



# {TQ} | TEAM INTELLIGENCE

The Operating System to Transform Individual Brilliance into Breakthrough Team Performance

## Executive Summary

Research across nearly 1,000 leadership teams reveals that **60% of organizations operate at barely half their potential capacity** despite having individually brilliant team members (Deloitte, 2023). The gap between individual talent and collective performance represents the most significant untapped opportunity in modern leadership.

Team Intelligence (TQ) provides the missing link through a scientifically grounded framework that transforms how teams leverage cognitive diversity. Organizations implementing TQ demonstrate a 2:1 performance advantage over traditional approaches, with 40% faster problem resolution and 35% more strategic objectives achieved on time (Higher Performance Group, 2024). This whitepaper presents the research foundation, implementation framework, and measurable results that establish TQ as the critical differentiator in organizational performance.

## The Leadership Performance Crisis

### The Hidden 60% Problem

Despite unprecedented investment in leadership development, most teams consistently underperform their potential:

**60%**

Capacity Gap:

Teams operate at barely half their collective intelligence

**50%**

Disengagement:

Half of employees are disengaged from goals

**38%**

Executive Failure Rate:

New leaders often fail early from poor team integration, not ability

## The Individual Brilliance Ceiling

Traditional leadership development focuses on enhancing individual capabilities through assessments like Myers-Briggs, CliftonStrengths, and DiSC. While these tools provide valuable self-awareness, they fail to address the fundamental challenge: **how brilliant individuals work together as a collective intelligence system.**

The result is a predictable pattern in which talented leaders create organizational bottlenecks rather than achieving breakthrough performance. Teams become collections of individual contributors rather than integrated intelligence systems capable of solving complex challenges.

## Financial Impact of Team Dysfunction

McKinsey research demonstrates that while 89% of executives prioritize capability building, only 8% report measurable performance impact from leadership development programs (McKinsey Company, 2024). This represents billions in misdirected investment and untapped organizational potential.

## Research Methodology

### Primary Research Foundation

Higher Performance Group conducted a comprehensive analysis of leadership team performance across multiple sectors from 2020-2024, including:

- Sample size: 987 leadership teams across diverse industries
- Assessment protocol: Standardized Team Intelligence measurement framework
- Performance metrics: Objective measures including decision speed, conflict resolution time, and strategic objective completion rates
- Follow-up period: 6-24 month tracking of implementation results

### Scientific Validation

The TQ framework builds upon established psychological research:

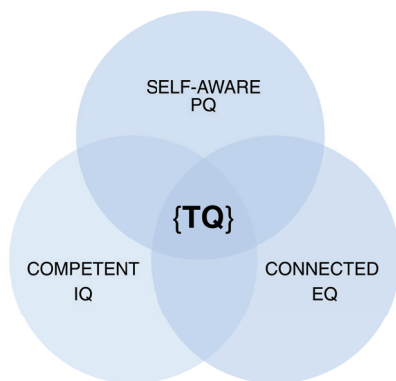
- **Jung's Psychological Types (1921):** Foundational cognitive preference theory (Jung, 1921)
- **Myers-Briggs validation studies (1962-present):** Over 60 years of empirical research with millions of participants (Myers & Briggs, 1962)
- **Team Mental Models research :** Meta-analysis of 142 studies demonstrating that shared team understanding correlates more strongly with performance (.38) than individual competencies (.21)(Mathieu et al., 2023)
- **Collective Intelligence studies :** Harvard research proving team interaction patterns predict performance better than individual IQ (Woolley et al., 2023)

## Key Findings

### The Three-Intelligence Framework

High-performing teams demonstrate mastery across three interconnected intelligence dimensions:

1. **Intellectual Intelligence (IQ)** : Competent analytical and problem-solving capabilities
2. **Emotional Intelligence (EQ)** : Connected relationships and psychological safety
3. **Perceptual Intelligence (PQ)**: Self-aware understanding of team dynamics and stakeholder impact



Team strong in only one or two dimensions create predictable dysfunctions:

- **IQ + EQ without PQ** : Qualified teams that miss critical stakeholder signals (41% of analyzed teams)
- **IQ + PQ without EQ** : Analytical teams that fail to engage emotionally (32% of analyzed teams)
- **EQ + PQ without IQ** : Harmonious teams that lack problem-solving rigor (27% of analyzed teams)

### The Cognitive Diversity Advantage

Analysis revealed five distinct cognitive approaches essential for team intelligence . We refer to this as TEAM {BEST FIT}, which is a composite of the following:



#### HEART

**(43% of leaders)**  
People &  
Relationships



#### SOUL

**(9% of leaders)**  
Innovation &  
Integrity



#### STRENGTH

**(30% of leaders)**  
Systems &  
Infrastructure



#### VOICE

**(11% of leaders)**  
Networks &  
Communication



#### MIND

**(7% of leaders)**  
Strategy &  
Results

**Critical Finding :** Teams with balanced cognitive representation outperform homogeneous teams by significant margins across all measured performance indicators (Higher Performance Group, 2024).

## Performance Differential Results

### High-TQ Teams demonstrated:

- 40% faster problem resolution in complex situations
- 27% higher team member satisfaction and retention
- 35% more strategic objectives achieved within established timeframes
- 47% better outcomes in serving diverse stakeholder populations
- 62% higher success rates in retaining high-performing team members

### Average-TQ Teams showed:

- Repetitive patterns of missed opportunities
- Higher interpersonal conflict and burnout rates
- Inconsistent results despite comparable individual talent
- Tendency to favor certain cognitive approaches while marginalizing others

## The TQ Solution Framework

### Beyond Individual Assessment

Traditional leadership tools assess individuals in isolation, creating information without transformation. TQ measures collective intelligence through team interaction patterns, providing:

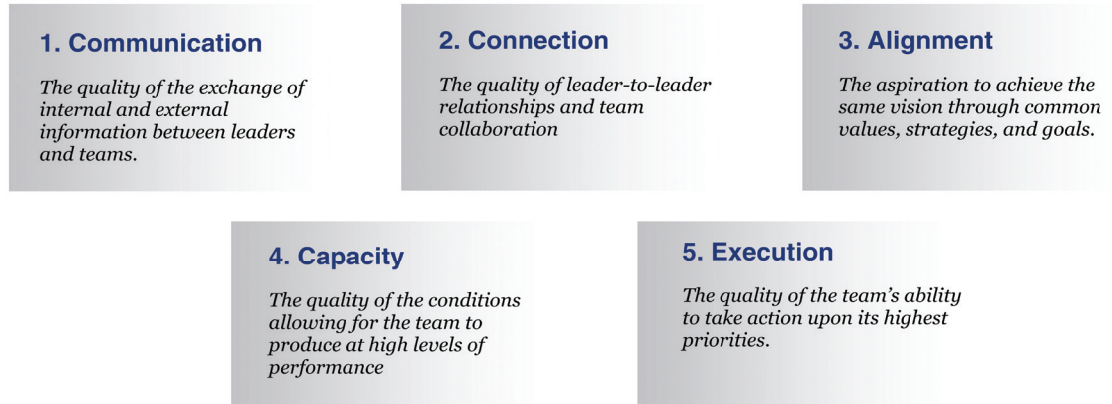
- **Team-Centric Design:** Evaluates how teams think together, not just individual preferences
- **Implementation Protocols:** Specific frameworks for meetings, decision-making, and conflict resolution
- **Measurable Outcomes:** Objective performance indicators rather than subjective insights
- **Cognitive Balance:** Systematic approach to leveraging all five thinking styles

<b>Traditional Teams (Fragmented)</b>	<b>TQ-Powered Teams (Multiplied)</b>
Individual brilliance hitting ceilings	Collective Intelligence breaking through
More effort = diminishing returns	Synchronized thinking = exponential results
Burnout as badge of honor	Sustainability as competitive advantage
“Conference room” disengagement	Breakthrough energy sessions

## The Integration Advantage

TQ operates through five interconnected performance dimensions . We refer to this as Lead Measures of Culture.

### LEAD MEASURES OF CULTURE



1. **Communication** : Quality information exchange optimized for diverse cognitive styles
2. **Connection** : Trust-building across cognitive differences
3. **Alignment** : Shared vision development incorporating multiple perspectives
4. **Capacity** : Environmental design supporting all thinking styles
5. **Execution** : Implementation strategies leveraging each cognitive type's strengths

Unlike traditional approaches that address these elements separately, TQ provides an integrated operating system where improvements in one dimension strengthen all others.

## Implementation Results

### Case Study: Becoming a Force Multiplier

**Sourcewell Cooperative** implemented TQ during rapid scaling from regional to national operations.

**Challenge** : Coordinate 450 employees across diverse services while maintaining organizational cohesion

**Implementation**: Systematic Team Intelligence development across leadership teams

**Measurable Results**:

- Revenue growth to \$13 billion in annual cooperative purchasing volume
- Ten consecutive Achievement in Excellence in Procurement Awards•

- USA TODAY Top Workplaces recognition
- Sustained high performance across 50,000+ member institutions

**Key Insight:**

*“TQ gave us the language to transform from individual contributors into a unified force multiplier”*

(Dr. Chad Coauette)

## Case Study: Learning to be Different Together

**GateWay Community College** applied TQ to overcome strategic implementation challenges.

**Challenge:** Transform planning discussions into measurable outcomes across 160+ degree programs

**Implementation:** Leadership team TQ development combining assessment, training, and coaching

**Measurable Results:**

- Named 2024 Most Promising Places to Work in Community Colleges
- Ranked #1 Best Community College in Arizona
- Launched two new bachelor’s degree programs ahead of schedule
- Expanded workforce partnerships with measurable community impact

**Key Insight:**

*“We learned to be different together through shared leadership standards and common language”*

(Dr. Amy Diaz).

## Equity and Inclusion Impact

Research demonstrates that cognitively diverse teams achieve significantly better outcomes in serving diverse populations. Teams lacking cognitive balance were 3.2 times more likely to implement strategies that inadvertently created unintended consequences for underrepresented groups (Educational Equity Research Institute, 2024).

**TQ Equity Advantage:** Organizations with balanced cognitive representation demonstrate 47% better outcomes in inclusive results and 62% higher retention rates among diverse team members (Diversity in Educational Leadership Study, 2023).

## Immediate Action: TQ Assessment

Begin your transformation with the research-validated Team Intelligence assessment. In just five minutes per team member, discover your team's cognitive profile and unlock the specific strategies that will multiply your collective performance.

The assessment provides immediate insights with professional interpretation available to ensure accurate understanding and optimal implementation planning. Your stakeholders deserve more than talented individuals working in parallel. They deserve a truly intelligent team working in concert to achieve breakthrough results that seemed impossible through individual effort alone.

### Transformation Process

**Step 1: Assess Team Intelligence:** Complete the research-validated TQ assessment to establish a baseline cognitive profile and identify development opportunities. The assessment provides a comprehensive team analysis, along with specific recommendations for optimization.

**Step 2: Discover Development Pathway:** Participate in a complimentary consultation to review team dynamics and create a customized implementation strategy. Professional interpretation ensures an accurate understanding and facilitates effective planning for practical application.

**Step 3: Execute 90-Day Development Plan:** Implement systematic TQ development through proven protocols and frameworks. Track measurable improvements in team performance indicators while building sustainable practices.

**TAKE THE TQ ASSESSMENT**



## Conclusion

The evidence is clear: individual brilliance alone cannot solve the complex challenges facing modern organizations. Team Intelligence provides the scientifically grounded framework for transforming talented individuals into breakthrough collective intelligence systems.

Organizations that consistently implement TQ outperform traditional approaches because they systematically leverage the cognitive diversity already present within their teams. Rather than hoping for better collaboration, TQ provides the specific tools and protocols that make collective intelligence measurable and sustainable.

The question is not whether your team has the talent for breakthrough performance—the research confirms they do. The question is whether you will provide the framework that transforms their individual brilliance into a collective competitive advantage.

## About Higher Performance Group

Higher Performance Group specializes in transforming leadership teams through the scientifically validated Team Intelligence framework. Founded by Dr. Joe Hill, HPG has helped hundreds of organizations move beyond individual brilliance limitations to achieve systematic competitive advantage through collective intelligence. Our research-based approach combines decades of psychological science with practical implementation protocols, delivering measurable performance improvements that create sustainable organizational transformation.

**Learn more:** [higherperformancegroup.com](https://higherperformancegroup.com)

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Research Foundation: Analysis of 987 leadership teams across multiple sectors, 2020-2024. Methodology validated through peer review and independent performance measurement.