Tilt 365®

TEAM AGILITY PREDICTOR

Zingram / Customer Team

Tilt 365 Team Agility Predictor - Zingram / Customer Team

The Purpose of Tilt 365:

The intention of the Tilt 365 Team Agility Predictor is to predict the extent of your team's positive influence on important stakeholders. Using this tool to research how your team's mindset is impacting the climate your team creates can support your team in developing more intentional **positive influence and agility.** Here are some guidelines for interpreting your graph scores in **Step 3 below:**

Internal Balance

Score of 3.5 or greater from all team members and stakeholders in all four quadrants. Internal Balance is the minimum level of balance needed to have successful cooperative interaction with others.

Positive Influence

Score of 4.0 or greater from all others in all four quadrants. Positive Influence indicates that your team is able to go beyond merely cooperating with others and build effective collaborations.

Agility

Score of 4.5 or greater from all team members and stakeholders in all four quadrants. Agility indicates that you are shifting between all four Tilting patters with ease and in flow as appropriate to the current context.

Generativity

Score of 4.5 or greater from all team members and stakeholders in all 12 Character Strengths. Generativity indicates that your team is creating a positive influence that contributes to and expands global productivity, creativity and innovation

Step 1: Understand Your Team's Current Tilt

Your team's Current Tilt provides insight into how your team has adapted to the team's current environment. This may or may not mirror your dominant team climate, which is your team's natural or preferred set of patterns reported on your Team Climate Profile. The Team Current Tilt reported here identifies perceptions of behavior that are recent and could be an adaptation to current demands or simply a perception that a certain set of patterns are appropriate at this moment in time.

When you are Tilting in Connection it means you currently appear to be focused on connecting People and Ideas, and your top two character strengths are seen as Likability & Openness. This combination may mean you are tuned in to people and socializing your ideas right now. You may notice you are more alert to the needs of others and can intuit just how to help them. In this mode, you may feel more receptive than usual and can quickly interpret the cues to improvise. You may be focused on expanding social networks and positive influence through others.
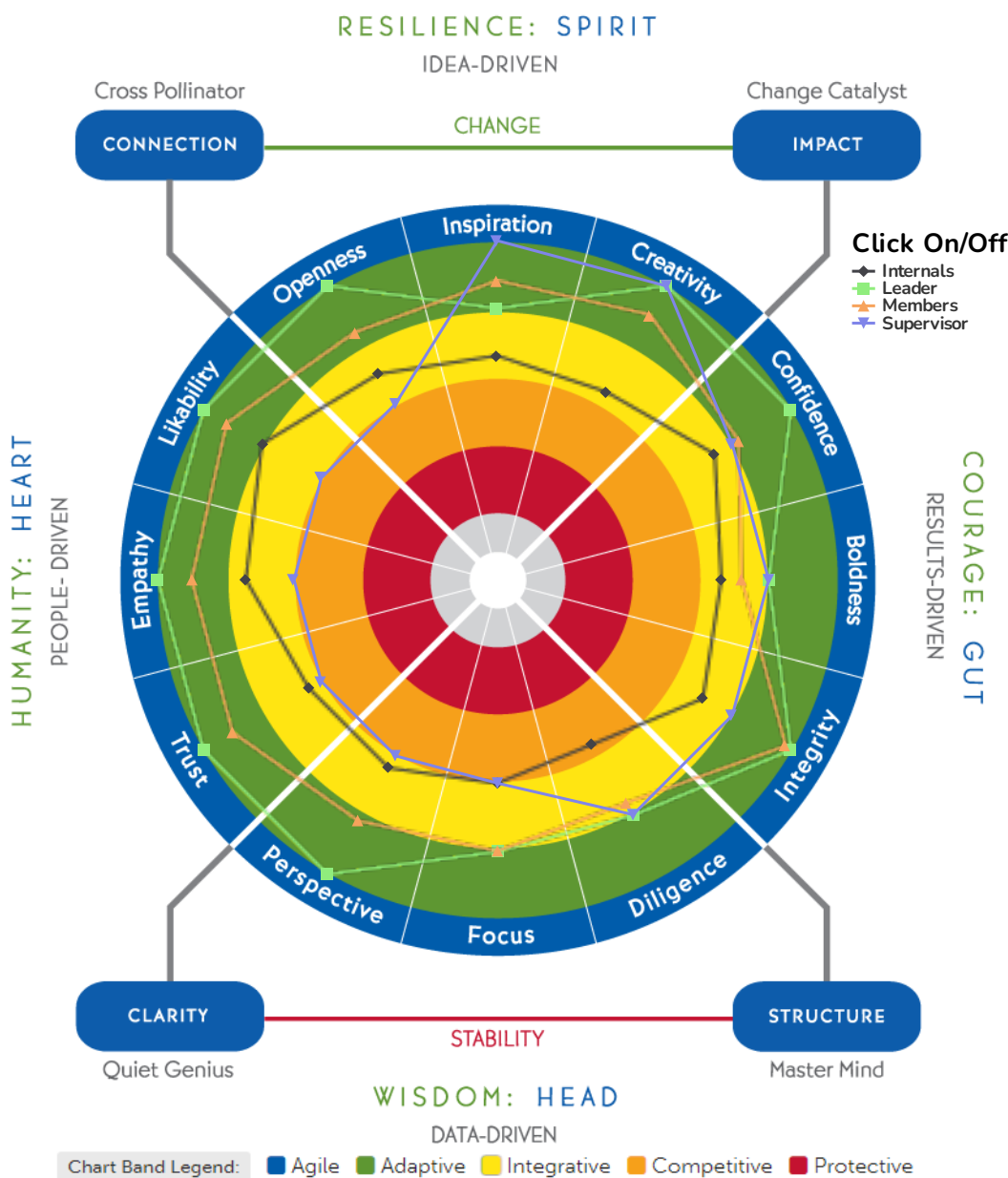
Step 2: Review the Color Zones

The Tilt Mindsets convey an individual or collective set of established attitudes. Your team's scores may fall into six different mindset zones, each associated with a color. Any of them can be an appropriate response to certain contexts. However, the zones that are less inclusive (i.e. self-centric) will have a predictable decreasing impact on your team's positive influence and perceived agility - both important for effective interactions with others. This legend will be helpful to understand your team's scores in each character strength and quadrant on your graph:

Mindset	Level of Inclusion	Focus of Attention
Generative	Team Leader + Worldview	Global concern
Agile	Team Leader + Community	Cultural concern
Adaptive	Team Leader + Organization	Enterprise concern
Integrative	Team Leader + Division	Functional concern
Competitive	Team Leader + Team	Team concern
Protective	Team Leader + Others	Team Leader concern

Step 3: Review your Tilt Graph

The Tilt Graph gives you the scores on 12 Core Character Strengths (in blue on the graph) from various Team observer groups. Notice the zone where your team's scores land with various observer groups. The scores may vary because we often behave differently with certain groups depending upon perceptions of the situation.

For example, you may monitor your behavior with a specific group more than others because you perceive that they are more important. Therefore, shifting to a different mindset can change how your team appears to that group. As your behavior becomes more intentional, your team's scores will expand toward the outer rings, and the expansiveness of your teams positive influence and perceived agility will expand as well.

Average Scores from Observers

Courage : 3.9   Humanity : 4.1   Resilience : 4   Wisdom : 3.6

* indicates that observers had widely discrepant ratings, which means the score FOR THIS STRENGTH is likely not representative of how any one individual sees you. This is probably because you adjust your behavior across different settings

> **Tip!**
>
> The 12 character strength scores can be lowered by either underuse or overuse, so the desired middle will result in the highest scores.

> *"The strength of the team is each individual member. The strength of each member is the team."*
>
> — *Phil Jackson*

Step 4: Blind Spots & Hidden Strengths

Blind Spots

If the Team Leader score is higher than the score from other team observers by more than 1.5 points, it represents a statistically significant Blind Spot in awareness. If there are no blind spots listed below, then none have been identified by your team's observers.

Strength	Description	Team Observers	Score	Team Leader
Empathy	Show compassion for others	Supervisor	3	5
Likability	Make a favorable social impression	Supervisor	3	5
Openness	Receptive to changing circumstances	Supervisor	3	5
Perspective	Conduct adequate research to assess all options	Supervisor	3	5
Trust	Build lasting relationships on mutual respect	Supervisor	3	5
Creativity	Use imagination to produce novel ideas	Internals	3.2	5
Integrity	Embody sound ethical principles	Internals	3.5	5

Hidden Character Strengths

If your the Team Leader score is lower than the score from other team observers by more than 1.5 points, this represents a Hidden Character Strength. This may represent a natural strength that may not be recognized because it seems so easy for your team, but is appreciated by others. Or it could represent something you've previously identified and worked on, but have not realized how much you team has improved.

Team has no Hidden Character Strengths, or has not received enough feedback to display these.

Developmental Suggestions

Once identified, you can begin to look for patterns identified by others and acknowledge them openly as you work to develop more conscious awareness. Use the Tilt Habit-Change Process to shift Blind Spots and Hidden Strengths into more explicit behaviors.

Step 5: Highest & Lowest Strength Detail

Highest Strengths - (Team Leader)

Strength	Description	Score	Tendency	Under/Over
Openness	Receptive to changing circumstances	5	Balanced	
Confidence	Exhibit appropriate self-assurance	5	Balanced	
Creativity	Use imagination to produce novel ideas	5	Balanced	

Lowest Strengths - (Team Leader)

Strength	Description	Score	Tendency	Under/Over
Boldness	Willing to navigate risk	4	Occasionally Underused	May not be willing to navigate risk
Diligence	Care about producing high-quality work	4	Occasionally Underused	May not care about producing quality work
Focus	Prioritize the most important work first	4	Occasionally Underused	May not prioritize the most important work first

Highest Strengths - (Team Members)

Strength	Description	Score	Tendency	Under/Over
Integrity	Embody sound ethical principles	4.9	Balanced	
Likability	Make a favorable social impression	4.6	Balanced	
Creativity	Use imagination to produce novel ideas	4.5	Balanced	

Lowest Strengths - (Team Members)

Strength	Description	Score	Tendency	Under/Over
Boldness	Willing to navigate risk	3.6	Occasionally Underused	May not be willing to navigate risk
Diligence	Care about producing high-quality work	3.8	Occasionally Underused	May not care about producing quality work
Focus	Prioritize the most important work first	4	Occasionally Underused	May not prioritize the most important work first

Highest Strengths - (Supervisor of Team Leader)

Strength	Description	Score	Tendency	Under/Over
Creativity	Use imagination to produce novel ideas	5	Balanced	
Inspiration	Have a common sense of purpose	5	Balanced	
Boldness	Willing to navigate risk	4	Occasionally Underused	May not be willing to navigate risk

Lowest Strengths - (Supervisor of Team Leader)

Strength	Description	Score	Tendency	Under/Over
Empathy	Show compassion for others	3	Sometimes Overused	Readily give in just to avoid tension
Focus	Prioritize the most important work first	3	Sometimes Underused	May not prioritize the most important work first
Likability	Make a favorable social impression	3	Sometimes Overused	Tell you what you want to hear to gain approval

Highest Strengths - (Clients)

Not enough observers have responded to report on this category.

Lowest Strengths - (Clients)

Not enough observers have responded to report on this category.

Highest Strengths - (Internal Stakeholders)

Strength	Description	Score	Tendency	Under/Over
Likability	Make a favorable social impression	4	Mixed	Tell you what you want to hear to gain approval
Confidence	Exhibit appropriate self-assurance	3.7	Mixed	May not exhibit appropriate self-assurance
Empathy	Show compassion for others	3.7	Mixed	Readily give in just to avoid tension

Lowest Strengths - (Internal Stakeholders)

Strength	Description	Score	Tendency	Under/Over
Diligence	Care about producing high-quality work	2.8	Sometimes Underused	May not care about producing quality work
Focus	Prioritize the most important work first	3	Sometimes Underused	May not prioritize the most important work first
Creativity	Use imagination to produce novel ideas	3.2	Sometimes Overused	Come up with ideas that seem eccentric

Highest Strengths - (Others)

Not enough observers have responded to report on this category.

Lowest Strengths - (Others)

Not enough observers have responded to report on this category.

Developmental Suggestions

Think of feedback as a mirror to what may be going on inside your team. For example, if you don't think your team is very creative, then you are probably conveying that message to others, whether you mean to or not. Avoiding projects that require creativity sends a clear message that you doubt your team's ability. People not only listen to what you say, but also interpret the implications of your actions.

As a caveat, input from others outside the team is not necessarily "true" or "accurate" but is instead based on perceptions that come from how your team shows up. Collecting data through this assessment periodically can provide interesting information to consider in shaping your intentional messages more carefully.

Questions to Ask Yourself

Make sure to click on both the "Team Members" and "Stakeholders" tabs above to see what you think of your team and what others are noticing too. Then look for similarities and differences. What can you change to align your unconscious messages with your true underlying intentions? What one thing could you change that would make the most difference?

Focus on ONE change at a time.

Pick one of the lowest scoring strengths and make an intentional shift in outward behaviors. Choose the one change that would be most meaningful or impactful.

Set your team up to succeed.

Make a personal commitment to change your habitual patterns as the Team leader and commit to an accountability partner who will help you with unconscious patterns when they surface. Give that person permission to prompt you in the moment. Once you notice changes in your team, it's time to start a new assessment to see if team scores have changed. In this way, you set yourself up for positive feedback which will help the change to stick.

Step 6: Review Open Comments

Guidelines for productive analysis of Open Comments:

1. Avoid Speculation

Review the comments offered to help you build your team's character strengths. Avoid attributing comments to certain people. Blaming someone for a negative comment is counterproductive to the overall goal of using this feedback to improve and grow. Instead of trying to point fingers appreciate the fact that people took the time to give you honest feedback.

2. Stay Open & Curious

Focus on staying open to learning and approach others' views with open curiosity. Learn to be fascinated about the stories and perceptions people have that are different from your own.

3. Avoid Negative Thinking Patterns

Do not obsess about comments that are not particularly helpful to you or your team - set those aside for another time because they can have an adverse impact on your mindset that can actually make matters worse. Decide what rings true to you and work on what you feel strongly about.

4. Don't Take Yourself Too Seriously

Build upon what makes you operate from strength and discard that which makes you operate from fear or negative internal dialogue. Being more light-hearted can lead to more openness to learning and lower defensiveness. This will set you up to successfully grow.

5. Focus only on themes.

Remember that everyone has perspectives and views, so one-off comments are less important than themes that are indicated by a pattern from more than one observer. Find consistent messages echoed throughout the comments and zero in on these themes. Work with your team coach to develop new practices that will address them.

"Politeness is the poison of collaboration."

— Edwin Land

Open Comments

What should Customer Team work on doing LESS of because it is creating some negative influence?

a little less accomodating	Internal Stakeholders
Can't think of much. Working with Bowen and the team is the best job I've ever had. He's inspiring and kind.	Team Members
Don't make promises to clients about features that are unrealistic to implement. This is disrespectful to those who have to build such things. If you pitch it to the CEO and then we have to build it without reasonable time frames it's a recipe for disaster with a key client.	Internal Stakeholders
I am new to the team so doing a lot of observing still, but I think there is room for improvement in terms of call time and being more efficient in our metrics by focusing on faster paths to satisfaction.	Team Members
I think we go too far to take care of every customer need the way we do. We should have some guardrails to go by. I am probably a little less accomodating than others on the team, but I've been in Ops and I know how it feels to have to deliver our promises.	Team Members
I would like to see this team be more organized and prepared for meetings, so we can get right to the point and get down to work. They always create too much banter at the beginning of meetings which is frustrating. Also seem to always be introducing new ideas after we've already landed that plane.	Internal Stakeholders
Less ideas, because I sometimes get confused about what's most important	Team Members
Less solving the same problems over and over. Just decide and get the dev dept to fix these firction points for customers	Team Members
making promises that we cannot possibly keep with key clients	Internal Stakeholders
not sure we have a common sense of purpose per se, because I've never seen a vision statement, but we do seem to care about customer experience a lot. Is that our core purpose?	Team Members
nothing	Team Members
This team is taking too much time helping customers on a one-off basis which impacts our efficiency scores in customer service. We need to trim the time by 10% in and be more efficient at taking care of their needs.	Supervisor of Team Leader
We can't do what every customer wants and this team just goes to extremes to make sure every customer is 100% happy which is impossible and unrealistic. We should stop giving in to every custom request and spending so much time on the phones and chats trying to satisfy every customer.	Internal Stakeholders
We might not be the most focused and disciplined team in terms of being on time or being all that efficient, but we are great at what we do, which is make customers happy. Very happy. I think that's the most important thing.	Team Members
We need to tune into the dev department and understand how they do things so we can be more careful what we promise. It always comes back to bite us if we seem open with customers and then have to go back and say no. That's an awful feeling and job to do.	Team Members
We've been told we need to be more selective about bringing ideas we get about customer satisfaction to the product	Team Leader

dev team, but what's more important that our net promoter scores and feature feedback? Not sure I agree with how everyone sees us.

your team does cause issues for the rest of us sometimes because you want to make changes based on one customer not being happy. Be more discerning and selective and help us make decisions based on more data.	Internal Stakeholders

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What should Customer Team CONTINUE doing, because it has been creating positive influence?

Being friendly and approachable in solving our customers problems	Team Members
Being open to feedback, but track it better and don't ask for features just because one person wants it. We need to see the evidence that it's a common feature request before we even consider it.	Internal Stakeholders
Everything	Team Members
Good attitude, good morale on the team. It must be frustrating to be on the phones and chats all day long taking care of customers. I could never do it so I am glad someone does.	Internal Stakeholders
Great attitude and positivity	Team Members
I like how you do really listen and take care of people. Everyone on the team is so kind and generous which I value.	Internal Stakeholders
Positive attitude and fun to be around. Always a party! Never forget my birthday, haha.	Internal Stakeholders
Positive attitude, hard work, support of one another, support to others on the LT and keeping an open mind to learning.	Supervisor of Team Leader
Taking care of business. We genuinely care and take responsibility for customer satisfaction and our net promoter scores show it	Team Members
Taking care of business. We need to communiate more and lead more confidently and boldly with other departments if we really want certain features.	Team Members
taking care of issues customers are having in an effective manner	Team Members
Taking great care of customers and recording their requests for new features to report to product dev.	Team Members
This team is fun to hang around with at company events but they come across as flighty in meetings and keep bringing up more ideas long after we've decided on a path forward. Otherwise, they are all nice people but too influencable.	Internal Stakeholders
We always have a positive attitude and optimism, so we are resilient. Can't ever have enough positivity.	Team Leader
We do a thorough job of taking care of our customers and our service is known for it. I have certain customers that will only speak to me to help them resolve their issues because I get into every detail.	Team Members
working hard to take care of our great customers. They are so nice and I feel a lot of satisfaction helping them.	Team Members

What should Customer Team START doing MORE of that would have a positive influence?

as I said, be more selective and make data-driven decisions	Internal Stakeholders
Be more realistic about what we can actually do for customers. It's impossible to take care of every single need mentioned by every customer.	Internal Stakeholders
Being more realistic, being more detailed, being more empathetic versus persuasive.	Internal Stakeholders
being more selective, discerning and realistic	Internal Stakeholders
documenting our SOPs like other companies do. It would be such a helpful resource for all of us.	Team Members
Focus on metrics and data more, care about performance measures that are less related to satisfaction and balanced with efficiency too.	Team Members
Gathering more data and making data-driven decisions.	Team Members
I think we're already doing more.	Team Members
I think we're practically perfect in every way. great team to work on and Bowen is an amazing leader	Team Members
identify our customer friction points in the UX so we don't have to help people on the same things so many times	Team Members
Keeping better records of the problems so we can report the repeat issues and get them fixed	Team Members
Less talk and more action would be appreciated.	Internal Stakeholders
Maybe get clear on our "why" and talk about it more?	Team Members
Save all of your ideas and present them at the same time in customer engagement brainstorming meetings, but once we've got a plan, don't keep bringing ideas into the conversation because it disrupts Shannon's team who is trying to execute on specific plans and specs.	Supervisor of Team Leader
the dev team needs to automate the NPS scores so they are coming in all the time instead us having to be sent out manually once a month	Team Members
using metrics and evidence to pose new features, not one person's opinion	Internal Stakeholders
We could probably be better with followup and discipline. At least that's the feedback we've gotten anyway. We are always working to get better. But relationships take time.	Team Leader

Final Step: Create Your Development Plan.

1. Write Your Teams Goal Down & Commit.

One of the most important things the Team Leader can do to accomplish your team's development goal is to write it down in a visible place. Write it down in the form of a commitment to your team and record your results daily. One tool that some find useful is called The 12 Commitments.

2. Keep daily records for 30 days.

Journaling as your team grows self-awareness in daily life can provide real motivation to keep working. Awareness and acceptance are the precursors to permanent change. It creates a focus on reality that your team can refer back to later and see the positive change over time. This increases your belief that you can change even more things.

3. One change at a time.

All of the commendable strengths on the Tilt model have a halo effect on all of the others, so if your team improves one, other strengths will naturally improve simultaneously. For example, if your team starts having team huddle meetings every day to improve your team's diligence, after a while your team will notice that everyone begins to improve other habits and strengths without even realizing it. As a by-product of one habit, others will fall into place more readily. This is why we recommend that your team focus on one thing at a time!

4. Consult with a team coach.

Support your team's growth and development by consulting with a certified team coach through your company's approved list of coaches or contact support@tilt365.com, and we will find the right coach for you. We have a worldwide network of practitioners who can support your growth.

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