited resources. The hospitality industry will often have a **Connection Climate** because of the impromptu nature of customer service required in that industry, and the healthcare industry tends to attract a **Clarity Climate** because of the utilization of precise information to help people. Understanding your team's climate is fundamental to effective functioning and is the first step to mastering all 12 of the Character Strengths & Team Agilities.

Culture versus Climate

At Tilt, we have learned to make a distinction between “**culture**” and “**climate**.” Enterprise or organization “culture” describes the personality or identity that drives the norms of the larger organization and is typically very challenging to change. Team “climate” is faster to adapt, partly because of the smaller number of people, but also because of the close proximity to leadership influence and consequences. Organizational culture is established through norms that recur over long periods of time, often since the enterprise began. Team climate, on the other hand, can change rather dramatically within 2-3 months if a new team leader or key influencer is introduced or departs. Any change can create notable shifts in team dynamics and therefore impact team productivity rather swiftly.



Team Tilt Listing

Clarity	Fname1	LName1
Clarity	FName2	LName2
Clarity	FName3	LName3
Connection	FName4	LName4
Impact	FName5	LName5
Impact	FName6	LName6
Structure	FName7	LName7
Structure	FName8	LName8
Structure	FName9	LName9

Overview of your Team's Tilts

Overview	Total
<p>Clarity Climate:</p> <p>Integrative & Loyal (Wisdom + Humanity)</p> <p>Links Data + People</p> <p>Best Use & Purpose: Alignment & Data Analysis</p>	3
<p>Structure Climate:</p> <p>Protective & Forceful (Wisdom + Courage)</p> <p>Links Data + Results</p> <p>Best Use & Purpose: Driving Excellent Execution</p>	3
<p>Impact Climate:</p> <p>Competitive & Futuristic (Resilience + Courage)</p> <p>Links Ideas + Results</p> <p>Best Use & Purpose: Rapid Applied Creativity</p>	2
<p>Connection Climate:</p> <p>Adaptive & Inclusive (Humanity + Resilience)</p> <p>Links People + Ideas</p> <p>Best Use & Purpose: Adapting to Changing Contexts</p>	1

Contributions to the Team

Your Team's Clarity Tilters: These are people who are often the most studious and informed. They will make the team slow down to consider potential consequences of various paths of action, which gives you sufficient time to prepare, study the data and mitigate risk. Clarity Tilters focus on processes.

Your Team's Structure Tilters: These are people who most likely execute the work and will help others understand the many possible implications (loss of time, rework) of changing direction without forethought and planning. Structure Tilters focus on planning to execute results.

Your Team's Impact Tilters: These are people who are the most confident and certain in the midst of uncertainty and complexity. They will take a stand in ambiguous situations and rapidly get things done through force of will. Impact Tilters focus on the vision.

Your Team's Connection Tilters: These are people who are the most socially connected and aware of changing trends in the environment. They will know whether a new idea is likely to be accepted or rejected by the culture. Connection Tilters focus on feedback loops from stakeholders.

Team Tilt Patterns

Clarity Climate:

Reflective & Analytical

Best where **RESEARCH** or **ANALYSIS** is needed.

Data-Driven + People-Driven

The Clarity Climate: This kind of team climate is focused on analyzing and interpreting data in order to minimize risk. The energy is patient and thoughtful, focused on being as prepared as possible for any risk that can be mitigated by learning from the past. This kind of climate ensures alignment with core human values that we have learned in the past.

Places high value on: Alignment, integration, preparation, data and risk analysis, key metrics, investigation, patience, respect, mindfulness, research, historical reference.

Does not tolerate: Risks without research, intuition without data, gut instincts, rash action, false starts, pushy people, rework, arrogance, impatience, incompetence, lack of forethought, being unprepared, changing direction quickly, messy planning or processes.

Dominant Mindset: Receptive Skepticism. “What we don’t know can harm us, so we must be the patient ones to dive into the details, which takes time.”

Stress Reaction: Resistance, worry, frozen, stoic, stuck, stonewalling, skeptical, risk-averse, avoiding, ignoring, complaining.

Mindset shift to higher effectiveness: Certain Optimism. “We know we are right and the future is ripe with opportunity, so we must be the heroes to catalyze change and do it fast before it’s too late.”

Typical Industries: Health-Care, Law, Advisory Services, Insurance, Education, Pharma, Medical, Hospitals, Research, Academia, Psychology, Philosophy, History, Management Consulting, Religious & Ministry Services, Humanitarian, Non-Profit, and many more.

Typical Functions: Research, Risk Assessment, Safety, Analysis, IT, Consumer Interest, Historical Records, Libraries, Investigative, Actuarial, Statistics, Human Resources, Project Management, Legal and Administrative, Research & Development, Mentoring, Support Services, and more.

Key Internal Strengths

- Explain the meaning of information.
- Create awareness of diverse perspectives.
- Build a trustworthy community.
- Investigate detailed data.
- Predict the human cost.
- Prepared and cautious.
- Reliable risk assessment and troubleshooting.
- Patient in decision-making.

Potential Blind Spots

- Can be overly cautious about risks involved.
- May want excessive amount of information.
- May be prone to waiting too long to make impact.
- Can have low sense of urgency about action.
- Can sometimes appear lacking in confidence.
- Can be frozen in fear if the risks seem too high.
- Experience anxiety when unsure of the impact.
- May not be willing to assert opinions.

Connection Climate:

Adaptive & Inclusive

Best where ADAPTIVITY or SOCIAL INFLUENCE is needed.

People-Driven + Idea-Driven

The Connection Climate: This kind of team climate is focused socializing ideas and anticipating the needs of various stakeholders. The energy is lively and optimistic, focused on including everyone's point of view. This kind of climate is inclusive, diverse and collaborative, spreading ideas broadly through viral communication.

Places high value on: Collaboration, inclusion, reputation, social influence, relationships, entertaining, aesthetic beauty, serving others, caring for the community, spreading good news, spreading new ideas, being open.

Does not tolerate: Social rudeness, people saying NO, being limited by rules or constraints, being controlled, being criticized, being judged, rushing to a decision, people being left out, too many laborious tasks or details, being dismissed, being left out.

Dominant Mindset: Receptive Optimism. "We believe everything always works out for the best, so we must bring everyone together to make the world more pleasant, beautiful place to live."

Stress Reaction: Overwhelmed, inundated, scattered, indecisive, talkative, exaggeration, saying yes without thinking first, naive, including others where inappropriate, socially superficial.

Mindset shift to higher effectiveness: Certain Skepticism. "What if everyone doesn't always have good intentions, and we need to ensure that we are not leaving ourselves open to being exploited?"

Typical Industries: Hospitality, Retail, Food & Beverage, Fashion, Politics, Public Service, Sales, Marketing & Advertising, Performing Arts, Real Estate, Property Management, Medical, Nursing, Event Planning, Family Medical Practitioner, Non-Profit, Charity, Social Service, Social Network, Travel and many more.

Typical Functions: Social Media, Human Resources, Marketing & Branding, Customer Service & Support, Public Relations, Social Networking, Recruiting, Talent Development, Advertising, Coaching, Consulting, Blogging, and many more.

Key Internal Strengths

- Brainstorm limitless possibilities.
- Spread new ideas and trends.
- Charming and likable.
- Socially compelling and convincing.
- Open to learning.
- Inclusive of diverse ways.
- Able to pivot and adapt quickly.
- Open to a wide variety of opinions.

Potential Blind Spots

- Can lack follow-through.
- Can have difficulty executing efficiently.
- May encourage excessive ideas that create chaos..
- Prone to indecisiveness & second-guessing.
- Can seek too many people's opinions.
- Often overly optimistic without good reason.
- Can come across as superficial.
- May be overly concerned about what people think.

Impact Climate:

Competitive & Futuristic

Best where INNOVATION or CHANGE is needed

Idea-Driven + Results-Driven

The Impact Climate: This kind of team climate is focused on actioning ideas that are disruptive or that catalyze change rapidly. The energy is most often fast-paced with both a strong sense of urgency and an optimistic hope for a better future. This kind of climate creates change that optimizes applied creativity for rapid innovation.

Places high value on: Innovation, decisiveness, speed, application, usefulness, novelty, creativity, confidence, future-orientation.

Does not tolerate: Delays, naysayers, constraints, limitations, hierarchy, rules, status quo, slow action, indecisiveness, incompetence or signs of weakness in others such as fear, insecurity, or vulnerability.

Dominant Mindset: Certain Optimism. “We know we are right and the future is ripe with opportunity, so we must be the heroes to catalyze change and do it fast before it’s too late.”

Stress Reaction: Impulsiveness, feeling omnipotent, dominance, grandiosity, manipulation, dismissiveness, impatience, arrogance, not listening.

Mindset shift to higher effectiveness: Receptive Skepticism. “What if we are not always right, and we are more patient and listen with discernment so we don’t create false starts?”

Typical Industries: Startups, Entrepreneurial, Technology, Design, Electronics, Biotech, Fashion, Aerospace, and many more.

Typical Functions: Direct Sales, Change Leadership, Creative Teams, Futuristic Arts & Design, Mergers & Acquisitions, Business Development, Investment, Talent Development, Performance Leadership and many more.

Key Internal Strengths

- Invent original solutions.
- Predict trends accurately
- Overcome difficult challenges.
- Change the future with big thinking
- Do what others only dream of doing
- Naturally come across as leaders.
- Appear highly competent and confident.
- Inspire others with creative vision

Potential Blind Spots

- May be unrealistic about time.
- Can be dismissive about emotions
- May lack discernment about data.
- May dismiss emotional distress.
- Could come across as arrogant
- May take risks on hunches without forethought.
- Can be unprepared
- Can create a lot of rework due to false starts.

Structure Climate:

Protective & Forceful

Best where EXECUTION or SUSTAINABILITY is needed.

Results-Driven + Data-Driven

The Structure Climate: This kind of team climate is focused on organized execution and tends to be efficient, accurate, precise and detail-oriented. The energy is measured and tenacious, highly focused on accomplishing tasks in the most efficient way. This kind of climate is at its best under tremendous pressure to perform.

Places high value on: Execution, efficiency, accuracy, conscientiousness, integrity, precision, quality, tenacity, honesty, fairness, perfection, order, focus.

Does not tolerate: Wasting time, sloppiness, politics, inefficiency, poor quality, irresponsibility, lack of accountability, rule-breaking, rework, excessive chit-chat or storytelling, exaggeration, indecisiveness, disruption of tasks, making errors or mistakes, naivete, or joking around.

Dominant Mindset: Certain Skepticism. “We know we are right, so we must be the ones to keep order and reduce potential harm.”

Stress Reaction: Obsession, micromanagement, controlling, negative, policing others, criticizing others, saying NO.

Mindset shift to higher effectiveness: Receptive Optimism. “What if we are not always right, and we are more curious, intuitive, and open to social support.”

Typical Industries: Architecture, Construction, Engineering, Accounting, Agriculture, Banking, Finance, Regulatory, Industrial, Manufacturing, Public Commissions, Military, Government, Protective Services, Surgical and ER, Police, Fire Control, and many more.

Typical Functions: Operations, Accounting, Internal Audit, Quality Assurance, Regulatory, Management, Risk-Management, Enforcement, Legal Litigation, Administrative and Planning, Safety and Compliance and many more.

Key Internal Strengths

- Build complex systems.
- Highly organized and efficient.
- Provide sustainability over time.
- Deliver precise execution.
- Catch what is out of order.
- Notice where integrity is breached.
- Enforce rules.
- Produce high levels of quality.

Potential Blind Spots

- May miss changing trends and new ideas.
- May be closed to learning.
- May not be comfortable with change.
- May dismiss emotional distress.
- Could use anger to manipulate others.
- Can come across as cold and unbending.
- May judge others excessively as imperfect.
- May come across as condescending to others.

The Goal: Generativity

Each of the four team climates have strengths and weaknesses that make them most beneficial in certain situations. This means that none of the team climates are best all of the time. The ideal team climate is one that can fluidly shift between Structure, Impact, Clarity, and Connection depending on the situation. We refer to this kind of agile climate as Generative. A Generative Climate creates a positive influence that contributes to productivity, creativity and innovation, which allows teams to create long-term solutions. Teams with Generative Climates have healthy interactions both within as well as beyond the team, which facilitates the openness and psychological safety necessary for exponential results.

The Team Climate Profile reports the pure numbers and percentages of people with certain Tilting preferences. Similar to the True Tilt Profile for an individual, this report simply tells you where a team is going to Tilt when in its strengths and where will tend to Tilt under stress. This is an important step because it is necessary to understanding the interactions between teammates and how these interactions influence the larger team. However, a pure number of individual Tilts cannot tell you whether the team is balanced and agile. A team can include all members with the same natural Tilt who are balanced on **Tilt365 Positive Influence Predictor** and can be agile as a team by consciously adjusting to different situations. Information about team agility can be ascertained using the **Tilt365 Team Agility Predictor**.

To order your Tilt365 Team Agility Predictor assessment, go to the team products tab for your team and click on the "Add To Team" button.

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