



C-ME TEAM PROFILE

Team Profile Playbook.

Turning your Team Profile into practice



BEFORE YOU START

How to use this playbook

This playbook is built to sit alongside your Team Profile, not replace it.

Reading it as the manager

Before your first team conversation, read through each section here alongside the matching section in your profile. Notice what feels true, what doesn't, and where you're unsure how the team will react. You don't need answers ready, just a sense of what's worth exploring together.

Bringing it to the team

You don't have to work through every section in one sitting, and you don't need to take them in order. Pick whatever feels most relevant to this team right now, and come back to the rest later.

WHAT'S ON EACH PAGE

- 1 A short reminder of what the section covers.
- 2 A general exercise you can run for any section: read it together, agree what you agree and disagree with, answer the profile's own questions, then agree what to stop, start, and continue.
- 3 Additional exercises built specifically for that section, to use alongside or instead of the general exercise.

There's no single right way to use this. Some teams will want to work through the whole profile in one sitting. Others will take one section a week. Either way works, as long as the conversation stays honest.



SECTION 1 OF 9

Team Overview

A clear summary of what this team naturally leans into, what it may underplay, and the trade-offs that shape performance day to day.

READ THROUGH THIS SECTION**Agree.**

What rings true? Where do you recognise yourselves?

Disagree.

What doesn't land? Where does the profile miss something?

Surprises you.

What's unexpected? What hadn't you noticed before?

Then turn to the three powerful questions printed at the end of this section in your profile, and work through them together. Don't rush to answer, sit with them.

Finally, agree one thing the team should stop doing, one to start doing, and one to continue doing, based on this section.

ADDITIONAL EXERCISES

- 1 Three minutes each: give your own overview of this team, then share it with the group.
- 2 Now try it in three words: describe this team in exactly three words, then share.
- 3 Revisit the Team Wheel together. What are the real pros of this particular mix? What are the real cons?



SECTION 2 OF 9

Trust & Safety

How trust tends to form in this team, and what to protect so people stay candid, connected, and willing to take risks together.

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ADDITIONAL EXERCISES

- 1 What does it feel like to be in a team with real trust and safety? What does it feel like without it?
- 2 Score it: 1 to 10, where is this team's trust and safety right now?
- 3 Give three real examples of trust in practice in this team, and three real examples of safety in practice.
- 4 Agree one thing the team could do to increase trust and safety.

SECTION 3 OF 9

Strengths & Watch-outs

The potential upsides and watch-outs of your team's mix, plus simple tips to protect the strengths without overplaying them.

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ADDITIONAL EXERCISES

- 1 Give examples of where you have seen your strengths play out.
- 2 Give examples of where your watch-outs show up in the everyday.
- 3 How do other teams see you? Would they agree with your list?

SECTION 4 OF 9

Pressure Gap

The difference between how your team prefers to work and how it's currently having to work: what's being dialled up or down, and what to watch if that stretch becomes the norm.

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ADDITIONAL EXERCISES

- 1 Turn to the Natural and Adapted wheels in your profile and place them side by side.
- 2 Give the room a quiet minute to compare the two shapes before anyone speaks.
- 3 Talk through what's being dialled up, and what's being dialled down, to cope with current demands.



SECTION 5 OF 9

Meeting Rhythm

How to run meetings that fit this team's energy: creating clarity, inclusion, and closure without wasted time.

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ADDITIONAL EXERCISES

- 1 What makes a good meeting? What are meetings really like for this team, honestly?
- 2 Score it: out of 10, how effective are our meetings?
- 3 Colour-code an hour of a typical meeting. What's the mix now, and what would the ideal mix be?
- 4 Agree your ideal meeting structure together, drawing on all four colour preferences.

SECTION 6 OF 9

Decision Protocol

How we make decisions as a team: what needs to be dialled up or down to balance pace, certainty, buy-in, and creativity.

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ADDITIONAL EXERCISES

- 1 What is our current decision-making process, honestly, rather than how it's supposed to work?
- 2 Score our decision-making as a team: 1 to 10.
- 3 Where do you sit: do decisions take too long, or are they made too quickly? Ask both, and expect different answers.

SECTION 7 OF 9

Conflict Protocol

How we disagree well: dialling up truth and curiosity, dialling down heat and hindsight.

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ADDITIONAL EXERCISES

- 1 What triggers conflict in this team?
- 2 How do you feel when there is conflict?
- 3 Define what conflict looks like here, and score how well you handle it: 1 to 10.
- 4 Knowing what makes you feel trusted and safe, what could you do to allow for healthy conflict?



SECTION 8 OF 9

Team Lifecycle

Where this team is likely sitting in its development arc, and how its mix would play out at every stage.

ADDITIONAL EXERCISES

- 1 Before looking at the profile's own assessment, decide privately which stage you think the team is in, and why. Write it down, then share.
- 2 Compare answers. Where did people agree? Where did they land somewhere different?
- 3 Check this against what the profile says. Does it match what the room just said?
- 4 Agree how to get more aligned with the stage you're actually in, so you can move forward together.

SECTION 8 OF 9, CONTINUED

Team Lifecycle: stage by stage

Use whichever stage matches where the team landed above. There's no need to work through all five.

Forming

- What excites you about this team?
- Do you have any concerns?
- Act on the profile's 'What to Focus on with C-me' box for this stage.

Storming

- What is the biggest trigger, right now?
- What is one thing you would change?
- How are you personally contributing to the conflict?
- Act on the profile's 'What to Focus on with C-me' box for this stage.

Norming

- What would it look like to move to Performing?
- How would it feel, day to day?
- What would others see?
- What's the effect on our output?
- What shifted us here?
- Act on the profile's 'What to Focus on with C-me' box for this stage.

Performing

- How does it feel to have got to this stage?
- How do you mitigate the performing risk named in your profile?
- What could disrupt the team?
- Are you more likely to move forward, or back? Why?
- Act on the profile's 'What to Focus on with C-me' box for this stage.

Transforming

- What do you value most about the team, right now?
- How do you mitigate what's named as most at risk?
- Act on the profile's 'What to Focus on with C-me' box for this stage.



SECTION 9 OF 9

Where to Grow Next

One collective development focus this team can rally around, based on what the data suggests would create the biggest shift.

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ADDITIONAL EXERCISES

- 1 Read the four 'at a glance' statements in this section: the aim, the practice, the stretch, and the anchor.
- 2 Which feels easiest to start with? Which feels hardest?
- 3 Turn 'the practice' into one specific commitment you can genuinely keep for the next 30 days.
- 4 Agree who will notice if you drift from it, and how they'll say so.



BEFORE YOU CLOSE THE PROFILE

One team commitment. One personal one.

AS A TEAM

Pull together everything captured across these sections into one stop, one start, one continue that the whole team owns.

Stop: _____

Start: _____

Continue: _____

AS AN INDIVIDUAL

Name one behaviour you personally will dial up or down, starting Monday, that supports the team's growth edge.

I will: _____

So that: _____

Who'll notice: _____