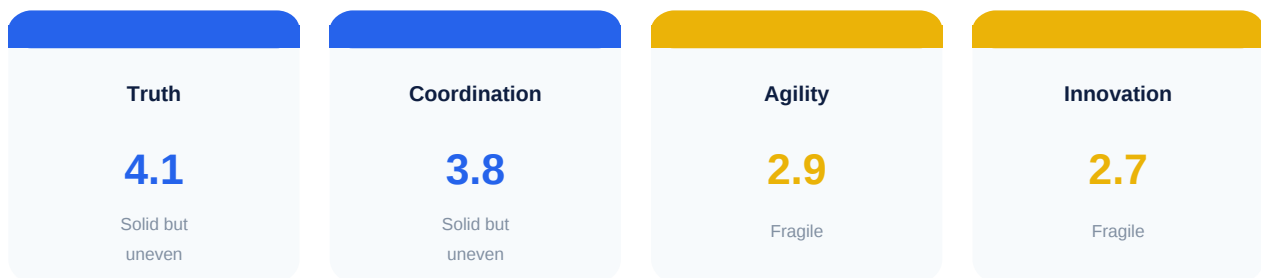




Senior Team Example

Sample Team Report

For Reference Only · Administrator Use



Overall SCALE Score: 3.4 · Solid but uneven

Predicting Behaviour. Improving Decisions. Unlocking Potential.

31 May 2026

Executive Summary

This is a capable, experienced senior leadership team with clear commitment to delivery and strong individual accountability. The data suggests good alignment around facts and reasonable coordination within functions. The team has the capability to perform at the level required.

However, the two clearest performance constraints are Agility and Innovation. Decision-making is slower than the environment demands, with too many decisions escalated unnecessarily. At the same time, the team is not yet creating structured conditions for ideas to translate into action — improvement is more aspiration than embedded practice.

In simple terms:

This is not a capability issue — it is a system and operating model issue. The team has the talent. What it lacks is the operating architecture to move fast and learn consistently.

SCALE Profile

ELEMENT	SCORE	BAND	STD DEV	VARIATION
Truth	4.1	Solid but uneven	0.61	moderate
Coordination	3.8	Solid but uneven	0.55	moderate
Agility	2.9	Fragile	0.82	high
Innovation	2.7	Fragile	0.79	high
OVERALL	3.4	Solid but uneven		

Element Insights

Truth

4.1

"Are we working from the same reality?"

Solid but uneven

The team broadly values data and evidence, but alignment on key facts is not consistent. Different parts of the team are sometimes operating from slightly different versions of reality, particularly under time pressure.

What's working

- Strong belief in data-driven decision making across the team
- High analytical capability within the leadership group
- Data sources broadly trusted — no major credibility issues

Where it breaks down

- Assumptions are not always surfaced early, especially in planning phases
- Conflicting data is occasionally left unresolved under time pressure

- Stakeholder narratives can occasionally override the evidence base

What this means:

Decisions are often well-informed, but not always fully aligned — this creates downstream friction and occasional rework.

Challenge Questions

- Where are we operating from different versions of reality without realising it?
- What assumptions are we not surfacing early enough in our planning cycle?
- Where might we be prioritising narrative over fact — particularly with senior stakeholders?

Coordination

3.8

"Are we operating as one system?"

Solid but uneven

Coordination is good in places, but not yet dependable across the full system. Role clarity exists within functions, but cross-team handoffs and shared ownership of cross-functional work are inconsistent.

'& What's working

- Clear ownership and accountability within individual functions
- Strong individual delivery discipline
- Good awareness of interdependencies at leadership level

'& Where it breaks down

- Handoffs between teams are inconsistent — some work falls through gaps
- Decisions that could be resolved locally are still escalated
- Priorities are not always visibly aligned across the full system

What this means:

The team shows coordination capability, but consistency is lacking — slippage between functions and uneven planning quality are the visible consequences.

Challenge Questions

- Where are we behaving as a group of functions rather than one team?
- What work is falling between the gaps — or being duplicated — right now?
- Which decisions are we escalating that we shouldn't be?

Agility

2.9

"Can we move at the speed required?"

Fragile

Agility is situational rather than reliable. Pressure exposes a reliance on hierarchy and delayed decisions — the team can respond quickly in places but this is not yet a system-wide capability.

'& What's working

- Willingness to adapt when circumstances change
- Growing comfort with ambiguity in some parts of the team

'& Where it breaks down

- Decision-making slows significantly under complexity or ambiguity

- Over-reliance on senior sign-off in moments that require speed
- Marked variability in responsiveness across different teams — high std dev
- Escalation overload creates bottlenecks at leadership level
- Rework caused by late changes to direction

What this means:

The capability exists in parts, but breaks down under pressure — the team is more likely to react than adapt when it matters most.

Challenge Questions

- What is slowing our decision-making down unnecessarily — and what could we just decide locally?
- Where are we over-relying on hierarchy when the work doesn't need it?
- What could we test quickly and cheaply instead of debating for weeks?

Innovation**2.7**

"Are we getting better over time?"

Fragile

Innovation is constrained by time, risk appetite, and follow-through. Good ideas surface but struggle to move into action. There is spirit and intent here, but not yet an embedded practice of structured experimentation and learning.

'& What's working

- Ideas are occasionally welcomed from across the team
- Some spirit of curiosity and openness to doing things differently

'& Where it breaks down

- No protected time or explicit forum for experimentation
- Innovation is seen as extra work, not part of delivery
- Risk aversion limits what teams feel permitted to try
- Learning from failure is inconsistent and rarely captured systematically
- Good ideas surface but rarely translate into structured follow-through

What this means:

Innovation exists in intent, but rarely in systematic execution. The team is not building the learning loops it needs to improve over time.

Challenge Questions

- Where are good ideas getting stuck or lost — and what's the pattern?
- What are we not trying because it feels too risky — and is that risk assessment accurate?
- How are we capturing and using learning from failure? Are we doing this at all?

Predictive Behaviour Under Pressure

1. Top-Down, Last-Minute Requests

The team is likely to respond quickly in parts of the system, but consistency will depend on whether facts and ownership are aligned early.

- Some functions move faster than others — creating an uneven response
- Priorities may be interpreted differently across the system without a clear single source of truth
- Escalation risk increases under time pressure, bottlenecking the team leader

Net effect: Mixed pace and uneven alignment — activity increases but coherence decreases.

2. Competing Stakeholder Demands

The team is likely to diagnose stakeholder pressure reasonably well, but follow-through may vary depending on how clearly priorities and ownership are aligned.

- Good individual diagnosis, but uneven collective execution
- Cross-functional alignment is inconsistent — different leaders may give different messages
- Some stakeholders receive clearer and more consistent responses than others

Net effect: Mixed alignment and variable stakeholder experience.

3. Pressure / Overload

Under sustained pressure, the team is likely to revert to functional silos — protecting their own area at the expense of collective outcomes.

- Focus shifts from collective outcomes to individual function priorities
- Reporting becomes more optimistic than reality as teams protect their position
- Risk-taking and experimentation drop to near zero — the Innovation gap widens
- Decision-making becomes even more centralised, slowing overall response

Net effect: Short-term delivery is maintained, but at the expense of long-term effectiveness and team cohesion.

Overall Diagnostic

The ORD SLT has real capability. The priority is tightening how the system operates — not adding more resource or doing more.

The key shift is not adding more capability — it is changing how the team operates together. Two specific improvements will unlock the most performance:

- Truth !' align reality earlier — surface assumptions at the start of planning,
- Coordination !' operate as one team, not many — shared ownership of cross
- Agility !' push decisions closer to the work — define what can be decided lo

- Innovation !’ structure experimentation and learning — protect time, reward

Bold Ideas from the Team

- Build a shared decision log so everyone can see what was decided, why, and by whom
 - Create a monthly 'test and learn' 30-minute slot in the leadership meeting
 - Map the top 10 recurring cross-functional handoffs and agree owner and protocol for each
 - Design a fast-lane decision framework for time-sensitive calls that don't need full team consensus
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Recommended Development Sessions

5 structured workshops addressing this team's specific scale constraints.

Decision Rights Reset — Who Decides What?

Scale: Agility · Priority: High · Half day (3.5 hrs) · Full SLT (10–14 people)

Objective

Map where decisions are being made vs. where they should be made. Agree a new fast-lane decision protocol that reduces unnecessary escalation.

Why this session

The team's Agility score (2.9) reflects a structural problem: decisions that should be made close to the work are being escalated upward. This session directly addresses that bottleneck.

Session Agenda

0:00–0:30	Opening: What is our current decision-making speed costing us? (data from Scale Insights — anonymous quotes + score)
0:30–1:15	Mapping exercise: For each of the top 10 recurring decision types, who is currently deciding — and who should be deciding?
1:15–1:30	Break
1:30–2:15	Design: Build a Decision Rights Matrix — 4 tiers: Decide Alone / Decide + Inform / Consult + Decide / Escalate
2:15–2:45	Test with real examples: Apply the new matrix to 3 recent decisions that went wrong or were slow. What would have happened?
2:45–3:15	Commitments: What are the 5 decisions the team agrees can now be made without escalation? Name them. Write them down.
3:15–3:30	Close: Define review trigger — when do we revisit this framework?

Session Outputs

- A Decision Rights Matrix — agreed and visible
- List of 5–10 decisions that are immediately delegated or locally resolved
- Agreement on the escalation threshold
- Owner assigned to maintain and evolve the matrix

Facilitator Notes

Do not let this become a conversation about authority or hierarchy — keep the frame firmly on speed and system performance. Use the Scale Insights data as evidence, not accusation. The best facilitation move is to ask: 'What would have to be true for this to be decided locally?' rather than 'Who should own this?'

Follow-Up

30-day check-in: how many decisions have been resolved locally? What's still being escalated and why?

The Learning Architecture — Building a Team That Gets Better

Scale: Innovation · Priority: High · Half day (3.5 hrs) · Full SLT + optional input from one level below

Objective

Diagnose why good ideas are not translating into action. Design a lightweight innovation and learning rhythm that fits into existing work — not on top of it.

Why this session

Innovation scored 2.7 — the lowest on the team's profile. The data shows ideas are surfacing but not being followed through. This is a system and permission issue, not a lack of ideas.

Session Agenda

0:00–0:20	Opening: What's the last thing we tried that didn't work — and what did we learn? (Pair share, then group)
0:20–1:00	Diagnosis: Where do good ideas die? Map the journey of an idea from origin to action. Identify the 3 most common points of failure.
1:00–1:30	Reframe: What does 'experimentation' look like for us? It's not always new products — it's any deliberate test with a learning intent. Build 5 examples from recent work.
1:30–1:45	Break
1:45–2:30	Design Sprint: Create a simple 'test and learn' protocol — what's the smallest version of an idea we can try in 4 weeks or less? Agree on a lightweight process.
2:30–3:00	Protection: What needs to be true for this to actually happen? Agree on a protected monthly 30-minute 'test and learn' slot in the leadership meeting.
3:00–3:30	Identify the first 2 experiments to run — assign owners, timescales, and success criteria.

Session Outputs

- A shared definition of 'experimentation' that fits this team's context
- A simple test-and-learn protocol (1-page, not a deck)
- 2 live experiments with owners and 4-week timescales
- A protected monthly 30-minute 'learning' slot agreed in the operating rhythm
- Agreement on how failure is communicated — openly and without blame

Facilitator Notes

The biggest risk in this session is that people intellectualise innovation rather than design something real. Push hard for specificity — 'What is the first experiment, who owns it, and what does success look like?' The energy often rises when teams realise experimentation doesn't have to be large or scary. Keep examples small and practical.

Follow-Up

60-day review: Are the 2 experiments running? What did we learn? What's the next 2?

The Operating Rhythm Audit — Are Our Meetings Working For Us?

Scale: Agility + Coordination · Priority: Medium · 2 hours · Full SLT

Objective

Review the current operating rhythm — which meetings are adding value, which are consuming time without creating it — and redesign accordingly.

Why this session

Both Agility (2.9) and Coordination (3.8) data point to slow information flow and inconsistent coordination at key handoff moments. Often the operating rhythm is the structural cause.

Session Agenda

- | | |
|------------------|--|
| 0:00–0:15 | Opening: Audit exercise — each person lists their top 5 recurring meetings and scores each: 1 = essential, 2 = useful, 3 = could be an email |
| 0:15–0:45 | Group analysis: Where do the scores cluster? Which meetings are rated lowest — and why? What's missing from the rhythm? |
| 0:45–1:15 | Redesign: Build the ideal operating rhythm — frequency, duration, purpose, and decision-making authority for each forum |
| 1:15–1:45 | Agreements: What do we stop? What do we start? What do we change? Capture and assign. |
| 1:45–2:00 | Close: Review in 90 days — commit to a scheduled retrospective on the new rhythm |

Session Outputs

- A revised operating rhythm — agreed and owned by the team, not by admin
- At least 2 meetings stopped or radically simplified
- Clear decision-making purpose defined for each retained forum
- 90-day review scheduled

Facilitator Notes

People are often reluctant to stop meetings because stopping feels like de-prioritising something. Reframe: 'We are not removing importance — we are choosing a better way to address it.' Ask: 'What would have to break for you to notice this meeting was gone?'

Follow-Up

90-day retrospective: Is the new rhythm working? What needs to change?

Assumption Mapping — Working from the Same Reality

Scale: Truth · Priority: Medium · 2 hours · Full SLT, ideally before a major planning cycle

Objective

Surface the hidden assumptions that are currently driving decision-making but have not been explicitly tested or shared. Build a shared, explicit fact-base for the next planning period.

Why this session

Truth scored 4.1 — solid but uneven. The variability (std dev 0.61) suggests different parts of the team are using different assumptions. This session targets that gap before it creates downstream friction.

Session Agenda

0:00–0:20	Opening: Each person writes down the 3 assumptions they are currently making about team strategy, market, or resources that they have NOT explicitly shared with the group
0:20–0:50	Group mapping: Cluster assumptions by theme. Which are shared? Which are contradictory? Which have never been discussed?
0:50–1:10	Evidence check: For each key assumption, what evidence do we have? What would change if the assumption was wrong?
1:10–1:45	Alignment: Where do we need to agree a single version of reality? Nominate assumptions that need to be tested or confirmed before the next planning cycle.
1:45–2:00	Actions: Who tests what, by when? Define a simple pre-planning fact-base that everyone uses.

Session Outputs

- A visible assumption map — what we believe, what we don't know, what we disagree on
- 3–5 assumptions nominated for testing before the next planning cycle
- Agreement on a shared fact-base document and owner
- A norm established: assumptions get named, not just acted on

Facilitator Notes

The most powerful facilitation move is to ask: 'Is this a fact or a belief?' repeatedly and neutrally. Many assumptions are treated as facts. This session works best when positioned as a performance tool, not a trust exercise — frame it as: 'We're trying to make better decisions faster, and this is where we start.'

Follow-Up

Built into planning cycle — assumptions revisited at the start of each major planning horizon.

The Handoff Protocol — Eliminating the Gaps Between Us

Scale: Coordination · Priority: Medium · 2.5 hours · Full SLT + key operational leads

Objective

Map the most critical cross-functional handoffs in the team's work. Identify where things are falling through gaps or being duplicated. Design explicit ownership protocols for each.

Why this session

Coordination scored 3.8 — good within functions, inconsistent across them. The most common cause of this pattern is unmanaged handoffs: the moment where one function's output becomes another function's input.

Session Agenda

0:00–0:20	Opening: Each team names their top 3 'pain point' handoffs — moments where work moves between functions and something regularly goes wrong
0:20–1:00	Mapping: Build a visual handoff map for the top 6 pain points. For each: What is being handed over? Who sends it? Who receives it? What typically goes wrong?
1:00–1:30	Root cause: For each handoff, is the problem clarity of ownership, quality of output, timing, or communication?
1:30–1:45	Break
1:45–2:15	Protocol design: For the top 3 highest-risk handoffs, agree an explicit protocol — what does 'good' look like, and what's the escalation path when it isn't?

2:15–2:30

Commitments and ownership: Each protocol gets an owner. Review in 60 days.

Session Outputs

- A visual handoff map of the 6 most critical cross-functional points
- Explicit ownership and protocol for the top 3 high-risk handoffs
- Agreed definition of 'done' at each critical handoff point
- 60-day review scheduled with assigned owners

Facilitator Notes

Be alert to finger-pointing: the goal is to fix the system, not to assign blame. When tensions arise, pivot to: 'If we were designing this from scratch, how would we structure it?' Keep the group focused on the protocol, not the history.

Follow-Up

60-day check: Have the protocols held? What's still slipping and why?

"At scale, performance doesn't usually fail because people are not capable enough. It fails because information, decisions, and coordinated action cannot move fast enough through the system."

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