THE SOULEIL GROUP
STRATEGIC ADVISORY | LEADERSHIP & EXECUTION

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LEADERSHIP TEAM DIAGNOSTIC

5 Signs Your Team's Friction Is *a Systems Problem*

A diagnostic for leaders who suspect the real issue runs deeper than personalities.

When a leadership team is struggling, the instinct is to look at the people — who's difficult, who doesn't collaborate, who needs to change. But most team friction isn't a personality problem. It's a systems problem. Here are five signs the real issue is the system in which your people are working.

1

THE SAME CONFLICTS KEEP RESURFACING — WITH DIFFERENT PEOPLE

If your team has recurring disagreements that never fully resolve about priorities, resources, or accountability, and those disagreements persist even when team membership changes, the conflict lives in the structure. Not the individuals. Personnel changes don't fix systems problems.

2

ALL COMMUNICATION FLOWS THROUGH THE LEADER

Watch where conversations go in a team meeting. In struggling teams, everything routes through the leader and back out again. Healthy teams talk to each other. When your team can only function if you broker every interaction, the team has no operating system of its own. That's a design problem.

3

DECISIONS GET MADE BUT NOTHING CHANGES

When a team can align in the room but execution stalls the moment people leave, the issue is usually unclear accountability or a gap between what the team is asked to deliver and what it's resourced to do. Agreement isn't alignment. Alignment requires clarity about who owns what and what the team uniquely exists to deliver.

4

TENSION IN THE ROOM GETS MANAGED INSTEAD OF USED

When conflict surfaces, leaders instinctively move to resolve it. A joke, a quick decision, a pivot to safer ground. But tension in a team is often data. It's pointing at something the system hasn't been able to say directly. Teams that suppress tension don't become less tense. They become less honest.

5

EVERYONE IS WORKING HARD BUT THE TEAM FEELS STUCK

Individual effort without collective alignment is one of the most common and most misdiagnosed leadership team failure modes. When people are busy but progress is slow, the system isn't directing energy toward the right outcomes. The team may lack a shared sense of what it uniquely exists to accomplish beyond the sum of each member's functional responsibilities.

NEXT STEP

If any of these resonate, the first step is a conversation.

Book a free 30-minute Leadership Team Diagnostic Call. No program, no proposal. Just a focused conversation to help you see your team's system more clearly.

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