

This is a sample report based on a fictitious company called
Nordvik Software GmbH

Team Alignment Assessment

Leadership Team · Confidential

Team / Division: Leadership Team

Number of Participants: 8 Persons

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Prepared by: MUPUC · Andreas Mueller

Confidential · For internal use only.

Executive Summary

Overall Team Score

6,1 Watch Area

MUPUC Observation

The data shows a team with a solid foundation in trust and results orientation. The core weakness is not a lack of competence or resources. It lies in the avoidance of critical topics and the failure to openly address performance gaps. These behavioural patterns currently limit execution more than any external factor.

Key Findings

Strongest Dimension	Results Orientation · 7.5 · Healthy
Weakest Dimension	Accountability · 5.1 · Concern
Key Observation	A healthy trust foundation (7.1) alongside low productive conflict (5.2) and accountability (5.1) indicates a team that has built trust, but does not consistently leverage it for constructive confrontation and mutual accountability.

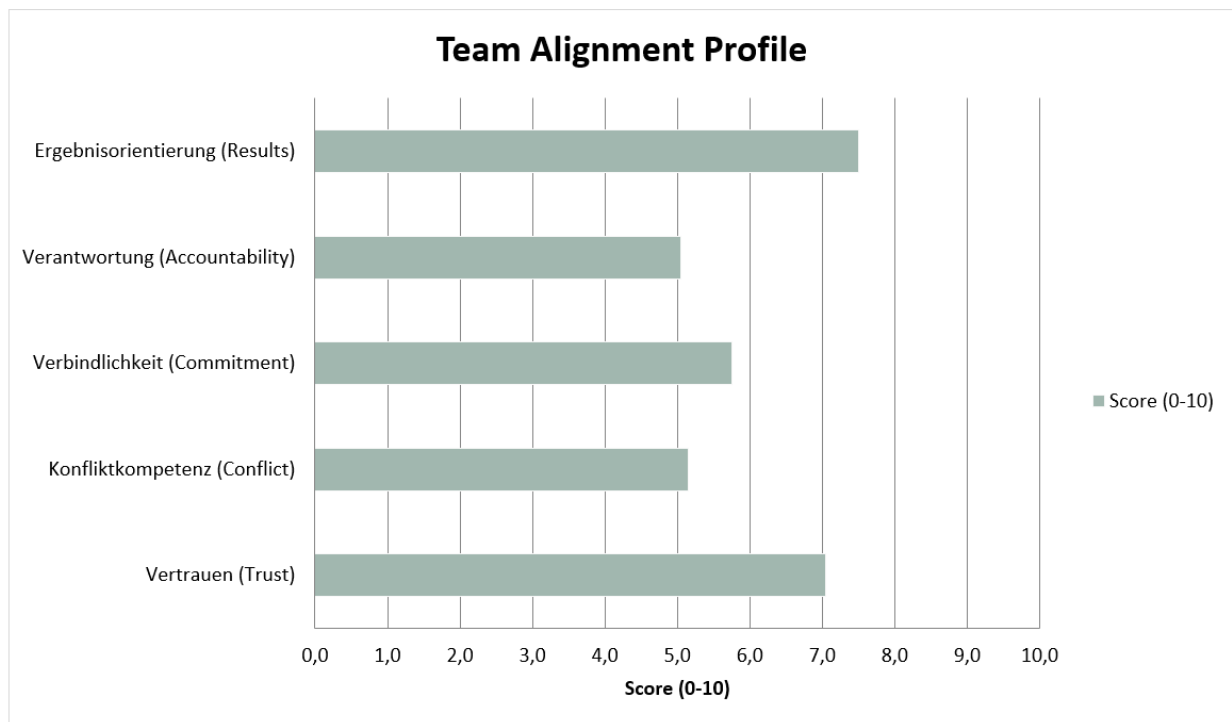
Top Priorities

1. Build an accountability culture - make behaviour visible, not just discussed *[Accountability]*
2. Create Structural Conditions for Constructive Conflict *[Productive Conflict]*
3. Establish decision clarity - define priorities and responsibilities unambiguously *[Commitment]*

TEAM ALIGNMENT PROFILE

Team Alignment Profile

The following overview shows the results of the Leadership Team across all five dimensions. Scores are based on a scale of 0 to 10. Overall Team Score: 6.1 - Watch Area.



Dimension Overview

Dimension	Score	Rating
Trust	7.1	Healthy
Productive Conflict	5.2	Concern
Commitment	5.8	Watch Area
Accountability	5.1	Concern
Results Orientation	7.5	Healthy

STRENGTHS

Team Strengths

The following two dimensions show the strongest results in the assessment. They explain why the team continues to perform despite recognisable weaknesses in productive conflict, commitment, and accountability.

Trust 7.1 Healthy

The team has a healthy foundation of trust. Information is shared actively, mistakes can be addressed openly, and uncertainties are not systematically concealed. This foundation is essential, as trust underpins constructive conflict, genuine commitment, and mutual accountability.

The trust score also shows that trust alone is not sufficient. The data suggests the team has not yet consistently leveraged its trust foundation to surface critical topics and engage in difficult conversations. This is precisely the transition point to the next dimension of the model.

Strongest Statement: "Relevant information is actively shared with the team." · Avg. 7.8 / 10

Results Orientation 7.5 Healthy

Results orientation is the most strongly developed dimension in the assessment. The team predominantly aligns decisions with the overall success of the company and avoids pronounced silo thinking. This is a significant stability factor, particularly in growth-oriented or PE-backed organisations.

What is notable is not the level of the score, but its position in the overall picture. While productive conflict and accountability fall in the concern range, the shared alignment towards company objectives remains intact. This indicates that the team is fundamentally working in the same direction - even if collaboration along the way is not always consistent enough.

Strongest Statement: "The shared team result takes priority over individual departmental goals." · Avg. 7.8 / 10

RISKS

Risks and Weaknesses

The following two dimensions show the greatest risks in the current team profile. Both fall in the concern range and directly affect the quality of decisions, commitment, and execution.

Accountability 5.1 Concern

Accountability is the weakest dimension in the assessment. The lowest individual score in the entire assessment is found here: Question 16, whether problematic behaviour is addressed openly and directly, reaches only a score of 4.0.

The pattern is clear: when commitments are not consistently enforced and performance gaps are not openly addressed, a two-tier system gradually emerges.

Those who deliver carry more. Those who do not deliver go unaddressed.

This creates frustration among high performers - and reduces overall team performance over time, without the cause ever appearing in a dashboard.

Weakest Statement: "Team members address problematic behaviour openly and directly."
Avg. 4.0 / 10

Consequence: *Without active measures, this weakness will gradually erode the strengths in trust and results orientation.*

Productive Conflict 5.2 Concern

Productive conflict falls in the concern range - and the data is consistent: all five questions in this dimension are rated below 6.0. This is not an outlier - it is a pattern.

The data suggests the team does not consistently leverage its trust foundation for open confrontation. Critical topics are not addressed in meetings, but afterwards - in one-on-one conversations, in informal channels, or not at all. As a result, important tensions remain unresolved and decisions lose clarity and commitment.

Weakest Statement: "Critical topics are raised in meetings, not afterwards." · Avg. 4.5 / 10

Consequence: *The combination of high trust and low productive conflict is a specific risk: the team can communicate openly - but does not when things become uncomfortable.*

Open Feedback Analysis

The following insights are based on the open responses from 8 participants to questions 26 and 27. All statements have been anonymised.

What is the greatest strength of this team?

The picture is consistent: the team holds together when it matters. Several participants explicitly describe cohesion under pressure - and a clear, shared alignment towards company objectives. Both observations align with the positive results in trust (7.1) and results orientation (7.5).

What is currently limiting team performance most?

Five of eight participants describe - in different words - the same phenomenon: decisions are made, but not genuinely embraced and consistently followed through. Responsibilities remain unclear after meetings. Critical topics migrate from meetings into informal channels. Performance gaps are noticed, but not addressed.

Recurring Themes

- Decisions are made in meetings but interpreted and implemented differently by each person.
- Critical topics are often not addressed directly - conflicts migrate into corridor conversations.
- High identification with the company and its goals - despite recognisable weaknesses in collaboration and execution.

Notable Statements (anonymised)

"We agree in the meeting and then each carry on as before."

"The goals are clear. What is missing is consistent follow-through."

"I appreciate the openness in the team - but difficult topics are still avoided."

RECOMMENDED ACTIONS

Recommended Actions

The following measures address the core behavioural patterns identified in the assessment. They require no additional systems or organisational changes. What matters is their consistent application in the team's day-to-day work.

1

Make Accountability Visible

Weekly 15-minute format: each team member names one commitment from the previous week - kept or not. No reporting, no commentary. Just visibility. Visibility alone changes behaviour.

Dimension: Accountability · Timeline: Immediately

2

Create Structural Conditions for Constructive Conflict

In every strategic meeting, one person is explicitly assigned to surface assumptions, risks, and counterarguments - regardless of their own opinion. This builds practice in constructive challenge without personal confrontation.

Dimension: Productive Conflict · Timeline: 30 days

3

Establish Decision Clarity

Every decision is documented in one sentence: what was decided, who is responsible, by when. No software, no system - a shared note is sufficient. The value lies not in the documentation, but in the shared clarity about who delivers what by when.

Dimension: Commitment · Timeline: 30 days

Advisor Commentary

What I see in the data

The overall score of 6.1 sounds moderate - but it conceals an interesting asymmetry. Two dimensions provide a healthy foundation: trust (7.1) and results orientation (7.5). Three dimensions fall below - and all three share the same underlying problem: the team avoids addressing uncomfortable things directly.

What surprised me

The consistency of the responses. Almost all questions have a standard deviation below 0.6 - the team perceives itself very similarly. This means the problem is known. It is simply not being spoken aloud. That is actually good news - because there is no conflict of interpretation to resolve, only a conflict of action to overcome.

The actual risk

The actual risk is not the current accountability weakness. The actual risk is that it is concealed by the underlying trust present in the team. Nobody says what everyone knows, because nobody wants to burden the relationship. That is not a weakness of the team - it is a trap that good teams fall into. And the longer it remains unrecognised, the deeper it becomes.

What I recommend to the team

One single agreement: whoever stays silent in a meeting agrees. And whoever agrees, delivers. If this team consistently lives by this one norm, productive conflict, commitment, and accountability will measurably improve within a few months. Not as a result of workshops - but as a result of consistent behaviour.

Next Step

Debrief with the entire team - not just the CEO. The results belong to the team, not to the client. Only when all involved know and accept the diagnosis does the foundation for real change emerge.

Methodology & Appendix

Score Definitions

Score	Rating
8,5 - 10,0	Strength
7,0 - 8,4	Healthy
5,5 - 6,9	Watch Area
4,0 - 5,4	Concern
0 - 3,9	Critical

Methodological Basis

The Team Alignment Assessment is conceptually based on the research findings and model of The Five Dysfunctions of a Team by Patrick Lencioni (Jossey-Bass, 2002). The methodology has been further developed by MUPUC for application in modern organisations, teams, and sales organisations.

The assessment comprises 25 questions across five dimensions (5 questions each). Response scale: 1 (strongly disagree) to 5 (strongly agree). The score for each dimension is derived from the average of the five associated questions and normalised to a scale of 0 to 10 for comparability.

All responses are pseudonymised - only function and team are recorded.

Participant Structure

Function / Role	Team / Department
CEO	Leadership
CRO	Leadership
VP Sales	Sales
VP Product	Product
CFO	Finance
VP Engineering	Engineering
VP Marketing	Marketing
Customer Success	CS