

Program Synergy Scale ©

PSS Program Report

PSS Test 1 • May 2026



PSS Program Report

PSS Test 1

Program Overview

Program PSS Test 1	Wave PSS Test 1	Teams 4	Respondents 20	Response Rate 100%
-----------------------	--------------------	------------	-------------------	-----------------------

Program Coordination Index (PCI)

Program Coordination Index (PCI)

61%

Strong

The program demonstrates strong inter-team coordination. Teams across the program are working well together, with effective handovers, high mutual trust, proactive information sharing, and aligned priorities. This coordination climate is an asset to program delivery.

Dyads Mapped

12

Directed team relationships configured

Reportable Dyads

12

min. 3 respondents per direction

Discrepancy Flags

6

Pairs with diverging scores

Dyadic Coordination Matrix

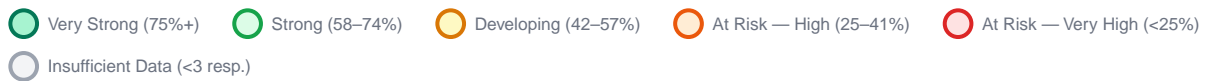
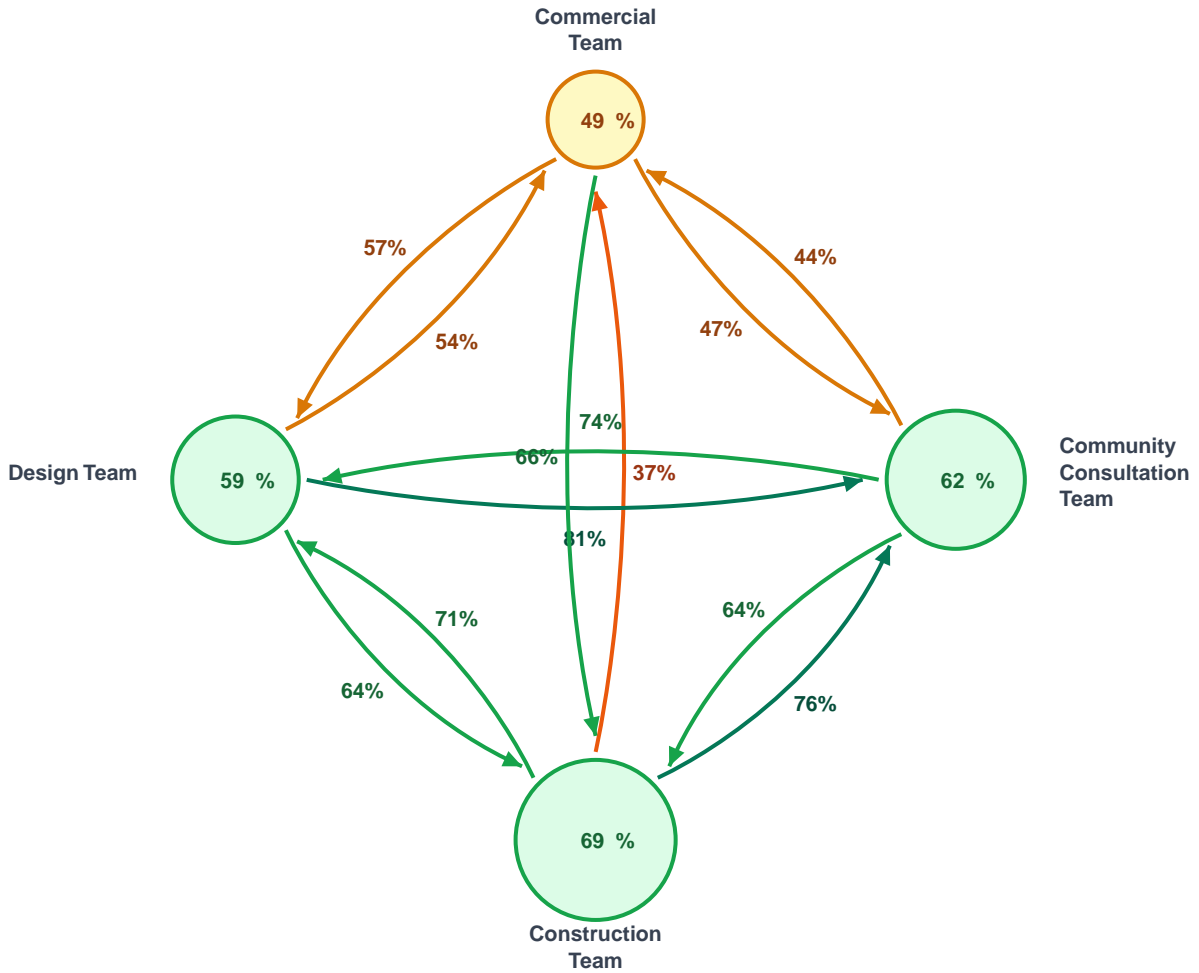
Rows = rating team (FROM), Columns = rated team (TO). Score shown where min. 3 respondents.

FROM (rows) / TO (cols)	Commercial Team	Community Consultation Team	Construction Team	Design Team
Commercial Team	—	47% n=5	66% n=5	57% n=5
Community Consultation Team	44% n=5	—	64% n=5	74% n=5
Construction Team	37% n=5	76% n=5	—	71% n=5
Design Team	54% n=5	81% n=5	64% n=5	—

■ Very Strong (75%+)
 ■ Strong (58–74%)
 ■ Developing (42–57%)
 ■ At Risk — High (25–41%)
 ■ At Risk — Very High (<25%)
 Insufficient Data (<3 resp.)
 =perception discrepancy

Coordination Network

Node size = within-team TSS-SF health. Node/arrow colour = coordination score band. Arrows show rating direction (FROM team to TO team).



Very Strong (75%+)

Exceptional coordination. Seamless handovers, high trust, and tightly aligned priorities. A model interface for the program.

Strong (58–74%)

Well-coordinated interface. Information flows reliably and inter-team trust is established. A coordination asset for the program.

Developing (42–57%)

Partially effective but inconsistent. Gaps in trust, information, or alignment present. Active attention will improve outcomes.

At Risk — High (25–41%)

Significant friction. Breakdowns in trust or goal alignment are creating real barriers. Facilitated conversation recommended.

At Risk — V.High (<25%)

Critical dysfunction. Severe trust breakdown and misaligned priorities. Urgent structured intervention required.

Dyad Detail

Construction Team to Design Team

5 respondents from Construction Team

71%

Strong

Construct	Score	Band
Coordination Effectiveness	72%	Strong
Inter-team Trust — Competence	73%	Strong
Inter-team Trust — Care	67%	Strong
Information Flow	70%	Strong
Goal Alignment	70%	Strong
Inter-team Psychological Safety	73%	Strong

Perception Discrepancy — Gap: 7%

Construction Team to Design Team: 71%

Design Team to Construction Team: 64%

Construction Team to Community Consultation Team

5 respondents from Construction Team

76%

Very Strong

Construct	Score	Band
Coordination Effectiveness	77%	Very Strong
Inter-team Trust — Competence	77%	Very Strong
Inter-team Trust — Care	83%	Very Strong
Information Flow	73%	Strong
Goal Alignment	67%	Strong
Inter-team Psychological Safety	77%	Very Strong

Perception Discrepancy — Gap: 11%

Construction Team to Community Consultation Team: 76%

Community Consultation Team to Construction Team: 64%

Dyad Detail

Construction Team to Commercial Team

5 respondents from Construction Team

37%

At Risk — High

Construct	Score	Band
Coordination Effectiveness	37%	At Risk — High
Inter-team Trust — Competence	33%	At Risk — High
Inter-team Trust — Care	37%	At Risk — High
Information Flow	37%	At Risk — High
Goal Alignment	47%	Developing
Inter-team Psychological Safety	33%	At Risk — High

Perception Discrepancy — Gap: 29%

Construction Team to Commercial Team: 37% Commercial Team to Construction Team: 66%

Design Team to Construction Team

5 respondents from Design Team

64%

Strong

Construct	Score	Band
Coordination Effectiveness	67%	Strong
Inter-team Trust — Competence	60%	Strong
Inter-team Trust — Care	63%	Strong
Information Flow	63%	Strong
Goal Alignment	63%	Strong
Inter-team Psychological Safety	67%	Strong

Perception Discrepancy — Gap: 7%

Design Team to Construction Team: 64% Construction Team to Design Team: 71%

Dyad Detail

Design Team to Community Consultation Team

5 respondents from Design Team

81%

Very Strong

Construct	Score	Band
Coordination Effectiveness	78%	Very Strong
Inter-team Trust — Competence	83%	Very Strong
Inter-team Trust — Care	80%	Very Strong
Information Flow	78%	Very Strong
Goal Alignment	83%	Very Strong
Inter-team Psychological Safety	80%	Very Strong

Perception Discrepancy — Gap: 6%

Design Team to Community Consultation Team: 81%

Community Consultation Team to Design Team: 74%

Design Team to Commercial Team

5 respondents from Design Team

54%

Developing

Construct	Score	Band
Coordination Effectiveness	57%	Developing
Inter-team Trust — Competence	53%	Developing
Inter-team Trust — Care	53%	Developing
Information Flow	55%	Developing
Goal Alignment	50%	Developing
Inter-team Psychological Safety	57%	Developing

Perception Discrepancy — Gap: 3%

Design Team to Commercial Team: 54%

Commercial Team to Design Team: 57%

Dyad Detail

Community Consultation Team to Construction Team

5 respondents from Community Consultation Team

64%

Strong

Construct	Score	Band
Coordination Effectiveness	68%	Strong
Inter-team Trust — Competence	67%	Strong
Inter-team Trust — Care	67%	Strong
Information Flow	65%	Strong
Goal Alignment	57%	Developing
Inter-team Psychological Safety	63%	Strong

Perception Discrepancy — Gap: 11%

Community Consultation Team to Construction Team: 64%

Construction Team to Community Consultation Team: 76%

Community Consultation Team to Design Team

5 respondents from Community Consultation Team

74%

Strong

Construct	Score	Band
Coordination Effectiveness	77%	Very Strong
Inter-team Trust — Competence	73%	Strong
Inter-team Trust — Care	73%	Strong
Information Flow	80%	Very Strong
Goal Alignment	67%	Strong
Inter-team Psychological Safety	77%	Very Strong

Perception Discrepancy — Gap: 6%

Community Consultation Team to Design Team: 74%

Design Team to Community Consultation Team: 81%

Dyad Detail

Community Consultation Team to Commercial Team

5 respondents from Community Consultation Team

44%

Developing

Construct	Score	Band
Coordination Effectiveness	43%	Developing
Inter-team Trust — Competence	43%	Developing
Inter-team Trust — Care	43%	Developing
Information Flow	45%	Developing
Goal Alignment	40%	At Risk — High
Inter-team Psychological Safety	47%	Developing

Perception Discrepancy — Gap: 3%

Community Consultation Team to Commercial Team: 44%

Commercial Team to Community Consultation Team: 47%

Commercial Team to Construction Team

5 respondents from Commercial Team

66%

Strong

Construct	Score	Band
Coordination Effectiveness	67%	Strong
Inter-team Trust — Competence	63%	Strong
Inter-team Trust — Care	60%	Strong
Information Flow	67%	Strong
Goal Alignment	80%	Very Strong
Inter-team Psychological Safety	60%	Strong

Perception Discrepancy — Gap: 29%

Commercial Team to Construction Team: 66%

Construction Team to Commercial Team: 37%

Dyad Detail

Commercial Team to Design Team

5 respondents from Commercial Team

57%

Developing

Construct	Score	Band
Coordination Effectiveness	57%	Developing
Inter-team Trust — Competence	60%	Strong
Inter-team Trust — Care	53%	Developing
Information Flow	55%	Developing
Goal Alignment	60%	Strong
Inter-team Psychological Safety	57%	Developing

Perception Discrepancy — Gap: 3%

Commercial Team to Design Team: 57%

Design Team to Commercial Team: 54%

Commercial Team to Community Consultation Team

5 respondents from Commercial Team

47%

Developing

Construct	Score	Band
Coordination Effectiveness	45%	Developing
Inter-team Trust — Competence	43%	Developing
Inter-team Trust — Care	53%	Developing
Information Flow	47%	Developing
Goal Alignment	50%	Developing
Inter-team Psychological Safety	43%	Developing

Perception Discrepancy — Gap: 3%

Commercial Team to Community Consultation Team: 47%

Community Consultation Team to Commercial Team: 44%

PSS Construct Definitions

Coordination Effectiveness

The degree to which the two teams successfully manage handovers and resolve coordination problems together. High coordination effectiveness means neither team is waiting on the other or absorbing rework from poor handovers.

Inter-team Trust — Competence

The degree to which the rating team believes the target team is competent and reliable in delivering on its commitments. Reflects confidence that the other team has the capability to do what they say they will do.

Inter-team Trust — Care

The degree to which the rating team believes the target team acts in shared interests rather than purely its own. Measures whether one team perceives the other as a genuine partner rather than a competitor.

Information Flow

The degree to which information moves proactively and transparently between the two teams. Proactive sharing — volunteering relevant updates before being asked — is the hallmark of high-functioning program interfaces.

Goal Alignment

The degree to which the two teams perceive their priorities as pointing in the same direction. Misaligned priorities are a structural source of coordination failure even when individuals are well-intentioned.

Inter-team Psychological Safety

The degree to which coordination problems can be raised openly between the two teams without political consequences. When inter-team safety is low, friction is hidden rather than resolved.