



**MOSAIC**  
Performance  
Framework

# Team Mosaic Report



*Prepared for*

[SAMPLE CLIENT]

[MONTH YEAR]

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# Mosaic Performance Framework



Sustainable organizational performance is dependent on a multitude of factors— a mosaic—that must be carefully managed, balanced, and adapted to best meet the challenges presented both in the external environment and internal context

Founded in the theoretical model, the Competing Values Framework<sup>1</sup>, the Mosaic Performance Framework provides organizations with the ability to understand how their culture, leadership, and workforce capability create a dynamic that either supports or derails their ability to achieve their goals.

Each mosaic is comprised of a series of factors, or tiles, that are assessed and managed over time. These tiles have been identified

through exhaustive research over decades and have been shown to be empirically linked to performance.

The Mosaic battery of assessments are designed to be used in conjunction with each other, over time, to provide leaders with the insight they need to proactively shape their performance.

<sup>1</sup>Cameron, K. S., & Quinn, R. E. (2005). Diagnosing and changing organizational culture: Based on the competing values framework (2nd ed.). San Francisco, CA: Jossey-Bass.

# The Team Mosaic

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The Team Mosaic is comprised of four key dimensions, each assessed by three subcomponents. These dimensions and subcomponents have been shown to drive team performance on a wide variety of business outcomes.

## ADAPT

Capable of adapting to the needs of the market, customer, and community in which we operate.

## INSPIRE

Aligned purpose, strategy, and values provide clarity on organizational direction and how to get there.

## DELIVER

Execution enabled by effective collaboration and a focus on efficiency, improvement, and the customer.

## ENABLE

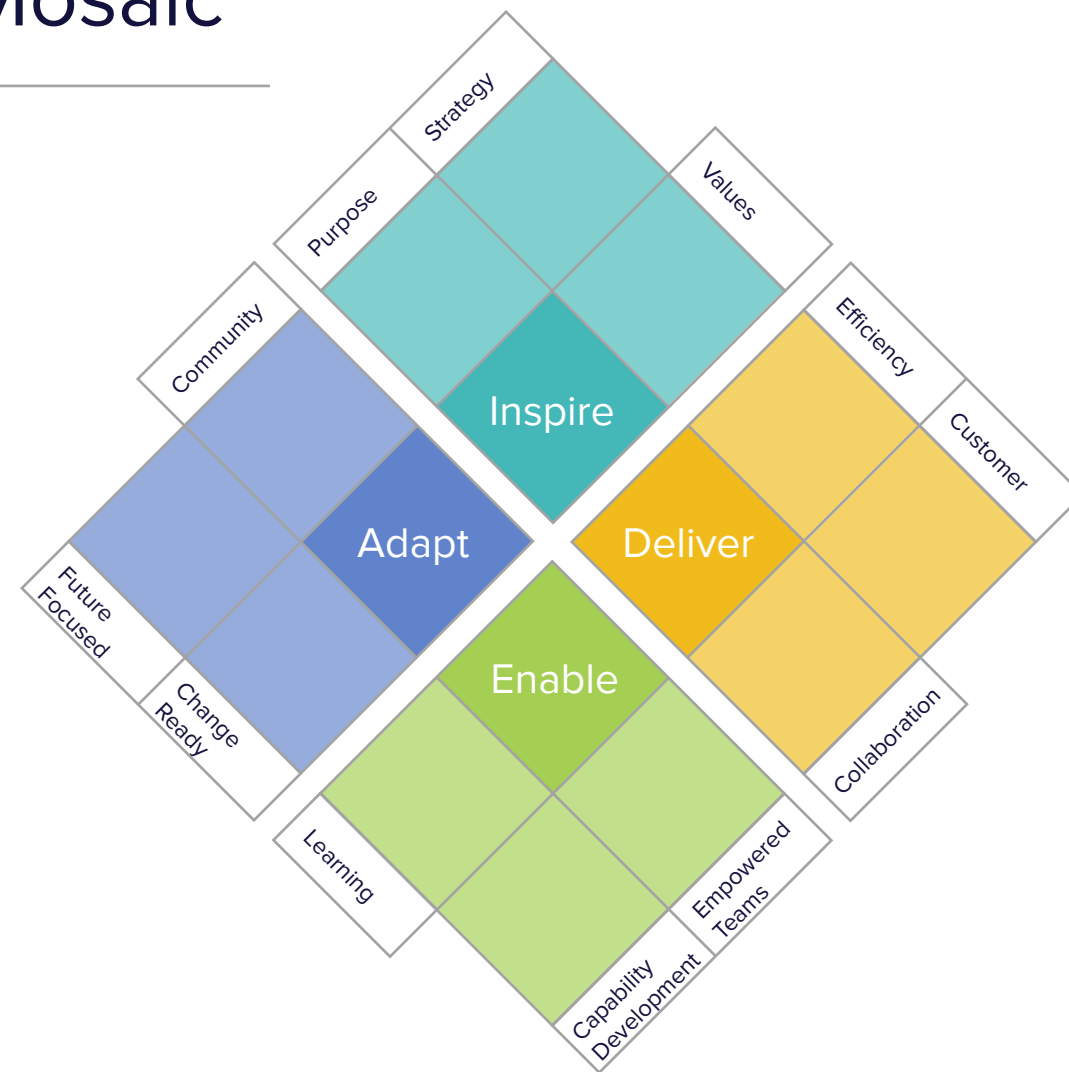
People and teams are empowered and capable to work at high standards.

# The Team Mosaic

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Each Team Mosaic report is oriented in a diamond with subcomponents, or “tiles”, oriented around the perimeter.

Varying scores will be depicted numerically and via different size “tiles” to allow easy comparison with other reports.



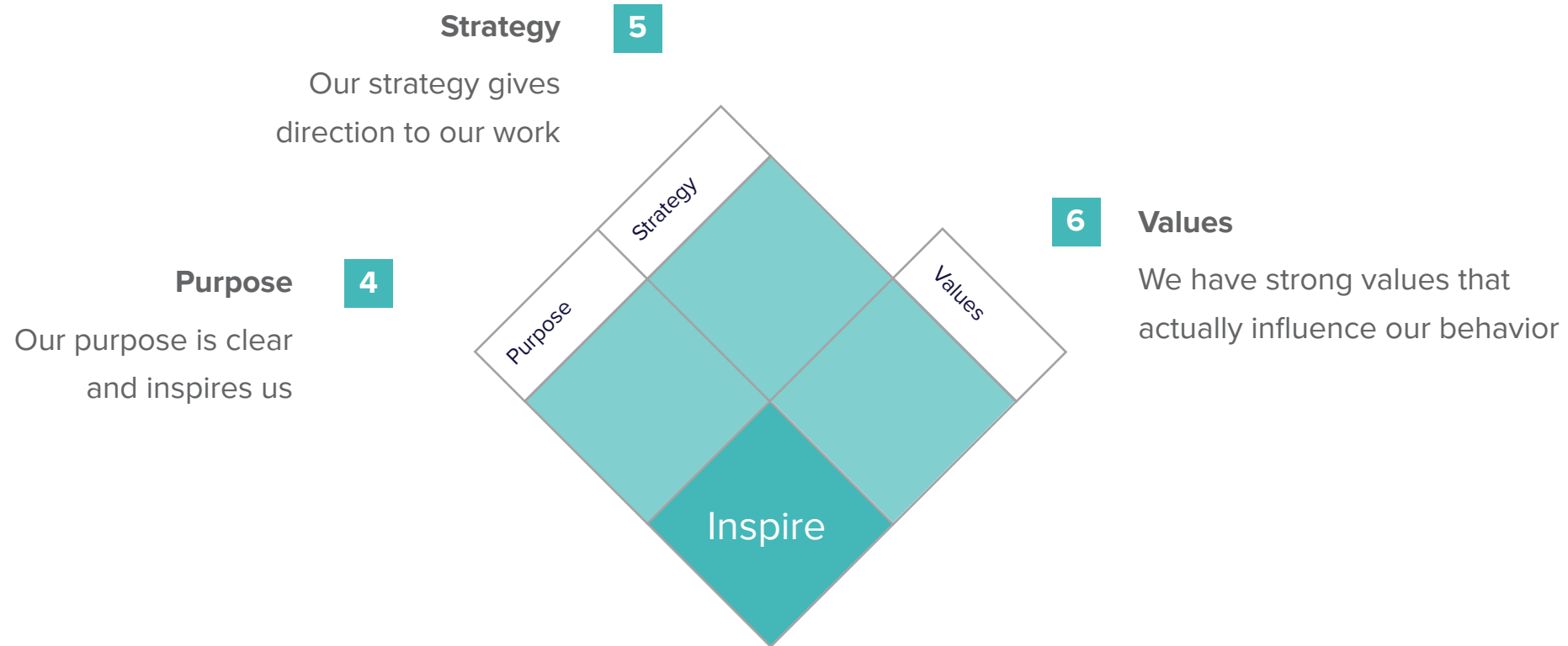
# ADAPT

Capable of adapting to the needs of the market, customer, and community in which we operate.



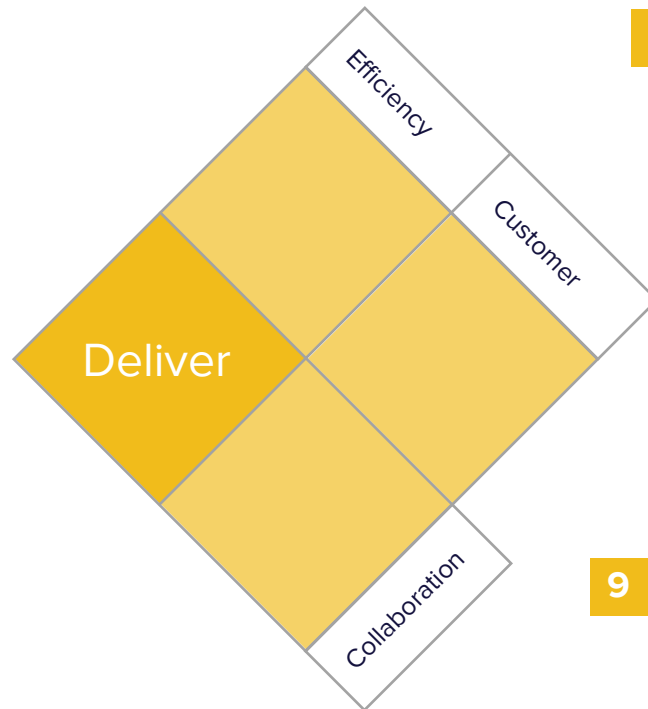
# INSPIRE

Aligned purpose, strategy, and values provide clarity on organizational direction and how to get there.



# DELIVER

Execution enabled by effective collaboration and a focus on efficiency, improvement, and the customer.



7

## Efficiency

We excel at delivering great outcomes

8

## Customer

We really understand our customers and deliver for them

9

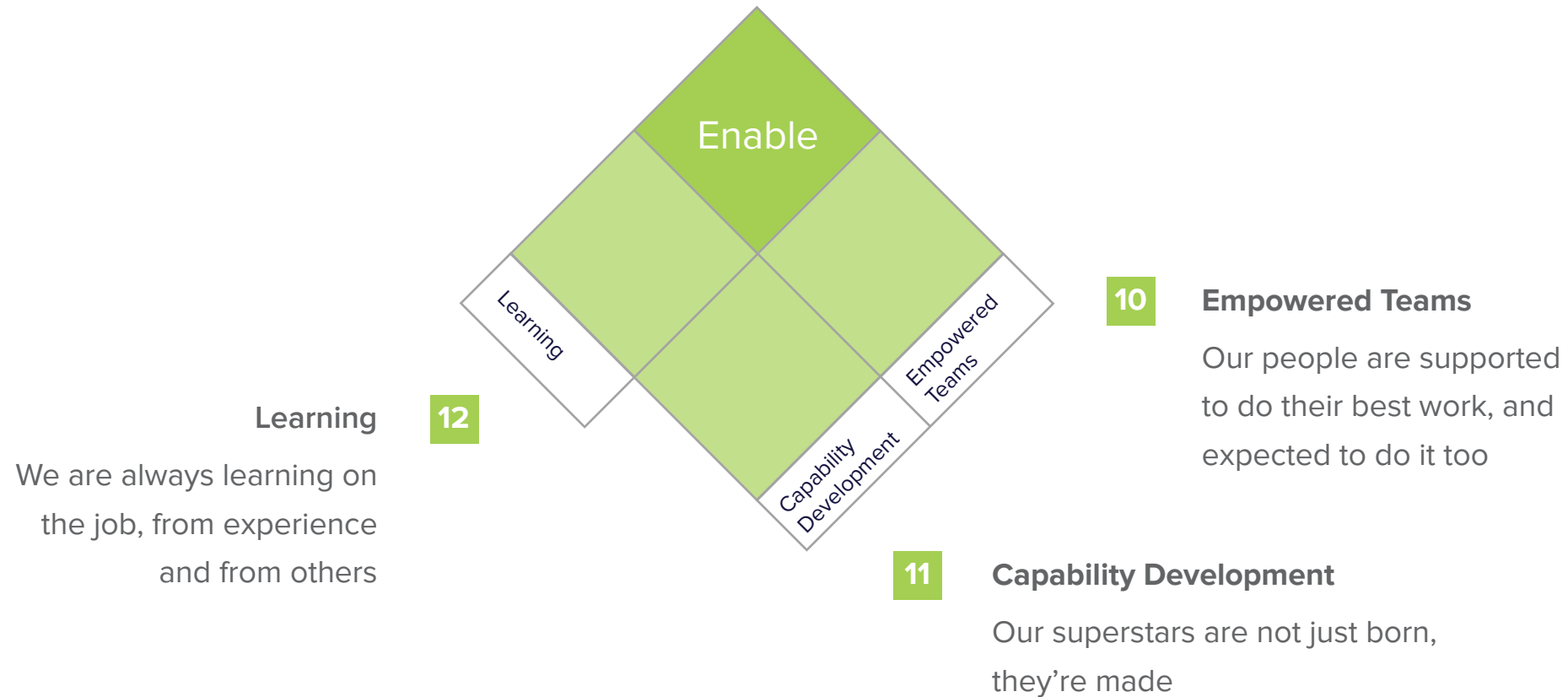
## Collaboration

Collaborating in teams and across our business is the norm



# ENABLE

People and teams are empowered and capable to work at high standards



## ADAPT

Capable of adapting to the needs of the market, customer, and the community in which we operate.

### Change Ready

We are flexible and make change happen

### Future Focused

We're always looking out for opportunity and change on the horizon

### Community

Our partners, stakeholders, and community matter to us

## INSPIRE

Aligned purpose, strategy, and values provide clarity on organizational direction and how to get there.

### Purpose

Our purpose is clear and inspires us

### Strategy

Our strategy gives direction to our work

### Values

We have strong values that actually influence our behavior

## DELIVER

Execution enabled by effective collaboration and a focus on efficiency, improvement, and the customer.

### Efficiency

We excel at delivering great outcomes

### Customer

We really understand our customers and deliver for them

### Collaboration

Collaborating in teams and across our business is the norm

## ENABLE

People and teams are empowered and capable to work at high standards.

### Empowered Teams

Our people are supported to do their best work, and expected to do it too

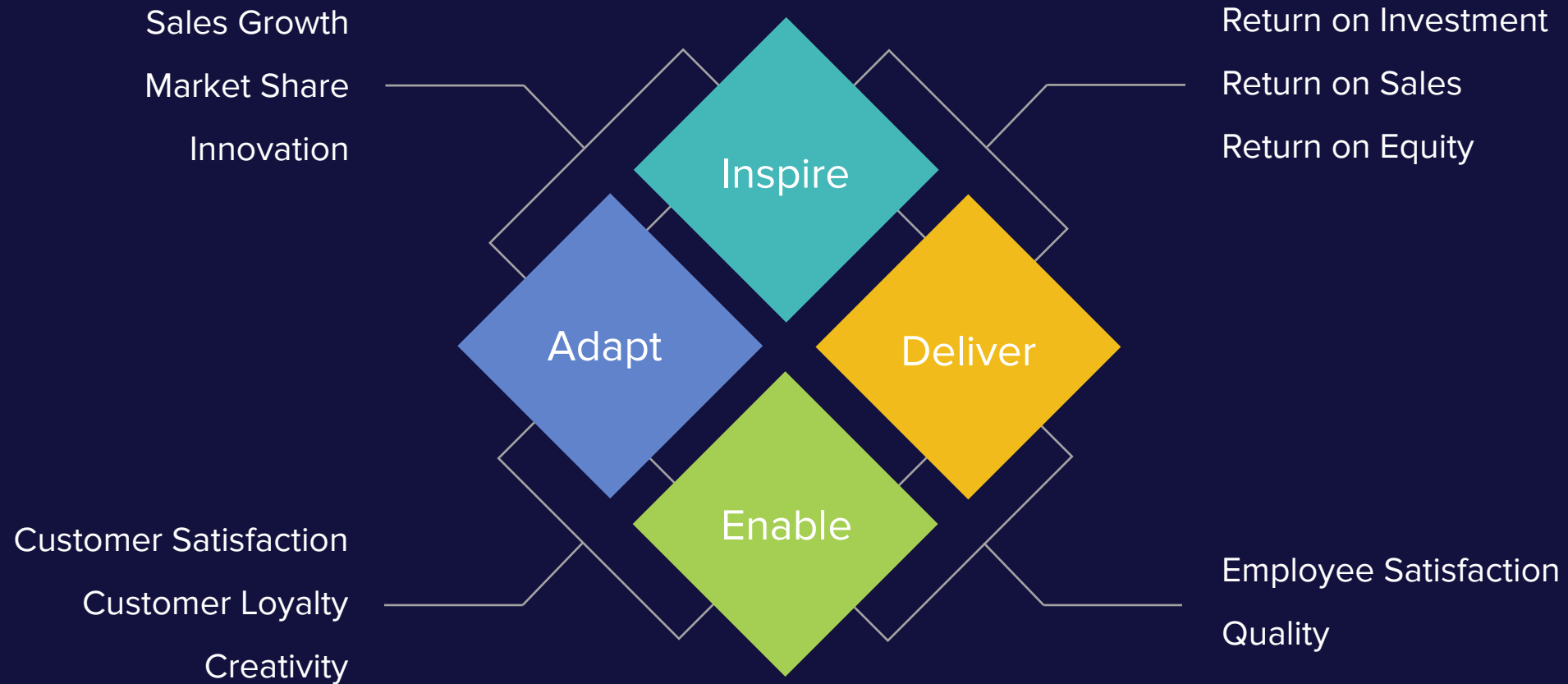
### Capability Development

Our superstars are not just born, they're made

### Learning

We are always learning on the job, from experience and from others

# Mosaic Links to Performance



# WELCOME

*to your Team Mosaic.*

The Mosaic Performance Framework is grounded in the belief that achieving and sustaining a high level of performance is dependent on a variety of key behaviors across an organization.

These behaviors, in turn, are driven by the underlying beliefs and assumptions that exist within that organization about “how business should be done”.

Each team, over time, learns to survive and thrive in their own unique operating environment. Through these successes and failures, groups develop a certain philosophy about what “right” looks like

and these ways of doing things have a massive impact on future behavior within the group.

Your Team Mosaic, provides you with an in-depth analysis of your team’s maturity on a variety of components that have been empirically linked to sustained performance.

# Sample Client's Team Mosaic

## Research Methodology

Invited: 25

Responded: 23

Response Rate: 92%

Sampling Methodology: Census

## Survey Components

Team Mosaic

Free Response Items

Psychological Safety Index

ADE&I Subscale



# ADAPT

Capable of adapting to the needs of the market, customer, and community in which we operate.

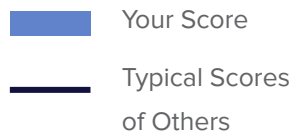


# ADAPT

## 1

### Change Ready

We are flexible  
and make change  
happen.





On this team		Score	SD	N
Communicating change or potential change...		2.2	1.25	23
Is often done at the last minute		Is done in a timely manner		
Change on the team...		2.0	1.10	23
Is usually met with a lot of resistance		Is easy to implement		
Changing our approach to work...		1.9	0.99	23
Is very difficult to do here, even when there's a good reason to change		Is sought out as a source of competitive advantage		
Team members...		1.8	1.30	23
Have changes thrust upon them, with little opportunity for discussion		Are involved in shaping changes that impact them		
When it comes to change, our team...		1.9	1.20	23
Underestimates what is needed for success, expecting it will 'just happen'		Is involved in shaping changes that impact them		






# ADAPT

## 2

### Future Focused

We are always looking out for opportunity and change on the horizon.

 Your Score  
 Typical Scores of Others

On this team			Score	SD	N
Communicating change or potential change...			2.1	0.89	23
	Is often done at the last minute	Is done in a timely manner			
Business continuity planning on this team...			2.6	0.75	23
	Doesn't happen or is a reaction to events	Is taken seriously, we know our ability to respond to adverse events will be a source of strength			
Strategic options and opportunities...			2.4	0.50	23
	Are often limited by our internal focus	Are regularly explored by scanning the external environment			
Important decisions by the team...			1.9	1.10	23
	Are often shortsighted with little regard for future impacts	Consider future scenarios and seek to enable strategic agility for if/when opportunities emerge			
Strategic options and opportunities...			3.5	0.50	23
	Are often limited by our team's internal focus	Are regularly explored by scanning the external environment			



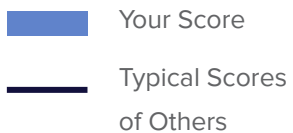
# ADAPT

## 3

### Community

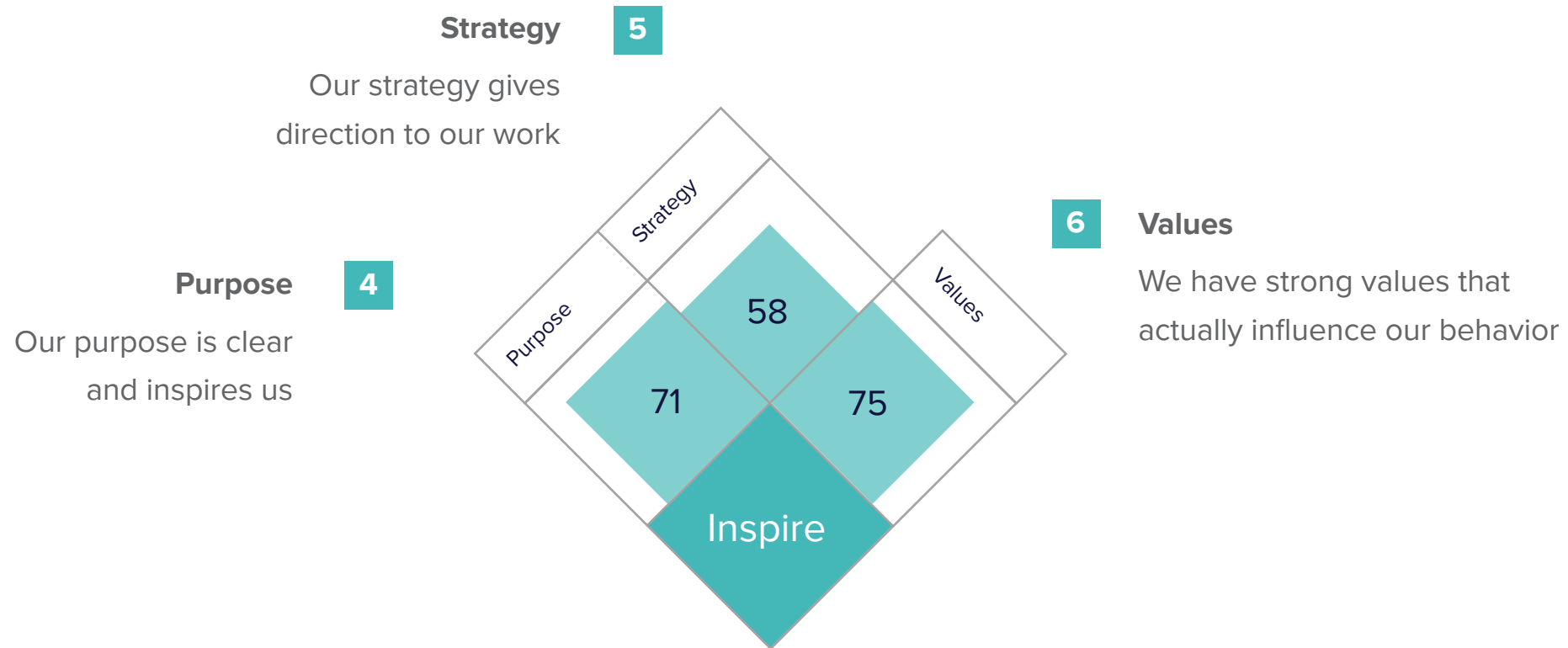
Our partners, stakeholders, and the community in which we operate matter to us.

On this team		Score	SD	N
Contributing to the community in which we operate is...		2.3	0.65	23
<p>Not something our team does, or sees, as relevant</p> <p>Something our team is genuinely committed to</p>				
We invest in developing relationships with the community in which we operate...		2.2	0.77	23
<p>When something has gone wrong</p> <p>Proactively, and without the need for immediate commercial advantage</p>				
When dealing with stakeholders and partners we...		2.8	0.44	23
<p>Aggressively put our needs first, even when it is to the detriment of others</p> <p>See mutual success as the objective</p>				



# INSPIRE

Aligned purpose, strategy, and values provide clarity on organizational direction and how to get there.

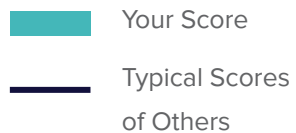
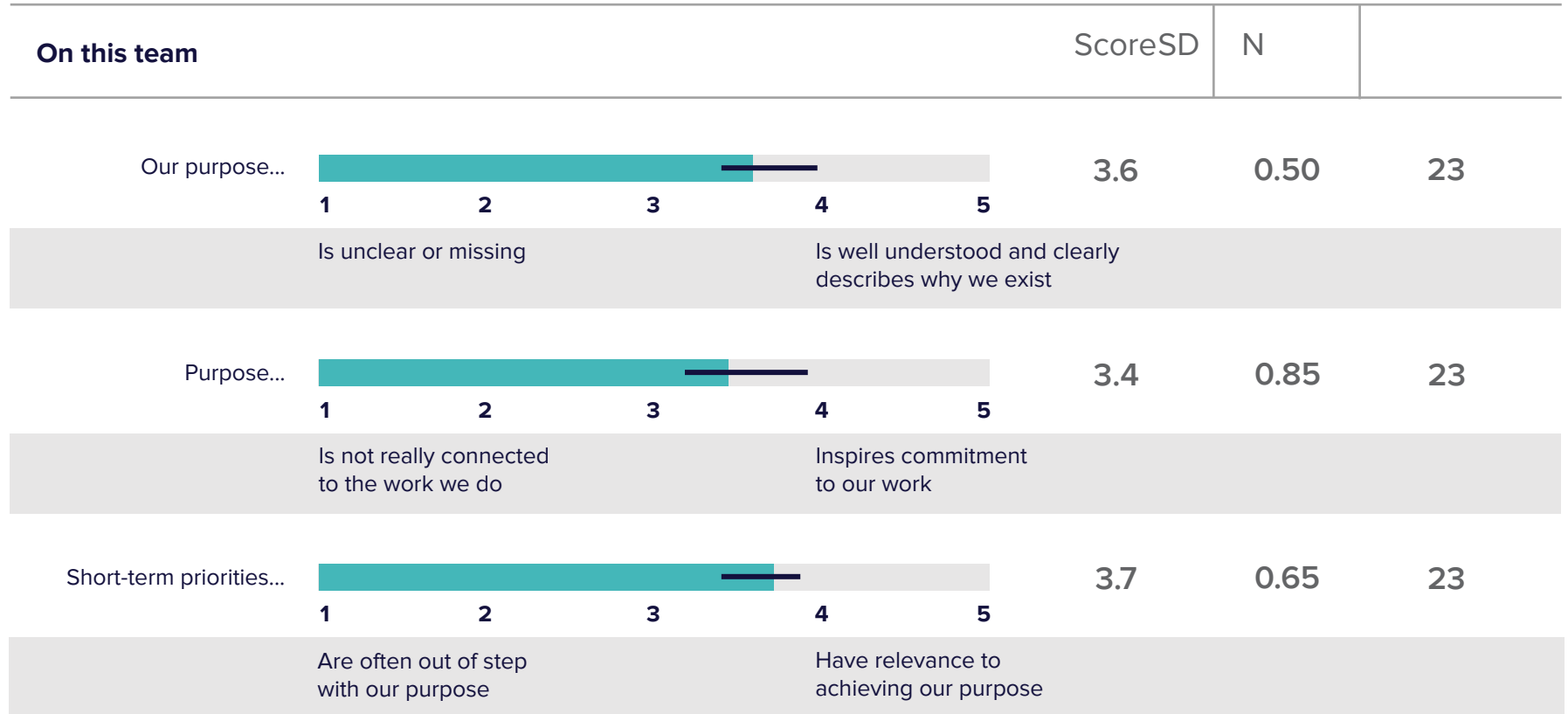


# INSPIRE

## 4

### Purpose

Our purpose is clear and inspires us.

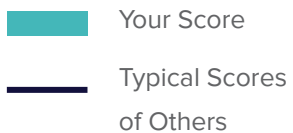


# INSPIRE

## 5

### Strategy

Our strategy gives direction to our work.



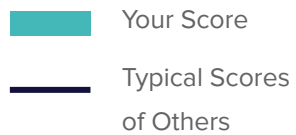
On this team		Score	SD	N
Our organizational strategy...		3.1	0.40	23
Doesn't exist or is poorly understood		Makes our priorities and objectives clear		
Team members...		2.6	0.85	23
Have no involvement in linking strategy to their work		Are very involved in helping to link strategy to day-to-day tasks		
Progress against stated goals...		2.8	0.30	23
Is not visible to members of the team		Is regularly monitored and shared broadly		
Immediate business needs...		2.5	0.62	23
Often compromise our stated strategy and longer-term aspirations		Are almost always complimentary to our longer-term strategy		
Our plan for achieving our strategy...		3.4	0.35	23
Is inferior to the approaches of others in our industry		Are explored and improved		

# INSPIRE

## 6

### Values

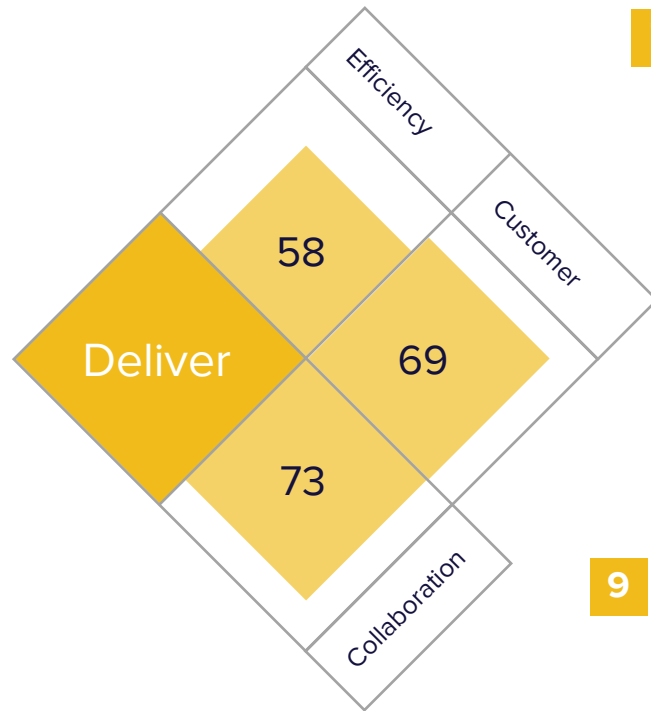
We have strong values that actually influence our behavior.



On this team		Score	SD	N
Our team's leader...		4.2	0.75	23
Pays lip service to values Role models our values every day				
Decision-making...		3.7	0.85	23
Is often at odds with our values Is guided by our values				
Behavior that is not aligned to our values...		3.0	1.10	23
Is tolerated or ignored Is always challenged and addressed				
Our values...		4.1	0.52	23
Are unclear and/or not considered to be important Are clear and consistently demonstrated				

# DELIVER

Execution enabled by effective collaboration and a focus on efficiency, improvement, and the customer.



## 7 Efficiency

We excel at delivering great outcomes

## 8 Customer

We really understand our customers and deliver for them

## 9 Collaboration

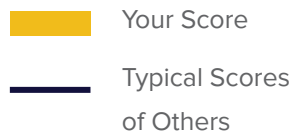
Collaborating in teams and across our business is the norm

# DELIVER

## 7

### Efficiency

We excel at delivering great outcomes.





On this team		Score	SD	N
Decision-making...		4.0	1.20	23
Is highly subjective and based on rank or personal opinion		Is always supported by data and insights		
Our team's process to make decisions...		2.6	1.06	23
Is not understood or transparent		Is transparent, consistent, and effective		
Resolved decisions...		1.8	.96	23
Often do not lead to timely action		Reflect commitments that are swiftly acted on		
Inefficient processes/practices...		3.2	0.98	23
Often go unquestioned		Are explored and improved		
Risks...		2.9	1.10	23
Are often ignored, hidden, or poorly managed		Are identified and managed transparently through effective processes		






# DELIVER

8

## Customer

We really understand our customers and deliver for them.

 Your Score  
 Typical Scores of Others

On this team		Score	SD	N
What customers want and value...		4.2	0.20	23
Is not information we regularly seek out		Is very well understood by this team		
Gathering customer feedback...		3.1	0.50	23
Is uncommon, or is just in the form of unsolicited complaints		Is a priority and happens regularly		
Customer feedback...		3.7	0.41	23
Rarely informs our products and services		Often results in changes or additions to our services and products		
We invest in our customers...		2.5	1.20	23
Only when there is an immediate benefit to the team		Even in the absence of short-term benefit to our team		
Customer outcomes...		3.7	0.32	23
Are not a key consideration in our decision-making		Always inform our decision-making		









# DELIVER

9

## Collaboration

Collaborating in teams and across our business is the norm.

 Your Score  
 Typical Scores of Others

On this team		Score	SD	N
Collaboration across the members of our team...		4.8	0.75	23
Is rare and usually doesn't produce desired results		Is the norm and we are very effective at it		
Team goals...		3.3	0.90	23
Often conflict and lead to dysfunction		Are aligned and facilitate cohesive relationships and outcomes		
Disagreements...		3.2	0.50	23
Are rarely addressed		Are openly explored and managed to keep momentum		
The way this team works together...		3.2	0.35	23
Is not managed and produces little collective value		Is valued and consciously managed to enable high performance		

# ENABLE

People and teams are empowered and capable to work at high standards





# ENABLE

10

## Empowered Teams

Our people are supported to do their best work, and expected to do it too.

 Your Score  
 Typical Scores of Others



On this team		Score	SD	N
Roles and responsibilities...		3.4	1.05	23
<p>Are unclear or conflicting; and people are not held accountable to them</p> <p>Are explicit and everyone is held accountable to them</p>				
Individual and team success...		2.5	1.15	23
<p>Is left to chance; you either sink or swim</p> <p>Is enabled through planning, resourcing, and guidance</p>				
Decision-making...		1.4	0.50	23
<p>Almost always rests with the team leader, even on small matters</p> <p>Rests with those closest to the work</p>				
Speaking up...		3.7	0.36	23
<p>Is uncommon; people rarely say what they think</p> <p>Is done regularly by team members, even on difficult topics</p>				
Opportunities to contribute and progress...		2.8	1.30	23
<p>Are more readily available to some team members compared to others</p> <p>Are equally available to everyone on our team</p>				





# ENABLE

11

## Capability Development

Our superstars are not just born, they're made.

 Your Score  
 Typical Scores of Others



On this team		Score	SD	N
The capability of the members of this team is...		4.2	0.65	23
Disregarded or left to chance		Always developed as a priority		
Coaching of people on the team is...		2.6	0.87	23
Unusual and not expected of managers		Expected of managers and a common practice here		
Developing the skills and capabilities of our team members is...		4.0	0.45	23
Disregarded or paid lip service		A real priority here		
The capability of the members of this team...		4.2	0.60	23
Limits our performance as there are critical gaps		Is a key source of advantage		

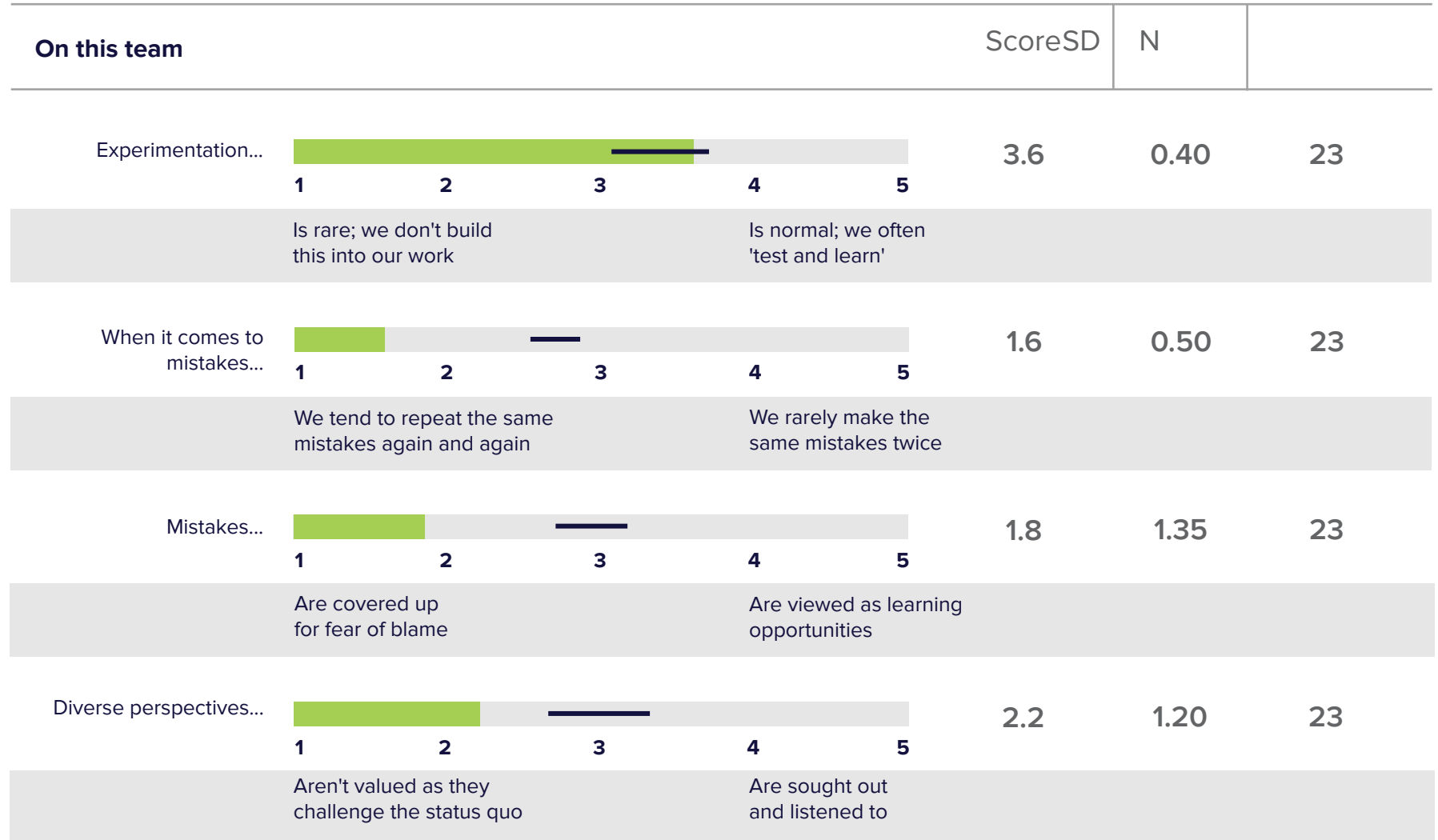
# ENABLE

12

## Learning

We are always learning on the job, from experience and from others

 Your Score  
 Typical Scores of Others



# Team Mosaic Comparison Reports



# Comparisons

## Subteams



# Comparisons

Level





# Comparisons

## Gender

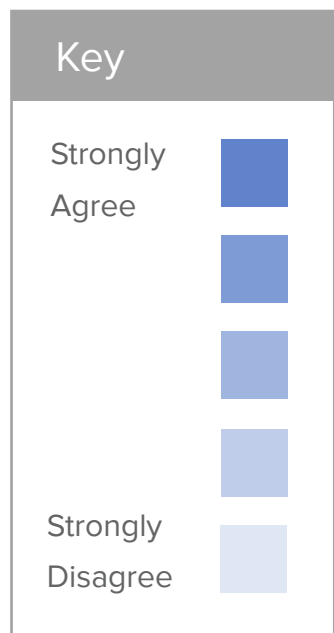


Male  
N = 11



Female  
N=13

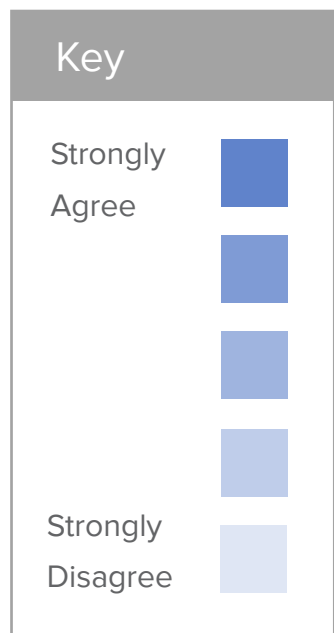
# Comparisons



## Team Mosaic **Comparisons Overview**

		Overall Team	Subteam 1	Subteam 2	Managers	Supervisors	Employees
<b>ADAPT</b>	Change Ready	39	30	44	62	34	24
	Future Focused	51	38	61	69	56	43
	Community	49	32	55	68	57	43
<b>INSPIRE</b>	Purpose	71	51	82	73	68	64
	Strategy	58	52	63	68	64	53
	Values	75	70	79	84	71	66
<b>DELIVER</b>	Efficiency	58	55	62	58	53	47
	Customer	69	62	76	95	81	62
	Collaboration	73	70	77	96	75	69
<b>ENABLE</b>	Empowered Teams	55	52	58	86	65	54
	Capability Development	75	71	80	97	81	69
	Learning	46	39	51	75	52	29

# Comparisons



## Team Mosaic Comparisons Overview

		Overall Team	Male	Female
ADAPT	Change Ready	39	26	48
	Future Focused	51	48	54
	Community	49	41	56
INSPIRE	Purpose	71	66	74
	Strategy	58	57	59
	Values	75	68	79
DELIVER	Efficiency	58	55	62
	Customer	69	60	75
	Collaboration	73	65	77
ENABLE	Empowered Teams	55	41	58
	Capability Development	75	72	79
	Learning	46	40	59

# Free Response Questions

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What about this  
team will continue  
to serve us well in  
the future?

Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here.

# Free Response Questions

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What are this  
team's biggest  
areas of  
opportunity to  
improve?

Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here.

# Psychological Safety



The highest performing teams have one thing in common—they create a sense of psychological safety amongst the members of their organizations where people feel that they will not be punished for making mistakes. Breakthroughs can only be achieved when team members feel safe enough to speak their minds, take smart risks, and engage in creative thinking.

# Psychological Safety

---

Score 1.0

Creating change on this team is going to be extremely difficult at this time. Leaders focusing on creating increased psychological safety is imperative prior to attempting other team changes.

Nip negativity in the bud.

Avoid the blame game.

Demonstrate your understanding.

Show that you're engaged.

Welcome curiosity.

Promote healthy conflict.

Practice self-awareness.

Include your team in decisions.

Open yourself up to feedback.

Be the champion your people need.

# Psychological Safety

---

Score 2.0

Low levels of psychological safety are going to make change efforts extremely difficult for your team at this time. Understanding what factors are contributing to these low levels will be helpful in beginning to set the stage for success later on.

Nip negativity in the bud.

Avoid the blame game.

Demonstrate your understanding.

Show that you're engaged.

Welcome curiosity.

Promote healthy conflict.

Practice self-awareness.

Include your team in decisions.

Open yourself up to feedback.

Be the champion your people need.



# Psychological Safety

---

Score 3.0

The level of psychological safety on your team is acceptable to attempt to create change but presents a risk to success. You may want to first focus on improving psychological safety prior to focusing on other change efforts.

Nip negativity in the bud.

Avoid the blame game.

Demonstrate your understanding.

Show that you're engaged.

Welcome curiosity.

Promote healthy conflict.

Practice self-awareness.

Include your team in decisions.

Open yourself up to feedback.

Be the champion your people need.

# Psychological Safety

---

Score 4.0

Your people are feeling safe enough to explore doing things differently but you may want to understand how you can increase peoples' perception in order to help facilitate your other change efforts. Keep...

- ...nipping negativity in the bud when it arises.
- ...avoiding the blame game.
- ...demonstrating your understanding.
- ...showing that you're engaged.
- ...welcoming curiosity.

- ...promoting healthy conflict.
- ...practicing self-awareness.
- ...including your team in decisions.
- ...being open to feedback.
- ...being the champion your people need.

# Psychological Safety

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Score 2.0

You have created a level of psychological safety on your team that will help facilitate positive, sustainable change. Keep...

...nipping negativity in the bud when it arises.

...avoiding the blame game.

...demonstrating your understanding.

...showing that you're engaged.

...welcoming curiosity.

...promoting healthy conflict.

...practicing self-awareness.

...including your team in decisions.

...being open to feedback.

...being the champion your people need.

# Diversity, Equity, Inclusion, & Accessibility Index

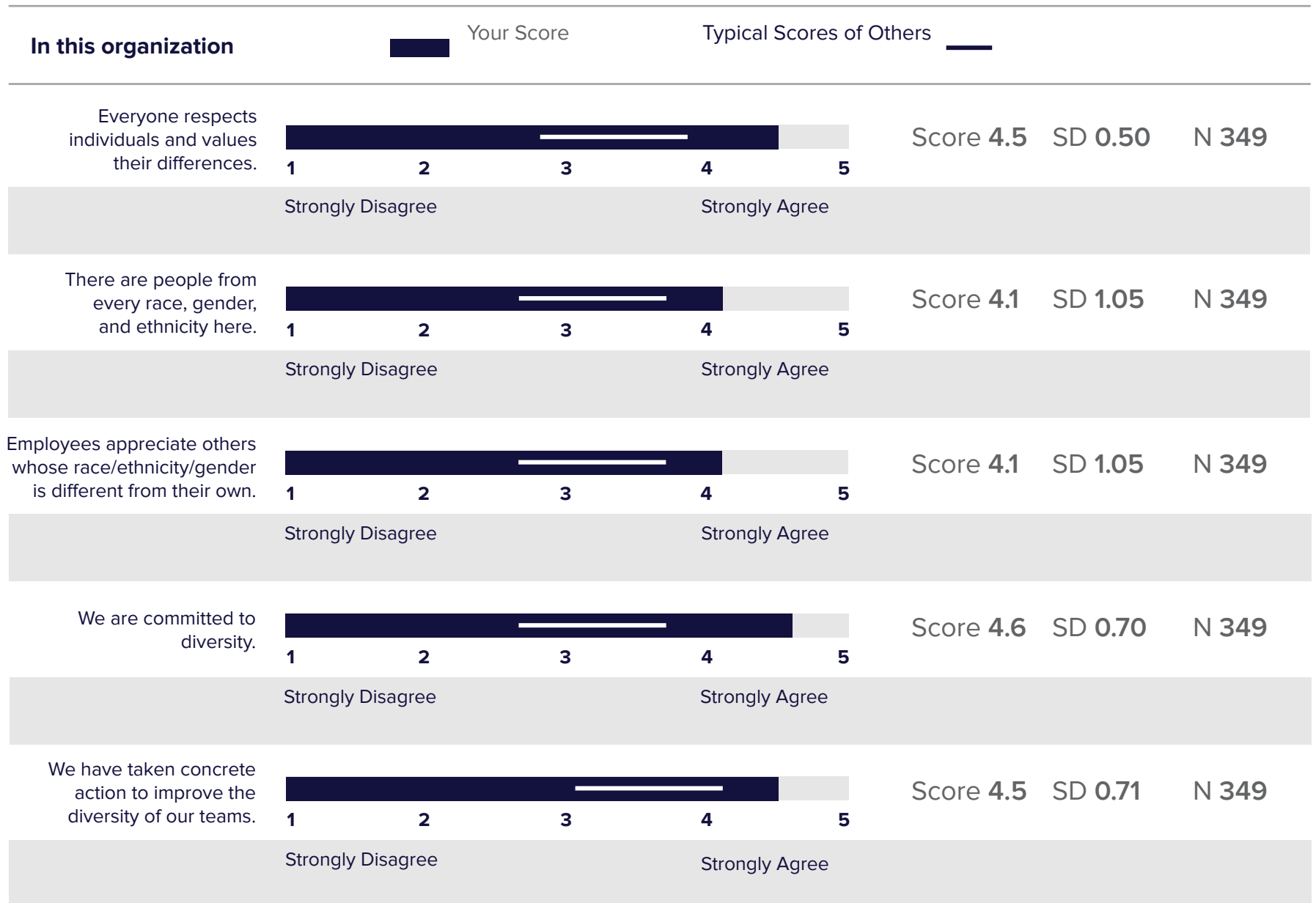


# DEIA



## Diversity

The practice or quality of including or involving people from a range of different social and ethnic backgrounds and of different genders, sexual orientations, etc.



# DEIA



## Equity

The quality of being fair and impartial.

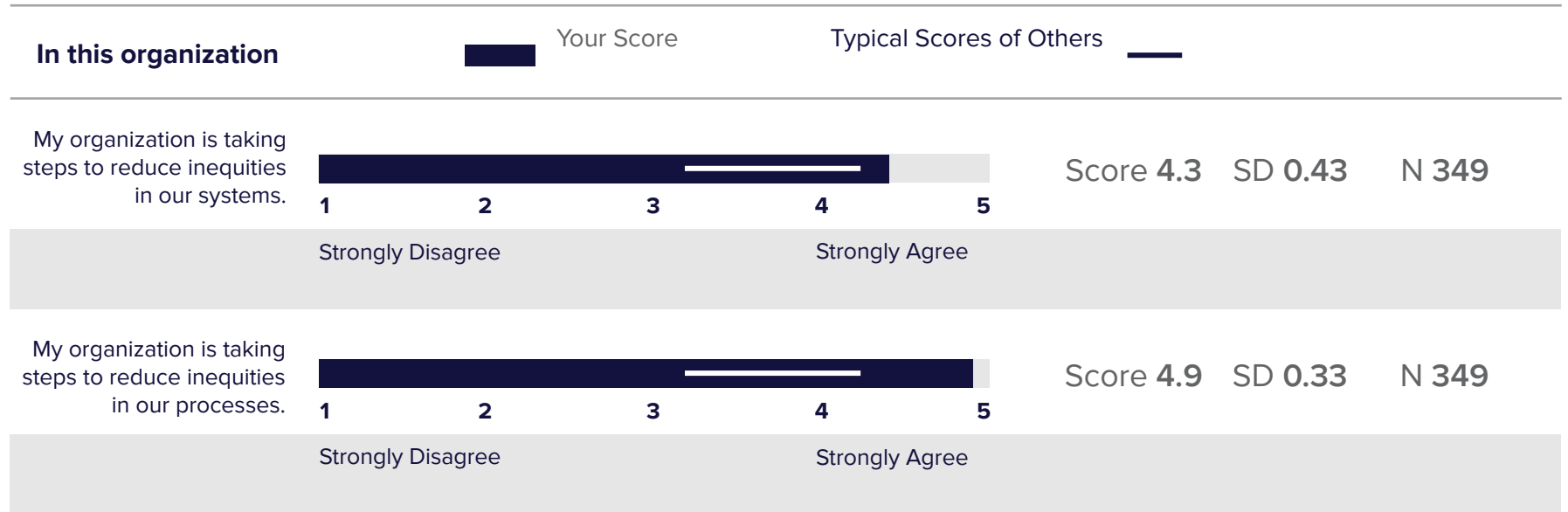


# ADEI



## Equity (Continued)

The quality of being fair and impartial.



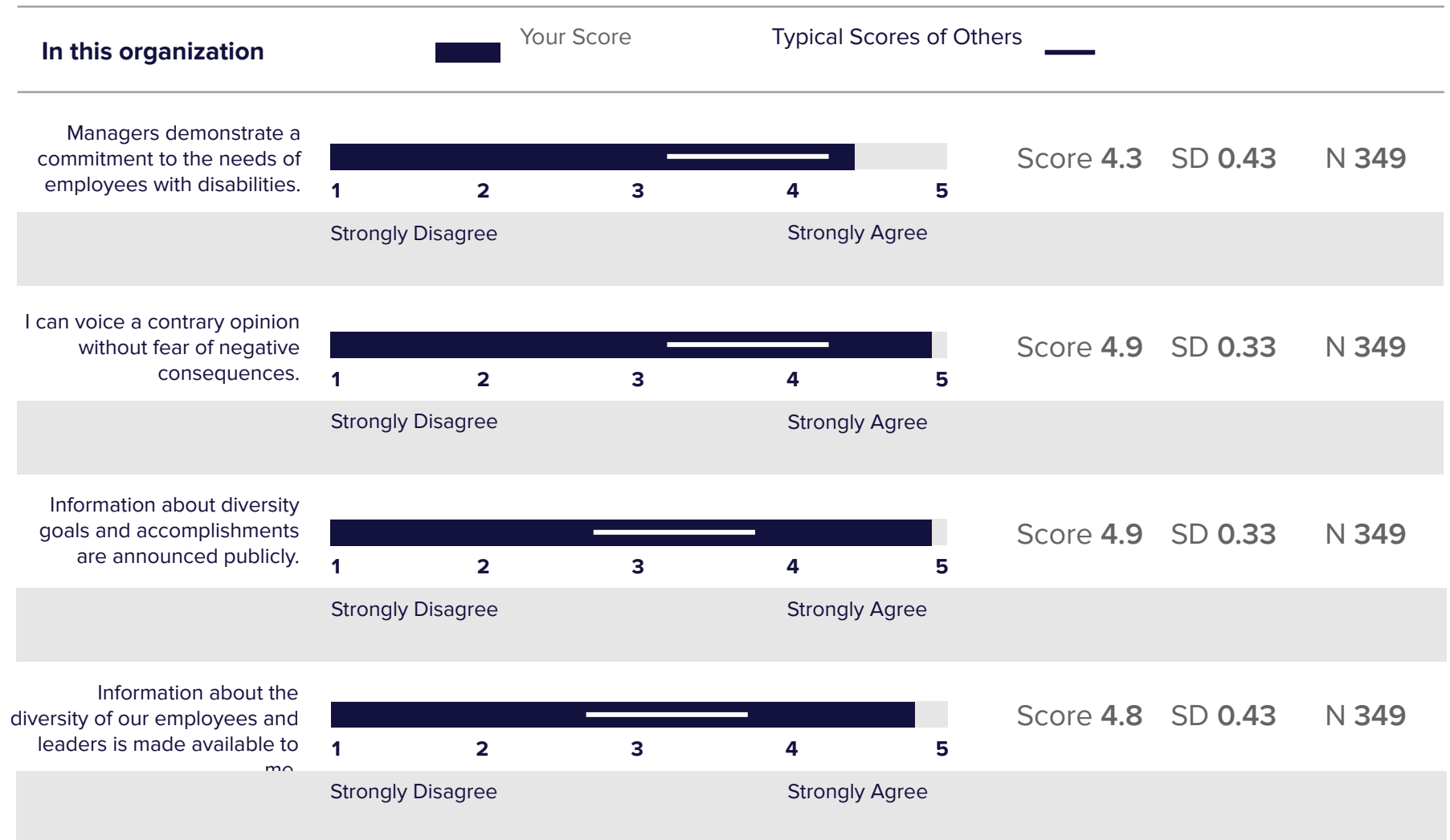
(Continued)

# DEIA



## Inclusion

The act of embracing all people irrespective of race, gender, sexual orientation, disability, medical, or other need.



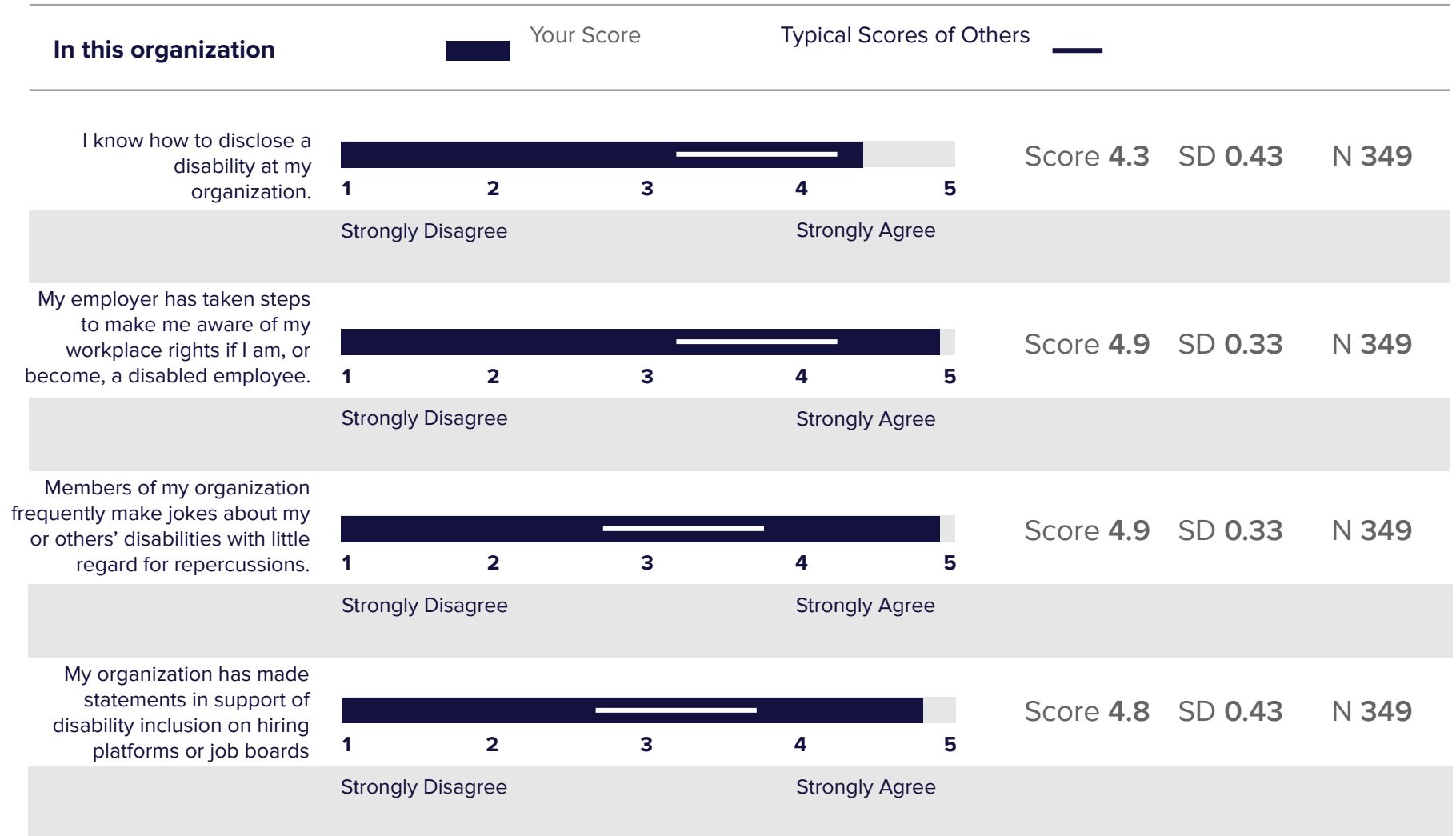


# DEIA

## A

### Accessibility

Those with a disability must be able to access information and services as fully, equally, and independently as people without disabilities.



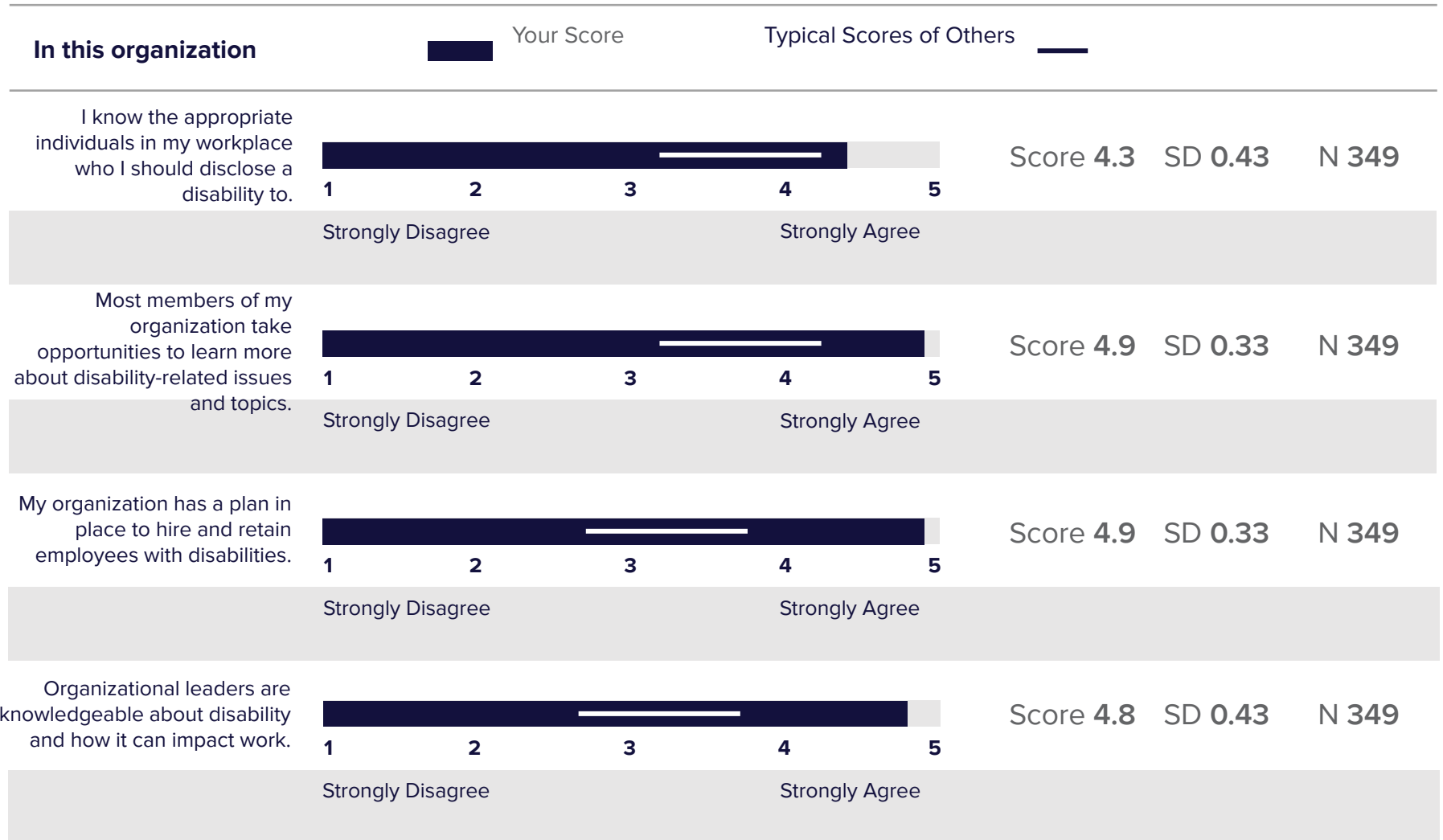
# DEIA



## Accessibility

(Continued)

Those with a disability must be able to access information and services as fully, equally, and independently as people without disabilities.



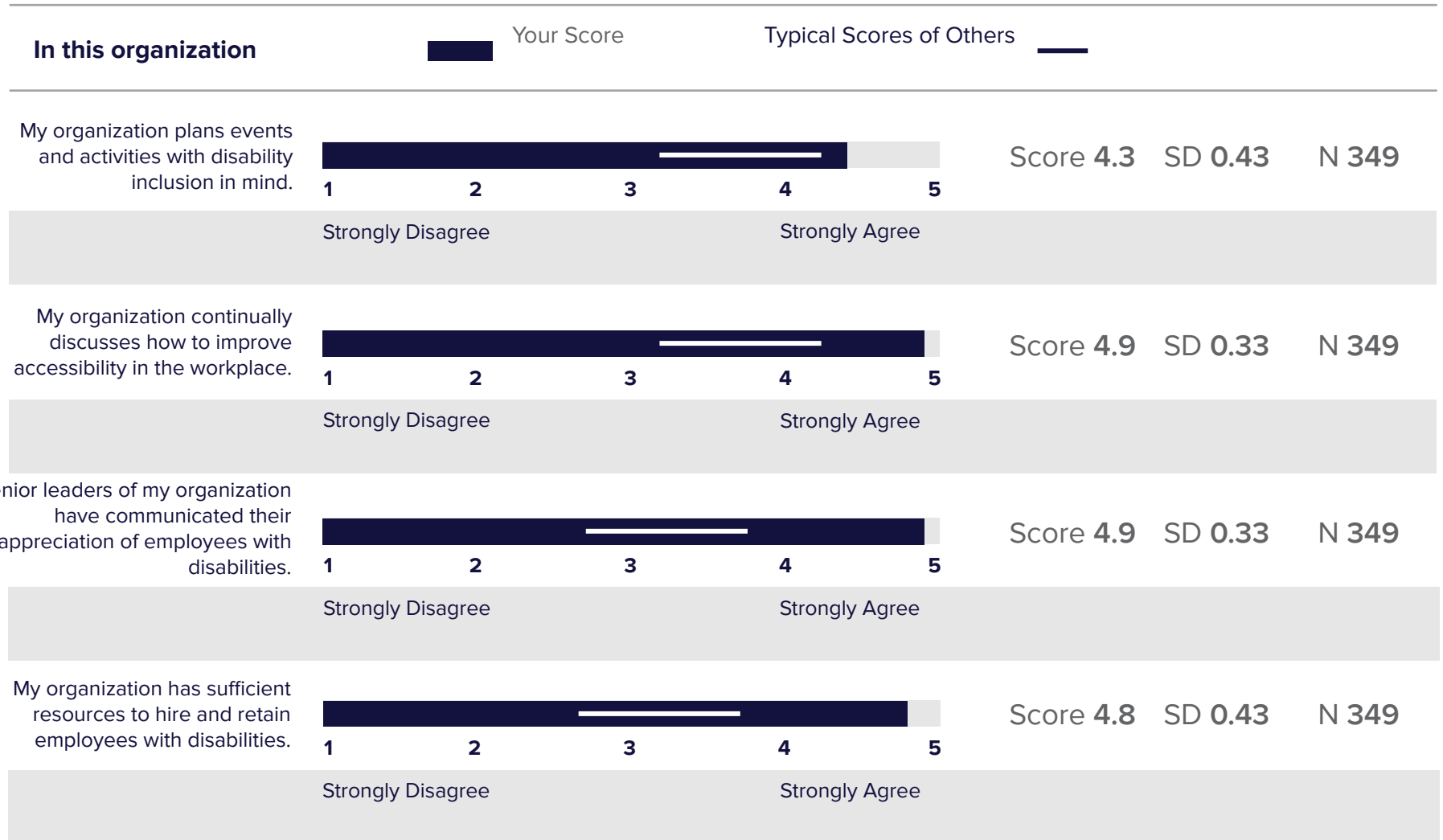
# DEIA



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(Continued)

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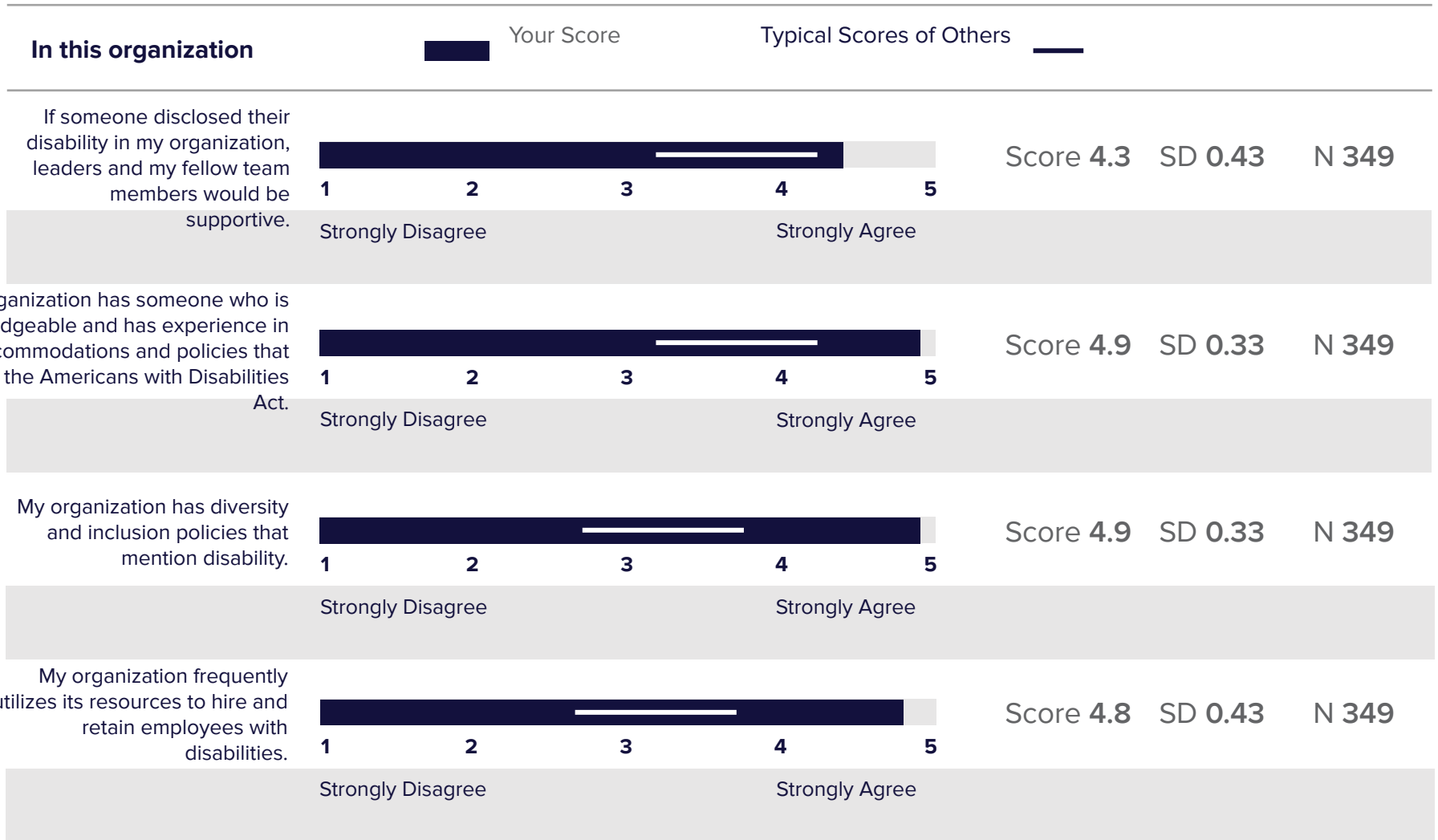
# DEIA

## A

### Accessibility

(Continued)

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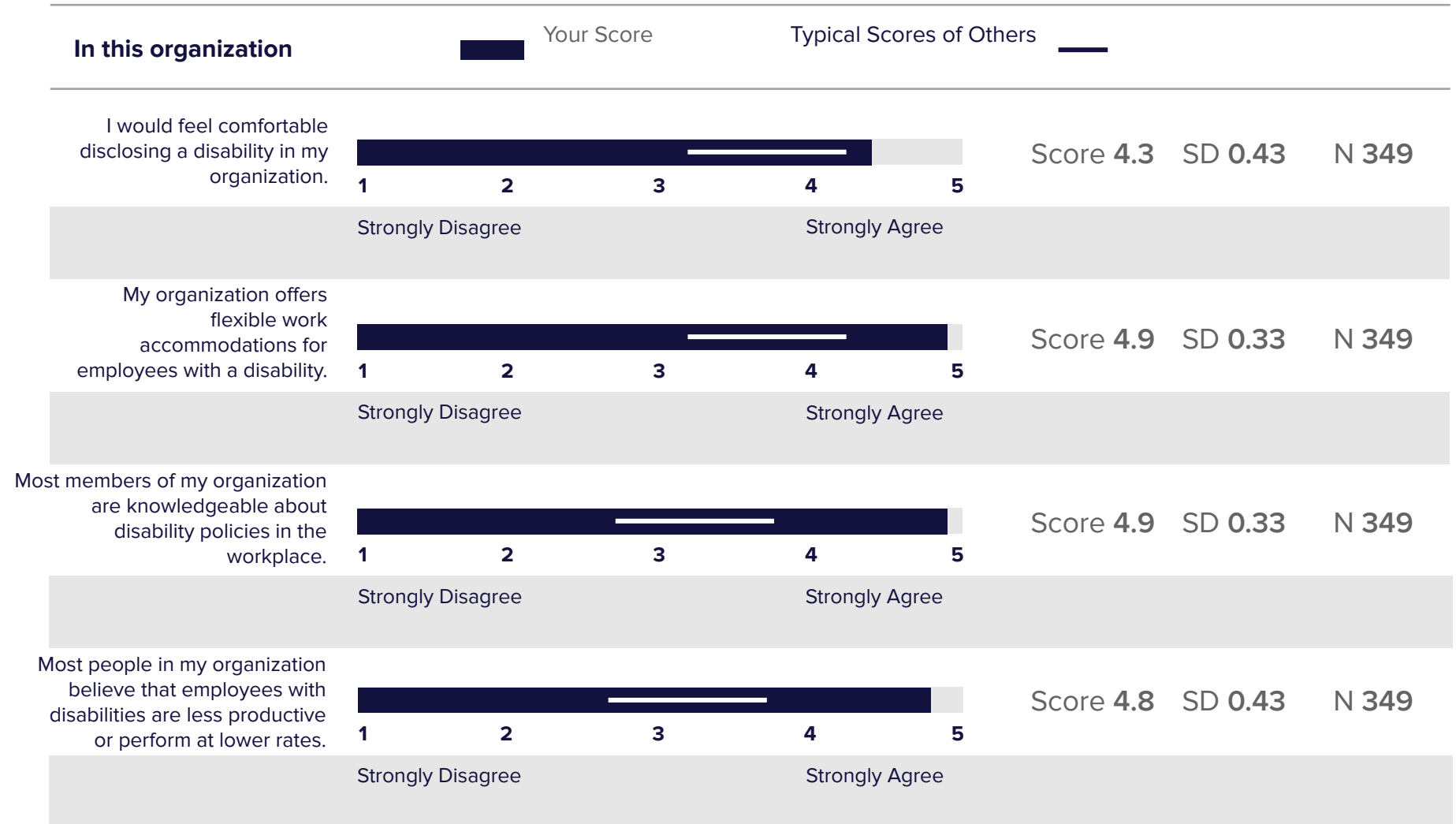
# DEIA

## A

### Accessibility

(Continued)

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*Developed and implemented by* **gothamCulture**<sup>®</sup>  
HELPING NAVIGATE CHANGE<sup>®</sup>

[www.gothamCulture.com](http://www.gothamCulture.com)