

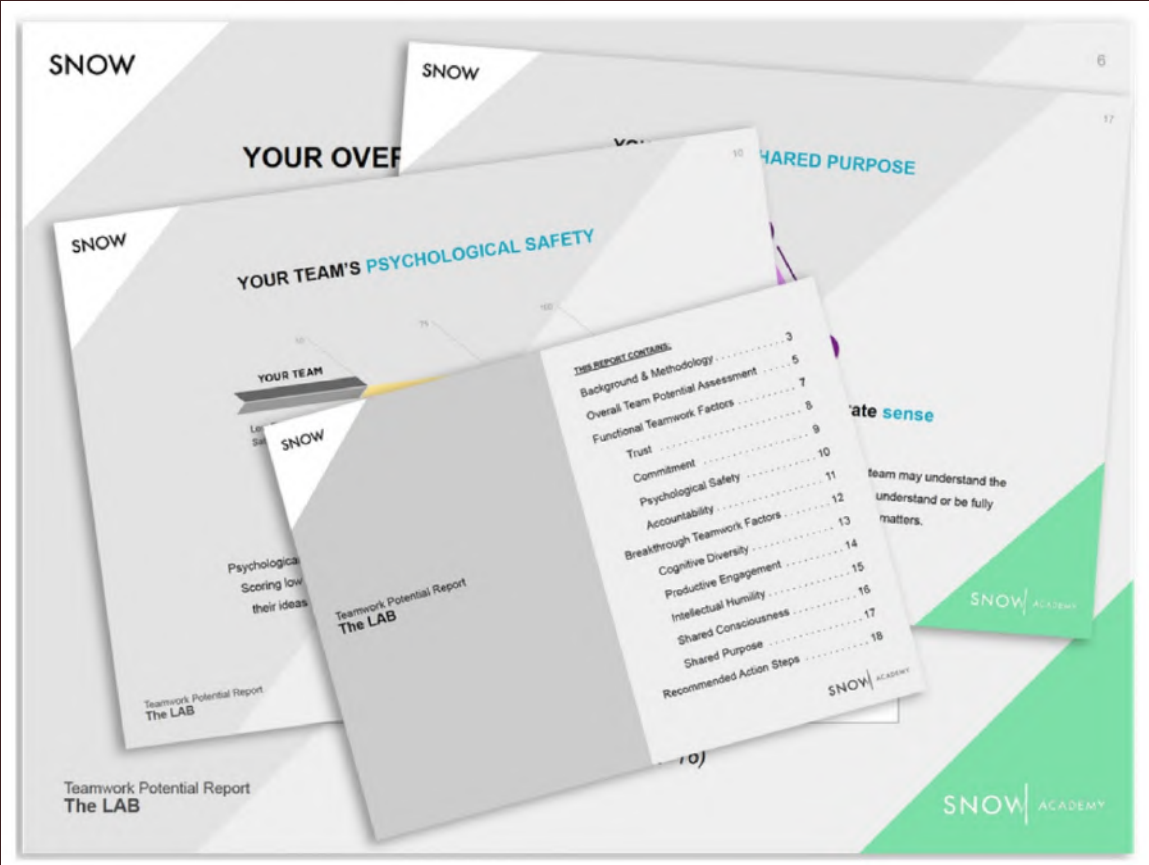
The Team Potential Gap

in Corporate America

Results from 9-Factor Teamwork Assessment
taken by 1,255 teams at US companies between 2019–2026

The study

methodology



20 LIKERT SCALE QUESTIONS ABOUT ORGANIZATIONAL BEHAVIOR & TEAM HEALTH

1,255 companies opted in to have members of their teams (ranging from 3-person teams to entire companies) fill out this Team Potential Assessment.

SELF-EVALUATION OF COMPANY SUCCESS + AI MARKET POSITION OVERLAY DATA

Answers accrued toward 9 factors of “Team Potential” — some of which accrued to multiple factors at once.

5 DEMOGRAPHIC QUESTIONS

These assessments were taken at snow.academy from Nov. 2019 to Jun. 2026.

The “Functional” Teamwork Factors

Table stakes attributes across a functioning team, drawn from classic management work by Patrick Lencioni, Bain & Co, Peter Drucker, & Google.

Trust

Belief that others on the team are capable and will do what they say they will do.

Commitment

Belief that others on the team are capable and will do what they say they will do.

Accountability

Willingness to take responsibility for team results.

Psychological Safety

Belief that others on the team will treat each other benevolently through conflict, disagreement, or risk-taking.

The “Breakthrough” Teamwork Factors

High-performance teamwork attributes drawn from the *Dream Teams* framework for teams that mathematically exceed the sum of their parts.

Cognitive Diversity

Different ways of thinking, fueled by different ways of being

Productive Conflict

Willingness to engage, dissent, & debate without getting personal

Intellectual Humility

Willingness to review viewpoints in light of new information

Shared Purpose

Alignment on a superordinate goal & its “why”

Shared Consciousness

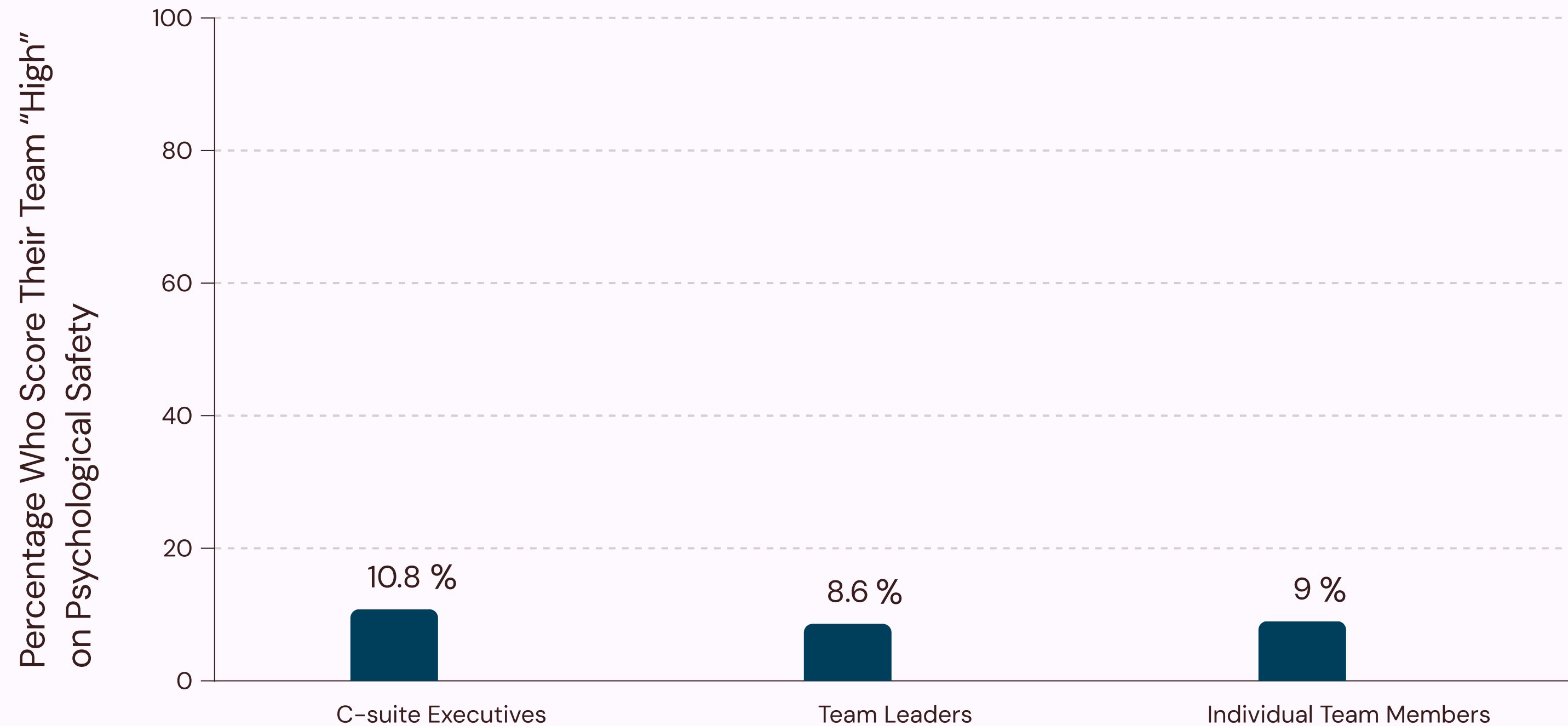
Transparent, un-siloed knowledge sharing about the team and its resources

TEAM POTENTIAL STUDY 2019-2026

The key results

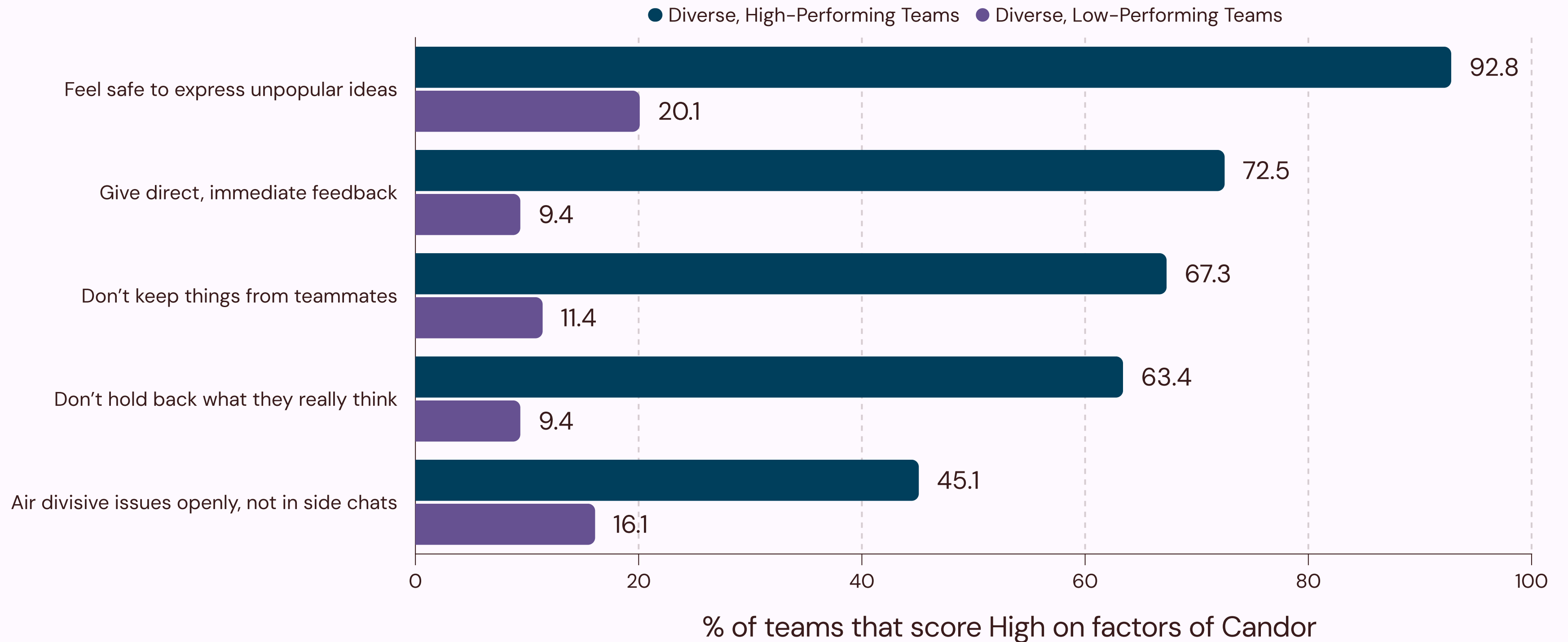
Psychological Safety Is Low In America

From the C-Suite to the front lines, American workers don't feel safe to speak candidly at work.



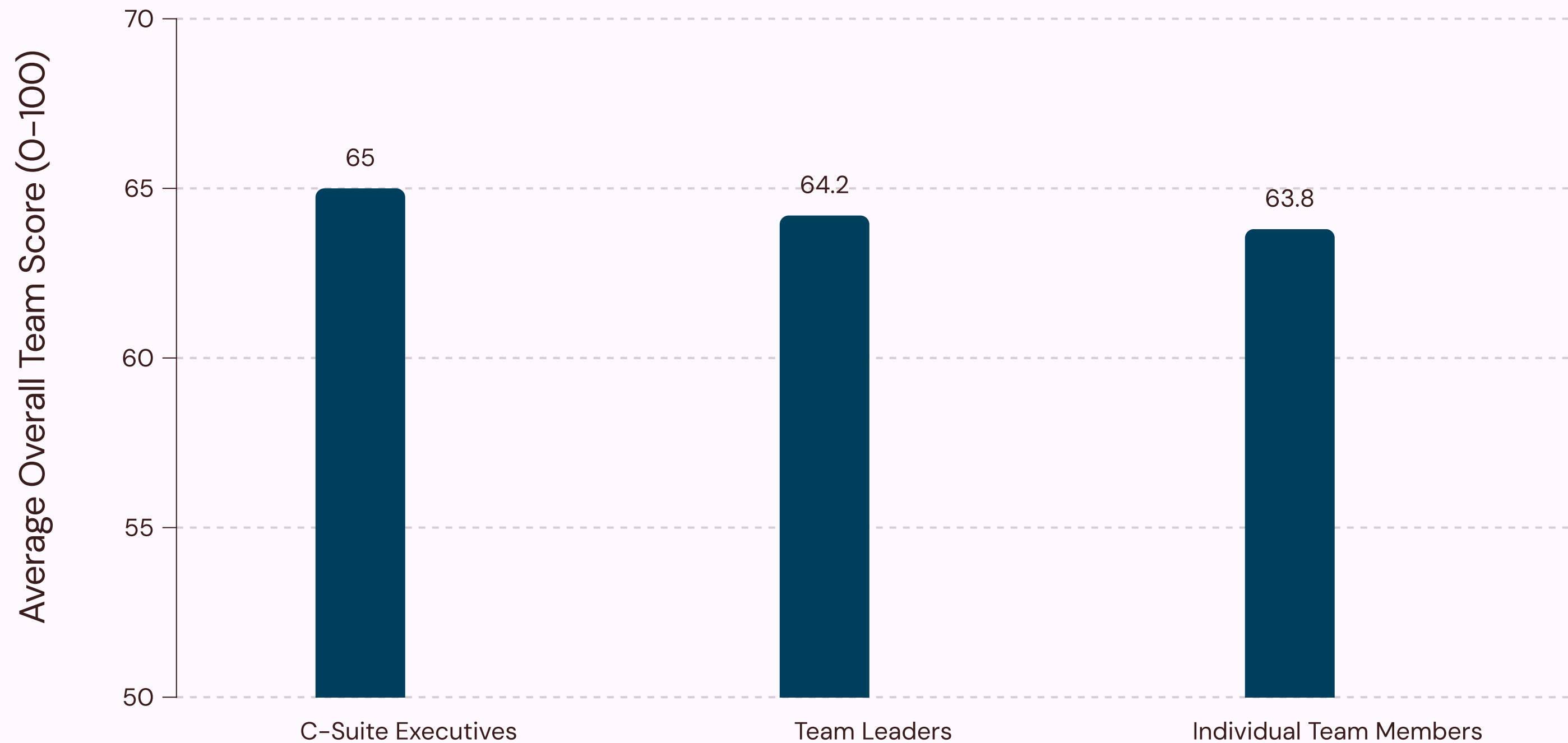
The Candor Gap

The difference between High- and Low-performing teams with lots of diversity? The ability to speak candidly.



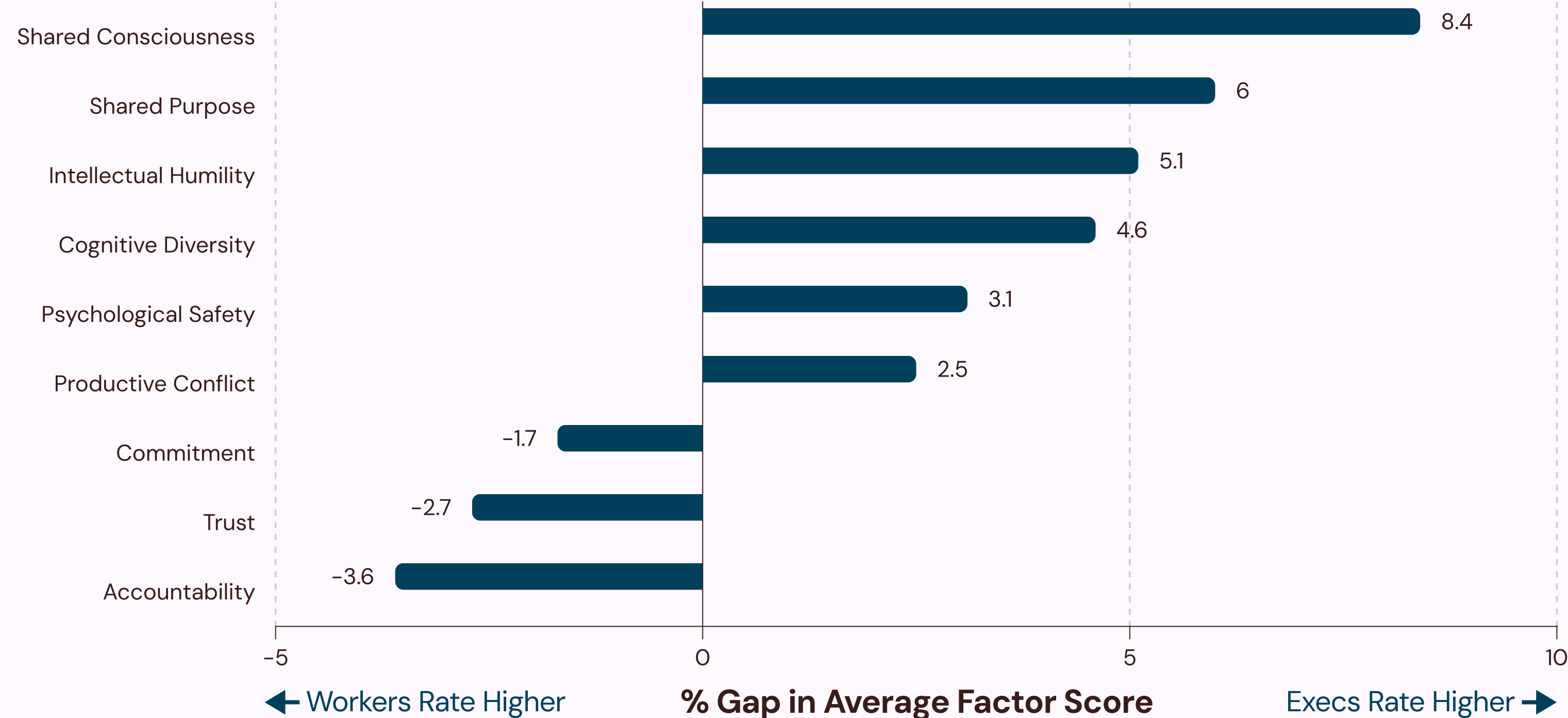
The View From the Top Is (Modestly) Rosier

Leaders rate their teams higher than the people beneath them do.



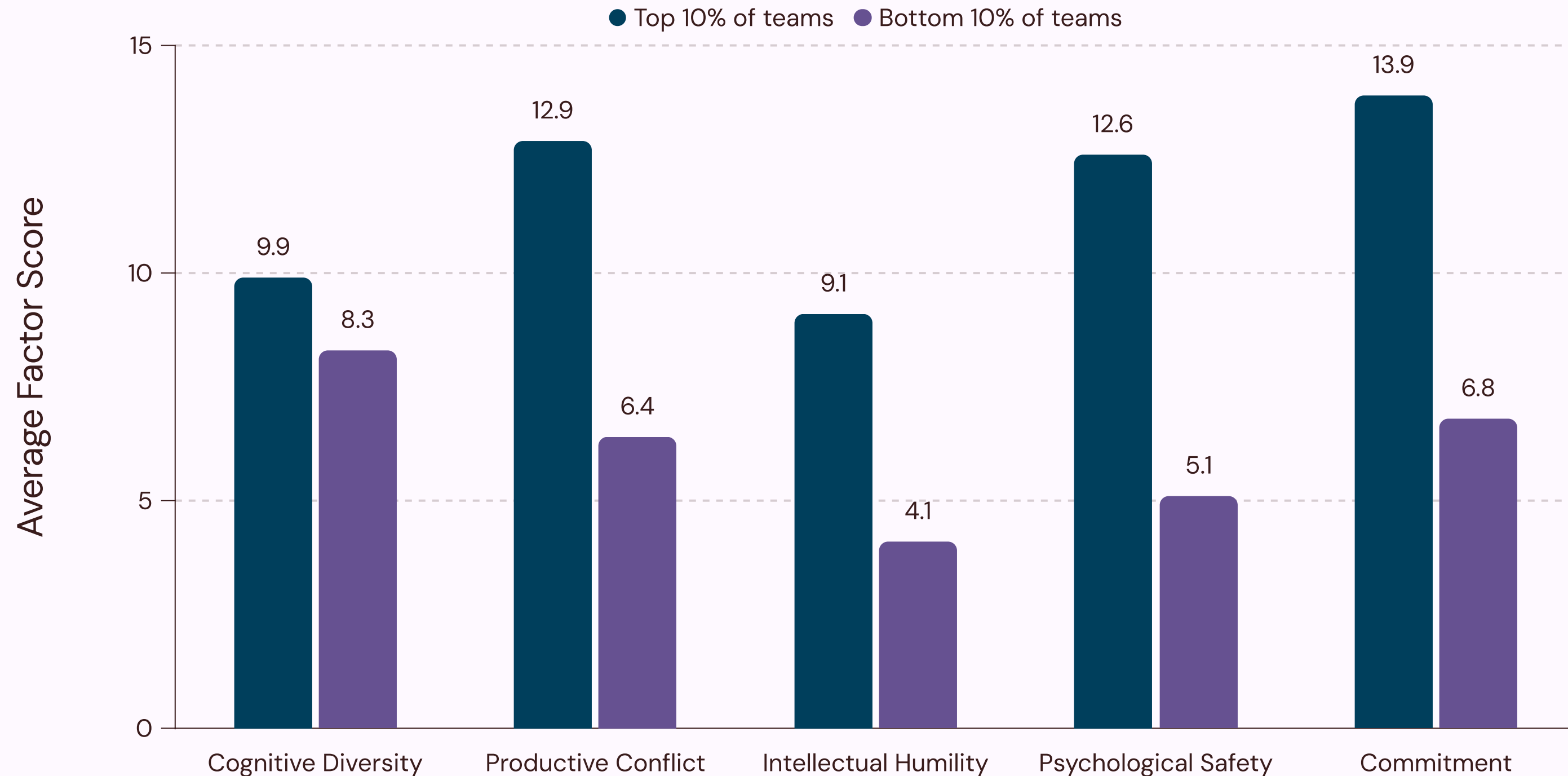
Where Execs & The Front Line Disagree

Difference in average team attribute score, C-Level Executives vs Individual Team Members



Diversity Is Not The Performance Divide

The diversity gap between the top and bottom 10% of teams is much smaller than the gaps in factors of effectively harnessing diversity.



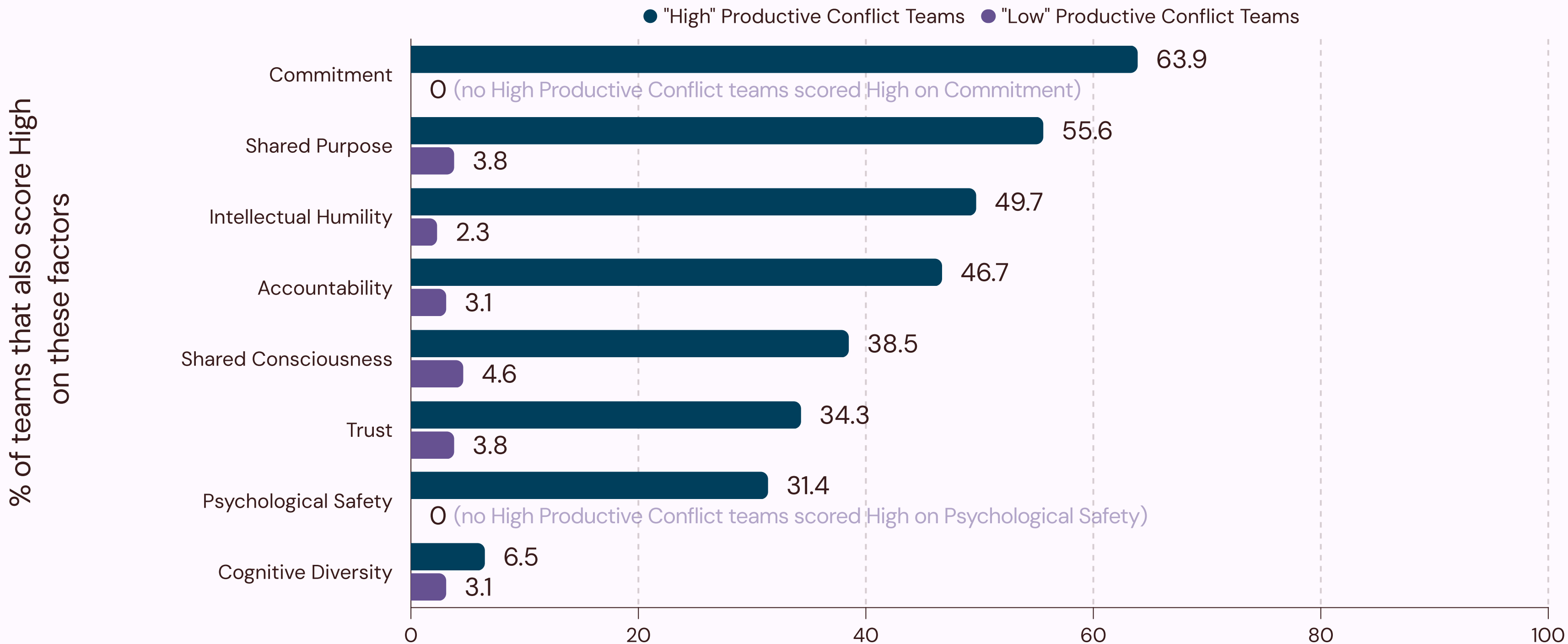
Teams That Argue Well Score Far Higher

Average overall Team Potential: High Productive Conflict teams vs Low Productive Conflict teams



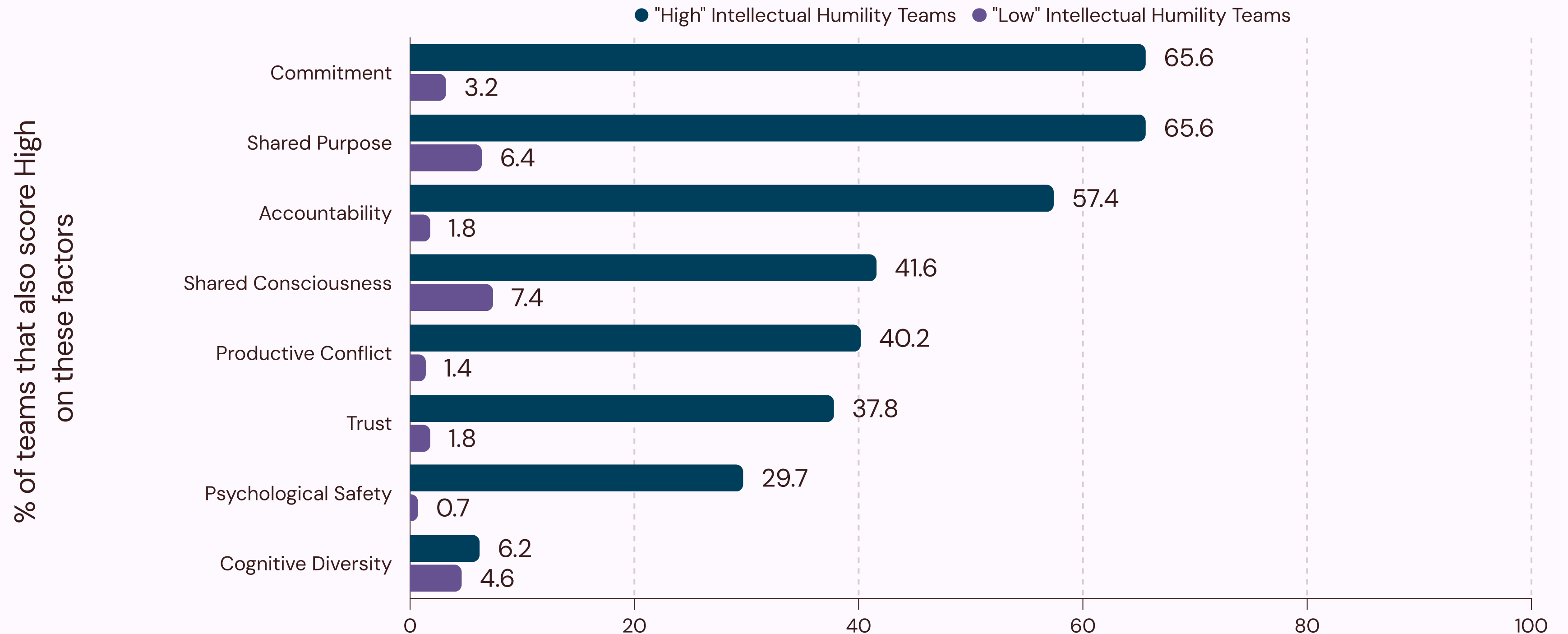
What Teams With Productive Conflict Get Right

Teams that score “High” on ability to engage productively score higher on other factors than teams that avoid conflict.



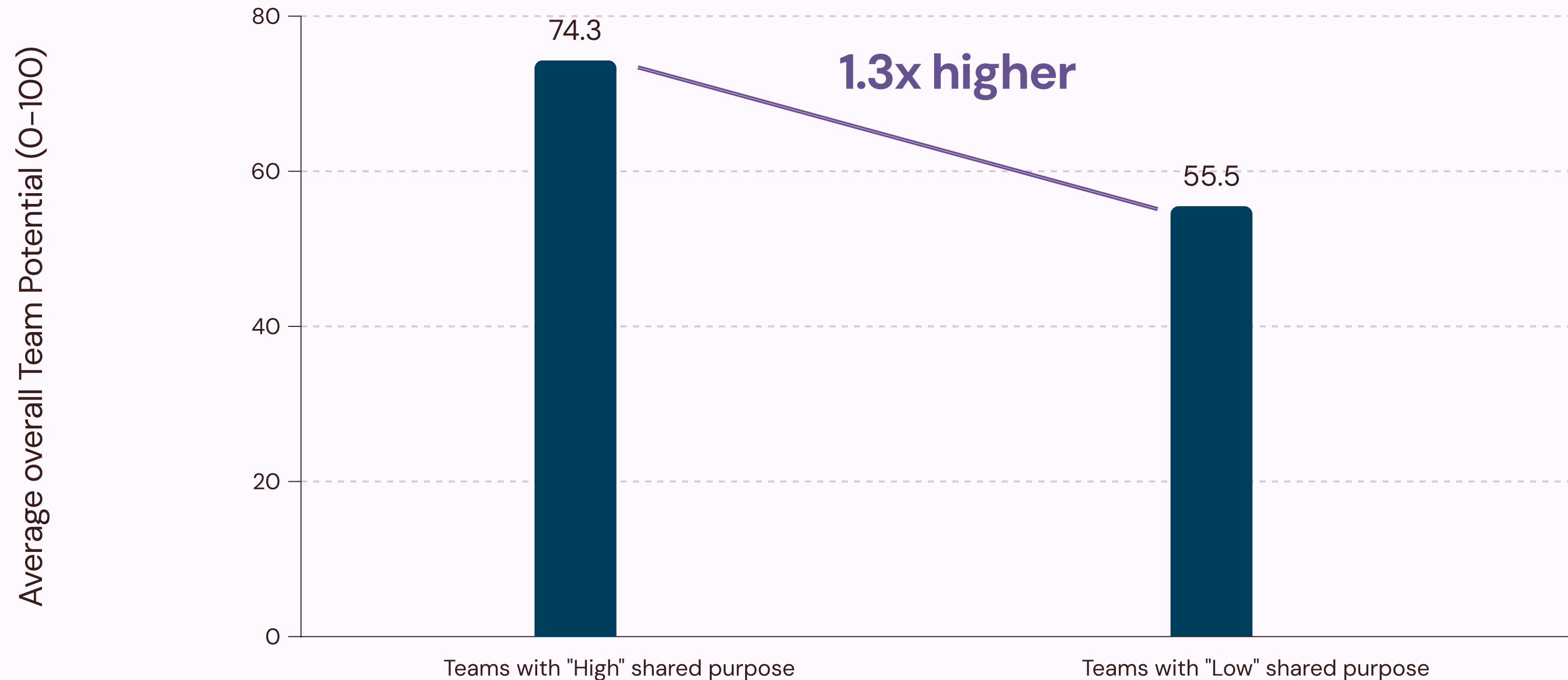
What Teams With Intellectual Humility Get Right

Teams that score “High” on ability to change their minds score higher on Trust, Commitment, Productive Conflict, and other factors than teams with low intellectual humility.



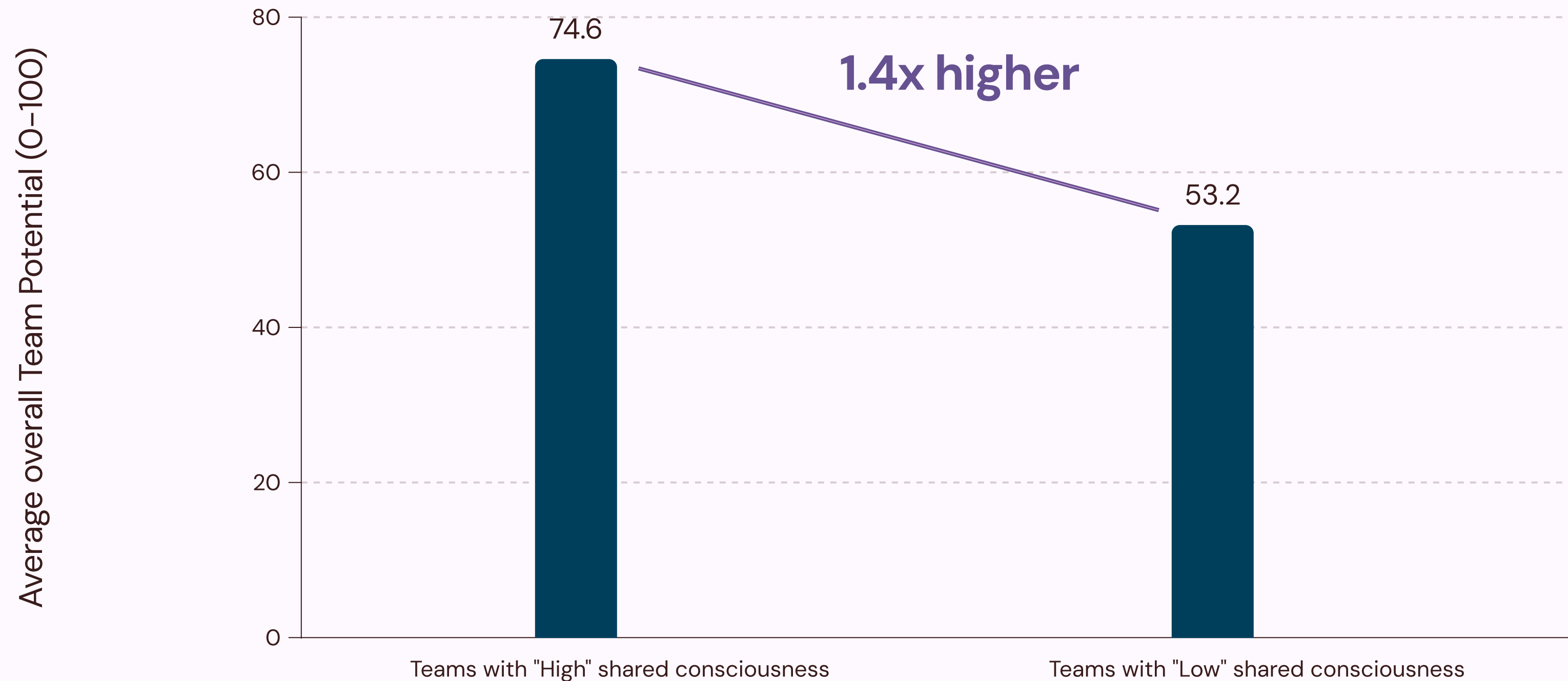
Teams With Shared Purpose Outperform

Average overall Team Potential: High Shared Purpose teams vs Low Shared Purpose teams



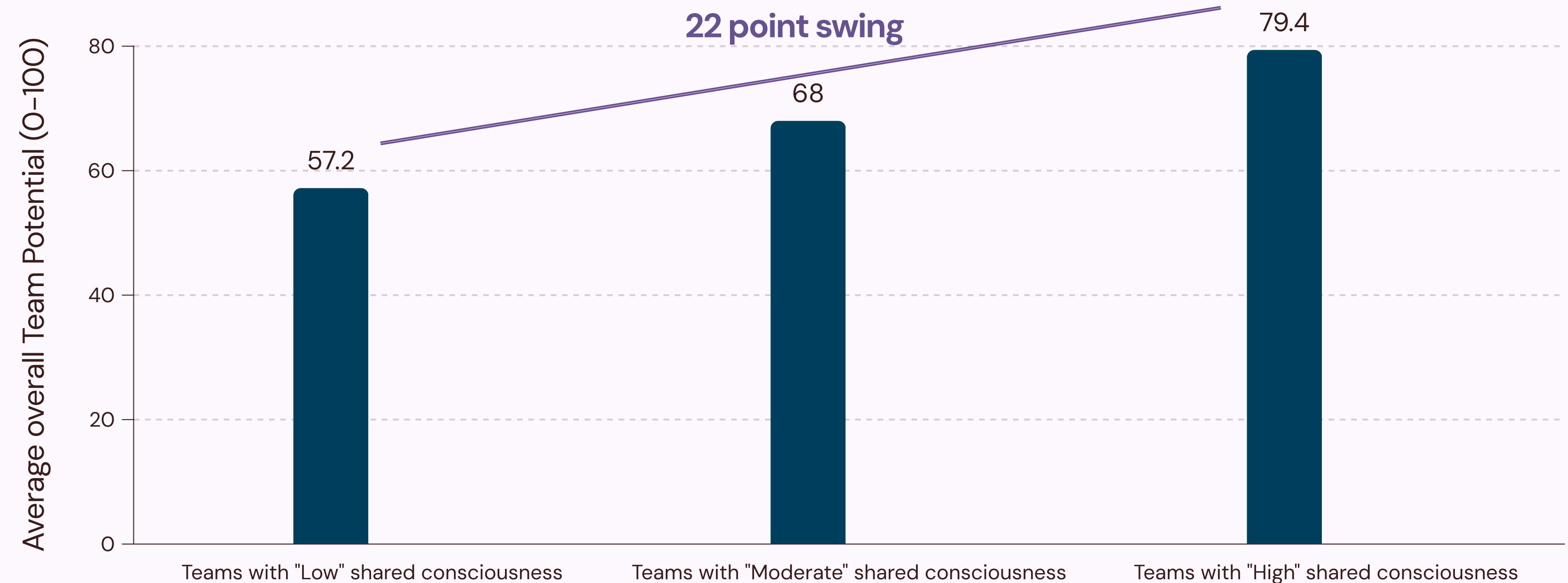
Teams With Shared Consciousness Outperform

Average overall Team Potential: High vs Low Shared Consciousness teams



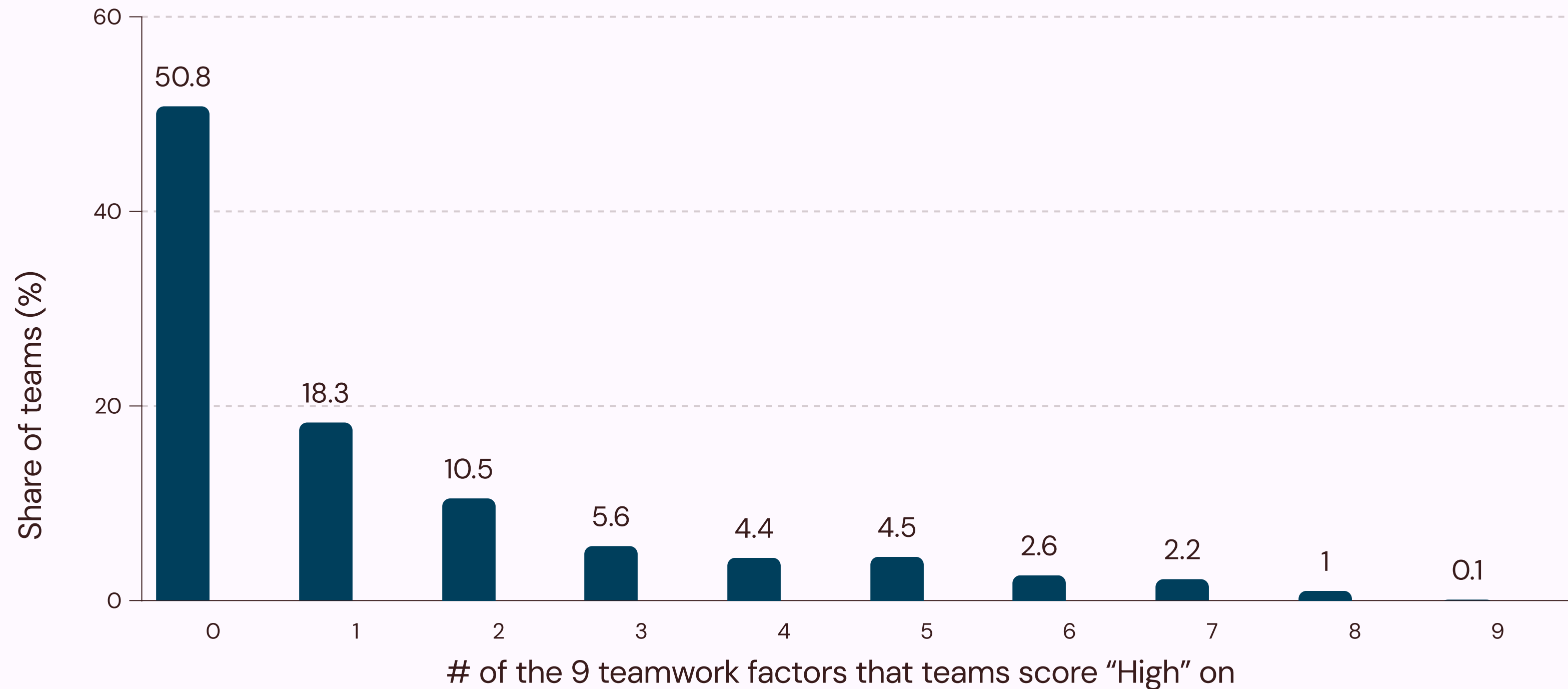
Information Transparency Makes Extra Difference On Diverse Teams

Overall Team Potential when Cognitive Diversity is coupled with High vs Low Shared Consciousness



The Muddle Middle of Corporate America

51% of teams score “High” on nothing at all.



(Trust, Accountability, Commitment, Psychological Safety, Cognitive Diversity, Constructive Conflict, Intellectual Humility, Shared Purpose, and Shared Consciousness)

THANKS!

About Snow Academy

by Shane Snow

WHAT IT IS

Snow Academy provides “human skills” training for busy professionals, based on psychology and organizational behavior work of top business authors.

WHO IT IS

Shane Snow is author of the #1 business bestseller *Dream Teams* and other books. Snow puts his own research to work as a CEO, speaker, and a film and Broadway producer.

SEE ALSO

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