

RESOURCE · TEAM GUIDE

Indicators of a relationally healthy team

Relationally healthy teams meet their goals and build a culture of shared values, trust and open communication. Four indicators set them apart.



THE 1ST C

Conviction, *united by a common mission*

When we have conviction, we are guided by our mission and core values, not by our feelings in the moment or the stresses and glitches of the day. Teams with conviction are clear on their mission, for example, “We are here to make Acme Tech more productive.” They are also clear on the compass of their values, such as excellence, quality and taking care of people. Great teams keep mission and values front and center. They talk about them, make decisions based on them, and keep them relevant.



THE 2ND C

Cohesiveness, *relationally and functionally trusting*

A great team connects. Its members bond with and care about each other. Functional cohesion is about reliability and dependability in tasks. It is important and necessary, but on its own it creates a good team, not a great one. A great team is also relationally cohesive: personally and emotionally connected. Members are vulnerable with each other, with no fear of judgment or scorekeeping, and they give and receive energy and positivity.



THE 3RD C

Clarity, *ownership of roles and tasks*

Teams need role clarity. Each person needs to know their tasks and job description, and how to stay in their lane. Then they are more effective and efficient, and you avoid someone neglecting what is unique to their responsibilities while drifting into a lane where someone else is already working. Clarity is kindness.



THE 4TH C

Candor, *purposeful honesty*

Conviction, cohesiveness and clarity make it safe enough to have honest, frank conversations. A great team gives and receives feedback that is both positive and negative, and always respectful. We benefit when someone says, “We have a problem here.” You do not want the mission sidelined because no one spoke up for fear of disrupting things. Candor helps a team disrupt in a positive direction.

Teams are a great way to get things done, and to feel part of something larger than yourself that has purpose. Here's to your great team.

Indicators of a relationally *healthy* individual

INTRAPERSONAL Personal

Relationally healthy individuals show specific behaviors and perspectives toward themselves.

Behavior	Self-discipline and self-control across thoughts, emotions, actions and habits. Consistently punctual, goal oriented and focused, rather than chronically late, frustrated or unfocused.
Thoughts	Clear, rational thinking and sound judgment, avoiding impulsivity and negativity. Actions align with healthy values.
Healthy emotions	Recognizes, understands and manages their own and others' emotions. Emotions fit the context, and hard emotions like anxiety, sadness or anger are managed well.
Components of healthy emotions	Self-awareness, self-regulation, empathy, social skills, motivation and social awareness.

Individuals who struggle here may have limited access to their emotions, defaulting to rational thinking and neglecting the emotional side of their experience. Thoughts and feelings can feel disconnected.

INTERPERSONAL People

Relationally healthy individuals show specific behaviors and perspectives with others.

Trust and safety	Create an environment where people feel comfortable being vulnerable and open, sharing weaknesses and building trust.
Problem solving and connection	Excel at collaborative problem solving while keeping the team connected and engaged.
Empathy	Understand and share the feelings of others, seeing situations from other perspectives.
Social skills and awareness	Manage relationships well, and read the nonverbal cues others use to communicate.
Mutuality	Appreciate and respect differences, balancing openness with appropriate boundaries.

PURPOSE Performance

Relationally healthy individuals live with a clear purpose and mutual authority in what they contribute to their world.

Task completion and well-being	Complete tasks efficiently while maintaining a healthy lifestyle.
Purpose and mission	Align actions and decisions with a clear understanding of purpose and mission, and integrate career goals with it.
Service and mentorship	Give back to those in need and mentor others.
Collaboration and empowerment	Build environments where the collective effort surpasses individual contributions.
Ownership and mutual respect	Own roles and responsibilities while respecting others.
Self-awareness and self-compassion	Self-control, self-compassion and self-confidence that support personal and professional growth.

TPRAT *teams*

How each capacity shows up on a team. At high capacity a person contributes these qualities. At low capacity, these are the patterns that derail a team.



PHASE 1

Attachment

HIGH CAPACITY · **CONNECTED**

Team contributions

- Relatable
- Engaged
- Trusting
- Inclusive
- Attuned
- Aware
- Responsive

LOW CAPACITY · **ISOLATED**

Team derailers

- Solitary
- Detached
- Disconnected
- Self-sufficient
- Self-contained
- Guarded
- Withdrawn
- Observer



PHASE 2

Separation

HIGH CAPACITY · **DIFFERENTIATED**

Team contributions

- Responsible
- Assertive
- Accountable
- Boundaried
- Self-defined
- Independent
- Clear
- Empowered

LOW CAPACITY · **BOUNDARYLESS**

Team derailers

- Accommodating
- Submissive
- Passive
- Conflict avoidant
- Defensive
- People pleasing
- Over-compliant
- Scattered



PHASE 3

Integration

HIGH CAPACITY · **BALANCED**

Team contributions

- Resilient
- Adaptable
- Emotionally regulated
- Stable
- Grounded
- Resourceful
- Self-aware
- Open to growth

LOW CAPACITY · **POLARIZED**

Team derailers

- Reactive
- Unregulated
- Defensive
- Inconsistent
- Impulsive
- Unstable
- Easily triggered
- Chaotic
- Resistant to change



PHASE 4

Adulthood

HIGH CAPACITY · **PURPOSEFUL**

Team contributions

- Self-directed
- Driven
- Accountable
- Empowered
- Autonomous
- Integrated
- Self-actualized
- Focused
- Grounded

LOW CAPACITY · **UNPREPARED**

Team derailers

- Unqualified
- Authority conflicted
- Disempowered
- Passive
- Defiant
- Immature
- Underdeveloped
- Unresolved
- Dependent