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MANAGER FIELD GUIDE · TEAM IQ

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The Team IQ Manager Field Guide

Situational fit, focus skills, and provenance for running the pod under pressure

Deal IQ trains decisions under buyer pressure. Team IQ trains craft under pod pressure. Same passport, different win condition. This guide is for enablement leads, sales managers, and RevOps owners who assign focus skills and coach from evidence, not trait labels.

ORIENTATION

Quick scan

WHO THIS IS FOR

- Enablement leads designing pod soft-craft programmes
- Sales managers running retros and 1:1 coaching
- RevOps owners who want shared focus-skill language across Deal IQ and Team IQ

WHAT THIS IS NOT

- Not a personality or trait assessment
- Not four seat-cloned Team IQ frameworks (SDR / AE / CSM / hiring)
- Not the Team IQ game rulebook (see link for mechanics)

When to use this guide

PRE-RETRO

Brief the cohort on situational fit before a retro episode. Name the beat type and the 3 to 5 focus skills.

FOCUS-SKILL WEEK

Assign one skill per gap group, rematch the same beat type, and read uplift on the polar, not completion vanity.

COACHING DEBRIEF

Open the session drawer. Coach from input, reaction, engine, and Klara tags with beat snippets.

HIRING CALIBRATION

Use Team IQ as supporting pod-craft evidence beside Deal IQ work samples. Never as a lone hiring gate.

Native axes under pressure

> **Psychological safety contribution**
>
> **Measured:** Peer openness after your beats in pod scenes.
>
> **Manager play:** Watch whether peers stay open after the rep speaks. If the room closes, coach the beat (listen vs fix), not the personality.

Managing up

Measured: Fit signals in manager 1:1 episodes.

Manager play: In 1:1 beats, inspect agenda ownership and escalation clarity. Rematch managing-up scenes when fit is risky or mismatched.

Peer trust repair

Measured: Recovery after conflict beats, not avoidance.

Manager play: Score recovery after conflict, not silence. Avoidance looks calm and fails the rematch.

Values in action

Measured: Company values rubric on visible choices.

Manager play: Ask which visible choice matched the values rubric. Trait praise without a choice is noise.

Feedback reception

Measured: Response to coach and manager input in-fiction.

Manager play: Track how the rep absorbs coach or manager input in-scene. Deflection without a next move is a rematch signal.

Beat types you actually manage

Team IQ scenes use directed beat types. Brief the pod on the beat, not a soft-skill lecture. Source: Team IQ quick reference and rulebook.

1. **Retro:** Pod looks back on a sprint or deal week. Choice and dialogue beats dominate. Focus skills often sit in discovery-insight and influence-communication.
2. **1:1:** Manager and report. Managing-up and feedback-reception axes light up. Compose beats for async follow-ups.
3. **Stand-up:** Short status under time pressure. Observe before speak. Watch initiative and accountability proxies.
4. **Deal review:** Inside-pod deal review (not the buyer room). Peer trust and judgment-leadership groups often carry focus skills.
5. **Cross-functional handoff:** Handoff to CS, product, or partners. Values-in-action and peer trust repair show up when ownership blurs.

Situational fit bands

Read the polar and per-scene bands. Coach the moment, not the person. Open the STEAMIQ sample debrief to see authored evidence.

WELL MATCHED

Right skill for the social moment. Peers respond positively. Keep the focus skill and raise difficulty on rematch.

RISKY HERE

Useful elsewhere, fragile in this scene type. Rematch the same beat type with a clearer brief.

WRONG TOOL / MISMATCH

Wrong tool for the moment. Peer reaction marks the gap. Change the move, not the trait label.

Focus-skill assignment loop

Managers assign 3 to 5 focus skills per rep. Rematch on the same beat type. Read uplift on situational-fit charts, not completion vanity.

1. **Pick:** Choose focus skills from the five O*NET-rooted groups (24 skills). Prefer one skill per gap group.
2. **Brief:** Name the beat type and the win condition. Situational fit, not trait labels.
3. **Play:** Run the episode. Reaction-first feedback lands before notes.
4. **Read:** Open polar, group rollup, and session drawer provenance.
5. **Rematch:** Same beat type, same focus skills. Compare prior-episode overlay. Coach the delta.

Session drawer provenance

Defensible debriefs need source tags. The session drawer opens with beat snippets managers can coach to.

Tag	Detail
input	What the rep chose, typed, or composed in the beat.
reaction	Peer or manager reaction in the scene (mood, openness, trust).
engine	Scoring and fit band the engine applied to that beat.
Klara	Sparse coach prompts. Separate from peer reaction.

What not to do

- Do not trait-label reps from a single episode (introvert, aggressive, natural closer).
- Do not coach personality. Coach the beat move and rematch the scene type.
- Do not use Team IQ as a lone hiring gate. Pair with Deal IQ work samples and human review.
- Do not invent SDR / AE / CSM / hiring Team IQ framework clones. Soft craft stays one taxonomy.
- Do not chase completion vanity. Read situational-fit uplift on rematch.

How this pairs with Deal IQ

Deal IQ: decisions under buyer pressure (SPICED, MEDDPICC, expand/renew by seat). Team IQ: craft under pod pressure (5 groups, 24 skills, situational fit). Same Sales Twin passport. Different rooms, shared focus-skill IDs where they overlap.

Open the Deal IQ manager practice guides for seat-specific buyer-room depth.

FAQ

What retro cadence should managers run?
Weekly or biweekly for cohorts in active enablement. Brief focus skills before play. Debrief the same day while provenance is fresh.

How soon should we rematch a gap?
Rematch the same beat type within one to two weeks. Longer gaps erase the prior-episode overlay signal.

Is situational fit the same as performance?
No. Fit answers whether the skill matched the social moment. Performance still lives in pipeline, Deal IQ scorecards, and manager judgment.

What if the pod has fewer than five people?
Team IQ still runs. Treat chemistry rollups carefully when n is small. Lean on individual polar and session provenance more than team averages.

Is this guide available in German?
Yes. The web field guide ships in EN and DE. The Team IQ rulebook and sample debrief also support DE. The free PDF download is English-first; open Download PDF guide on this page for the kit.

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