

AQteam Report

TRANSFORMING THE WAY PEOPLE AND
ORGANISATIONS ADAPT TO CHANGE

REPORT FOR
Future Enterprises, Inc.

GENERATED
Mar 19, 2024

TEAM
All Teams...

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Introduction to your AQteam Report

Congratulations on taking the first step to understanding your Team's adaptability!

Understanding your Team's AQ profile is essential in today's fast-paced work environment. It sheds light on your Team's adaptability strengths and growth areas, enhancing decision-making and problem-solving skills. This understanding empowers you and your Team to lead and navigate change effectively, optimize adaptive abilities, and foster supportive, productive work relationships. In essence, your AQteam profile is a vital tool to thrive amidst uncertainty and leverage opportunities for change.

This AQteam report will give you insights into your Team's AQ Abilities, AQ Character, and AQ Environment; your Team's propensity to Explore & Transform and Utilize & Improve; as well as understand how ready your Team is for change and how ready your Team is to learn new skills.

As you read through your Team report, we encourage you to reflect on the Team's results and consider what may be the opportunities and obstacles to navigating change. Our mission at AQai is to inspire and empower every human, team, and organization with the skills to adapt and thrive, ensuring that no one is left behind in the fastest period of change in history.

We hope you find the results valuable and informative.

Best Regards,

AIDA and the AQai Team

Ross Thornley

Mike Raven

CEO and Co-Founder

Partnerships and Co-Founder




Trusted by



Morgan Stanley



Welcome

Explaining The AQ® Model

Our patent-pending model of adaptability is based on extensive academic and organisational research across 100+ scientific publications in the Financial Times top 50 journals.

In order to truly understand adaptability, and to harness it for the benefit of our people, our teams, our organisations – and yes ourselves too! – we have to ask three foundational questions:

- HOW PEOPLE ADAPT?
- WHY PEOPLE ADAPT?
- AND WHEN PEOPLE ADAPT?

THE A.C.E. MODEL OF ADAPTABILITY

The 17 scientifically valid measures of adaptability



AQ ABILITY

HOW AND TO WHAT DEGREE DO I ADAPT?

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- 1. Grit
- 2. Mental Flexibility
- 3. Mindset
- 4. Resilience
- 5. Unlearn

AQ CHARACTER

WHO ADAPTS AND WHY?

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- 6. Emotional Range
- 7. Extraversion
- 8. Hope
- 9. Motivational Style
- 10. Thinking Style

AQ ENVIRONMENT

WHEN DOES SOMEONE ADAPT AND TO WHAT DEGREE?

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14
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15
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- 11. Company Support
- 12. Emotional Health
- 13. Team Support
- 14. Work Environment
- 15. Work Stress

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AQ Ability looks at the learnable skills in "how" you adapt, with five sub-dimensions of grit, mental flexibility, mindset, resilience, and unlearn. AQ Character looks at the "why" you adapt, with five sub-dimensions of emotional range, extraversion, hope, motivation style, and thinking style. AQ Environment looks at the "when" you adapt, with five sub-dimensions of company support, emotional health, team support, work environment, and work stress.

How to Use Your Report

Your AQteam report provides valuable insights into your Team's readiness for change by understanding their Abilities, Character, and Environment. It will help you understand what are obstacles and opportunities to your Team's ability to navigate volatility, uncertainty, complexity, and ambiguity. To get the most value from your report, we recommend reflecting on your Team's results in the context of your own work experiences and goals. Here are a few tips on how to use your report to help you navigate change and improve your Team's relationship with it.



Ability: How and what degree do we adapt?

As you look across the organisation, how do these Abilities show up? What Abilities do you want to see more of? What are friction points that we want to reduce?



Character: Understand who adapts and why

Everyday, we work with a wide range of personalities, attitudes, and preferences. Understanding these can help optimize your communication strategy so that you can get the most out of interpersonal relationships during times of change.



Environment: When does someone adapt, and to what degree

Environment is a multiplier, either as an accelerant or decelerant. How would you describe the culture here? Does it help or hold the organisation back during change? What kind of culture do you want to curate so that individuals and the organisation can thrive through change?



Consider your desired outcomes for change

You can try and hold onto the status quo but change is constant, messy, and necessary. You can either ride the wave of change or get run over by it. If you ride the wave, you need to have directional outcomes and the skills to ride along. What organisational outcomes do you want to achieve in this change journey?



Work with an AQ certified coach

Understanding the desired Outcomes helps identify what are the most important levers of Adaptability to achieve that Outcome. The broader mosaic of Abilities and Environment helps define the playing field. An AQ Certified Coach can help you go deeper and build a development plan.

How to Use Your Report

Your AQteam Snapshot (1 of 2)

This section provides a summary of your AQteam scores, highlighting the average of your Team's scores across the AQ Ability and AQ Environment sub-dimensions. It is important to note that we are looking at an average. For example, if your organization tends to be, on average, high on grit, not everyone is gritty. Understanding how, when, and to what degree people on your Team adapt is a guide to how and when they will respond positively to change. Later in the report you will see the details around the distribution of Ability and Environment scores across your Team.

Your AQ Profile snapshot

The section provides a summary of your scores across the dimensions of adaptability in the AQteam assessment. It gives you an overall picture of your results, highlighting the information that you can take away from the assessment and a comparison of your scores to a benchmark. It also provides you a quick reference to understand where you stand on the adaptability spectrum and how your ability to manage change is compared to a benchmark. The benchmark represents a typical organization and is based on the results of your own assessment.

Ability

Your AQ Ability is measured, reflecting average adaptability skills. It includes the AQ Ability sub-dimensions. This score may be used to understand the AQ Ability and provide general feedback on change readiness. The AQ Ability score is based on the average of your scores across the AQ Ability sub-dimensions. It is important to note that this score is an average and does not represent the performance of any individual team member.

Environment

The AQ Environment score reflects the AQ Environment sub-dimensions. This score may be used to understand the AQ Environment and provide general feedback on change readiness. The AQ Environment score is based on the average of your scores across the AQ Environment sub-dimensions. It is important to note that this score is an average and does not represent the performance of any individual team member.

Your AQteam Snapshot (2 of 2)

The top half of this page highlights the average of your Team's AQ Character scores across the spectrum. It gives you some directional clues to who and why the Team tends to respond to change. It is important to note that we are looking at an average. For example, if your organization tends to be, on average, high on extraversion, not everyone is an extravert. Understanding who and why they adapt is a guide to their preferences when they are going through change. Later in the report you will see the details around the distribution of personalities across your Team.

The bottom half of this page highlights the average scores across the Advanced AQ Metrics: Explore & Transform and Utilize & Improve; and the AI Predictive Optimisation: the Change Readiness Index and the Reskill Index.

More details on the Advanced Insights Metrics and AI Predictive Optimisation are provided on pages 50-57 of this report.

Your AQ Profile snapshot

The section provides a summary of your scores across the dimensions of adaptability in the AQteam assessment. It gives you an overall picture of your results, highlighting the information that you can take away from the assessment and a comparison of your scores to a benchmark. It also provides you a quick reference to understand where you stand on the adaptability spectrum and how your ability to manage change is compared to a benchmark. The benchmark represents a typical organization and is based on the results of your own assessment.

Character

Your AQ Character score reflects the AQ Character sub-dimensions. This score may be used to understand the AQ Character and provide general feedback on change readiness. The AQ Character score is based on the average of your scores across the AQ Character sub-dimensions. It is important to note that this score is an average and does not represent the performance of any individual team member.

Advanced AQ metrics

The AQ Advanced Metrics section provides a summary of your scores across the AQ Advanced Metrics sub-dimensions. This score may be used to understand the AQ Advanced Metrics and provide general feedback on change readiness. The AQ Advanced Metrics score is based on the average of your scores across the AQ Advanced Metrics sub-dimensions. It is important to note that this score is an average and does not represent the performance of any individual team member.

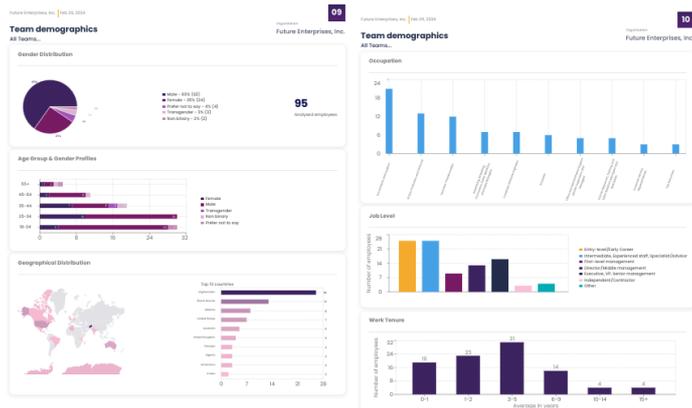
AI Predictive Optimisation

The AI Predictive Optimisation section provides a summary of your scores across the AI Predictive Optimisation sub-dimensions. This score may be used to understand the AI Predictive Optimisation and provide general feedback on change readiness. The AI Predictive Optimisation score is based on the average of your scores across the AI Predictive Optimisation sub-dimensions. It is important to note that this score is an average and does not represent the performance of any individual team member.

How to Use Your Report

Team Demographics

This section highlights the Organisational demography in this AQteam report. It shows the distribution by gender identity, age bands, global geography, occupation, job level, and work tenure bands. It is likely this report only contains a small sample and should not be assumed it is representative of the total population of your organisation.



Score bars

Below is a score bar showing the distribution of your AQteam scores. Starting below the bar, you will see the three dimension bands: low, medium and high, separated by a flag and a threshold score next to it. In the bar itself you will see grey circles representing every 5 points from 0-100. The colored hash marks represent the distribution of individual scores across the Team for that sub-dimension. Above the bar in a circle is the Team Average for this report.



Your AQ Profile snapshot

This section provides a summary of your scores across all the dimensions of adaptability in the AQme assessment. It gives you an overall picture of your results highlighting the information from your AQ Ability, AQ Character, and AQ Environment dimensions, providing a consolidated view of your adaptability. It also gives you a quick reference to understand where you stand on the adaptability spectrum and how it affects your ability to navigate change. It is important to remember that everyone's adaptability profile is unique, and that's why it's crucial to consider your results in the context of your own situation and goals.



This team may struggle with adaptability. They are likely slow to respond to challenges, affecting collaborative problem-solving. The team may find it hard to adapt its processes and products/services fast enough, often feeling like they are lagging behind competitors, and in need of new ideas. Focus on building AQ to foster a more cohesive and innovative environment.

Ability ^{AQ}



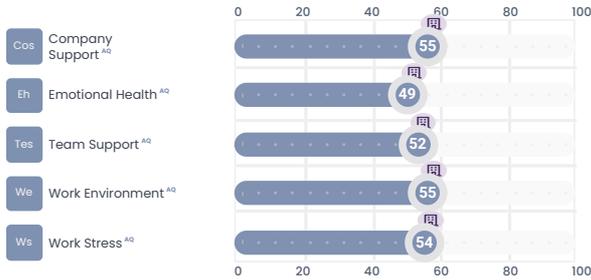
This team's AQ Ability is currently below average, indicating potential challenges in adapting to significant changes in processes or strategies. While this suggests a struggle with systemic shifts, remember that AQ Ability is like a muscle, it can be developed and strengthened. Targeted coaching and skill-building exercises can enhance your team's AQ Ability skills, fostering resilience and flexibility to better navigate future changes and disruptions.

Character ^{AQ}



Your AQ Character Profile information can be found on the next page.

Environment ^{AQ}



In a team context, a lower AQ Environment score indicates potential challenges in support and adaptability. Team members may feel constrained by restrictive systems and a lack of psychological safety, hindering innovation and adaptability. This could result in missed opportunities and resistance to change. Emphasizing the need for a more supportive and flexible team environment that encourages risk-taking and values each member's contribution.

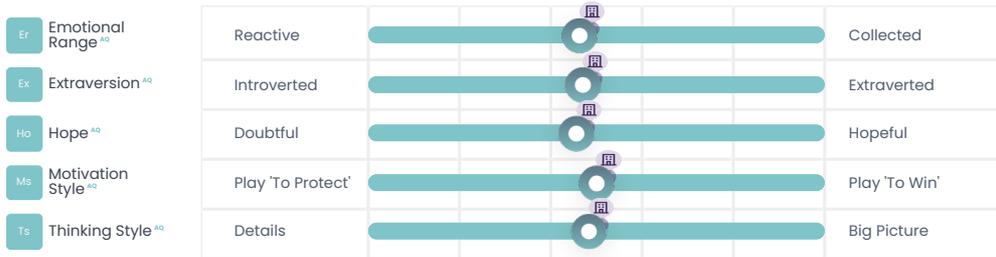
Your AQ Profile snapshot

This section provides a summary of your scores across all the dimensions of adaptability in the AQme assessment. It gives you an overall picture of your results highlighting the information from your AQ Ability, AQ Character, and AQ Environment dimensions, providing a consolidated view of your adaptability. It also gives you a quick reference to understand where you stand on the adaptability spectrum and how it affects your ability to navigate change. It is important to remember that everyone's adaptability profile is unique, and that's why it's crucial to consider your results in the context of your own situation and goals.

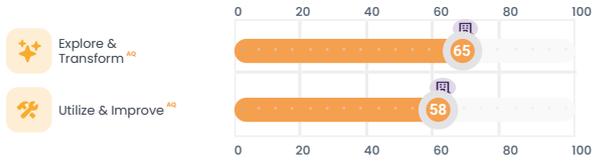


Deciphering AQ Character for teams reveals collective traits affecting adaptability to change. This scientific analysis uncovers how individual predispositions influence team dynamics, emphasizing the 'who' and 'why' of their adaptability. Understanding these dynamics improves collaboration, aligns communication with varied styles, and enhances synergy. This approach minimizes friction, boosts adaptability, and fosters growth, crucial for success in dynamic work environments.

Character^{AQ}



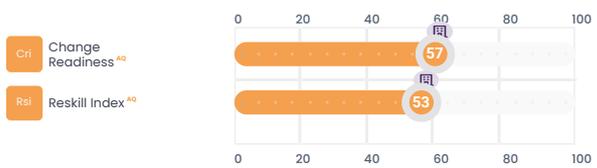
Advanced AQ metrics^{AQ}



'Explore and Transform' assesses a team's drive for radical innovation and transformative change. It gauges their ability to venture into new frontiers, embracing disruptive ideas and pioneering new business models. Ideal in small, cross-functional teams with high psychological safety, this dimension values resilience in continual experimentation and a culture of learning from failure. Key risks include stagnation and not achieving product/market fit. Success is marked by rapid learning, extensive experimentation, creating new markets, and securing first-mover advantages, with the ultimate aim of bringing new value to uncharted business areas.

In the 'Utilize & Improve' dimension, we measure how teams effectively use their current strengths and expertise to continually enhance existing business models. This involves a systematic approach toward incremental improvements, focusing on customer satisfaction, quality control, and extending value from ongoing activities. Teams prioritize predictable growth and optimization, seeking to maximize returns from the captured market. They typically avoid radical experimentation, favoring a more risk-averse approach and measured trade-offs specific to their services or products. Success is gauged by consistent performance, accuracy, and exceeding established targets.

AI Predictive Optimisation^{AQ}



Our AI Predictive Optimisation is comprised of two aspects, Change Readiness Index and Re-Skill Index. Using predictive analytics, we're able to show how likely your organisation is to adapt in various circumstances, to what extent your employees are able to re-skill, and how "change ready" you are: including how your employees may respond to challenges and change in the workplace. Our algorithms are based on the study of hundreds of research papers over several years, partnering with several major academic institutions.

Team demographics

Organization
Future Enterprises, Inc.

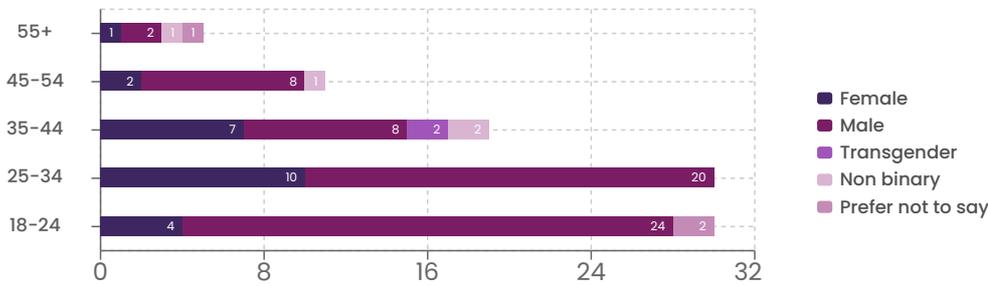
All Teams...

Gender Distribution

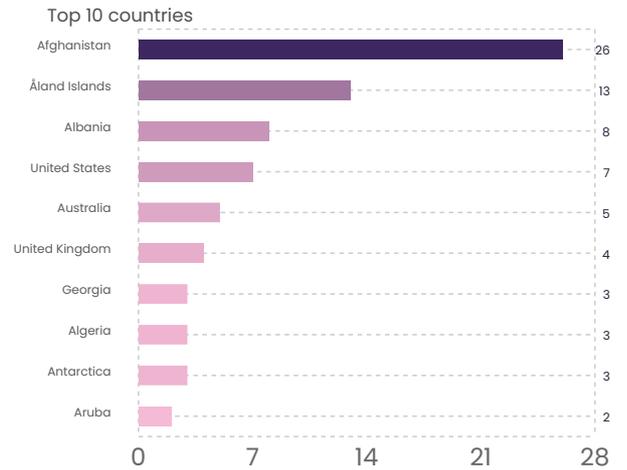
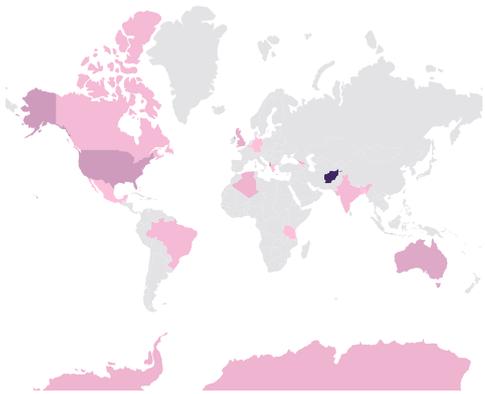


95
Analysed employees

Age Group & Gender Profiles



Geographical Distribution

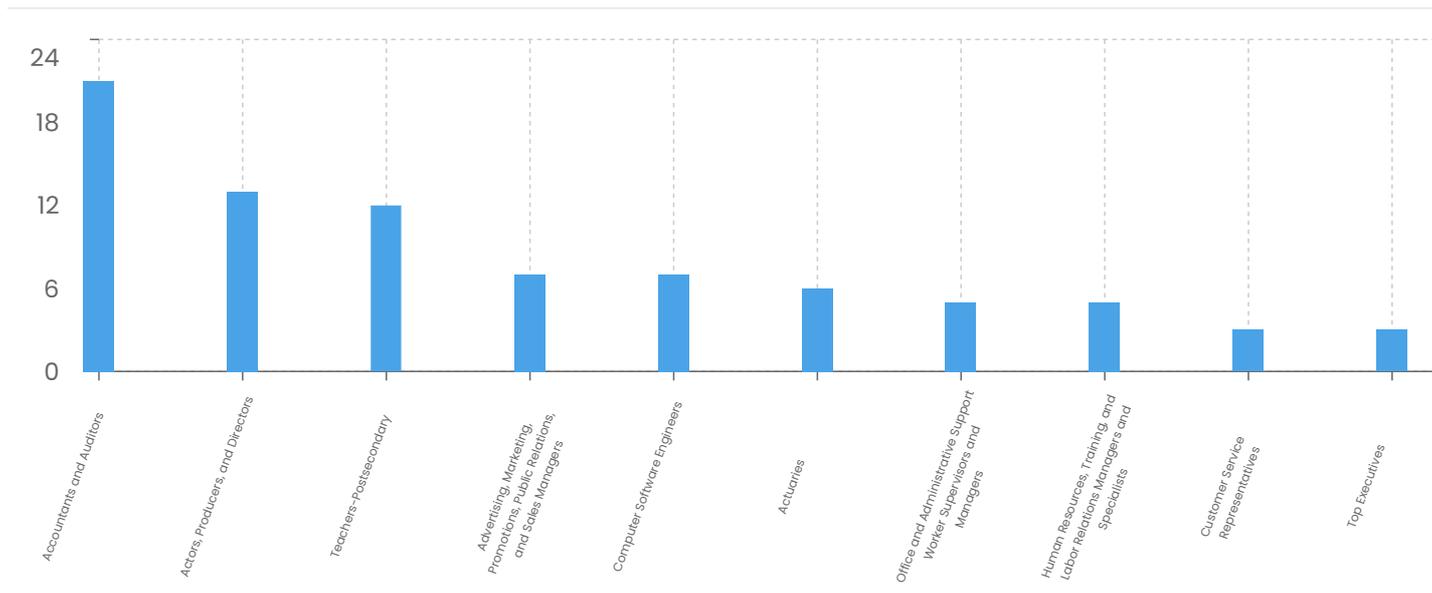


Team demographics

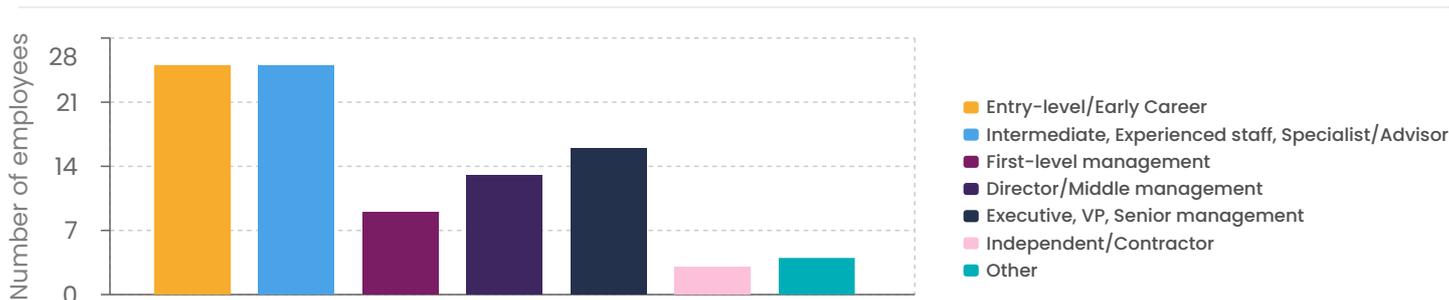
Organization
Future Enterprises, Inc.

All Teams...

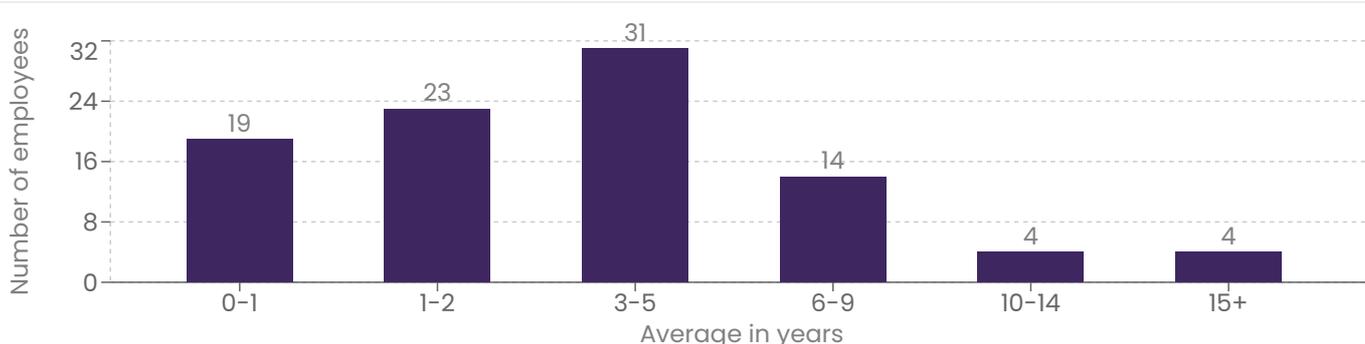
Occupation



Job Level



Work Tenure

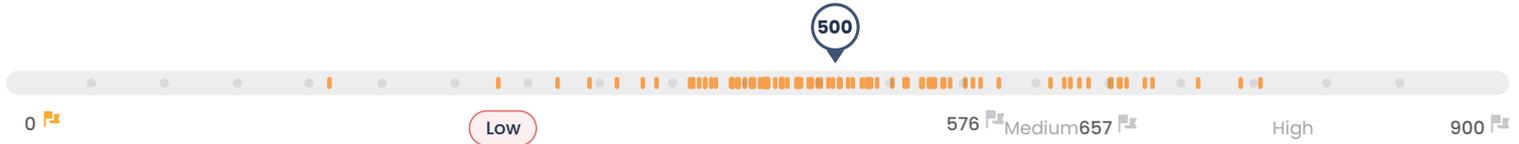


Adaptability ^{AQ}

Organization
Future Enterprises, Inc.

What does it mean?

Understanding a team's collective adaptability is crucial in today's unpredictable business landscape. Using the A.C.E. model, we assess three vital dimensions: AQ Ability, AQ Character, and AQ Environment. This detailed insight reveals your team's strengths and areas needing development in adaptability. Dive into these dimensions and tap into strategies that can propel your team towards cohesive, agile, and resilient working. Together, let's transform your team into a unit that thrives amid challenges and embraces change with confidence.



Interpreting your score: Low

This team may struggle with adaptability. They are likely slow to respond to challenges, affecting collaborative problem-solving. The team may find it hard to adapt its processes and products/services fast enough, often feeling like they are lagging behind competitors, and in need of new ideas. Focus on building AQ to foster a more cohesive and innovative environment.

76 (80%) users scored **Low**



How does it impact

Limited adaptability can hinder this team's efficiency in managing unexpected challenges, affecting decision-making and team dynamics. This might lead to missed opportunities or slower responses to market shifts. By prioritizing adaptability development, this team can become more innovative, fostering improved teamwork and better outcomes.

Strategies for action

- Seek collaborative sessions with other teams to learn, discuss and adapt to new opportunities.
- Engage with an AQ Certified Partner to help run team workshops on adaptability skills.
- Encourage inter-departmental projects for diverse perspectives.
- Organize learning sessions around industry disruptors and radical adaptability case studies.
- Implement regular feedback loops to discuss and address adaptability requirements.

Interpreting your score: Medium

This team exhibits a foundational adaptability aptitude. Meaning they are able, at times, to adapt and change their systems and processes. Strengthening adaptability will not only enhance internal cohesion but will place your team at a more competitive edge.

9 (10%) users scored **Medium**



How does it impact

With this team's current adaptability level, they're positioned to manage most changes. Yet, to be at the forefront, proactive steps to embrace adaptability can lead to improved problem-solving, better decision-making, and enhanced team synergy. This proactive approach can drive success and job satisfaction.

Strategies for action

- Host innovation days where multiple teams experiment with new approaches.
- Encourage members to attend adaptability-focused workshops & trainings, and bring back learnings.
- Foster a mentorship culture focusing on adaptability skills.
- Facilitate scenario planning exercises for anticipated industry changes, like 'The Futures Wheel'.
- Prioritize cross-functional projects to expand the team's adaptability horizons.

Interpreting your score: High

This team likely excels in adaptability, making them incredibly flexible and agile, able to pivot towards new ideas and strategies rapidly. Breakthroughs are likely very common and this team will feel like it is at the cutting edge. Leveraging this strength further can set pioneering benchmarks in innovation and collaboration.

10 (10%) users scored **High**



How does it impact

This team's adaptability positively impacts performance, fosters innovation, and enhances collaboration. This dynamism gives you an edge. Stay ahead by remaining open to learning, fostering a culture of adaptability, and inspiring other teams through their success.

Strategies for action

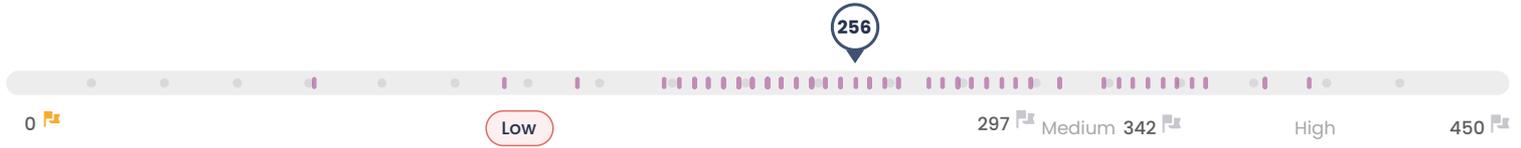
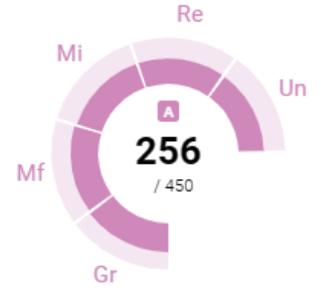
- Organize "AQ Adaptability Workshops" for other teams, sharing best practices.
- Engage and share expertise in industry forums to stay updated with evolving trends.
- Allocate time for members to explore, experiment and pilot innovative ideas.
- Advocate for adaptability in organizational policies and strategies.
- Encourage members to take on leadership roles in cross-functional initiatives.

Ability ^{AQ}

Organization
Future Enterprises, Inc.

What does it mean?

AQ Ability is core to a team's adaptability skills. It's about how teams collectively navigate change in fluctuating workplaces. This dimension measures: Resilience, the power to recover and progress from challenges; Mental Flexibility, enabling teams to hold and balance diverse viewpoints; Grit to persist through obstacles; an adaptable Mindset, crucial for innovative problem-solving; Unlearning, ensuring teams are not held back by outdated practices. Paving the way for continuous growth and adaptability in our ever-evolving business world.



Interpreting your score: Low

This team's AQ Ability is currently below average, indicating potential challenges in adapting to significant changes in processes or strategies. While this suggests a struggle with systemic shifts, remember that AQ Ability is like a muscle, it can be developed and strengthened. Targeted coaching and skill-building exercises can enhance your team's AQ Ability skills, fostering resilience and flexibility to better navigate future changes and disruptions.

75 (78%) users scored **Low**



How does it impact

This team may find it challenging to keep pace with rapid industry changes or organizational restructuring. This could manifest in resistance to new ideas, difficulty in shifting from established routines, or a slower response to market demands. The team may experience heightened stress during transitions, leading to decreased morale and productivity. Additionally, this rigidity could hinder innovation, as team members might be less inclined to experiment or take risks. Effective leadership and targeted training can play a crucial role in gradually building the team's adaptability, enhancing their ability to cope with and positively respond to change.

Strategies for action

- **Implement Gradual Change:** Introduce changes incrementally to avoid overwhelming the team, allowing them to adapt at a manageable pace.
- **Focus on Training:** Provide regular training sessions and workshops that specifically target the appropriate AQ Ability skill development.
- **Encourage Open Dialogue:** Create a safe space for team members to express concerns about changes, fostering a culture of open communication and support.
- **Assign Adaptability Mentors:** Pair less adaptable team members with those who embrace change, facilitating peer learning and support.
- **Celebrate Small Wins:** Recognize and reward small steps towards adaptability to boost morale and encourage progress.

Interpreting your score: Medium

Your team's AQ Ability is moderate, reflecting average adaptability skills. However, this is your moveable middle. This team may be open to cultivating their AQ Abilities and provide greater inertia for change. Identify and leverage the strengths of those with more adaptable skills, while providing support and training to others. That can harmonize team adaptability, promoting a more unified and effective response to change.

10 (12%) users scored **Medium**



How does it impact

Tensions may exist between those with higher vs. lower than average AQ Abilities. Ambivalence may also be a symptom. In some situations, team members might quickly embrace new challenges and drive innovation. In others, they may not care or prefer the familiar. This can lead occasional conflicts and maintaining the status quo with some feeling held back while others feel overwhelmed. This diversity, if facilitated with the language and framework for change, can strengthen their Abilities, balancing stability and innovation. Leaders who leverage this foster open communication, encourage collaboration, and provide targeted support to better navigate change together.

Strategies for action

- **Balance Teams:** Strategically mix change-resistant and change-embracing individuals in projects to balance and leverage different strengths.
- **Customize Support:** Offer personalized coaching or resources to team members based on their individual AQ profiles and strengths.
- **Promote Adaptability as a Value:** Regularly communicate the importance of adaptability in meetings and through internal communications.
- **Encourage Risk-Taking:** Create a 'fear-free' environment for experimentation and allow team members to try new methods without fear of failure.
- **Facilitate Team-First Activities:** Engage in activities that challenge the team to work together in new and unfamiliar ways, enhancing adaptability skills.

Interpreting your score: High

Your team demonstrates a high AQ Ability, indicating a remarkable proficiency in managing and thriving amidst change. This level of adaptability typically translates into a highly innovative team, capable of navigating challenges with dynamic and creative solutions. Your team's strength lies in its ability to anticipate and adapt swiftly to new situations, making it well-equipped to tackle unforeseen challenges and capitalize on emerging opportunities.

10 (10%) users scored **High**



How does it impact

This team typically appears to be agile and responsive to change, which can be a significant asset in fast-paced or volatile industries. The team is likely to embrace new technologies, strategies, and processes with enthusiasm, often staying ahead of the curve with a culture of continuous improvement and innovation. High AQ Ability teams tend to recover quickly from setbacks, viewing them as learning opportunities. The challenge for leadership is to maintain this momentum and channel it effectively, ensuring that rapid adaptation does not lead to burnout or strategic misalignment, while still capitalizing on the team's inherent strengths.

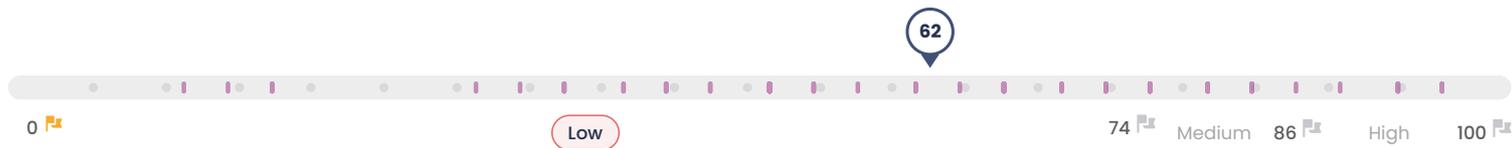
Strategies for action

- **Channel Innovation Effectively:** Direct the team's adaptability towards strategic goals, ensuring that their agility aligns with organizational objectives.
- **Monitor for Burnout:** Keep an eye on workloads and stress levels to prevent burnout especially across individuals with high Grit.
- **Sustain Learning Culture:** Continuously offer advanced learning opportunities and challenges to keep the team engaged and growing.
- **Encourage Inter-team Sharing Practices:** Implement regular debriefs post-project to assess what worked and what can be improved, fostering continuous improvement across other teams.
- **Diversify Challenges:** Expose the team to a variety of projects and scenarios, preventing stagnation and keeping adaptability skills sharp.

Grit

What does it mean?

Grit embodies the collective tenacity and endurance to persevere towards long-term goals. This sub-dimension highlights the team's unified passion and persistent effort. Different from Resilience, which focuses on recovery from setbacks, Grit, is a learnable skill. It evolves with experience and maturity, increasing a team's ability to commit to and realize ambitious objectives. High team Grit is marked by steadfast dedication and the completion of challenging projects. Lower Grit indicates a quicker shift in focus. Balancing Grit with Mental Flexibility allows teams to adapt without losing sight of long-term visions.



Currently team's average score is: **62**

Interpreting your score: Low

Team Members with low Grit may struggle to stay committed to long-term goals, often facing challenges to complete projects. While they may begin tasks with enthusiasm, they can become easily discouraged. This can limit their effectiveness in sustained efforts and adapting to continual changes. However, do note they are often able to work across multiple different goals.

62 (65%) users scored **Low**



How does it impact

Teams with low Grit may find it challenging to commit to and complete long-term projects, leading to frequent task switching and unfinished initiatives. This can negatively impact the team's overall performance and ability to reach collective goals. Such teams might struggle with sustaining momentum in prolonged endeavors, potentially causing delays in project timelines and affecting team morale.

Strategies for action

- **Set SMART Goals:** Make sure everyone in the team sets clear and achievable goals with specific details and deadlines.
- **Build Good Habits:** Help team members create daily habits that contribute to their bigger goals, making it easier to stick with them.
- **Get a Mentor:** Pair team members with mentors who can guide and support them, making learning and determination stronger.
- **Imagine Success:** Encourage team members to picture themselves successfully completing tasks and achieving their goals. This can boost motivation and focus.
- **Celebrate Small Wins:** Regularly recognize and celebrate progress and achievements to keep everyone motivated and confident.

Interpreting your score: Medium

Employees with medium Grit generally demonstrate the capability to pursue long-term objectives yet may encounter difficulties in maintaining consistent effort and interest. While they often start projects with good intent, delays can occasionally lead to discouragement or incomplete tasks. Shared purpose and structured support can help these Team Members enhance their Grit, ensuring more reliable completion of initiatives and a steadier approach to overcoming challenges.

23 (25%) users scored **Medium**



How does it impact

Teams with medium Grit generally show the capacity to achieve long-term objectives but may experience occasional waning interest. They may be more persistent, motivated, goal oriented and collaborative than Teams with Low Grit and compared to Teams with High Grit, they may be less flexible in adapting to changing circumstances. They may be at risk of pushing themselves too hard and if the team's goals or strategies diverge from what a gritty team member is committed to, conflicts and disagreements could emerge within the team. Striking a balance between individual Grit and collective team goals can be a challenge.

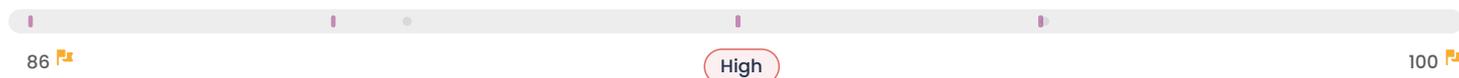
Strategies for action

- **Regular Goal Review Sessions:** Conduct frequent sessions to reassess and adjust long-term goals, ensuring they remain relevant and motivating.
- **Feedback Mechanisms:** Create structured processes for providing and receiving constructive feedback, aiding in performance improvement.
- **Accountability Groups:** Form small teams or pairs within the team for mutual support and accountability in achieving goals.
- **Inspirational Success Stories:** Share stories of individuals who pursued long-term goals successfully, to inspire grit.
- **Align Personal and Professional Interests:** Encourage team members to explore and integrate personal interests with professional goals, increasing engagement and perseverance.

Interpreting your score: High

Team Members with high Grit exhibit a strong determination to achieve long-term goals, consistently seeing projects through to completion. They view delays not as deterrents but as challenges to overcome. This skill contributes significantly to commitment and the pursuit of success, particularly in long-term endeavors. Maintaining high Grit ensures ongoing progress and innovation and it sets an example for persistence and dedication within the team.

10 (10%) users scored **High**



How does it impact

Teams characterized by high Grit levels are marked by their determination and consistent work ethic. These teams excel in seeing projects through to completion, contributing to organizational success. Their steadfast approach and ability to persevere through challenges make them highly reliable. Such teams often set a standard for dedication and are instrumental in achieving long-term goals. To sustain this high level of grit, it's important to recognize and celebrate their achievements, provide opportunities for growth and development, and ensure they have the resources needed to maintain their momentum, preventing burnout and fostering a continued culture of perseverance and success.

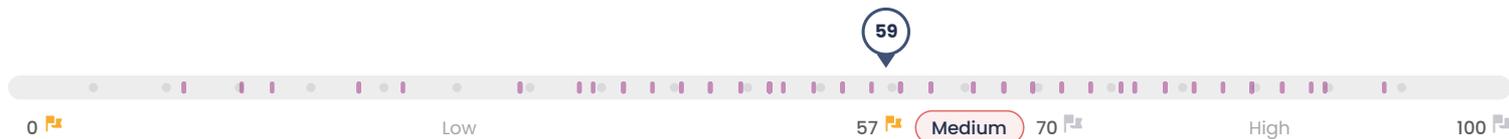
Strategies for action

- **Peer-to-Peer Learning:** Encourage team members with high Grit to share their strategies and experiences with other teams, fostering a wider learning environment.
- **Mentorship Role Expansion:** Empower high-Grit team members to mentor other teams, spreading their dedication and work ethic.
- **Set Challenging Objectives:** Regularly introduce new, ambitious objectives to continually challenge and engage these team members.
- **Leadership Opportunities:** Provide chances for high-Grit team members to lead long-term projects or initiatives, enhancing their influence and motivation.
- **Burnout Prevention Check-ins:** Regularly assess workload and AQ Work Stress levels to prevent burnout, ensuring sustainable grit and perseverance.

Mental Flexibility

What does it mean?

Mental Flexibility within a team involves the collective ability to adapt to changing situations and embrace diverse ideas and solutions. It's about observing the current situation and creatively crafting new approaches, essential for individual and team adaptability. This skill goes beyond open-mindedness, actively seeking and integrating opposing ideas. Such flexibility fosters a culture of improvement, exploration, experimentation, and efficient problem-solving, crucial for organizational success. By encouraging a mindset that views challenges as growth opportunities, teams can enhance their adaptability, driving success through a blend of creative experimentation and strategic refinement.



Currently team's average score is: **59**

Interpreting your score: Low

In teams with low Mental Flexibility, team members might resort to quick fixes where long-term solutions can remain elusive. Experiencing discomfort with competing demands, often preferring singular clear-cut goals. Enhancing this skill involves encouraging exploration of diverse perspectives and cultivating comfort with ambiguity. As the team broadens its approach to problem-solving, it can develop a more adaptable and innovative mindset to address complex challenges effectively.

43 (45%) users scored **Low**



How does it impact

In a team with low Mental Flexibility, there's a tendency to stick to traditional methods and resist novel approaches, which can stifle creativity and impede progress. This rigidity may result in missed opportunities for growth and innovation, as the team is less likely to venture outside their comfort zone or challenge the status quo. Developing this skill is key and can be addressed by encouraging exposure to new experiences, cross-training in different roles, and integrating exercises that promote lateral thinking. Such initiatives can gradually shift the team's mindset towards a more adaptive, open, and versatile approach to work.

Strategies for action

- Role Exchange Days: Rotate team members through different roles or departments to broaden their perspectives.
- External Inspiration: Invite guest speakers from varied backgrounds to share different approaches and viewpoints.
- Contrast Debate Sessions: Organize debates where team members defend a view opposite to their own, enhancing cognitive flexibility and perspective-taking.
- Improvisation Workshops: Conduct improvisational theatre workshops to enhance quick thinking and adaptability.
- Cultural Immersion Days: Host days where team members immerse in and present different cultures, promoting open-mindedness and adaptability.

Interpreting your score: Medium

Teams with medium Mental Flexibility are generally adept at handling conflicting tasks and remain open to alternative perspectives. While they can navigate through competing demands, they might find it mentally taxing. To strengthen this skill, promoting a clear strategic approach to decision-making and incorporating strategies to manage cognitive load can help. Encouraging a culture that values diverse viewpoints will further enhance their adaptability.

22 (24%) users scored **Medium**



How does it impact

Teams with medium levels of Mental Flexibility show some ability to embrace new ideas, but may not fully exploit the potential of diverse thinking. While capable of adjusting to change, team members might not consistently drive innovation or approach problems from unique angles. Enhancing this skill involves fostering an environment where unconventional ideas are valued and experimentation is encouraged. Workshops on cognitive flexibility and stress management can also help better navigate the mental strain of balancing conflicting objectives, leading to enhanced performance and a more effective approach to workplace challenges.

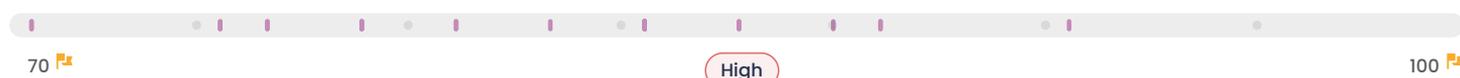
Strategies for action

- **Cross-Disciplinary Projects:** Engage the team in projects that require collaboration with different disciplines or departments.
- **Cross-Industry & Student Collaborations:** Expose teams to different industries, and implement projects with students to foster diverse perspectives and innovative thinking.
- **Virtual Reality Scenarios:** Utilize virtual reality (VR) simulations to expose teams to a variety of unfamiliar scenarios, fostering adaptability.
- **Futurist Sessions:** Organize discussions with a futurist to challenge current thinking and explore potential future trends.
- **Global Perspective:** Encourage participation in international projects or collaborations to broaden their global outlook and thinking.

Interpreting your score: High

High Mental Flexibility in teams translates to an energized approach toward handling competing demands. These teams excel in exploring varied perspectives and thriving on the creative tension between ideas. Comfortable with dualities, paradoxes and managing multiple objectives. This propensity for adaptive thinking often results in innovative solutions. Their proficiency in embracing and leveraging diverse viewpoints makes them exceptionally adaptable and effective problem-solvers.

30 (31%) users scored **High**



How does it impact

Highly mentally flexible teams excel in environments where rapid adaptation and innovative thinking are required. Their ability to pivot quickly and consider a broad range of solutions contributes to high performance, particularly in fast-paced or unpredictable sectors. These teams often lead the way in organizational innovation and are adept at turning challenges into opportunities for growth. To leverage this strength, creating opportunities for these teams to mentor others or lead cross-functional initiatives can spread their adaptive mindset throughout the organization. Continuously challenging them with complex, multi-faceted projects will keep their skills sharp and ensure they remain engaged and motivated.

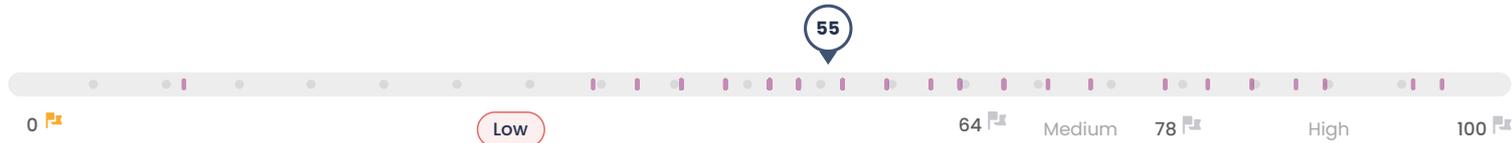
Strategies for action

- **Cross-Cultural Collaboration Projects:** Partner with international teams for cross-cultural projects, enhancing global perspective and cognitive adaptability.
- **Mentorship Roles:** Utilize team members with high mental flexibility as mentors to foster an adaptive mindset across the organization.
- **Advanced Training:** Offer courses or workshops in advanced Futures Wheel thinking, foresight mapping, or other areas that challenge their cognitive flexibility.
- **Feedback Loops:** Create systems for continuous feedback, ensuring the team's flexible thinking is aligned with organizational goals and yielding positive results.
- **Philosophical Debates:** Encourage participation in structured debates on philosophical topics to refine complex and abstract thinking.

Mindset

What does it mean?

AQ Mindset in a team context encapsulates the collective beliefs and outlook on change, highlighting the team's level of positivity or negativity toward their vision for the future. It assesses the team's propensity toward a growth mindset, where attributes and skills are seen as developable through effort and practice. This mindset is pivotal in fostering a culture where errors are learning opportunities and challenges are springboards for innovation. Providing insights for targeted development to enhance overall adaptability and change readiness.



Currently team's average score is: **55**

Interpreting your score: Low

The team's low Mindset score indicates a collective pessimistic outlook on change, with a tendency to anticipate negative outcomes. This perspective may hinder their ability to adapt to new situations and embrace organizational changes positively. Team members generally expect challenges rather than opportunities from changes, leading to reluctance in welcoming significant alterations or shifts in routine, which could affect the team's overall adaptability and growth.

78 (82%) users scored **Low**



How does it impact

Teams with a low AQ Mindset often exhibit resistance to change, leading to a stagnation in innovation and growth. This skepticism towards new initiatives can create a work environment that is hesitant to embrace new ideas or take risks. As a result, these teams might miss out on opportunities for improvement or fail to adapt to market changes efficiently. To counteract this, fostering an environment that gradually introduces change and demonstrates positive impacts can be beneficial. Encouraging open discussions about fears and hesitations related to change can also help in gradually shifting the team's perspective towards a more optimistic outlook.

Strategies for action

- **Success Story Sharing:** Regularly share stories of successful change implementations within or outside the organization to inspire optimism.
- **Gratitude Exercises:** Introduce daily or weekly gratitude practices to foster positive thinking among team members.
- **Change Impact Analysis:** Conduct workshops analyzing past changes that led to positive outcomes, reinforcing a positive outlook on change.
- **Visualize Success Scenarios:** Practice visualization techniques where team members picture successful outcomes from embracing change.
- **Cognitive Reframing Workshops:** Offer training on cognitive reframing techniques to help team members reinterpret challenges as opportunities.

Interpreting your score: Medium

At a medium level, the team exhibits a balanced outlook on change, with a mix of optimism and cautiousness. While generally open to adapting, there is an underlying uncertainty about the future and outcomes of change. This can sometimes impact their confidence in facing challenges, leading to a varied approach to goal achievement and adaptability, balancing positive expectations with a degree of cautiousness towards change.

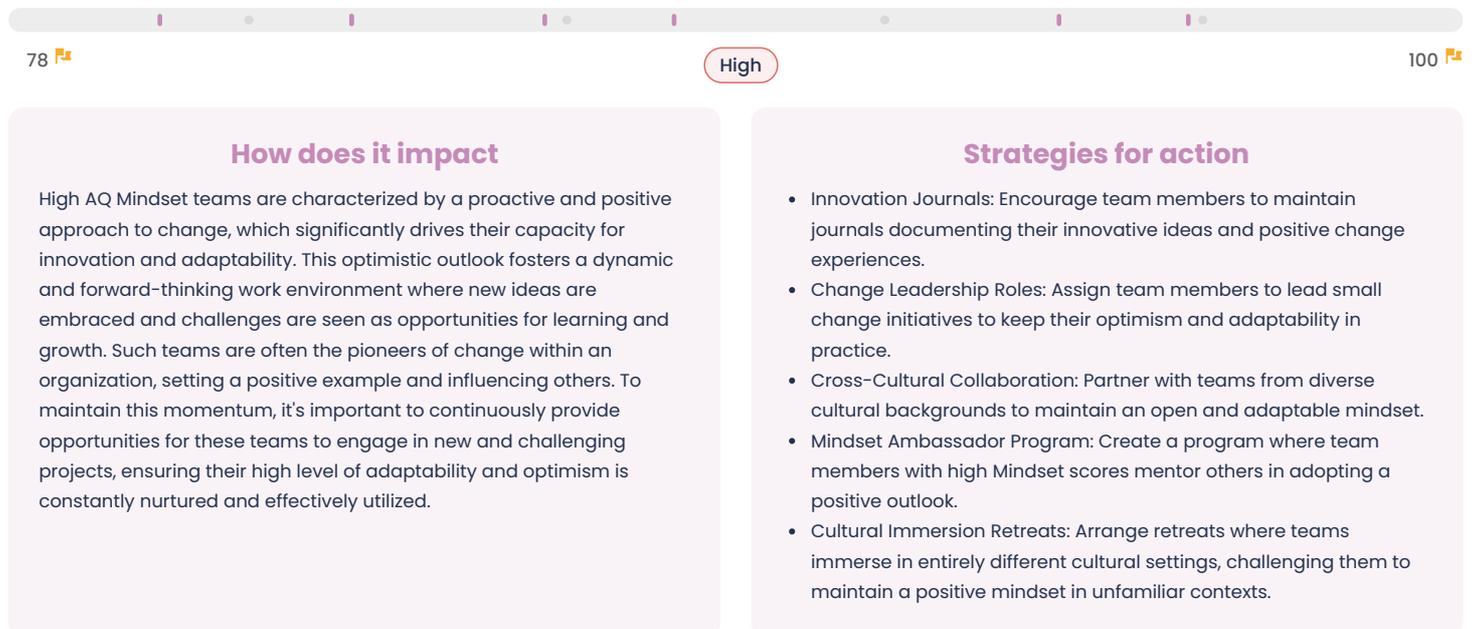
10 (11%) users scored **Medium**



Interpreting your score: High

Teams with a high Mindset score demonstrate an optimistic approach to change, confident in their ability to cope with, adapt, and even thrive from new challenges. This positive outlook energizes them toward goal achievement, fostering a belief in successful outcomes. Their confidence and self-belief empower them to quickly adapt to new situations, seeing difficulties as opportunities for growth. Contributing to a dynamic, engaged team environment.

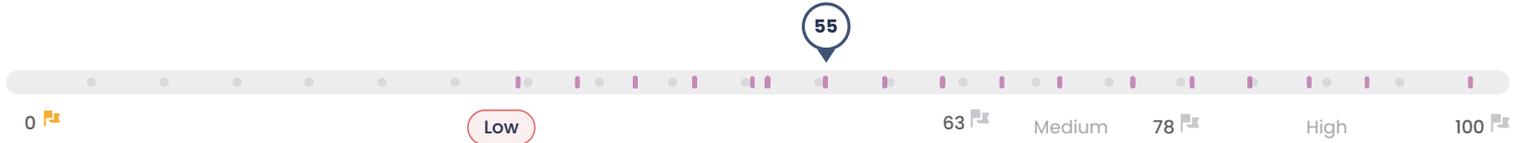
7 (7%) users scored **High**



Resilience

What does it mean?

In a team context, Resilience embodies the ability to recover from challenges and adapt in the face of adversity. While often perceived as an innate quality, resilience can be cultivated and strengthened. High resilience in teams translates to quick recovery from setbacks, reduced stress impact, and openness to future transformations. Distinct from grit, which is about long-term goal persistence, resilience is agnostic on the stability of an individual's interests and focuses on the team's response to changes and challenges, maintaining deliberate action and effort despite difficulties.



Currently team's average score is: **55**

Interpreting your score: Low

At present, the team reports lower resilience, indicating a heightened impact from challenges and slower recovery. This may lead to risk aversion and heightened stress under negative situations. It's crucial for the team to develop resilience strategies to better navigate change and recover more effectively from setbacks, fostering a more adaptable and confident group dynamic.

74 (77%) users scored **Low**



How does it impact

Low resilience can negatively impact team member engagement and productivity. Struggles with adapting to change may lead to higher attrition rates, as team members might feel overwhelmed in dynamic environments. This limited ability to innovate and grow can further affect overall team performance and hinder the organization's ability to respond effectively to market changes. Implementing resilience-building strategies is essential to improve team member well-being, reduce turnover, and enhance the team's capacity to innovate and adapt, ultimately driving better business outcomes.

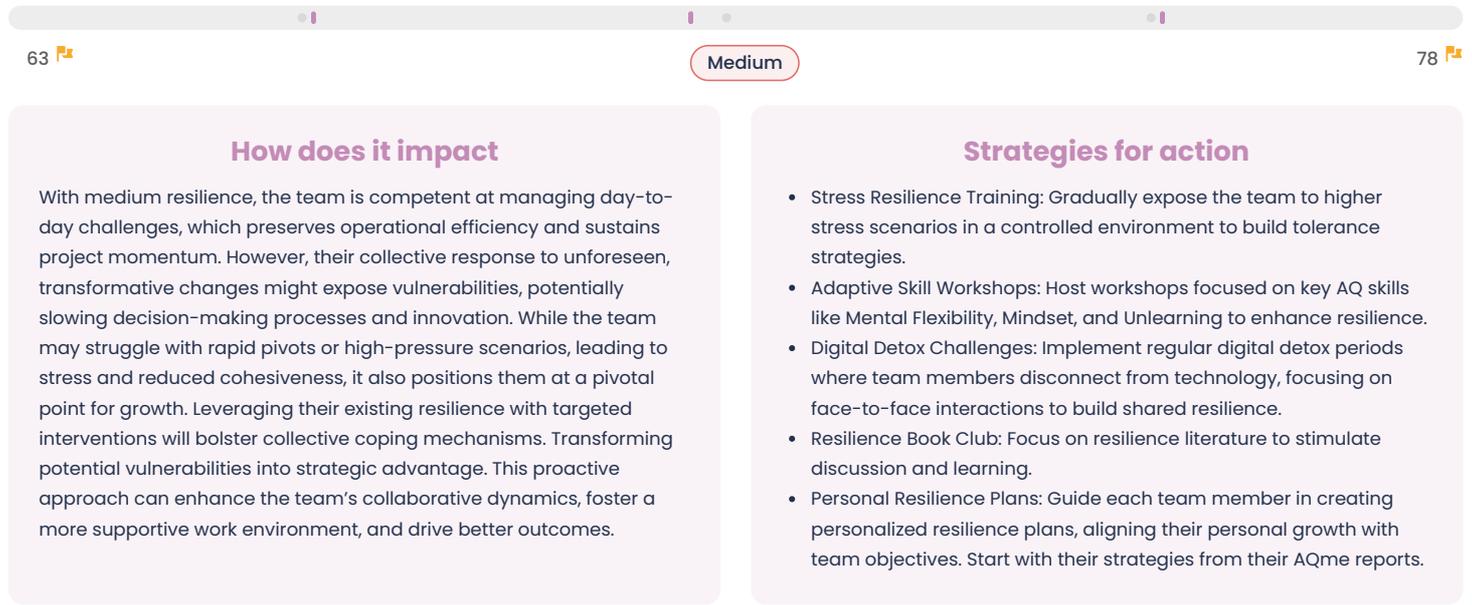
Strategies for action

- Scenario Simulation: Regularly engage in scenario planning exercises to map and prepare for various challenges, enhancing resilience under stress.
- Nature Immersion Retreats: Organize retreats in natural settings, leveraging nature's calming effects to enhance team cohesion and resilience through outdoor team-building activities.
- Resilience Mentoring: Pair team members with high resilience mentors within the organization for personalized guidance and support.
- Adversity Debriefs: Conduct post-challenge debrief sessions to reflect, share strategies, and learn from setbacks, fostering a positive AQ mindset.
- Creative Problem-Solving Workshops: Organize workshops that focus on creative thinking and problem-solving, encouraging innovative approaches to obstacles.

Interpreting your score: Medium

The team currently reports a moderate level of resilience. They are capable of rebounding from setbacks, but significant or transformative changes may induce stress and require more effort to adjust. To elevate the team's adaptability, focusing on enhancing resilience will enable them to navigate larger-scale changes more comfortably and manage stress more efficiently.

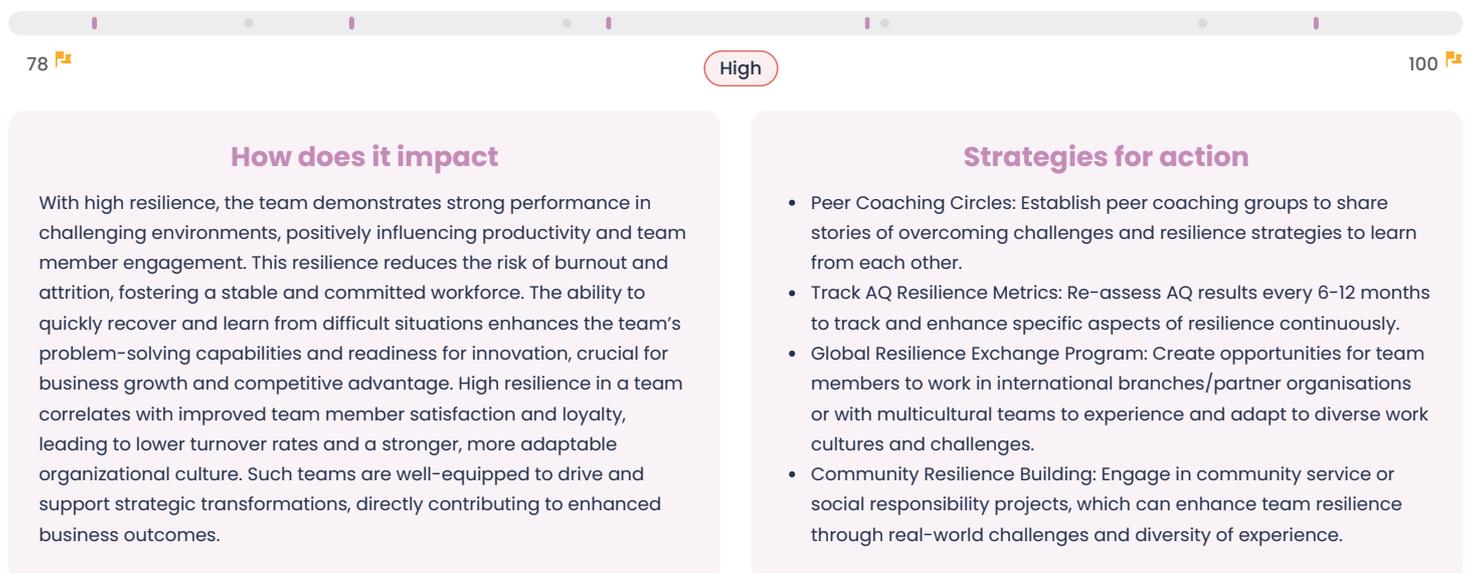
10 (12%) users scored **Medium**



Interpreting your score: High

The team showcases a high degree of resilience, efficiently overcoming challenges and viewing setbacks as opportunities for growth. This resilience facilitates smooth adaptation to changes and reduces stress, allowing the team to excel in varied scenarios. This level of resilience empowers the team to embrace experimentation, learn from difficulties, and pursue continuous development.

11 (11%) users scored **High**



Unlearn

What does it mean?

During change a team's ability to unlearn plays a crucial role in its adaptability and success. Unlearning involves consciously discarding obsolete information, beliefs, and methods to make room for innovative ideas and strategies. It's a key driver for teams to stay agile and competitive. This process, while often challenging, is essential for teams to reassess their approach in light of new data and changing circumstances. Highly adaptable teams excel in identifying and updating areas where old patterns no longer serve, ensuring they remain responsive and effective in an ever-evolving environment.



Currently team's average score is: **54**

Interpreting your score: Low

At present, the team displays low levels of unlearning, tending to cling to familiar methods and resist new perspectives. This reluctance can hinder their ability to innovate and adapt. They might struggle with ambiguity and conflicting ideas. Encouraging a shift towards flexibility and openness to new approaches is vital to overcome this inertia, enabling the team to explore fresh possibilities and enhance their problem-solving capacity.

73 (76%) users scored **Low**



How does it impact

With a low unlearning ability, the team risks stagnation, potentially resulting in missed market opportunities and increased vulnerability to competitive disruptions. Holding onto outdated processes can lead to inefficiencies, higher operational costs, and reduced agility. This reluctance to embrace new methods may slow down response to market changes, affecting revenue and growth. Cultivating an environment that encourages unlearning can unlock innovative approaches, reduce costs, and enhance the team's ability to adapt swiftly to new market trends, securing a competitive edge.

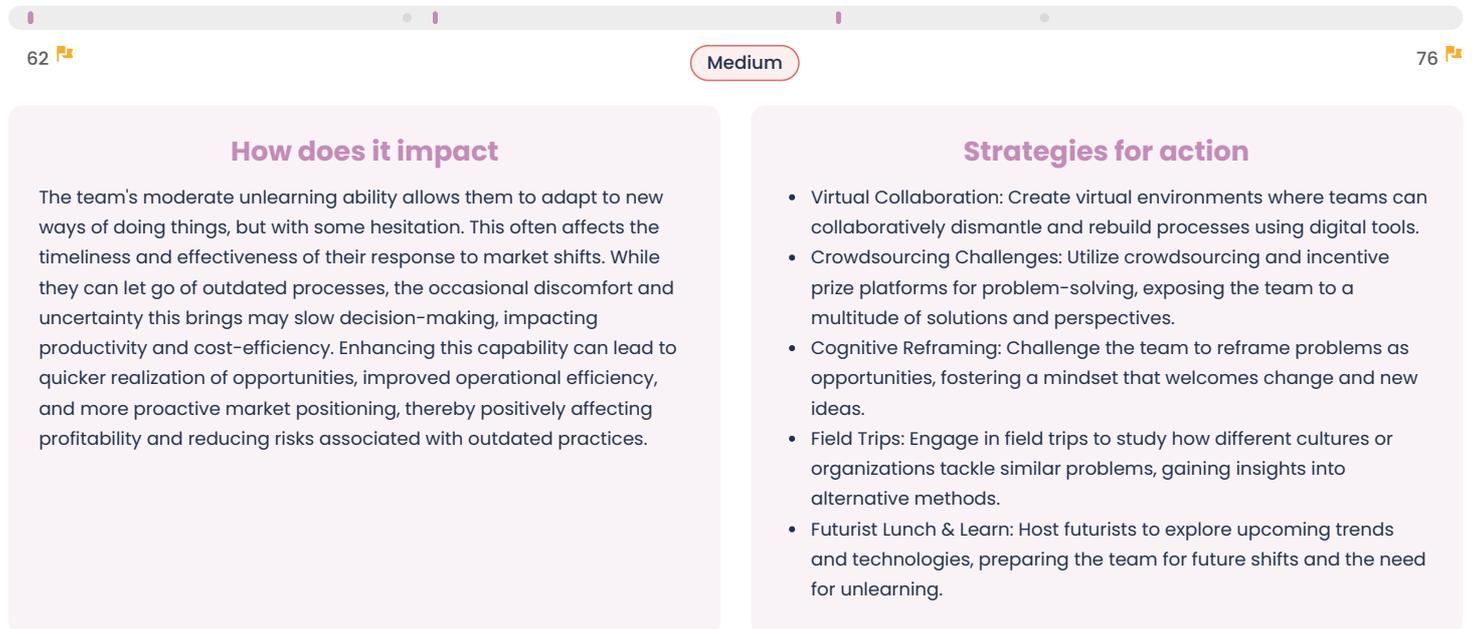
Strategies for action

- **AI-Driven Scenario Planning:** Utilize AI tools to simulate future scenarios, encouraging the team to question and replace outdated assumptions.
- **Reverse Mentoring:** Pair seasoned team members with younger team members to exchange insights on emerging technologies and modern workflows.
- **'Fresh Eyes':** Invite external experts and naive innovators from different industries to review and challenge current practices, promoting new perspectives.
- **Routine Mashup:** Assign tasks that require a break from routine, like working in different roles or departments for a day, to disrupt habitual thinking patterns.
- **Trend Analysis:** Study past industry changes to understand the impact of holding onto outdated methods.

Interpreting your score: Medium

The team exhibits a moderate ability to unlearn, showing willingness to consider new ideas and challenge established thinking. Open to different perspectives, although this process can sometimes be mentally draining. Strengthening this ability can lead to more efficient and dynamic approaches to problem-solving. Fostering a culture that values and supports ongoing learning and unlearning will empower the team to navigate complex situations more effectively.

11 (13%) users scored **Medium**



How does it impact

The team's moderate unlearning ability allows them to adapt to new ways of doing things, but with some hesitation. This often affects the timeliness and effectiveness of their response to market shifts. While they can let go of outdated processes, the occasional discomfort and uncertainty this brings may slow decision-making, impacting productivity and cost-efficiency. Enhancing this capability can lead to quicker realization of opportunities, improved operational efficiency, and more proactive market positioning, thereby positively affecting profitability and reducing risks associated with outdated practices.

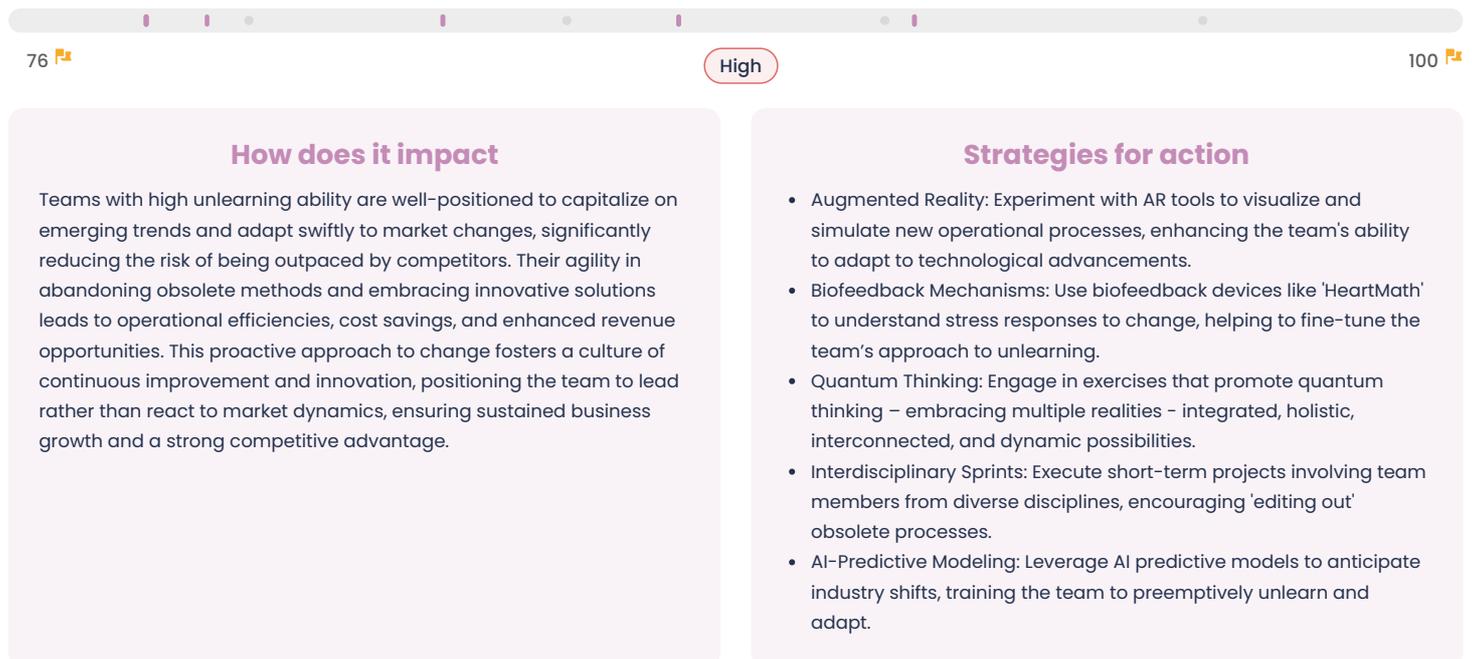
Strategies for action

- **Virtual Collaboration:** Create virtual environments where teams can collaboratively dismantle and rebuild processes using digital tools.
- **Crowdsourcing Challenges:** Utilize crowdsourcing and incentive prize platforms for problem-solving, exposing the team to a multitude of solutions and perspectives.
- **Cognitive Reframing:** Challenge the team to reframe problems as opportunities, fostering a mindset that welcomes change and new ideas.
- **Field Trips:** Engage in field trips to study how different cultures or organizations tackle similar problems, gaining insights into alternative methods.
- **Futurist Lunch & Learn:** Host futurists to explore upcoming trends and technologies, preparing the team for future shifts and the need for unlearning.

Interpreting your score: High

Currently, the team demonstrates a high level of unlearning, readily adapting to new information and methodologies. Enthusiastically embracing diverse viewpoints and thriving in ambiguous situations, often gaining energy when reconciling conflicting perspectives. This is a significant asset, fostering innovation and allowing the team to stay ahead. Continuously nurturing this ability can further enhance their agility and effectiveness in addressing complex challenges and seizing new opportunities.

11 (11%) users scored **High**



How does it impact

Teams with high unlearning ability are well-positioned to capitalize on emerging trends and adapt swiftly to market changes, significantly reducing the risk of being outpaced by competitors. Their agility in abandoning obsolete methods and embracing innovative solutions leads to operational efficiencies, cost savings, and enhanced revenue opportunities. This proactive approach to change fosters a culture of continuous improvement and innovation, positioning the team to lead rather than react to market dynamics, ensuring sustained business growth and a strong competitive advantage.

Strategies for action

- **Augmented Reality:** Experiment with AR tools to visualize and simulate new operational processes, enhancing the team's ability to adapt to technological advancements.
- **Biofeedback Mechanisms:** Use biofeedback devices like 'HeartMath' to understand stress responses to change, helping to fine-tune the team's approach to unlearning.
- **Quantum Thinking:** Engage in exercises that promote quantum thinking – embracing multiple realities – integrated, holistic, interconnected, and dynamic possibilities.
- **Interdisciplinary Sprints:** Execute short-term projects involving team members from diverse disciplines, encouraging 'editing out' obsolete processes.
- **AI-Predictive Modeling:** Leverage AI predictive models to anticipate industry shifts, training the team to preemptively unlearn and adapt.

Notes and Reflections

Take a moment to reflect and make notes on your AQ Abilities. Perhaps identifying instances at work where you showcased strength or struggled within each dimension. Jot down your observations.

Grit

Mental Flexibility

Mindset

Resilience

Unlearn

Character ^{AQ}

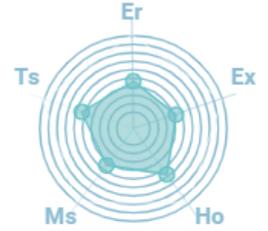
Organization

Future Enterprises, Inc.

What does it mean?

AQ Character illuminates 'Who adapts and why', offering insights into the diverse Character styles that influence team adaptability. This dimension highlights the unique motivations and emotional responses that drive each member towards or away from change.

Uncovering and appreciating these varied Character styles, can help teams navigate adaptation more effectively, leveraging individual strengths for collective success. Having empathy and understanding within the team dynamic facilitates a more resilient and cohesive unit, capable of embracing change with a unified and informed approach, tailored to each member's intrinsic Character traits.



Interpreting your position

Deciphering AQ Character for teams reveals collective traits affecting adaptability to change. This scientific analysis uncovers how individual predispositions influence team dynamics, emphasizing the 'who' and 'why' of their adaptability. Understanding these dynamics improves collaboration, aligns communication with varied styles, and enhances synergy. This approach minimizes friction, boosts adaptability, and fosters growth, crucial for success in dynamic work environments.

How does it impact

AQ Character profoundly influences a team's collective approach to workplace change. Understanding your data will help shape personalized and effective communications. Influence decision-making processes, and behaviors in the face of challenges. Understanding Character dynamics enables teams to navigate interpersonal complexities and adapt more cohesively. It aids in tailoring strategies to diverse personalities and promotes an environment conducive to both personal and professional growth. Recognizing Character preferences can optimize conflict resolution, enhance team morale, and drive innovation. By leveraging insights teams can transform Character diversity into a powerful asset for navigating change and achieving collective objectives.

Strategies for action

- **Expand Team Character Mapping:** Utilize AQ Character data to map out the team's collective character preferences, enabling a strategic approach to assign roles and tasks that align with individual profiles and foster a balanced team dynamic.
- **Enhance Communication Strategies:** Develop tailored communication strategies based on the team's AQ Character insights. This can improve understanding and empathy among team members, leading to more effective and harmonious interactions, especially in challenging situations.
- **Create Collaborative Development Plans:** Leverage Character insights to design collaborative development plans. Encourage team members to seek feedback from each other, utilizing their diverse Character profiles to aid in personal and team growth.
- **Set Team Goals for Adaptability:** Establish specific, collective goals aimed at enhancing the team's adaptability. Focus on areas where the team's Character preferences can be leveraged for greater effectiveness in achieving these goals.
- **Promote Cross-Character Collaboration:** Foster an environment where team members with differing Character preferences collaborate on projects. This can provide a rich exchange of perspectives, drive innovation and enhance the team's ability to adapt to diverse situations.

Character AQ

Organization
Future Enterprises, Inc.

Emotional Range

What does it mean?

In team settings, Emotional Range assesses collective psychological stress tendencies, related to 'neuroticism'. It's vital for understanding team reactions to workplace challenges and uncertainties. High neuroticism may signal a predisposition to stress, anxiety, and strong reactions to uncertainty, but also highlights opportunities for building resilience and adaptability. Emotional Range spans from 'Reactive' to 'Collected', emphasizing the spectrum of responses rather than a binary good or bad. Recognizing and managing this range is crucial for effective change navigation, enhancing emotional intelligence, teamwork, and adaptability in evolving work environments.



Interpreting your position: Reactive

Team members in this band typically show a reactive emotional response, experiencing heightened emotions and intense reactions to unforeseen events and challenges. This sensitivity, while fostering a deep empathy of colleagues, can lead to increased stress and hinder performance under pressure. It's crucial for such team members to cultivate emotional regulation strategies, balancing their empathetic nature with the ability to remain composed during challenging situations.

66 (69%) users positioned Reactive



How does it impact

Team members with a reactive emotional range often experience heightened emotional responses to changes and challenges. This sensitivity can lead to quick empathetic connections with colleagues, fostering a supportive atmosphere. However, it may also result in increased stress and anxiety, especially in high-pressure situations. For such team members, developing coping mechanisms and emotional regulation strategies is vital. Encouraging mindfulness and stress-reduction techniques can help them harness their empathetic nature constructively. Providing a supportive environment where emotional expression is acknowledged and managed can enhance their resilience, allowing them to contribute effectively without being overwhelmed by emotional reactions.

Strategies for action

- **Guided Breathing:** Begin meetings with exercises like 4-7-8 or box breathing for immediate stress reduction and emotional regulation.
- **Coherence Building Workshops:** Organize workshops on Heart Rate Variability (HRV) training and coherence techniques, teaching team members to align their breath, heart rate, and emotions for improved emotional regulation.
- **Boundary-Setting Workshops:** Host sessions on setting and respecting work-life boundaries, promoting a healthier work environment.
- **Biofeedback Tools:** Introduce biofeedback tools, such as HRV monitors, for team members to understand and manage their physiological responses to stress.

Interpreting your position: Balanced

Team members in the balanced Emotional Range excel as moderators, skillfully navigating both serene and tense situations. Adjusting emotional responses according to context, crucial in managing diverse workplace dynamics. This balance enables empathy with more reactive peers and comprehension of collected individuals' viewpoints. Effectively bridging emotional divides, building a supportive work environment conducive to handling change and stress constructively.

14 (16%) users positioned Balanced

Balanced

How does it impact

Team members in the balanced zone of Emotional Range adeptly modulate their emotional responses. Aligning emotions with situational demands enabling them to empathize with more reactive colleagues while appreciating the composure of more collected ones. These team members are often great facilitators, and act as crucial bridges within teams, facilitating understanding and cohesion. Their balanced emotional approach helps maintain an inclusive, supportive environment, crucial for effective teamwork during times of change. Encouraging open communication and emotional intelligence development can enhance their role as emotional moderators within the team.

Strategies for action

- **Trigger Identification and Strategy Development Workshops:** Facilitate workshops for the team to identify common triggers and develop shared coping strategies.
- **Conflict Resolution and Facilitation Training:** Provide training to the team on mediating conflicts and facilitating discussions, leveraging the group's emotional adaptability.
- **Team Self-Care Initiatives:** Establish regular team activities focused on self-care, such as group exercise sessions or breath work activities.
- **Feeling Pockets:** Create dedicated times during meetings for team members to share feelings and encourage open communication.
- **Emotional Response Learning Sessions:** Host learning sessions where team members observe and discuss different emotional handling approaches, enhancing collective emotional intelligence.

Interpreting your position: Collected

'Collected' team members maintain a composed and steady demeanor, even in the face of challenges. Be aware, remaining calm under extreme pressure can be misconstrued as detachment, potentially overlooking the emotional impact on more reactive team members. Such team members may benefit from enhancing their emotional intelligence to recognize and respond to varied emotional needs within the team, building a supportive and inclusive work environment.

15 (15%) users positioned Collected

Collected

How does it impact

Team members with a collected emotional range maintain composure and steadiness, even under stress. Their calm demeanor contributes to a stable and reassuring work environment, essential during turbulent times. However, they may appear detached or less empathetic to more emotionally reactive team members. To optimize team dynamics, it's important for these team members to develop greater awareness of diverse emotional expressions. Training in emotional intelligence, active listening, and empathy can enhance their ability to acknowledge and respond to different emotional needs. By balancing their inherent calm with increased emotional responsiveness, they can foster a more inclusive and understanding team atmosphere.

Strategies for action

- **Active Listening:** Practice attentive listening exercises focusing on 'eyes, ears, feelings, heart, focus and thought,' promoting non-judgmental engagement.
- **Social Synchronization:** Conduct mirroring or group rhythm activities, like drum circles, to enhance empathy and social connection. These exercises encourage emotional attunement and cohesion.
- **Emotional Contagion Training:** Educate on emotional contagion, helping team members understand the impact of their responses on the group's emotions.
- **Non-Verbal Communication Training:** Provide training on effective body language and tone to ensure the team communicates warmth and inclusivity.
- **Emotional Range Role-Play:** Incorporate role-play in problem-solving during meetings, applying reactive, balanced, and collected responses to diverse scenarios.

Character AQ

Organization
Future Enterprises, Inc.

Extraversion

What does it mean?

Extraversion measures individuals' social energy and preference for interaction during periods of change. Those with higher extraversion levels are naturally invigorated by group dynamics and collaborative efforts, contributing to vibrant team interactions. Conversely, less extraverted members often excel in reflection and deep thinking, providing insightful perspectives in quieter settings. Recognizing and valuing these diverse tendencies is crucial for optimizing team performance and adaptability. Effective management of extraversion ensures a balanced approach to decision-making, understanding the needs of both extroverts and introverts to create a dynamic, and inclusive team environment.



Interpreting your position: Introverted

Introverted team members might find rapid change and busy social environments challenging. They adapt best in tranquil settings, where they can process changes thoughtfully and independently. Providing spaces for solitary work and allowing time to adjust to new scenarios are key. Their deep reflections can lead to insightful contributions during change, particularly in one-on-one or small group discussions, where they feel more comfortable and heard.

70 (73%) users positioned Introverted



How does it impact

Introverted team members typically excel in focused, independent tasks and may find large team settings overwhelming. Their strength lies in deep, analytical thinking and attention to detail, often bringing thoughtful insights to the table. During team projects, they might prefer communicating via written methods or smaller meetings, rather than large, spontaneous gatherings. In change scenarios, they value having time to adapt and appreciate clear, structured information. Creating an environment that balances quiet, individual workspaces with required team interactions can significantly enhance their productivity and comfort, ensuring their valuable perspectives are incorporated into team strategies and decisions.

Strategies for action

- **Pre-Schedule Collaboration:** Schedule regular, structured collaboration sessions that allow introverted members to prepare and contribute thoughtfully.
- **Quiet Work Zones:** Establish designated quiet areas where introverted team members can work undisturbed, fostering deep focus and productivity.
- **Written Communication Channels:** Utilize written communication tools like email or project management software for introverts to share ideas comfortably.
- **Small Group Breakouts:** During larger meetings, create opportunities for small group discussions, where introverts can engage more comfortably.
- **Asynchronous Workflows:** Implement asynchronous workflows to allow introverts to process information and respond at their own pace, enhancing comfort and effectiveness in communication.

Interpreting your position: Ambivert

Ambiverts in the team are flexible adaptors to change, capable of drawing energy from both quiet reflection and social engagement. This balance makes them particularly resilient during times of change, able to find comfort in both collaborative and independent work environments. To leverage their adaptability, offer a mix of teamwork and solo tasks, allowing them to navigate and contribute effectively through varying phases of change.

13 (15%) users positioned Ambivert

Ambivert

How does it impact

Ambiverts in the workplace possess a unique adaptability, comfortably fitting into both individual and team roles. They can switch between being reflective and interactive, making them versatile team members, especially during periods of change. In team settings, they often act as bridges between introverted and extraverted colleagues, understanding and balancing different needs and perspectives. Their ability to be energized both in solitude and in social settings makes them effective in various work contexts. Ensuring a mix of collaborative and independent work can maximize their contributions, making them valuable assets in diverse team environments.

Strategies for action

- **Flexible Work Environments:** Create a work setting that allows ambiverts to alternate between collaborative and solitary work as needed.
- **Mediator Roles:** Utilize ambiverts' versatile social skills for mediating discussions of change, bridging communication gaps within the team.
- **Varied Meeting Formats:** Alternate between larger team meetings and smaller, intimate gatherings to cater to ambiverts' adaptability.
- **Peer Mentorship Programs:** Encourage ambiverts to participate in mentorship programs, allowing them to share and receive insights in different social settings.
- **Adaptable Project Roles:** Assign ambiverts to roles that require both independent work and teamwork, capitalizing on their ability to thrive in diverse environments.

Interpreting your position: Extraverted

Extraverts typically embrace change with enthusiasm, finding energy in the collective adaptation process through group interactions. Often at the forefront during transitions, helping team morale and fostering a sense of community. It's important to balance their preference for social engagement with moments of quiet, ensuring the team's approach to change is inclusive. Their natural inclination for teamwork can be pivotal in driving collaborative change initiatives.

12 (12%) users positioned Extraverted

Extraverted

How does it impact

Extraverted team members often energize and inspire colleagues, bringing dynamism to team interactions. They thrive in collaborative settings, actively participating in discussions and often leading social initiatives. Their preference for verbal communication and group activities makes them effective in roles that require teamwork and networking. During times of change, they can be instrumental in rallying the team and maintaining a positive spirit. Balancing their enthusiasm with quieter periods for reflection is essential to accommodate all team members. Encouraging extraverts to channel their energy into structured team activities can harness their social strengths, fostering a vibrant, cohesive, and productive team atmosphere.

Strategies for action

- **Considerate Communication:** While engaging in communications extraverts should be mindful of inclusivity, encouraging and respecting quieter team members' input.
- **Social Spaces:** Designate areas in the workplace for social interaction, where extraverts can recharge and connect with colleagues.
- **Leadership in Change:** Empower extraverts to take key roles in change management initiatives, harnessing their natural ability to motivate others.
- **Regular Check-Ins:** Schedule frequent check-ins or one-on-one video calls to provide extraverts with the personal interaction they might miss in remote settings.
- **Community Outreach:** Involve extraverts in community projects or networking events, leveraging their social skills for broader team and organizational benefit.

Character AQ

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Hope

What does it mean?

Hope embodies the collective drive and innovative problem-solving necessary to achieve shared goals, especially under challenging circumstances. It combines goal-oriented determination (agency) with the creative envisioning of multiple pathways to success. This dimension transcends optimism by actively fostering strategies to navigate and overcome obstacles. Hope significantly influences team resilience, effective collaboration, and reduced burnout risks, making it a cornerstone for adaptive, forward-thinking team environments. Fostering a positive outlook enhances team morale and is positively associated with several variables such as self-esteem, positive affect, and self-efficacy.



Interpreting your position: Doubtful

Team members reporting low hope levels often feel overwhelmed by challenges and hesitant about future goals. They may struggle to envision solutions, leading to decreased motivation and energy. Encouraging a supportive, open environment where team members feel safe to express doubts and explore new strategies can help. Provide examples of overcoming similar obstacles and focus on small, achievable steps can build confidence and adaptive capacity.

56 (58%) users positioned Doubtful



How does it impact

Team members with a doubtful hope perspective might experience challenges in adapting to change and decision-making at work. This character mindset can lead to reduced motivation, reluctance in taking initiatives, or pursuing new opportunities. Such hesitancy might affect team dynamics, as it could slow down progress and hinder innovative problem-solving. To mitigate this, it's important to create an environment where their concerns are addressed, and their input is valued. Encouraging small wins, providing clear, structured goals, and offering consistent support can help build their confidence. Gradually, this approach can foster a more hopeful outlook, enhancing their contribution to the team.

Strategies for action

- **Group Problem-Solving Sessions:** Hold sessions where team members list concerns and collaboratively develop action plans.
- **Virtual Empathy Maps:** Facilitate the creation of virtual empathy maps, allowing team members to express and understand diverse perspectives, enhancing empathy and reducing doubts in remote interactions.
- **Mentorship and Collaboration Opportunities:** Pair doubtful team members with more hopeful colleagues for project collaboration and learning.
- **Positive Reframing Workshops:** Conduct workshops focused on NLP and language reframing, transforming negative thoughts into growth and learning opportunities.
- **AQ Skill-Enhancement:** Offer access to AQ workshops and courses on specific AQ skills development. Boosting overall team competence and self-assurance.

Interpreting your position: Uncertain

Team members display fluctuating levels of hope, generally confident in familiar situations but apprehensive about significant changes. They benefit from supportive structures that reinforce their ability to adapt. Sharing success stories, providing mentorship, and fostering a culture of positive reinforcement can boost their resilience. Encouraging them to engage in collaborative problem-solving and brainstorming sessions can help in visualizing and pursuing diverse pathways to their goals.

17 (19%) users positioned Uncertain

Uncertain

How does it impact

Team members who are uncertain in their hopefulness often exhibit a balanced, pragmatic approach to their work, excelling in routine and familiar situations but potentially hesitating in the face of significant changes. This can lead to cautious decision-making, which, while beneficial in certain contexts, may slow adaptation in rapidly evolving scenarios. Their mixed feelings about the future can impact team morale and decision-making processes. Encouraging open dialogue, providing reassurance during transitions, and highlighting their strengths can bolster their confidence. Facilitating mentorship and peer support can also empower them to embrace change more readily, enhancing their overall contribution to team adaptability.

Strategies for action

- **Success Story Journaling:** Encourage team members to document past successes, utilizing these records as confidence boosters.
- **Support Network Development:** Create a support network within the team for discussing challenges and exchanging advice.
- **Rotate Meeting Hosts:** Rotate meeting leadership roles among team members, encouraging the development of leadership skills and confidence in handling uncertain situations.
- **Weekly Goal Setting and Review:** Implement a routine of setting and reviewing 3 crucial short-term team goals to maintain focus and direction.
- **Contingency Planning:** Guide the team in analyzing risks and developing contingency plans for uncertainties, enhancing preparedness and confidence.

Interpreting your position: Hopeful

Highly hopeful team members are adept at navigating challenges, confidently creating and pursuing diverse strategies to reach their goals. Their optimism and energy positively influence team morale. To leverage this, involve them in leading change initiatives and ideation sessions. Their approach to viewing obstacles as surmountable can inspire others. Encouraging them to share their strategies and success stories will increase hope across the team.

22 (23%) users positioned Hopeful

Hopeful

How does it impact

Hopeful team members typically bring a high degree of adaptability, enthusiasm, and Mental Flexibility to their work. Their positive outlook and proactive approach to problem-solving uplifts team spirit. They tend to view challenges as opportunities, inspiring innovation and creative thinking within the team. Their confidence in overcoming obstacles and achieving goals can be contagious, fostering a dynamic and solution-oriented work environment. Encouraging them to share their strategies and positive experiences can amplify this effect, making them invaluable in leading change initiatives and mentoring others. Their hopeful nature can be a key driver in achieving team objectives and maintaining high morale.

Strategies for action

- **Positive Focus:** Introduce 10 mins at the start of the weekly standup where team members share a positive experience, fostering a hopeful atmosphere.
- **Vision and Goal Sharing:** Regular workshops where team members share their visions and goals, enhancing collective commitment to change.
- **Recognition of Adaptive Behaviors:** Allocate time to acknowledge team members who display adaptability, reinforcing positive behaviors.
- **'Future Fridays':** Host bi-weekly 'Future Fridays' where team members present innovative ideas or projects they're passionate about, inspiring hope and forward-thinking.
- **Scenario Planning Exercises:** Conduct "what-if" scenario planning sessions, preparing the team for future challenges and fostering proactive problem-solving skills.

Character AQ

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Motivation Style

What does it mean?

Motivation Style seeks to identify the triggers of change in pursuit of achieving goals. It's rooted in regulatory focus theory, distinguishing between 'promotion' focus (maximizing gains) and 'prevention' focus (minimizing losses). Assessing whether teams are inclined to 'play to protect' (prioritizing security and duty) or 'play to win' (aiming for potential gains). Understanding this dynamic helps tailor support and strategies to align with the team's motivational spectrum, fostering effective adaptation and goal attainment. Key in navigating changes and challenges in a way that harnesses both caution and ambition.



Interpreting your position: Play 'To Protect'

A 'play to protect' style prioritize safety and duty, proceeding cautiously to mitigate risks. They excel in maintaining stability and are thorough in their approach, often preferring tried-and-true methods. Leaders can leverage this careful planning by involving them in risk assessment and quality control tasks. Their vigilance can be a grounding force, but encouraging occasional calculated risks can foster a more dynamic approach to change.

10 (10%) users positioned Play 'To Protect'



How does it impact

Team members with a 'play to protect' motivation style are the bedrock of reliability and risk management. Their cautious approach ensures that projects are executed without overlooking potential pitfalls, making them invaluable in maintaining operational integrity. In environments where stability and accuracy are paramount, these team members excel. However, their risk-averse nature might slow down innovation. Leaders can encourage them to engage in calculated risk-taking, providing a safety net that boosts their confidence. In team settings, their methodical approach complements more adventurous colleagues, creating a balanced dynamic where thoroughness and innovation coexist, leading to well-rounded, sustainable outcomes.

Strategies for action

- Risk and Impact Prioritization: Conduct team sessions to prioritize tasks based on their potential risks and impacts, aligning with the team's protective instincts.
- Data-Driven Decisions: Implement processes which focus on data-driven decision-making to minimize errors and optimize outcomes.
- Strengths-Based Task Allocation: Align team tasks with individual strengths, providing a sense of competence and reinforcing the motivation to protect.
- Success Reflection: Organize team meetings to reflect on past successes achieved through a careful approach, boosting confidence in facing change.
- Risk-Benefit Communication: When discussing changes, present information in a way that highlights stability and continuity to resonate with their cautious approach.

Interpreting your position: Contextual

Team members exhibit a situational preference based on circumstances, balancing risk aversion and gain-seeking. Their flexibility can be an asset during fluctuating conditions, providing a middle ground between cautiousness and boldness. With clear guidance and contextual information these team members can navigate change well when they understand when to embrace stability and when to pursue ambitious goals. This can be pivotal in complex decision-making.

54 (58%) users positioned Contextual

Contextual

How does it impact

Situational motivation style teams adeptly balance caution and ambition, making them versatile in various work scenarios. Their ability to weigh pros and cons before decision-making renders them effective in both stable and dynamic environments. They can pivot from preserving the status quo to embracing new opportunities, depending on the situation. This flexibility is a significant asset during periods of change or uncertainty. To maximize their potential, leaders should provide clear objectives and frameworks, helping them navigate their ambivalence. Encouraging open discussions around goals and risks can further enhance their decision-making, making them a unifying force in diverse teams.

Strategies for action

- **Motivational Factors Analysis:** Encourage team members to identify factors influencing their motivation in different contexts and adapt their approach.
- **Motivation Discussions:** Engage in open dialogues where team members express what motivates them to change in different situations. This helps in understanding each other's shifting motivations and adapting communication accordingly.
- **Communication Alignment:** In communications, highlight the value of balancing risk-taking with cautiousness. Show appreciation for their ability to adapt to different contexts.
- **Collaboration Pairing:** Pair team members with colleagues who complement their motivation style, fostering a balanced and dynamic team environment.

Interpreting your position: Play 'To Win'

'Play to win' teams are driven by aspirations and potential gains. They thrive on ambition and are often the catalysts for innovation and growth. Their risk-taking approach can lead to breakthroughs, although they may need reminders to consider obstacles and potential pitfalls. Leaders can channel this group's enthusiasm into pioneering projects, while also instilling a sense of mindfulness for balanced, sustainable progress.

31 (32%) users positioned Play 'To Win'

Play 'To Win'

How does it impact

Teams driven by a 'play to win' are often the engines of bold innovation and growth within an organization. Their eagerness to achieve and surpass goals propels them to explore new territories and embrace changes enthusiastically. This approach fosters a culture of ambition and creativity, inspiring others to think big. However, their focus on grand outcomes may sometimes overlook potential risks. Balancing their pioneering spirit with periodic reality checks ensures sustainable progress. In team settings, their enthusiasm can inspire and motivate others, but balancing this with conscientious planning is crucial for long-term success and maintaining a harmonious team environment.

Strategies for action

- **Ambitious Goal-Setting:** Set ambitious, long-term team goals that ignite a collective desire for achievement.
- **Challenge-Seeking Initiatives:** Encourage the team to seek out challenges and opportunities that align with their aspirations.
- **Aspirational Communication:** When discussing changes or new projects, focus on the aspirational aspects and potential gains. Use language that is energetic and forward-looking.
- **Outcome Visualization Exercises:** Regularly practice visualizing desired outcomes to maintain team focus and motivation during adaptations.
- **Appropriate Role Models:** Incorporate stories or examples of successful individuals or teams who have achieved big wins through bold actions in your change communications.

Character ^{AQ}

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Thinking Style

What does it mean?

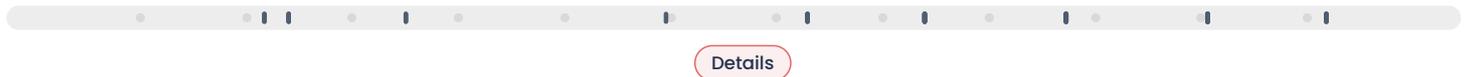
Understanding how information is processed, problems are solved, and goals are approached. Drawing on Dr. Sternberg's theories, it encompasses a spectrum from detailed ("see the trees") to big-picture ("see the forest") thinking. Combined with the concept of "learning and chunk size" outlined by Dr. Fiona Beddoes-Jones, referring to an individual's preference for the amount of information required to make decisions. Understanding each member's thinking style is crucial for effective collaboration and decision-making. Cultivating strategies to ensure engagement and flow, not friction when change is required within teams.



Interpreting your position: Details

Teams members who adapt as a result of detailed plans are often adept at dissecting complex problems into manageable parts. In order to adapt they need to know the specifics to ensure tasks are meticulously executed, but may sometimes miss overarching goals. Encouraging them to periodically step back can enhance their effectiveness, making their detail requirements a foundational asset in the team's strategy execution.

45 (47%) users positioned Details



How does it impact

Detail-oriented thinkers are known for their meticulous approach, ensuring accuracy and thoroughness in their work. They excel in tasks requiring attention to specifics, making them indispensable in quality control and operational efficiency. However, this focus on details can sometimes lead to a tunnel-vision effect, where the larger objectives may be overshadowed. To optimize their impact, it's important to integrate opportunities for these teams to engage in big-picture planning, encouraging them to see how their detailed work fits into broader organizational goals. This integration can lead to a more holistic approach to projects, balancing precision with strategic insight.

Strategies for action

- **Zoom Outs:** Implement regular team meetings to 'zoom out' and review how detailed tasks align with the overarching goals, enhancing awareness of the bigger picture.
- **Cross-Style Collaboration:** Between detailed thinkers and big-picture thinkers to create change pathways for each style.
- **Autonomy and Ownership:** Encourage team leaders to set clear boundaries, allowing team members to take ownership and reduce micromanagement.
- **Asynchronous Feedback:** Establish systems for asynchronous detailed feedback, allowing team members to thoughtfully analyze and provide precise input.
- **Smart Delegation:** Train team leaders in effective delegation, focusing attention on critical tasks while entrusting others with different aspects of the project.

Interpreting your position: Connector

Team members with an integrative thinking style fluidly navigate between micro and macro perspectives, making them agile in diverse scenarios. This balanced approach supports their adaptation with align detailed planning with overarching objectives, facilitating seamless project execution. Fostering this style can lead to innovative solutions, as they are adept at integrating varied viewpoints and adapting their strategies to suit evolving circumstances.

26 (28%) users positioned Connector

Connector

How does it impact

Team members with an ambidextrous and integrative thinking style are adaptable, influenced by both the granular details and the overarching goals of a project. Their flexibility points to project management, bridging gaps between different approaches and thinking styles. With potential to translate high-level concepts into actionable plans, making them key players in implementation. However, they might occasionally struggle when change demands a singular focus on either extreme detail or big-picture thinking. Encouraging these team members to further develop both aspects of their thinking style can enhance their versatility, making them even more effective in navigating complex, multifaceted work environments.

Strategies for action

- **Facilitator Focus:** Actively involve ambidextrous thinkers in bridging the communication gap between detailed and big-picture thinkers, enhancing team cohesion.
- **Diverse Perspective Integration:** Encourage open forums where team members share diverse perspectives, leading to a more comprehensive project approach.
- **Adaptive Goal-Setting:** Utilize the ambidextrous thinkers' insights for dynamic goal-setting and prioritization that adapts to changing project needs.
- **Skill Development:** Offer training programs that enhance both detailed and big-picture thinking skills, increasing the team's adaptability.
- **Rotating Perspective Meetings:** Implement a rotating meeting agenda where ambidextrous thinkers guide the team through alternating focus on details one week and big-picture strategies the next.

Interpreting your position: Big Picture

Big-picture thinking team members are driven to adapt by understanding the overarching goals and broad strategies, often sparking innovation and visionary approaches. While their focus on the 'forest' drives decision-making and long-term planning, attention to detail may be overlooked. Balancing their broad outlook with periodic focus on specifics can enhance their ability to execute plans effectively, ensuring their visionary ideas are grounded in practical realities.

24 (25%) users positioned Big Picture

Big Picture

How does it impact

Those who adapt as a result of the Big-Picture are often at the forefront of innovation and strategic planning. Triggered by overarching themes and long-term visions. Often contributing to setting ambitious goals and driving organizational change. However, this focus on broader outcomes may sometimes lead to overlooking the finer details necessary for execution and can lead to challenges in project implementation. Balancing visionary ideas with practical, detail-oriented planning and clear communication can help turn broad strategies into tangible results, ensuring innovative ideas are effectively realized.

Strategies for action

- **Detail-Oriented Collaboration:** Encourage collaboration between big-picture thinkers and detail-oriented colleagues to ensure thorough project execution.
- **Dynamic Goal Reassessment:** Implement a process for regular reassessment of team goals and priorities, ensuring alignment with the broader vision.
- **Clarity in Communication:** Train big-picture thinkers to provide detailed instructions when necessary, ensuring clarity in project objectives and tasks.
- **Innovative Thinking Encouragement:** Promote an environment where pushing boundaries and exploring innovative solutions are valued and encouraged.
- **Inclusive Decision Making:** Practice active listening in team meetings to include all members' concerns and ideas, ensuring comprehensive input in decision-making processes.

Notes and Reflections

Take a moment to reflect and make notes on your AQ Character. Perhaps identify instances at work where you showcased strength or struggled within each dimension. Jot down your observations.

Emotional Range

Extraversion

Hope

Motivation Style

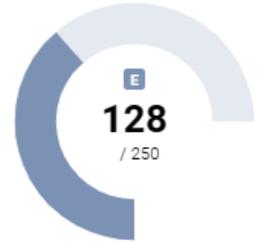
Thinking Style

Environment ^{AQ}

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What does it mean?

AQ Environment assesses the context influencing a team’s adaptability at work. This encompasses the Emotional Health, Team and Company Support, Work Stress, and the Work Environment. These distinct but interconnected sub-dimensions influence the team’s ability to navigate change effectively. Scientific studies underscore the importance of a supportive environment to enhance team adaptability, mental well-being, and positive attitudes towards change. By understanding and enhancing these environmental factors, teams can create a conducive space that fosters adaptability and drives better organizational outcomes in engagement, performance, and overall team health.



Interpreting your score: Low

In a team context, a lower AQ Environment score indicates potential challenges in support and adaptability. Team members may feel constrained by restrictive systems and a lack of psychological safety, hindering innovation and adaptability. This could result in missed opportunities and resistance to change. Emphasizing the need for a more supportive and flexible team environment that encourages risk-taking and values each member’s contribution.

74 (77%) users scored **Low**



How does it impact

Teams with a low AQ Environment score often struggle with limited support and rigid structures, impacting their ability to adapt effectively. This can lead to increased stress, frustration, and a reluctance to embrace change or innovation. Team members may feel constrained, unable to fully utilize their skills or express ideas freely. Communication barriers and a lack of psychological safety might hinder collaboration, reducing the team’s overall productivity and creativity. The restrictive atmosphere can also affect job satisfaction and morale, potentially leading to higher turnover rates. Addressing these Environmental challenges is crucial to enhance team cohesion, adaptability, and overall performance.

Strategies for action

- **Challenge Check-Ins:** Schedule frequent sessions which encourage honest dialogue about challenges and support needs, fostering a culture of transparency.
- **Create a 'Fail-Safe' Zone:** Develop a policy that encourages trying new approaches without fear of repercussions.
- **Revise Rigid Procedures:** Actively identify and modify workplace policies that hinder flexibility.
- **Allocate Resources for Specific Needs:** Assign dedicated tools or training programs to address identified AQ Environment gaps.
- **Invest in AQ Environment Team Workshops:** Plan regular team outings or workshops focused on the identified gaps to improve cohesion, understanding, and impact overall positive change in the Environment.

Interpreting your score: Medium

This Team's overall AQ Environment score reveals their workplace is moderately supportive of adaptability. While there's some level of encouragement for change and innovation, certain restrictive attitudes or processes may still exist. These limitations can impede the team's full potential in adapting to change. Balancing these constraints with more empowering practices can enhance the team's overall adaptability, leading to improved performance and engagement.

11 (13%) users scored **Medium**



How does it impact

Teams with a medium AQ Environment score typically experience a mix of support and constraints. While there are elements that foster adaptability, certain restrictive practices or attitudes may still exist. This balance creates an environment where team members can adapt to changes to a certain extent, but may not reach their full potential in innovation and responsiveness. The variability in support levels can lead to inconsistent performance across the team. Encourage open dialogue about these challenges and actively work to enhance supportive aspects will help create a more uniformly adaptive and collaborative Environment, improving team dynamics and effectiveness.

Strategies for action

- **Strengthen Existing Support Systems:** Regularly review and upgrade support facilities like mentoring or coaching programs.
- **Implement Guided Decision-Making Frameworks:** Provide structured yet flexible guidelines for teams to navigate changes.
- **Enhance The Learning Environment:** Encourage enrollment in courses or workshops that promote adaptability skills.
- **Adaptability Progress Reviews:** Incorporate AQ metrics in performance evaluations and provide constructive feedback.
- **Acknowledge Adaptive Efforts:** Recognize and reward team members who successfully navigate change, through acknowledgments in meetings and incentive programs.

Interpreting your score: High

When it comes to change, this team likely regards the Environment as highly supportive and nurturing. Team members feel backed by their organization's leaders and colleagues, fostering a strong sense of belonging and confidence. This atmosphere likely drives innovation and adaptability, enabling the team to effectively handle challenges and change. Such an environment promotes growth, development, and the successful implementation of new ideas and strategies.

10 (10%) users scored **High**



How does it impact

Teams with a high AQ Environment score benefit from a supportive and nurturing context, significantly enhancing their adaptability and responsiveness to change. This positive atmosphere fosters a culture of innovation, where team members feel encouraged to propose new ideas and solutions. High levels of support and trust lead to better collaboration, higher morale, and job satisfaction. Such an Environment typically results in increased productivity, creativity, and overall team performance. The challenge lies in maintaining this positive environment and ensuring that it continues to align with organizational goals, while also preventing potential issues like complacency or over-reliance on existing support structures.

Strategies for action

- **AQ Environment Expansion:** Continuously assess, refine and share across other teams the elements that contribute to this team's high adaptability.
- **Empower Change Champions:** Identify and empower individuals to lead and mentor other teams' change initiatives.
- **Invest in Specialized Training:** Offer specialized training sessions in areas like advanced change management or innovation techniques.
- **Host Innovation Challenges:** Organize regular internal competitions or hackathons for generating and implementing new ideas.
- **Monitor Workload and AQ Work Stress Levels:** To ensure adaptability efforts don't lead to burnout; emphasize the importance of downtime and recovery.

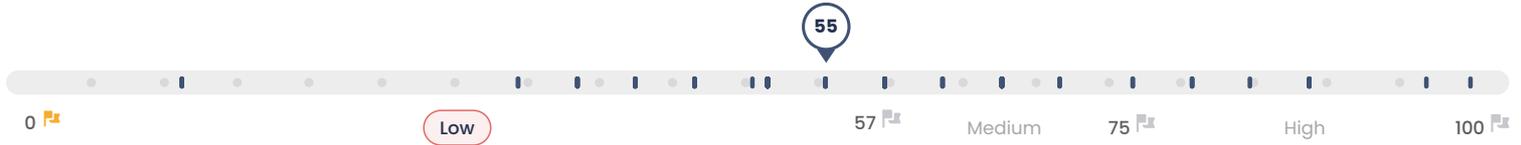
Environment AQ

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Company Support

What does it mean?

Company Support in a team context measures collective perceptions of organizational commitment to team member well-being and value recognition. It's crucial for fostering a positive work environment, driving performance, satisfaction, and reducing employee turnover. High company support indicates a workforce that feels valued and cared for, promoting adaptability and goal alignment with the organization's vision. This dimension highlights the importance of a supportive culture where team members' contributions are acknowledged and their well-being is a priority. Effective company support not only nurtures individual growth but also strengthens organizational cohesion.



Currently team's average score is: **55**

Interpreting your score: Low

Team members who report low company support often feel undervalued and overlooked, potentially leading to disengagement and lower morale. This perception can hinder their motivation to embrace change. Believing the organisation doesn't care about their wellbeing or have interest in their personal goals or needs. In general, team members feel the company shows little concern and will not help in times of need.

47 (49%) users scored **Low**



How does it impact

Team members who report low company support often face challenges in motivation and engagement, leading to a decline in overall team morale and productivity. This perception can create a sense of isolation among team members, hindering their willingness to fully engage in tasks and embrace organizational changes. Consequently, this can lead to higher employee turnover rates, as team members seek workplaces where they feel more valued and supported. To counteract these effects, it's essential to foster a culture of appreciation and open communication, ensuring that team members feel their contributions are recognized and their well-being is genuinely cared for.

Strategies for action

- **Coaching:** Allocate resources for personalized coaching to improve dynamics, communication, showing commitment to their wellbeing and development.
- **Recognition Programs:** Implement a system for recognizing and celebrating individual and team achievements, enhancing the sense of value among team members.
- **Deepen Wellbeing Commitment:** Make wellbeing programs visible, accessible and promote agendas driven by the team. Leverage dynamic wellness platforms like JAAQ.org
- **Input + Action:** Create channels and simple systems for team members to voice their opinions and contribute to decision-making, increasing their sense of involvement.
- **LifeGuides.com:** Invest in initiatives focused on helping employees thrive at work.

Interpreting your score: Medium

Team members may exhibit fluctuating engagement and loyalty. They perceive the organization meets their basic needs but lacks a personal connection. They perceive the company's level of support is there if it's searched for. Regular feedback, personalized growth opportunities, and fostering a culture that values each team member's wellbeing can transform this ambivalence into a strong, committed workforce aligned with organizational goals.

35 (38%) users scored **Medium**



How does it impact

Team members experiencing medium levels of company support typically show mixed feelings of commitment and engagement. While basic needs are met, a lack of deep, authentic support can lead to uncertainty about their value within the organization. This can result in fluctuating motivation and a tepid response to new initiatives and changes. To boost morale and commitment, it's important to strengthen the connection between the team and the organization. Increase personalized engagement strategies and opportunities for professional development. Increase efforts to show genuine care for team members' aspirations and challenges, helping them feel more integral to the company's success.

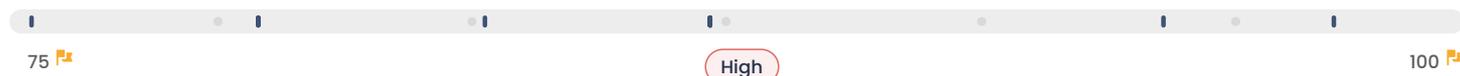
Strategies for action

- **Balanced Voice Time:** Shift meeting structures to balance voice time, prioritizing team member contributions equally with management's, to enhance engagement and value perception.
- **Coaching & Development:** Invest in tailored coaching and development opportunities, aligning with each team member's career aspirations and interests.
- **Authentic Engagement Activities:** Organize social activities that genuinely reflect the organization's commitment to its team members.
- **Empowerment Initiatives:** Empower teams with greater autonomy and involvement in projects that matter to them, boosting engagement and satisfaction.
- **Team-Led Community Projects:** Empower teams to select and lead community involvement initiatives, fostering a sense of purpose and deeper organizational connection.

Interpreting your score: High

Team members who are highly supported by their company exhibit increased loyalty, job satisfaction, and adaptability. This positive environment encourages them to take on challenges and contribute proactively. Team members perceive the company as a caring one, that supports their wellbeing and shows genuine interest in their needs. Values their success and personal goals, and will help them during difficult situations.

13 (13%) users scored **High**



How does it impact

When teams feel highly supported by their company, it fosters a positive and productive work environment. Leading to increased job satisfaction, strong loyalty, and a higher propensity for team members to go above and beyond in their roles. Team members are more likely to embrace change, take on new tasks and challenges, and align their personal goals with those of the organization. Maintaining this high level of support requires ongoing efforts such as consistent recognition, investment in team member growth, and well-being initiatives. Such practices not only retain talent but also cultivate a resilient and adaptive workforce.

Strategies for action

- **Continuous Recognition and Reward Systems:** Keep up with regular, meaningful recognition of team achievements and individual contributions.
- **Advanced Growth Opportunities:** Provide access to advanced training, coaching, and cross-functional projects to encourage continuous professional growth.
- **Supportive Leadership Training:** Train leaders and managers in supportive leadership techniques to maintain and enhance the culture of care.
- **Feedback-Driven Improvement:** Continuously gather and act on feedback to improve support systems, showing that the organization is responsive to team member needs.
- **Inclusive Decision-Making Processes:** Involve teams in key decision-making processes, reinforcing their value and alignment with the company's objectives.

Environment ^{AQ}

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Emotional Health

What does it mean?

Emotional Health in the workplace is crucial for adaptability, encompassing the ability to experience positive emotions and manage negative ones. It influences work performance and the ability to handle change. Poor emotional health can lead to anxiety, affecting adaptability, and contributing to high turnover, burnout, and reduced innovation. Thriving individuals, characterized by vitality and learning, are better equipped to adapt, while those with lower Emotional Health struggle more with change. This concept underscores the importance of fostering a work environment that supports emotional well-being to enhance organizational adaptability and innovation.



Currently team's average score is: **49**

Interpreting your score: Low

Team members report a high frequency of negative emotions and stress, reflecting a challenging work environment. This may indicate challenges with morale and job satisfaction. Such teams might struggle with continual change. The atmosphere can be tense impacting productivity and collaboration. This may lead to high employee turnover and general apathy as team members may give up trying to adapt within your organisation.

69 (72%) users scored **Low**



How does it impact

Team members reporting an environment with low emotional health often struggle with workplace stress and negative emotions, which can lead to disengagement, decreased productivity, and a higher risk of turnover. Such team members may find it challenging to cope with change and adapt to new situations, leading to stagnation and a lack of innovation. The pervasive negativity can affect team cohesion, communication, and collaboration, creating a tense and unproductive work atmosphere. Proactively addressing these issues by creating a supportive and understanding environment, and providing resources for emotional well-being, is essential to turn around the emotional health of the team.

Strategies for action

- Professional Well-being Resources: Provide access to counseling services or well-being seminars to address emotional challenges.
- Creative Expression Facilitation: Invest in professionally facilitated team activities focused on express emotions through creative expression, like art or writing.
- AQ Resilience Workshops: Host workshops specifically designed to build AQ resilience, focusing on identifying stress triggers and developing practical coping strategies.
- Emotional Buddy Networks: Create internal support groups or buddy systems for team members to share experiences and offer mutual support in a safe, empathetic environment.
- LifeGuides.com: Match team members with LifeGuides for personalized support and guidance through challenging emotional phases.

Interpreting your score: Medium

Team members report a mix of positive and negative emotional experiences. Likely to be in a state of inertia where moments of positivity risk being overshadowed by negative experiences, leading to a sense of apathy. This can harm productivity as team members struggle maintain a consistent and proactive approach between motivation and disengagement. At times feeling uncertain or less connected to their work.

19 (21%) users scored **Medium**



How does it impact

Team members reporting an environment with medium emotional health typically display inconsistent performance and engagement levels, impacted by fluctuating emotional states. While they show potential for adaptability and productivity, their progress is often hindered by moments of negativity and stress. This inconsistency can lead to confusion and misalignment within the team, affecting their ability to work cohesively on shared goals. To elevate their emotional health, it's important to establish a more supportive and positive work environment, encourage open communication about challenges, and actively promote and recognize positive behaviors and achievements, fostering a more stable and resilient team dynamic.

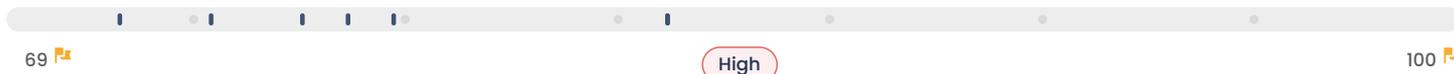
Strategies for action

- **Positive Experience Sharing:** Initiate sessions where team members share positive work experiences to highlight and reinforce positive aspects.
- **Balanced Feedback Approach:** Incorporate balanced feedback that acknowledges both achievements and areas for improvement.
- **AQ Resilience Training:** Offer training sessions focused on building emotional resilience and managing workplace stress.
- **Encourage Personal Development:** Provide opportunities for personal development that align with team members' interests and career goals.
- **Emotional Intelligence Training:** Offer training sessions in emotional intelligence to help team members understand and manage their own and others' emotions effectively.

Interpreting your score: High

Environments with reported high emotional health levels exhibit a thriving work atmosphere, characterized by experiences like excitement and relaxation. This positive sentiment is the norm, not the exception, indicating a robust capacity for adaptation and change. Limited negative experiences contribute to a solid foundation for continual change. The prevailing positive emotional state empowers team members with the energy and motivation needed for effective adaptation.

7 (7%) users scored **High**



How does it impact

Team members reporting high emotional health generally exhibit strong resilience, adaptability, and a positive approach to challenges. This results in higher productivity, better problem-solving and a greater willingness to embrace change and innovation. The positive emotional climate fosters strong team cohesion, effective communication, and mutual support, contributing to a healthy and dynamic work environment. Maintaining this level of emotional health requires continuous effort in promoting wellbeing, recognizing and celebrating team achievements, and ensuring that the team feels valued and supported. Such teams are better equipped to handle the pressures of a changing work environment, leading to sustained success and growth.

Strategies for action

- **'Random Acts of Kindness':** Implement a 'random acts of kindness' initiative within the team to foster a culture of support, appreciation, and positive interactions.
- **Maintain Positive Practices:** Continuously reinforce practices that contribute to high emotional health, like team celebrations and success stories.
- **Leadership NLP Training:** Train leaders to sustain and nurture a positive work environment, leveraging NLP Principles.
- **Peer-Led Wellbeing Workshops:** Organize workshops led by team members who excel in maintaining high emotional health, sharing their strategies and experiences.
- **Resilience Mentoring:** Establish a mentoring program where emotionally resilient team members guide others in developing strategies and a positive mindset.

Environment ^{AQ}

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Team Support

What does it mean?

Team Support highlights the significance of psychological safety, where team members feel empowered to share knowledge, face challenges, and express opinions openly. This dimension is a cornerstone in fostering a collaborative and innovative culture. The presence or absence of team support directly impacts an organization’s adaptability, innovation capacity, and can also serve as an early indicator of diversity and inclusion issues within the company. Regularly nurturing team support is vital for sustaining a dynamic and adaptive organizational environment. It is a dynamic aspect of adaptability and should be reassessed regularly.



Currently team’s average score is: **52**

Interpreting your score: Low

Team members perceive their team environment as competitive and rigid, inhibiting the sharing of diverse ideas and opinions. This perception creates a sense of vulnerability when voicing different viewpoints, leading to reluctance in seeking assistance or discussing challenging issues openly. Consequently, the team’s collective adaptability and innovation are constrained, as members tend to conform rather than challenge or innovate.

78 (82%) users scored **Low**



How does it impact

Team members often experience a lack of trust and open communication. A feeling of isolation and hesitance in sharing ideas or asking for help. This low psychological safety and lack of collaboration can result in a competitive atmosphere where mistakes are feared and individual achievements are prioritized over team success. Missing out on learning opportunities and innovative problem-solving due to a reluctance to take risks or challenge the status quo. Stifling creativity, increased stress and a higher likelihood of employee turnover. The team’s ability to respond effectively to changes and challenges is significantly reduced, impacting overall organizational performance.

Strategies for action

- **Anonymous Feedback Channels:** Start with anonymous platforms for team members to share their thoughts without fear.
- **Recognize and Reward Collaboration:** Establish recognition programs that celebrate team efforts and collaborative achievements, rather than only individual successes.
- **Team Observations:** Organize sessions where each member asks and answers, "What’s the thing you see me doing that’s helping me best contribute to the team?"
- **Personal Insight Exchange:** Implement a practice where team members answer, "What’s one thing I need to know about you that will improve our relationship?" to build understanding and empathy.

Interpreting your score: Medium

In this environment, team members experience a mix of openness and reservation. While there are pockets of psychological safety allowing for some degree of open communication and knowledge sharing, a full sense of team support is not consistently felt across the team. This partial support can lead to internal sub-groups and hinder the team's overall potential in fostering a fully collaborative and inclusive culture.

9 (10%) users scored **Medium**

69 🚩

Medium

84 🚩

How does it impact

Team members might experience a blend of collaborative successes and individual hesitancy. While there may be instances of effective teamwork, a lack of consistent psychological safety can lead to cautious communication, limiting the full expression of ideas or concerns. Open dialogues are not uniformly practiced, potentially leading to misunderstandings and reduced cohesion. Although these teams can have moments of innovation, the fluctuating support level can lead to uneven team dynamics, affecting overall productivity and the team's ability to adapt to new challenges.

Strategies for action

- **Hidden Talents Spotlight:** Create opportunities for team members to answer, "What's one gift, skill, or talent you have that I've overlooked, under-valued, or under-utilized?"
- **Needs and Success Enablers:** Have team members answer, "What's one thing you need from me that will enable you to be successful?" to identify and address each other's needs for success.
- **Peer-to-Peer Learning:** Implement initiatives where team members can learn from each other's experiences and skills, enhancing mutual respect and understanding.
- **Balance of Voice Time:** Ensure that all team members have equal opportunities to speak and be heard in meetings and discussions.

Interpreting your score: High

Team members in this setting feel secure and encouraged to express their ideas and opinions, fostering a culture of diversity and innovation. This supportive atmosphere allows team members to tackle challenges collaboratively and seek assistance without hesitation. Such an environment promotes adaptability, as members feel valued and empowered to contribute to the team's growth and success.

8 (8%) users scored **High**

84 🚩

High

100 🚩

How does it impact

Team members with high psychological safety are characterized by strong collaboration, open and honest communication, and a foundation of mutual trust and respect. This supportive atmosphere encourages members to share diverse perspectives, challenge ideas and innovate without fear of judgment. They feel valued and empowered, leading to increased engagement, job satisfaction, and a strong sense of belonging. The positive team dynamic facilitates effective problem-solving and enhances resilience when navigating setbacks. High team support acts as a buffer against work stress and fosters a learning-oriented culture. Contributing to the team's continuous improvement and the organization's overall success.

Strategies for action

- **Growth Conversations:** Monthly key questions, where team members ask each other, "What's one thing you need from me that will enable you to be successful?"
- **Continuous Improvement:** Implement regular check-ins where team members can discuss ways to maintain and enhance their supportive environment.
- **Success Stories:** Share weekly stories of how team support led to successful outcomes, reinforcing the value of a supportive culture.
- **Expand Leadership Roles:** Offer team members opportunities to lead initiatives or projects, capitalizing on the strong supportive foundation to foster leadership skills.

Environment ^{AQ}

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Work Environment

What does it mean?

Work Environment evaluates how your organization's systems, processes, and methodologies foster or hinder agility, experimentation and adaptability. It delves into the organization's attitude towards innovation, risk-taking and learning from failures. The dimension considers rewards, observable acts, punishment, space, process and forums, and public celebration. An ideal work environment encourages continuous learning and experimentation, creating a fertile ground for adaptability and growth.



Currently team's average score is: **55**

Interpreting your score: Low

There's a noticeable reluctance to challenge the status quo or engage in innovative thinking, as mistakes and failures are often met with negative repercussions. Team members may feel inhibited, preferring to align with established methods rather than proposing new ideas or solutions. This approach can stifle creativity and hinder the team's ability to adapt and evolve, leading to stagnation where growth and innovation are limited.

68 (71%) users scored **Low**



How does it impact

In a low work environment, team members often face a rigid and traditional atmosphere, where innovative thinking is discouraged. This leads to a lack of motivation to explore new ideas or challenge existing processes. The fear of negative consequences for failures inhibits risk-taking and creativity, causing stagnation in personal and professional growth. Team collaboration and morale can suffer, as team members are less inclined to share insights or propose changes. This environment can result in decreased job satisfaction, reduced engagement, and a slower response to market changes, ultimately impacting the organization's overall adaptability and competitiveness.

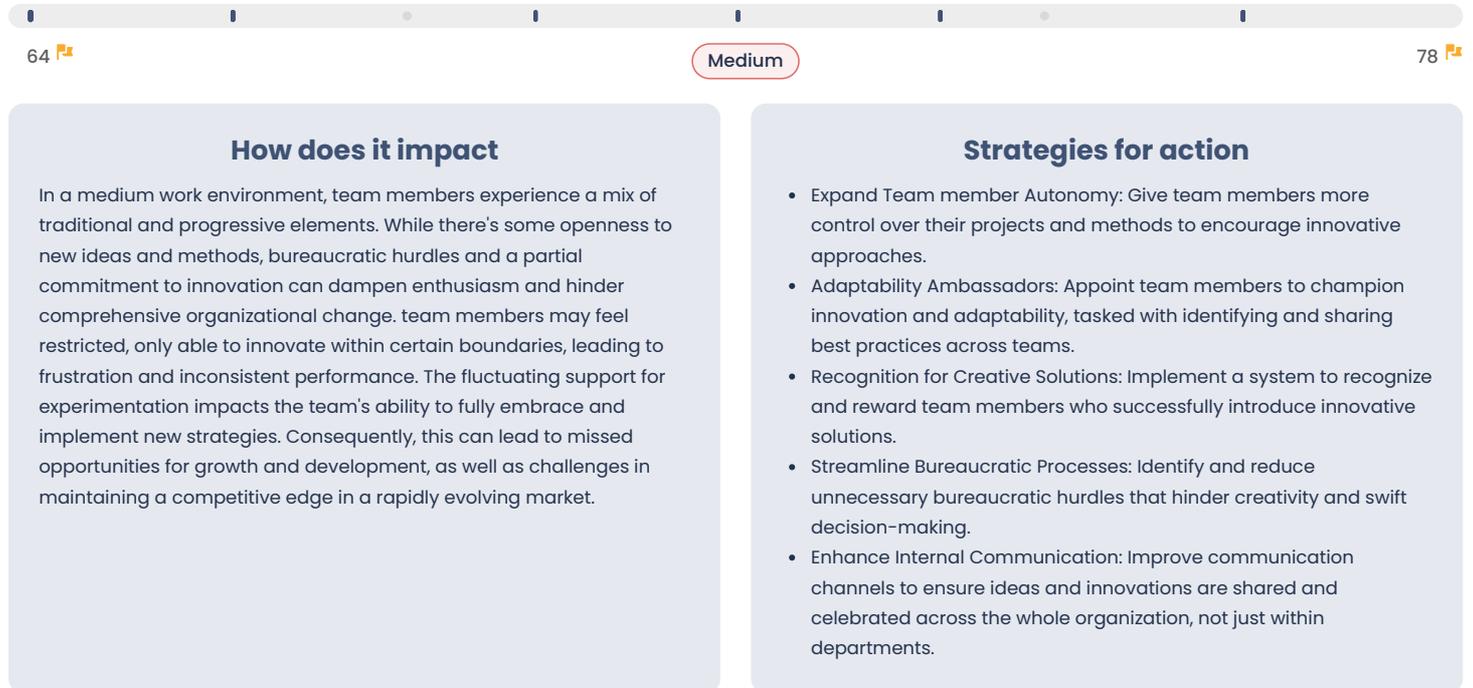
Strategies for action

- **Facilitate Idea-Sharing Forums:** Organize regular sessions where team members can freely share and discuss innovative ideas without judgment.
- **'Safe-to-Fail' Pilot Programs:** Identify & introduce small-scale projects that allow for experimentation, emphasizing learning over success.
- **Promote Cross-Departmental Collaboration:** Encourage teams to work across departments to break silos and foster diverse perspectives.
- **Leadership Training on Innovation:** Train leaders to recognize and nurture creativity and risk-taking among their teams, across Utilise & Improve, and Explore & Transform behaviours.
- **Feedback Loop for Improvement:** Establish a continuous feedback system to assess and improve the work environment based on team member input.

Interpreting your score: Medium

This environment shows glimpses of innovation and adaptability, particularly within smaller teams or departments. However, a tendency towards traditional methods and a lack of widespread support for experimentation can create barriers to full-scale organizational change. Team members might find themselves in a mixed scenario where new ideas are welcomed but not always implemented, leading to a sense of unfulfilled potential and slower adaptation and growth.

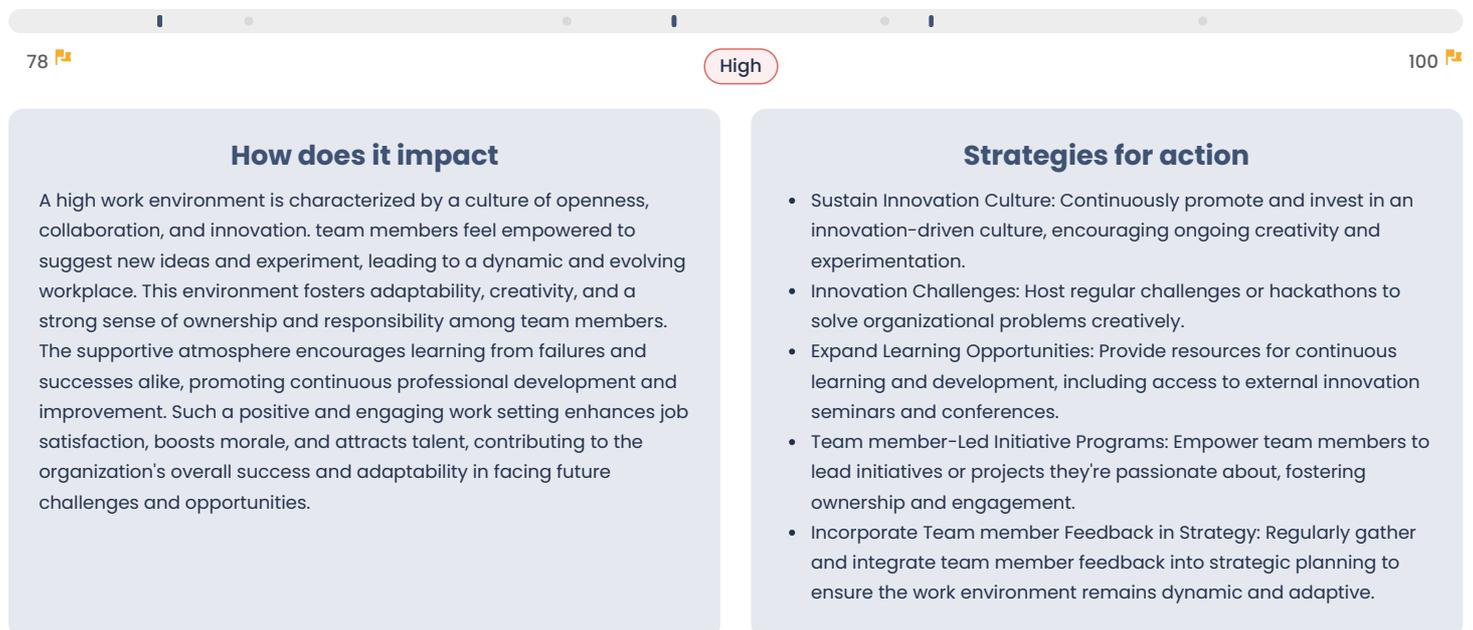
20 (22%) users scored **Medium**



Interpreting your score: High

In this dynamic, open environment, team members are encouraged to think creatively and take risks. The culture promotes learning from failures as pathways to success, fostering an atmosphere of continuous innovation and adaptability. This supportive setting allows team members to experiment without fear of retribution, leading to a vibrant, collaborative and forward-thinking workplace. Where new ideas are valued and change is embraced as an opportunity.

7 (7%) users scored **High**



Environment ^{AQ}

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Work Stress

What does it mean?

Work Stress in the AQ model reflects the team's collective experience of task overwhelm and how it impacts adaptability. Balancing work stress is key, as excessive stress can overwhelm cognitive resources, limiting adaptability, while insufficient stress may dampen the drive to innovate and change. The ideal state is a manageable level of eustress, fostering growth, adaptation, and innovation. Understanding and optimizing team work stress is fundamental in maintaining a productive, adaptive, and resilient workforce, preventing long-term negative outcomes like poor sleep, team member turnover, burnout, and reduced well-being.



Currently team's average score is: **54**

Interpreting your score: Low

Team members feel capable of handling their workloads, indicating a well-aligned balance between task demands and their abilities. This might result team members needing more encouragement to experiment and take on new challenges and responsibilities. Likely lower absenteeism and employee turnover. However continuously engage and challenge your team to ensure growth and prevent complacency and boredom while maintaining healthy stress levels.

26 (27%) users scored **Low**



How does it impact

In a low-stress work environment, your team is likely to enjoy a comfortable pace, allowing room for experimentation and innovation. Team members feel they have the space to tackle challenges and are more open to adapting to new methodologies. However, the absence of challenging stressors might lead to complacency, affecting adaptability and growth. There is a potential of avoiding tasks to embrace new challenges or push boundaries, leading to stagnation. Team members might resemble swimmers treading water, maintaining their position without moving forward. There's a risk of underutilized capacity, leading to lower productivity and diminished personal growth.

Strategies for action

- **Challenge Assignments:** Implement job enrichment strategies, like assigning challenging yet achievable projects to elevate skills and engagement.
- **Goal-Setting:** Apply Locke's Goal-Setting Theory by setting specific, challenging goals that stimulate team member motivation and performance.
- **Stretch Assignments:** Encourage stretch assignments that promote skill development and innovation, balancing current capabilities with growth opportunities.
- **Flow Theory:** Utilize Csikszentmihalyi's Flow Theory by crafting tasks that match team member skill levels with appropriately challenging work to enhance engagement and satisfaction.
- **Workload Reviews:** Regularly review workload distributions, identifying opportunities for more equitable delegation, responsibility, and task prioritization.

Interpreting your score: Medium

These team members are demonstrating effective management of work stress, maintaining a balance that fosters growth, adaptability, and innovation. This state of eustress – beneficial stress – ensures that deadlines are met and creative initiatives are pursued. While this level of stress can be motivating and drive productivity, caution is needed to prevent it from escalating into harmful stress.

35 (38%) users scored **Medium**

41

Medium

64

How does it impact

This team experiences a healthy balance that drives productivity and fosters adaptability. This optimal stress level, or eustress, facilitates focus, timely completion of tasks, and encourages innovative thinking. Team members are generally motivated and engaged, capable of handling challenges without feeling overwhelmed. However, there's a fine line between healthy and excessive stress, and it's essential to assess regularly and manage this balance carefully. Failure to do so may lead to increased pressure, impacting mental wellbeing and team cohesion. Ensuring regular communication, support, and adequate downtime is key to maintaining this beneficial level of work stress.

Strategies for action

- **Workload Management:** Implement workload balancing techniques, ensuring equitable distribution of tasks based on the Yerkes-Dodson Law, which suggests optimal performance at moderate stress levels.
- **Job Crafting:** Encourage job crafting, allowing team members to reshape their roles, emphasizing tasks that align with their strengths and interests.
- **Autonomy Support:** Increase autonomy in task management, applying Self-Determination Theory to boost motivation and job satisfaction.
- **Regular Check-ins:** Schedule regular check-ins, using principles from 'appreciative inquiry' to focus on positive aspects of work, fostering a supportive environment.
- **Workload Redistribution:** Regularly assess and redistribute workload to prevent individual overwhelm.

Interpreting your score: High

Currently, these team members are reporting high levels of work stress, marked by a sense of constant overwhelm. Feeling overburdened with an unsustainable workload, struggling to complete tasks as new ones continue to accumulate. This chronic high-stress environment is not only detrimental to individual wellbeing but also to the overall team dynamics and productivity.

34 (35%) users scored **High**

64

High

100

How does it impact

High reported levels of work stress leads to significant challenges. Team members feel overwhelmed by unmanageable workloads, resulting in decreased productivity, missed deadlines and increased error rates. This can create a tense and anxious work environment, hindering open communication and collaboration. Prolonged experience of high stress can result in burnout, increased absenteeism, and higher employee turnover rates. It impacts the team's ability to adapt to change, as the focus can shift from innovation to merely coping with workload. Addressing this through workload management, stress reduction strategies, and AI productivity tools is critical for the team's health and effectiveness.

Strategies for action

- **Stress Reduction:** Introduce stress reduction programs based on Lazarus & Folkman's Transactional Model of Stress and Coping.
- **Time Management:** Offer time management and prioritization training, applying Covey's Time Management Matrix, to help team members efficiently manage workload.
- **Boundary Setting:** Conduct workshops on setting healthy task and project boundaries, to prevent burnout and maintain effective productivity and wellbeing.
- **Counseling:** Consider access to counseling or mental health support services especially for team members who also have low Resilience, and report a lack Team Support.
- **Emergency Time-Off Policies:** Implement policies allowing emergency time off for mental health and stress recovery.

Notes and Reflections

Take a moment to reflect and make notes on your AQ Environment. Perhaps identify instances at work where you showcased strength or struggled within each dimension. Jot down your observations.

Company Support

Emotional Health

Team Support

Work Environment

Work Stress

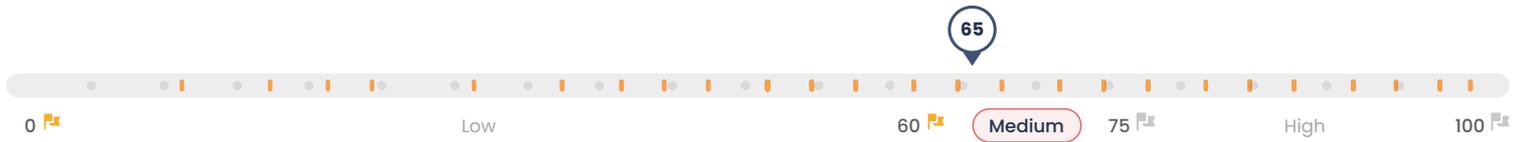
Advanced AQ metrics AQ

Organization
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Explore & Transform

What does it mean?

Explore and Transform' assesses a team's drive for radical innovation and transformative change. It gauges their ability to venture into new frontiers, embracing disruptive ideas and pioneering new business models. Ideal in small, cross-functional teams with high psychological safety, this dimension values resilience in continual experimentation and a culture of learning from failure. Key risks include stagnation and not achieving product/market fit. Success is marked by rapid learning, extensive experimentation, creating new markets, and securing first-mover advantages, with the ultimate aim of bringing new value to uncharted business areas.



Currently team's average score is: **65**

Interpreting your score: Low

Team members prefer staying within established norms and processes, prioritizing optimization of current practices. The unknown can feel overwhelming, finding comfort in known territories. This conservative approach may provide stability and consistency but may also limit the team's potential for groundbreaking change. Their activities require limited adaptability and seldom involve learning new skills. This focus on the known leads to stability over innovation.

38 (40%) users scored **Low**



How does it impact

Team members with a low score in 'Explore and Transform' might struggle with keeping up in rapidly changing environments. This can risk obsolescence of processes, methods as well as products and services. Depending on the industry and market dynamics without anyone leading this type of innovation, the team and organization might be at risk of future collapse. Team members may feel reluctant to propose novel ideas or take risks, which could stifle creativity. Exploring adjacent opportunities, even at a slower pace, can spur incremental innovation, and help in gradually shifting towards a more dynamic and future-focussed work culture.

Strategies for action

- **Incremental Innovation Reps:** Start with small, manageable projects that push boundaries gradually to build confidence in exploring new ideas.
- **Support for Experimentation:** Create a monthly program for experimentation where wild ideas are encouraged as learning opportunities.
- **Boundary Pushing 'Innovation Hours':** Allocate time for team members to research, brainstorm, and present new ideas in a low-pressure environment.
- **Beyond The Horizon:** Invest in facilitators, futurists and speakers to learn about emerging trends and technologies to inspire more innovative thinking.
- **Power Of Exponential Technologies:** Highlight examples of technological innovations from multiple industries to demonstrate the value of stepping outside the comfort zone.

Interpreting your score: Medium

Team members demonstrates a balanced approach, valuing both new and time-tested methods. This equilibrium enables them to explore new ideas without completely detaching from familiar practices, making them adaptable to gradual changes. This measured adaptability enables the team to evolve without drastic shifts, accommodating steady growth. Such team members can effectively handle incremental changes but may require encouragement to engage in more radical transformations.

23 (25%) users scored **Medium**



How does it impact

Teams members with a medium score in this dimension maintain a pragmatic balance between innovation and utilization. They can effectively improve current operations while being open to more radical ideas. This duality allows them to handle multiple changes adeptly, adapting to evolving business needs without causing disruption. However, there might be a tendency to hesitate when it comes to significant transformative changes. Encouraging a culture that increasingly values and rewards innovative thinking and risk-taking can help elevate their potential for driving more substantial change.

Strategies for action

- **Resource Allocation for Pilot Projects:** Allocate resources for promising ideas to be tested as pilot projects, encouraging practical application of more radical concepts.
- **Balanced Task Allocation:** Assign a mix of routine tasks and innovative projects to leverage their ability to handle both effectively.
- **Idea Incubation Sessions:** Organize regular meetings where team members can pitch and develop new ideas collaboratively.
- **Partnerships with Research Institutions:** Collaborate with universities or research institutions to stay at the forefront of innovation and gain access to cutting-edge knowledge.
- **Recognition for Innovation:** Publicly acknowledge and reward efforts and successes in implementing new ideas or processes.

Interpreting your score: High

People high in 'Explore and Transform' are seen as pioneers, eagerly embracing change and consistently pushing boundaries. Their propensity for exploring new territories and innovative solutions positions them as key drivers in transformative initiatives. They frequently engage in activities that require revising existing models, exploring new ideas, and learning new skills. This forward-thinking approach fosters a culture of innovation and continuous learning.

34 (35%) users scored **High**



How does it impact

High scorers in Explore & Transform drive radical innovation, fearlessly embracing new ideas and methods. They thrive in fast-paced environments focused on rapid learning and experimentation. These individuals lead in creating or finding new market opportunities, adapting swiftly and resiliently to continual trials. Their value lies in cross-functional teams, where their propensity for calculated risks and quick actions capitalizes on first-mover advantages. Their success transcends traditional metrics, being gauged by their ability to unveil new value in unexplored business areas and secure product-market fit.

Strategies for action

- **Innovation Challenges:** Organize competitions or hackathons to encourage creative problem-solving and capitalize on their natural inclination for exploration.
- **Resource Allocation for R&D:** Provide resources and support for research and development activities.
- **Strategic Alignment Workshops:** Ensure that innovative efforts align with the organization's broader strategic goals.
- **External Collaboration Opportunities:** Partner with other companies, startups, or academic institutions to stimulate fresh ideas and approaches.
- **Autonomous Innovation Teams:** Form special teams with high autonomy to explore and develop groundbreaking and disruptive projects, outside your normal governance and processes.

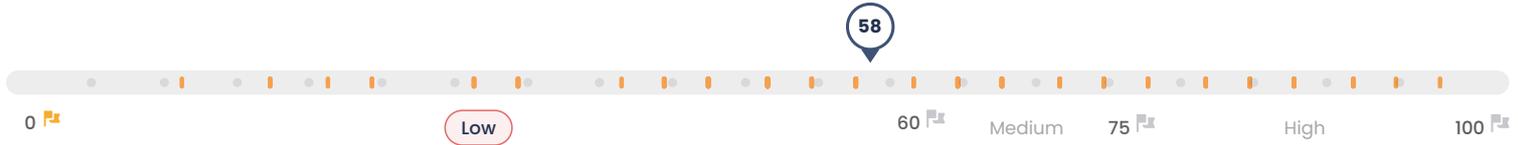
Advanced AQ metrics AQ

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Utilize & Improve

What does it mean?

In the 'Utilize & Improve' dimension, we measure how teams effectively use their current strengths and expertise to continually enhance existing business models. This involves a systematic approach toward incremental improvements, focusing on customer satisfaction, quality control, and extending value from ongoing activities. Teams prioritize predictable growth and optimization, seeking to maximize returns from the captured market. They typically avoid radical experimentation, favoring a more risk-averse approach and measured trade-offs specific to their services or products. Success is gauged by consistent performance, accuracy, and exceeding established targets.



Currently team's average score is: **58**

Interpreting your score: Low

Team members with low scores spend minimal time on activities within their expertise or routine operations. They may avoid tasks that align with existing knowledge, experience, or established customer needs. This may indicate a disinterest in repetitive processes or servicing familiar products. Their detachment from routine and experienced-based activities suggests a gap in effectively leveraging and refining existing systems for continuous improvement.

49 (51%) users scored **Low**



How does it impact

A low score in this dimension manifests as a lack of engagement in familiar, routine tasks and a tendency to overlook opportunities for incremental improvements in current operations. This disengagement from activities requiring established knowledge and experience can lead to missed opportunities to enhance service quality for existing customers. Their approach could lead to inefficiencies and reducing market competitiveness. Lack of focus on well-practiced tasks and serving current customer needs may result in underutilization of their potential for systematic optimization. Consequently, this approach could impede the team's ability to contribute to the organization's stability and steady growth in established markets.

Strategies for action

- **Role Swap Weeks:** Promote skill diversification through role swaps. To enhance team versatility and openness to new tasks.
- **Design Thinking:** Organize workshops focused on creative thinking and innovation methodologies, like Design Thinking, to stimulate interest in new approaches.
- **Rotational Assignments:** Implement rotational job assignments to expose team members to different roles, fostering adaptability and a broader perspective.
- **Job Shadowing:** Implement job shadowing within the team, allowing members to gain a deeper understanding of different roles and processes, thereby enhancing their ability to contribute effectively to existing systems.

Interpreting your score: Medium

In the mid-range, your team strikes a balance between familiar routines and openness to incremental changes. While proficient in tasks within their knowledge base, they exhibit a readiness to refine and evolve existing processes. This equilibrium suggests a pragmatic approach: maintaining efficient operations while being receptive to improvements. Their versatility in managing routine tasks alongside adaptability reflects a dynamic contribution to continuous organizational growth.

24 (26%) users scored **Medium**



How does it impact

Team members adeptly balance routine tasks with new learning opportunities. Demonstrating competence in activities that utilize their existing knowledge and experience and show willing to adapt and innovate within familiar domains. This balanced approach ensures consistent performance while gradually enhancing current systems and services. It fosters an environment where steady improvement is pursued without losing sight of core competencies and established customer relationships. As a result, the team can effectively contribute to the organization's sustained growth and performance, ensuring that existing operations are optimized while staying responsive to evolving market demands.

Strategies for action

- **Balanced Goal Setting:** Set goals that balance routine excellence with bolder innovation targets.
- **Peer-to-Peer Learning:** Encourage peer-to-peer learning to share insights on both routine excellence and innovative practices.
- **Customer Journey Mapping:** Engage the team in mapping customer journeys to identify pain points and areas for improvement in current offerings, ensuring a customer-centric approach to incremental innovation.
- **Process Improvement Teams:** Create small teams dedicated to identifying and implementing process improvements, backed by continuous improvement models.
- **Customer Interaction:** Establish regular forums where team members can interact directly with customers, gaining firsthand insights to refine and enhance existing services or products.

Interpreting your score: High

Team members with high scores in 'Utilize & Improve' predominantly engage in activities that align with their extensive knowledge and experience. They excel in tasks involving established routines and serving existing customers. Their focus is on leveraging and fine-tuning current systems and products, displaying a commitment to maximizing efficiency and customer satisfaction. This indicates a strong proficiency in optimizing and improving upon well-established operational frameworks.

22 (23%) users scored **High**



How does it impact

For those high on 'Utilize & Improve,' there is a strong emphasis on enhancing and refining existing processes. Their focus on activities where they have amassed significant experience translates into exceptional service for current customers and a meticulous approach to routine operations. This dedication to continuous improvement of familiar tasks and products contributes to maintaining high-quality standards and achieving customer satisfaction. However, while their focus on existing models ensures operational excellence, it may limit exposure to novel ideas and adaptive challenges. Balancing this proficiency with occasional innovative pursuits can further enrich the team's contribution to organizational growth and adaptability.

Strategies for action

- **Tweak-it Tuesdays:** Encourage all team members to propose one idea for process improvements, fostering a sense of ownership and engagement.
- **Kaizen Events:** Implement Kaizen events for continuous, incremental improvements, leveraging this proven methodology for enhancing existing processes.
- **Process Optimization Competitions:** Host internal competitions for optimizing current processes, incentivizing innovative thinking within the constraints of existing frameworks.
- **Quality Circles:** Form quality circles to discuss and improve work processes, drawing on collective expertise and research in team-based problem solving.
- **Regular Process Audits:** Conduct regular audits of current processes to identify inefficiencies and areas for improvement, ensuring continuous refinement and effectiveness.

AI Predictive Optimisation AQ

Organization
Future Enterprises, Inc.

Change Readiness

What does it mean?

The AQ Change Readiness Index™ for teams evaluates collective preparedness for navigating and embracing change within an organization. As businesses encounter structural, systemic, or strategic shifts, it's crucial for teams to adapt effectively. This index measures the team's combined adaptability skills and their approach to uncertainty, along with the strength of environmental support systems. A higher score reflects a team's collective readiness to lead and support transitions, ensuring the organization remains agile and responsive in dynamic work environments.



Currently team's average score is: **57**

Interpreting your score: Low

Team members with a low AQ Change Readiness Index™ may display resistance or discomfort towards change, often stemming from a lack of clarity or support. This can manifest as reluctance to adopt new strategies or processes, affecting overall performance and adaptability. Encouraging open communication, clear understanding of changes, and utilizing available support systems can enhance the team's collective readiness and resilience.

64 (67%) users scored **Low**



How does it impact

Team members with a low AQ Change Readiness Index™, may struggle with new workflows, leading to inefficiencies and delays in project completion. A lack of clarity on changes can cause misalignment with evolving organizational goals, impacting team cohesion and effectiveness. This resistance to change can create a stressful environment, reducing job satisfaction and potentially increasing team member turnover. Encouraging open dialogue about changes, providing training and support, and fostering a culture of adaptability are essential steps in enhancing the team's readiness and overall performance in changing scenarios.

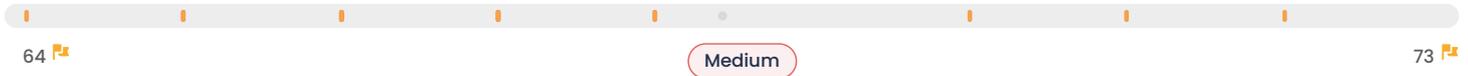
Strategies for action

- **Change Management Training:** Implement training programs based on Kotter's 8-Step Change Model to equip team members with the skills to manage and embrace change effectively.
- **Practice Radical Candor:** Establish open communication channels, encouraging team members to voice concerns and suggestions regarding changes, based on principles from Kim Scott's "Radical Candor."
- **Change Champions Network:** Create a network of change champions within the team, inspired by the ADKAR model, to facilitate peer support and promote a positive attitude towards change.
- **Adaptability Role-Play Scenarios:** Implement role-play scenarios where team members navigate hypothetical change situations, enhancing their adaptability skills.

Interpreting your score: Medium

A medium AQ Change Readiness Index™ indicates a variable response to change, balancing adaptability with caution. While generally managing transitions, the team members may exhibit moments of hesitation, potentially missing opportunities for innovation or improvement. Fostering a culture of collaboration and mentorship can strengthen adaptive capacity, ensuring they remain aligned with evolving organizational objectives and can effectively handle complex changes.

17 (19%) users scored **Medium**



How does it impact

Team members scoring medium on the AQ Change Readiness Index™ generally navigate change well but may exhibit occasional reluctance or indecisiveness. This can lead to a mix of successful adaptations and missed opportunities, affecting the team's overall progress and innovation potential. Encouraging proactive engagement with change, providing clarity on new directions, and fostering an environment where team members feel supported can enhance their adaptability. Emphasizing the value of diverse perspectives and experiences within the team can also help in developing a more cohesive and adaptive approach to change, benefiting both individual members and the team as a whole.

Strategies for action

- **Inclusive Decision-Making Process:** Incorporate inclusive decision-making strategies from Dr. Paul Nutt's research, ensuring team members feel involved and valued in change initiatives.
- **Adaptability Innovation Contests:** Organize innovation contests where teams develop and present solutions for hypothetical or upcoming changes.
- **Feedback Loops for Change Initiatives:** Establish regular feedback loops, using methods from Dr. Edward Deming's System of Profound Knowledge, to assess and refine change processes.
- **Change Simulation Games:** Introduce simulation games that mimic real-world change scenarios, allowing team members to practice and refine their adaptability strategies.
- **Scenario Planning Activities:** Introduce scenario planning activities to enhance strategic adaptability.

Interpreting your score: High

Team members actively embrace and often lead change within the organization. Their adaptability shines in both voluntary and imposed scenarios, driving consistent performance amidst change. This proactive approach positions them as leaders in transformation, contributing significantly to the organization's adaptability. Continuously harnessing and sharing these adaptive skills can further solidify the overall team's role in navigating and capitalizing on dynamic business landscapes.

14 (14%) users scored **High**



How does it impact

Team members are adept at managing and leading change, often at the forefront of organizational transformations. Their agility and proactive approach contribute significantly to maintaining momentum and driving innovation. They are likely to experience high job satisfaction and engagement, during periods of change, as they feel valued and capable of making meaningful contributions. They are at risk of leaving if things stay the same for too long. It's important to continuously invest in skill development, encourage knowledge sharing, and recognize efforts. This not only maintains their readiness but also sets a positive example for the entire organization.

Strategies for action

- **Advanced Leadership Development:** Implement leadership programs, drawing on John Kotter's principles, to enhance team leaders' abilities in guiding change.
- **Labs and Hackathons:** Organize innovation labs or hackathons to encourage creative problem-solving and experimentation.
- **Strategic Foresight Training:** Offer training in strategic foresight, based on Dr. Peter Bishop's methodologies, to anticipate and prepare for future trends and changes.
- **Peer-to-Peer Learning Circles:** For sharing experiences and strategies in managing change, inspired by Etienne Wenger's Communities of Practice theory.
- **Internal Mobility:** Create internal mobility programs to provide team members with opportunities to explore new roles and challenges, fostering adaptability and career growth.

AI Predictive Optimisation **AQ**

Organization
Future Enterprises, Inc.

Reskill Index

What does it mean?

The AQ Reskill Index™ assesses the collective ability to learn new skills and adapt to evolving job requirements. It evaluates the team’s overall capacity for mental flexibility, unlearning outdated practices, and embracing new technologies. Alongside considering to what extent they seek to protect existing skills, and can manage work stress. This index is crucial in understanding how well a team can navigate and adapt to industry shifts, technological advancements, and new role requirements. High AQ Reskill Index™ indicates a strong readiness to adapt and succeed in dynamic work landscapes.



Currently team’s average score is: **53**

Interpreting your score: Low

The team’s AQ Reskill Index™ suggests a conservative approach towards adapting and learning new skills. Reskilling will likely be hard and slow. It indicates a need to focus on enhancing mental flexibility and willingness to unlearn. Cultivating these qualities can significantly improve the team’s adaptability, ensuring they are better equipped to handle future challenges and transitions in the workplace.

80 (84%) users scored **Low**



How does it impact

Teams members with a low AQ Reskill Index™ may encounter obstacles in swiftly adapting to new roles or technologies, potentially affecting overall team performance and innovation. Their reluctance to step out of established comfort zones can hinder progress and limit their ability to capitalize on emerging market opportunities. To counteract this, it’s vital to foster an environment that encourages exploration, continuous learning, and skill development. Prioritizing training programs that focus on new technologies, methodologies, and soft skills can gradually enhance the team’s adaptability and readiness for change, ensuring they remain relevant and competitive in a rapidly evolving professional landscape.

Strategies for action

- **Exploratory Learning Assignments:** Assign tasks that require exploring unfamiliar domains, leveraging the principle of 'learning by doing' to enhance adaptability.
- **Skill Share:** Pair team members with mentors to guide and encourage new skill acquisition.
- **Incremental Skill Stretch:** Gradually assign new tasks which require new capabilities to build confidence and competence.
- **Skill Showcases:** Host monthly skill exposure sessions to introduce team members to potential areas of re-skilling.
- **Skill Mapping:** Organize data capture & analysis for team members to map their current skills against future organizational needs.

Interpreting your score: Medium

Your team's AQ Reskill Index™ shows a balanced but cautious approach to re-skilling. The team has a foundational adaptability potential, yet may benefit from further development in areas like resilience and managing work stress. Enhancing these attributes can strengthen the team's ability to effectively adapt to new roles and emerging technologies, bolstering their readiness for change.

7 (8%) users scored **Medium**

64

Medium

74

How does it impact

Team members display a willingness to adapt, yet often require additional guidance and motivation to fully embrace re-skilling opportunities. This level indicates a balanced approach but can lead to missed opportunities if not actively nurtured. Investing in regular training and development, creating mentorship programs, and encouraging team members to experiment with new ideas can boost their confidence in adapting to changes. Encouraging a culture where learning from failures is valued and where team members feel supported in their re-skilling efforts can enhance the team's collective ability to thrive amidst evolving job requirements and industry changes.

Strategies for action

- Assign Cross-Functional Projects: Broaden perspectives and stimulate adaptive thinking through diverse project experiences.
- Facilitate Personal Development Planning: Encourage individual goal setting aligned with career and organizational objectives.
- Reflective Journaling Practice: Encourage reflective journaling on daily experiences to enhance self-awareness and openness to new learning, based on reflective practice theory.
- Dual Skill Development Programs: Create programs that pair familiar tasks with new skills, using the 'zone of proximal development' principle to encourage gradual skill expansion.
- Cross-department Skill Sharing: Establish peer-led skill-sharing circles for collaborative learning and skill development.

Interpreting your score: High

This team highlights exceptional adaptability and a potential for a high speed of learning. It suggests a collective proficiency in embracing new roles and technologies with ease. To sustain this high level of adaptability, it's important to continue fostering an environment that encourages learning and innovation. Sharing successful adaptation strategies within and beyond the team can also inspire and prepare others for ongoing workplace evolution.

8 (8%) users scored **High**

74

High

100

How does it impact

Team members with a high AQ Reskill Index™ are well-equipped to handle workplace transitions and technological changes. Their proficiency in learning and adapting creates an opportunity for accelerated internal team member mobility, fostering a culture of continuous professional development. By strategically leveraging this ability, the organization can encourage internal talent rotation, enriching the team's skill set and perspectives. Offering challenging projects and cross-functional collaborations can further enhance their adaptability. Recognizing and rewarding these progressive efforts not only maintains the team's competitive edge but also ensures a resilient and versatile workforce, ready to meet the evolving demands of the industry.

Strategies for action

- Advanced Leadership Training: Focus on visionary Roadmapping, futures thinking and change management for high-potential leaders.
- External Expert Panels: Invite external experts for panel discussions to provide insights on cutting-edge skills and industry advancements.
- Futuristic Scenario Planning: Engage in scenario planning exercises for future industry trends, stimulating strategic thinking and foresight skills.
- Leverage Crowdsourcing: Tap into incentive prizes and challenges for collective intelligence accelerating organizational improvements.
- Advanced Re-skilling Tracks: Develop advanced and personalised re-skilling tracks targeting emerging technologies, market trends, and individual aspirations.

Participants

Future Enterprises, Inc.

Total no of employees: **95**Visible: **65**Anonymous: **30**

1. HH jj	Senior Management	2. cimix Test	Customer Service (a)
3. Foxep Test	Senior Management	4. Youtims Test	Sr. Leadership
5. Nowl Test	Sr. Leadership	6. Gared Test	Sales Department
7. Harizzy Test	Sr. Leadership	8. Nothearms1947 Test	Sr. Leadership
9. Pleen1932@einrot.com Test	Operations Division	10. jofocam Test	Senior Management
11. SJSJ jsns	Senior Management	12. Bit Ado	Senior Management
13. JJj kkk		14. Tradjecide Test	Change Leadership Team
15. Bandegirs Test	Change Leadership Team	16. kk jjnjdjn	
17. Warand Test	Ops Team	18. SS JJ	
19. Re Debe	Change Leadership Team	20. Larre Testing	Operations Division
21. Suind Testing	Customer Service (a)	22. KJKKJ jjj	
23. KK kk	Test Okay	24. Tund1936 Test	Human Resources
25. Conat1980 Test	Human Resources	26. Riettereld41 Test	Human Resources
27. JohnI Doe	Senior Management	28. asdfas asdfasd	gaefat
29. dsgasd adsas	Test Okay	30. jj jj	Senior Management
31. Earost1967 Testing	Change Leadership Team	32. fibo ca	Senior Management
33. Thiss Testing	Human Resources,Change Leadership...	34. Andsc Testing	Customer Service (b)
35. Oulds Testing	Change Leadership Team	36. Welit Testing	Customer Service (a)
37. Tew dkb	Senior Management	38. SS JJ	Senior Management
39. Nosi ya		40. wim ahir	Customer Service (a)
41. Rops Off		42. Hofaj aj	Customer Service (b)
43. Waci Tex	Senior Management	44. SS JJ	Senior Management
45. Mapo Cof	Customer Service (a)	46. Fenar Arr	Senior Management
47. Jewe Eve	Senior Management	48. SS JJ	Senior Management
49. SS JJ	Senior Management	50. SS JJ	Senior Management
51. Jeke Deg	Senior Management	52. SS JJ	Senior Management
53. SS JJ	Senior Management	54. Lone Fas	Customer Service (a)
55. Ceso Go	Senior Management	56. Wibe Exi	Senior Management
57. Alary Test	Customer Service (b)	58. Miner core	Senior Management
59. SS JJ	Senior Management	60. Clarm Test	

Participants

Future Enterprises, Inc.

61. Shubham Jain	Senior Management	62. sub aaa	Testing Team
63. Gravers Testing	Senior Management,Legal & Complia...	64. Bregat ItalianTest	Steven's Team
65. Gation FrenchTest	Senior Leadership Team	66. Whindan Test	Steven's Team
67. Lookes Testing	Innovation Team (1)	68. S c	Middle Management
69. Shatel Fuld	Sales team	70. Lisiane Testaert	Baxter Nutrition Leadership Team
71. LK Kihlstadius		72. Dummy Account	Human Resources
73. Test Sample	Internal Team	74. Nadia Mejjati	
75. Marouane Nejjar		76. Charles Penwarden	Senior Management,Customer Servic...
77. Ollie Bone	Innovation Team (1),Senior Managem...	78. Kirsten Nehr	Innovation Team (1),Customer Service...
79. Sean Firth	Innovation Team (1),Legal & Complian...	80. Steven Schloss	Innovation Team (1),Customer Service...
81. Stuart Cowen	Innovation Team (1),Customer Service...	82. Keith Gargiulo	Innovation Team (1),Customer Service...
83. Soumyadip Chakraborty	Innovation Team (1)	84. Jeffrey Gladden FACC	Innovation Team (1)
85. Craig Meyer	Innovation Team (1),Legal & Complian...	86. Irene Corantis	Innovation Team (1)
87. Kristy Garnsworthy	Innovation Team (1)	88. Dan Navaratnam	Innovation Team (1)
89. Mathew Bamford	Innovation Team (1),Legal & Complian...	90. Corinne Liningier	Innovation Team (1)
91. Matthew Robertson	Innovation Team (1),Customer Service...	92. Till Deuschel	Senior Management
93. Cathrine Schultz	Operations Division,Operations Divisio...	94. Kevon Pagac	Operations Division,Kevon Pagac,Fina...
95. Katharina Stehr	Customer Service (b),iiiiii,Finance team		

Report configuration

Future Enterprises, Inc.

Teams included in the report

All Teams...

Age Group : **All**

Gender : **All**

Work Tenure : **All**

Job Level : **All**

Occupation : **All**

Industry : **All**

No. of assessments taken : **All**

Assessment Start Date : **None**

Assessment End Date : **None**

Include Practitioner's Score : **Yes**

Include Partner's Score : **No**