ATLASSIAN

The state of teams

At Atlassian, we know that building healthy teams not only helps us show up for our customers, but it ensures we're building a workplace where people feel empowered, supported, and included.

With that in mind, we surveyed teams of all shapes and sizes across many industries to discover the current state of team health in the United States.

Our report suggests that there's still a way to go when it comes to improving overall team health, which is influenced by our effectiveness, happiness, engagement, and purpose. Some findings were unsurprising. We know what we need to do, we just don't always do it. It could be we undervalue the size of the problem, or maybe we're time poor and applying a band-aid solution is just more attractive in the moment. On the other hand, other elements are completely new ways of working, and a muscle we still need to build.

Leadership has changed, leaders haven't

Leaders should be force multipliers of team success, but the reality is that many need to put the work in when it comes to building team cohesion and a sense of purpose. Unhealthy teams (26%) state they have a problematic organizational culture, struggle

to have trust in leadership and feel decisions aren't made openly. With only 19% of teams identifying as healthy, the majority are not reaching their full potential.

20% of workers have low energy levels, and don't derive meaning and purpose from their work

Culture is key to innovation potential

Innovation and remaining competitive is table stakes for leaders. Our findings suggest that in a world where nearly every company has signed up to agile or digital transformation, people and culture is as important (if not more so) as tech and tools. Innovation commitment, psychological safety, and team cohesion were called out as being at the heart of what matters. This demonstrates that healthy teams are rarely created in a vacuum.

97% of those in teams with high support for innovation regularly talk through what's worked (and hasn't) to make improvements

Healthy teams can thrive anywhere

We found that location was not a determining factor in team health. Despite all the ongoing discussion around remote, hybrid or office workers, teams can be healthy wherever they work. *How teams work,* meaning the practices and rituals they rely on throughout the day, had a far greater impact on whether a team was thriving or merely surviving.

Interestingly, we also found team size, tenure and function had very little impact on overall health.

87% of healthy teams say the practice of open decision making is commonplace in their teams

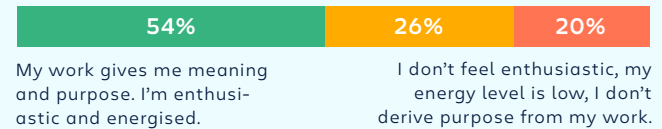### Further learnings from healthy teams show they are more likely to have:

- regular adjustment and replanning sessions

- a culture that celebrates achievement

- regular and genuine team reflections

- frank but constructive feedback

- adaptive planning practices (not sticking rigidly to a plan)
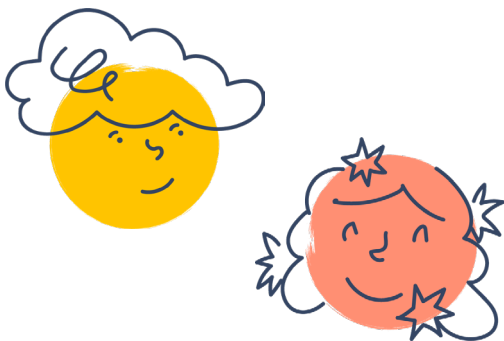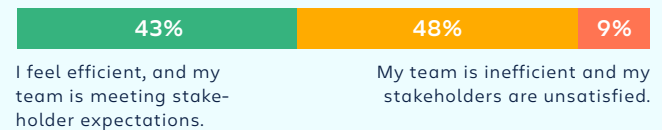
EARLY INDICATORS OF TEAM HEALTH

Through this research study, and our own internal research, we established what we believe are four indicators of team health. As the pilot study this establishes our baseline and we'll continue to track these indicators and more over time.
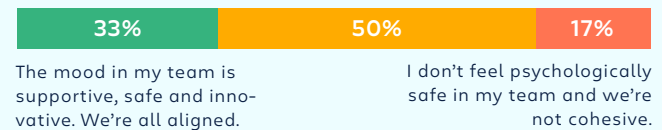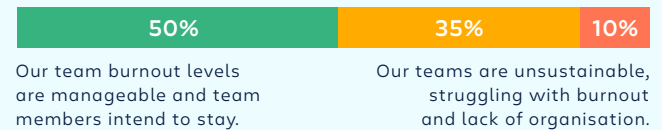
TEAM ENGAGEMENT

54%	26%	20%

My work gives me meaning and purpose. I'm enthusiastic and energised.

I don't feel enthusiastic, my energy level is low, I don't derive purpose from my work.

TEAM PERFORMANCE

43%	48%	9%

I feel efficient, and my team is meeting stakeholder expectations.

My team is inefficient and my stakeholders are unsatisfied.

TEAM CLIMATE

33%	50%	17%

The mood in my team is supportive, safe and innovative. We're all aligned.

I don't feel psychologically safe in my team and we're not cohesive.

TEAM SUSTAINABILITY

50%	35%	10%

Our team burnout levels are manageable and team members intend to stay.

Our teams are unsustainable, struggling with burnout and lack of organisation.

This report provides a simple, comparable, and rigorous measure of team health that can be tracked over time. It's inspired by our own team metrics, and backed up with evidence from 1,500 team members outside of Atlassian in the US and Australia.

To improve your team's health, try exercises like the work life impact play or ritual reset play, along with other team practices at:

atlassianteamplaybook.com