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TEAM REPORT

Sample Team

ID HA123456

TEAM NAME

Sample Team

INTRODUCTION

To perform effectively, teams and their leaders need to answer questions such as: What mix of skills would help this team be successful? Who will work best together? What motives and values do we have in common? What shared challenges might the team face and how can we best address them? Based on the assessment of individual personalities and values, this report provides insights and recommendations to answer these questions and facilitate team performance.

DESCRIPTION

Associates

ABOUT THIS REPORT

TEAM MEMBERS

Sampleson
Samplini
Sampella
Sampleton
Samploni
Samples
Sampleski
Samplington
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Sampletta
Sampleria

TEAM ROLES

In teams, people play informal roles based on personality and values. There are five such roles: Results, Pragmatism, Innovation, Process, and Relationships. Some teams work best when members fill a few key roles; others work best when most roles are represented. If critical roles go unfilled, they may represent gaps for the team to manage.

TEAM DERAILERS

All teams have issues that hinder their effectiveness. These issues rarely emerge in the initial stages of team formation. Instead, they appear later when the team is under pressure or when team members become more comfortable and monitor themselves less during interactions. This section highlights shared barriers to the team's success, particularly when they are under pressure to deliver.

TEAM CULTURE

The most effective teams include individuals with a range of expertise and skills, but some shared values that create a distinctive culture. Because values provide a foundation for team norms, culture, and goal alignment, shared values can facilitate team performance. This section highlights the team's shared values.

INDIVIDUAL SCORES

The Individual Scores section provides summary graphics to illustrate how team members contribute to team roles, key derailers, and key drivers. Use this section to explore the roles team members are most likely to fulfill, which team members are most likely to display key derailers under pressure, and how each team member's key values align with shared team values.



TEAM ROLES

Team members play two distinct types of roles. The first are formal or functional roles defined by their job descriptions. The second are the informal or psychological roles they play on the team. Both roles are important for team success, and individuals vary in the extent to which they fulfill them. With informal roles, some people focus on the social life of the team, whereas others may encourage the team to pay attention to detail and quality. At least five informal roles need to be filled in most teams for them to be optimally successful, and an unfilled role may lead to a gap in the team's functioning. These roles are Results, Pragmatism, Innovation, Process, and Relationships. The following numbers represent the percentage of the team that fulfills each informal role on your team. Because each team member may fulfill multiple roles, percentages may not sum to 100%. Particularly high or low percentages for these roles will likely influence the team's functioning and the team's reputation. Fifty percent or higher is considered a high concentration in a given role, and 20% or lower is considered a low concentration.

TEAM SCORES

RESULTS



People who organize work, clarify roles, coordinate, and provide direction for others. They enjoy taking charge and pushing for results.

PRAGMATISM



People who provide practical, hard-headed evaluations of ideas and proposals. They advocate pragmatic solutions, and their views are not influenced by the need to maintain harmony. They are direct and grounded in reality.

INNOVATION



People who recognize when conditions have changed and when the team needs to adapt. They spot emerging trends and patterns quickly, enjoy solving problems, and generate creative solutions.

PROCESS



People who are concerned with implementation, the details of execution, and the use of processes and systems to complete tasks. They are reliable, organized, and conscientious about following procedures.

RELATIONSHIPS



People who are concerned about morale and how team members are getting along. They are positive and optimistic, attuned to people's feelings, and good at building cohesive relationships.

Tip | Consider your team's purpose and function within the organization and consider the ideal balance across these roles. Some roles may need to be weighted more heavily for optimal team performance.



TEAM ROLES

TEAM SCORE

TEAM ROLE IMPLICATION

RESULTS

9

This team has a low percentage of members who fulfill the Results role, suggesting it is comfortable with collaboration and is unlikely to have difficulties related to internal competition. At their best, such teams are typically willing to work together and share leadership responsibilities. However, at their worst, these teams may also settle for the status quo and seem complacent unless they have clear goals, timelines, and deliverables. The team may need to pay special attention to holding individual members accountable for their commitments. It may also be beneficial to reconfirm targets, set stretch goals, or review the team's performance frequently.

PRAGMATISM

81

This team includes a high percentage of members who fulfill the Pragmatism role, suggesting that they value practical, real-world thinking. At their best, such teams tend to carefully evaluate whether proposed actions are supported by appropriate resources and realistic timelines. At their worst, however, these teams may need to devote time and energy to fostering creativity and allowing ideas to mature and evolve before rejecting them because they challenge the status quo. The team may need to invite outside experts to provide new ideas, especially if the team also has few members fulfilling the Innovation role.

INNOVATION

0

This team has a low percentage of members who fulfill the Innovation role, suggesting that the team will seem practical, grounded, and realistic. At their best, such teams will focus on proven solutions and tried-and-true processes that work well in practice. At their worst, however, these teams may also be inclined to value tried-and-true methods over more innovative solutions and view ideas for change with skepticism. The team may need to invite outside experts to spark new thinking and be careful not to make snap judgments about new ideas without fully exploring their value.

PROCESS

9

This team has a low percentage of members who fulfill the Process role, suggesting it will be flexible and adapt quickly to changing business conditions. At their best, such teams may be able to embrace changes and create new approaches as needed. At their worst, however, these teams may lack the self-discipline needed to follow the processes required to execute their plans. Members of such teams may find details boring and planning unnecessary, which may cause the team to seem poorly organized, inefficient, or undisciplined. This may be especially true if the team also has a high percentage of members who fulfill the Innovation role.

RELATIONSHIPS

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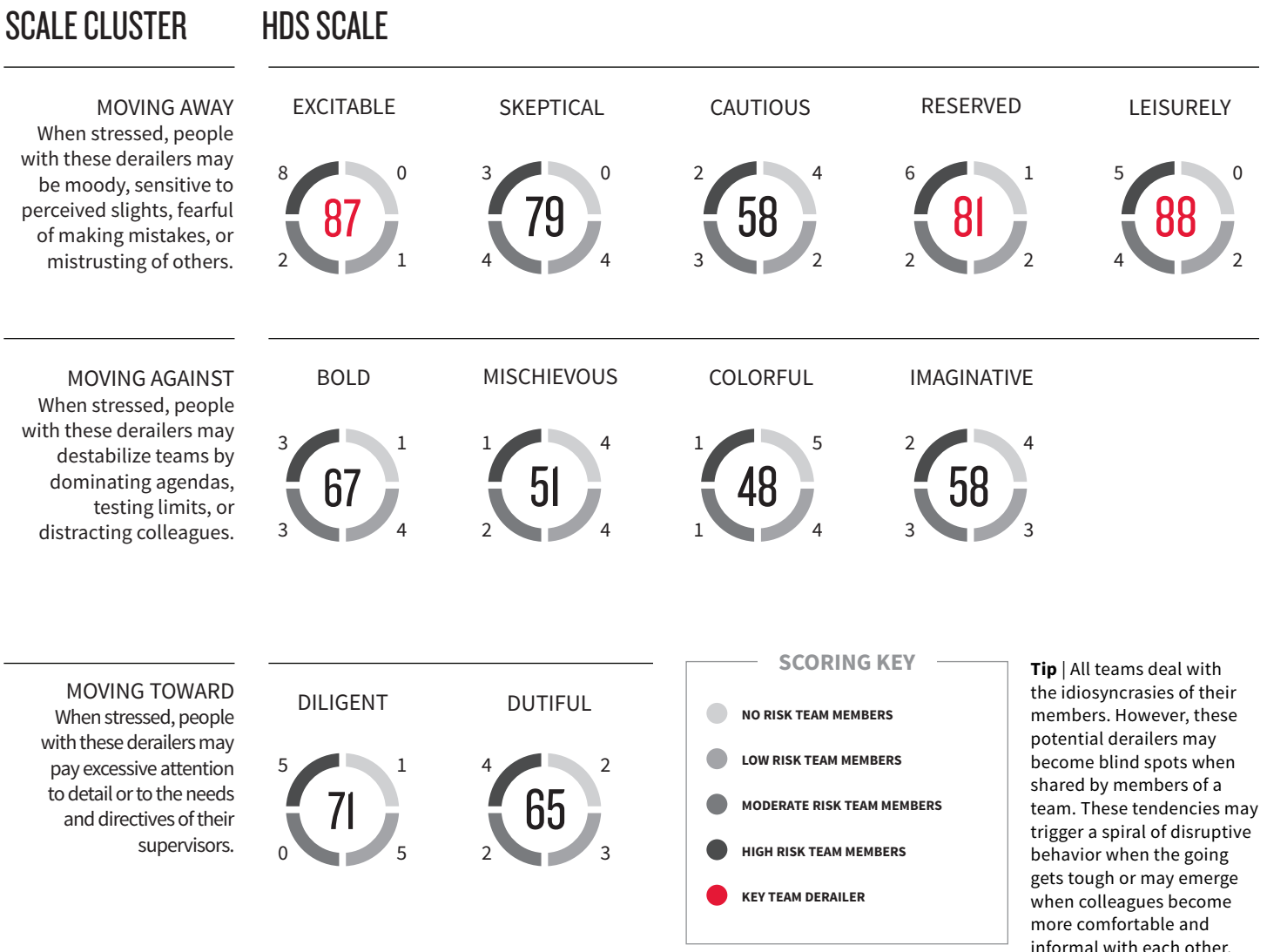
This team has a low percentage of members who fulfill the Relationships role, suggesting that it may seem task-focused and less concerned about the feelings and needs of others. At their best, such teams can approach difficult tasks and discussions in a no-nonsense manner because they are typically unafraid of providing straightforward feedback. At their worst, however, these teams may lack personal cohesion. The team may need to take steps to ensure it is building appropriate support, alignment, and open communication both internally and externally.



TEAM DERAILERS

All team members have at least a few characteristics that can undermine their performance when they are under pressure. These behaviors can be assessed using the 11 derailers in the Hogan Development Survey (HDS). When a majority of team members has the same counterproductive tendency, it may become a team derailer or shared blind spot. Derailers tend to undermine a team’s ability to move into high-performance mode and typically emerge when a team is under pressure or when its members begin to feel complacent.

The numbers in the middle of the circles below represent your team’s average percentile scores for each HDS scale. The numbers outside each circle represent the number of team members at each risk level on the derailer. The lightest shading represents no risk, with darker shading representing low, moderate, and high levels of risk, respectively.



KEY DERAILERS

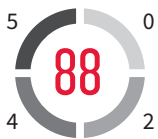
Below are the key team derailers, those that are shared by half or more of the team. Although individual team members may exhibit additional derailers, the derailers below represent the most likely—and potentially most problematic—behaviors that may emerge in your team during stressful situations.

If no key derailers are listed below, then your team has no shared derailers. In other words, although each team member still has individual derailers to manage, specific derailers are not shared across the group. In this case, it may be most productive to provide personalized feedback regarding derailers to each individual team member to help him/her to effectively manage reactions to stress.

SCALE

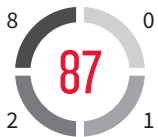
IMPLICATION

LEISURELY



Teams with a shared Leisurely derailer may become overly focused on setting or adhering to their own agendas and timeframes in response to stress. Such teams may develop a practice of publicly agreeing with others' input and coaching but privately and strongly adhering to their own plans. The team often may seem amenable to outside input and make public displays of agreement with it. However, within the team, members may feed off of each other's commitment to sticking to their agenda despite outsiders' protests. Team members who do not share this derailer may find it difficult to discern why words and actions of other team members do not seem to align, which can erode their willingness to trust them. Teams with high proportions of members in the Relationships role combined with low proportions of members in the Results role may be especially prone to the negative effects of this shared derailer.

EXCITABLE



Teams with a shared Excitable derailer may experience emotionally intense reactions and a loss of perspective in response to stress. Such teams may seem reactive, moody, or unpredictable to outsiders. The team should be attentive to what triggers these reactions and may benefit from committing to productive emotional control. They may need outside help to handle especially emotional decisions or disagreements. Members should practice using breakdowns in performance and relationships as learning opportunities and make an effort to keep spirits up when times are tough. Team members who do not share this derailer tendency may find it difficult to wade through the team's emotion-driven atmosphere and seeming inability to get past emotional reactions to talk about facts and practical or more rational matters. This may especially be true of teams that share this derailer and that have a low proportion of team members who fulfill the Pragmatism role.

RESERVED



Teams with a shared Reserved derailer may be seen as distant, apathetic towards others' needs, or uncommunicative. Under pressure, the members of such teams may be inclined to withdraw, communicate less, or perhaps become overly tough-minded about each other's problems and difficulties. This can be quite frustrating for members who do not share the derailer; they may be looking for more communication and more collaboration, especially during stressful or difficult times. Members of these teams may need to practice communicating more frequently during times of stress and conflict to avoid creating a culture of "every person for him/herself." As pressure mounts, these teams should meet more often and may benefit from an external facilitator's assistance. A low proportion of team members who fulfill the Relationships role may multiply the effects of this derailer.



TEAM CULTURE

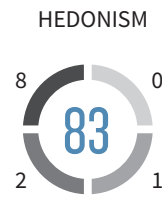
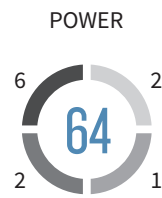
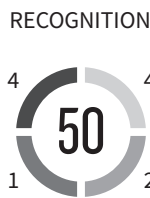
Team members' actions and priorities are guided by their individual values, which are measured using the Motives, Values, Preferences Inventory (MVPI). Values influence choices or decisions and thus shape team cultures. Because values are subconscious, a team's awareness of their impact may be quite limited. Nonetheless, values represent a powerful force for uniting and driving the team toward key outcomes. Therefore, the degree to which a team's values are aligned with the broader organization's business strategy and objectives often can impact the team's productivity.

The numbers in the middle of the circles below represent your team's average percentile scores for each values scale. The numbers outside each circle represent the number of team members scoring in each quartile; the lightest shading represents percentiles 0-24%, with progressively darker shading representing 25-49%, 50-74%, and 75-100%.

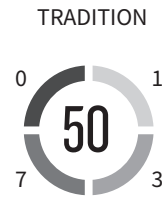
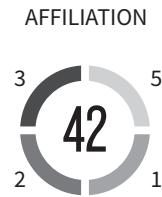
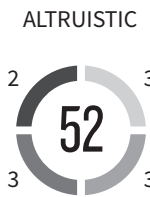
SCALE CLUSTER

MVPI SCALE

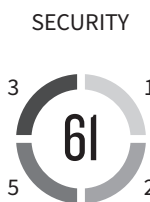
STATUS
People who take the lead, drive results, and focus on their achievements, accomplishments, progress, and status.



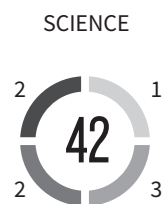
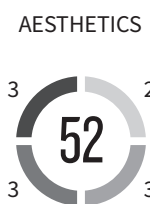
SOCIAL
People who focus on relationships with others. They want to be liked, maintain positive relations with others, and make sure others are treated with respect and dignity.



FINANCIAL
People concerned with commercial issues, minimizing risks, and seeking reliable methods to maximize gains.



DECISIONS
People who approach decisions using their intuition, data and facts, or both. They prefer to work in environments where ideas are key to decisions.



SCORING KEY

- LOW SCORE TEAM MEMBERS
- LOW MODERATE SCORE TEAM MEMBERS
- MODERATE SCORE TEAM MEMBERS
- HIGH SCORE TEAM MEMBERS
- KEY TEAM DRIVER

Tip | Look for agreement on at least one or two team values, which would indicate shared direction and focus. If the team has no shared values, it may clash over priorities or drivers held by individual team members. Too many shared values may lead to groupthink if the group shares a collective bias for some things over others.



KEY DRIVERS

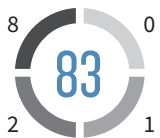
Below are values shared by at least two-thirds of team members. Although team members may share other values as well, those listed below represent the strongest shared values that are most likely to shape the team's culture. Teams with several shared values typically find it easier to bond with each other and create a cohesive culture. Note that a team can share a value in the high range or in the low range; they all may be highly motivated by a certain value or quite indifferent to it.

If no key drivers are listed below, then team members may be motivated by many different things. If each individual's values lead him/her to advocate for different team activities and goals, this may pose challenges to forming a coherent team culture and maintaining it over time. Because of that, it may be particularly important to take time during the team's formation to reach consensus on the team's charter and key deliverables.

SCALE

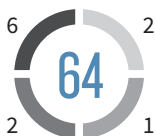
IMPLICATION

HEDONISM



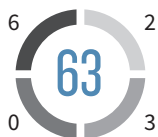
Teams that value Hedonism are often informal and fun. Such teams want to enjoy their work, set their own priorities, and have a "work hard, play hard" attitude. These teams typically create work environments with opportunities to have a good time. However, the team may lose focus if it allows entertainment to distract from productivity. Others may believe the team emphasizes amusement over results, especially if it shares a high Aesthetics value or has few members who fulfill the Pragmatism and Results roles.

POWER



Teams that value Power often enjoy influence and accomplishment. Such teams typically evaluate themselves in terms of what they are able to get done and whether their efforts are successful. These teams often create environments where there is pressure to get ahead, achieve, and succeed. Members of such teams may fight and argue, but tend to do so openly and honestly because their collective goal is success. They can, however, be overly internally competitive, particularly if many members fulfill the Results role or if a shared team derailer on Bold is present.

COMMERCE

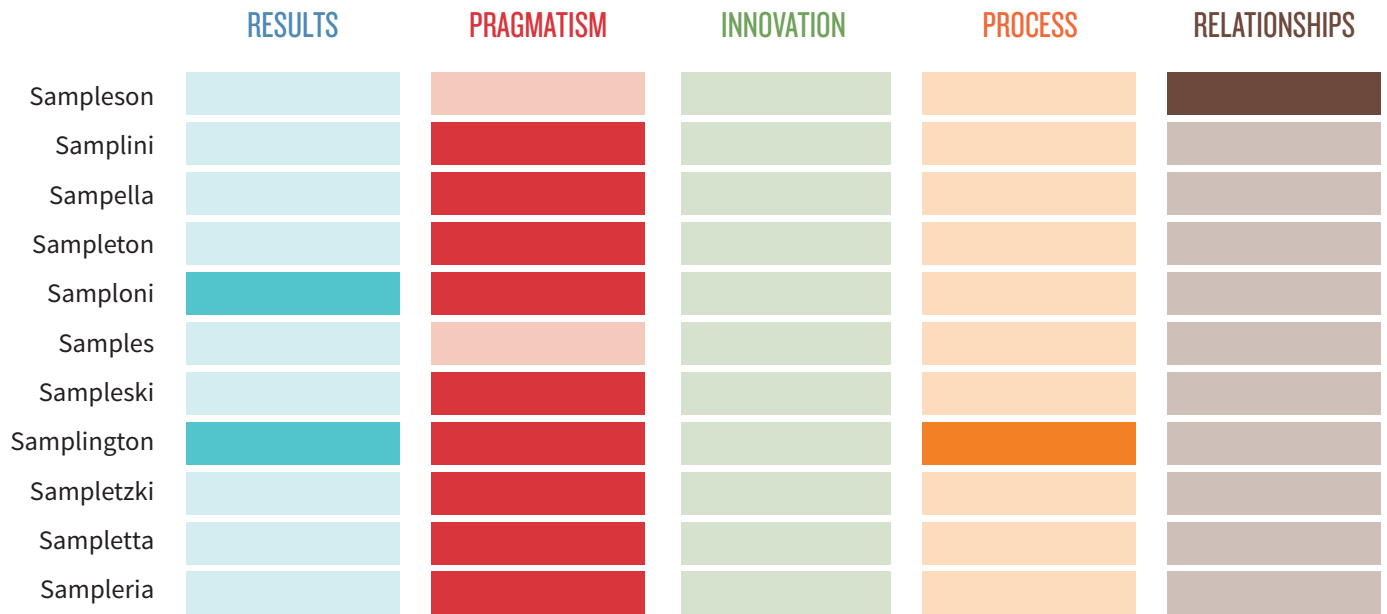


Teams that value Commerce are often competitive and driven to succeed. Revenue and profitability are typical motivators for these teams, creating a team environment that is hard-working, task-oriented, and serious about making money. Such teams expect others to be professional, business-like, and demanding about the bottom line, particularly if the team also shares a value for Power. These teams care about success in the marketplace and tend to use income as a form of self-evaluation. Members of these teams may compete with each other, especially if a large percentage of the team also fulfills the Results role. The team should make sure that money is not used as the only measure of success.



INDIVIDUAL SCORES

TEAM MEMBERS TEAM ROLES



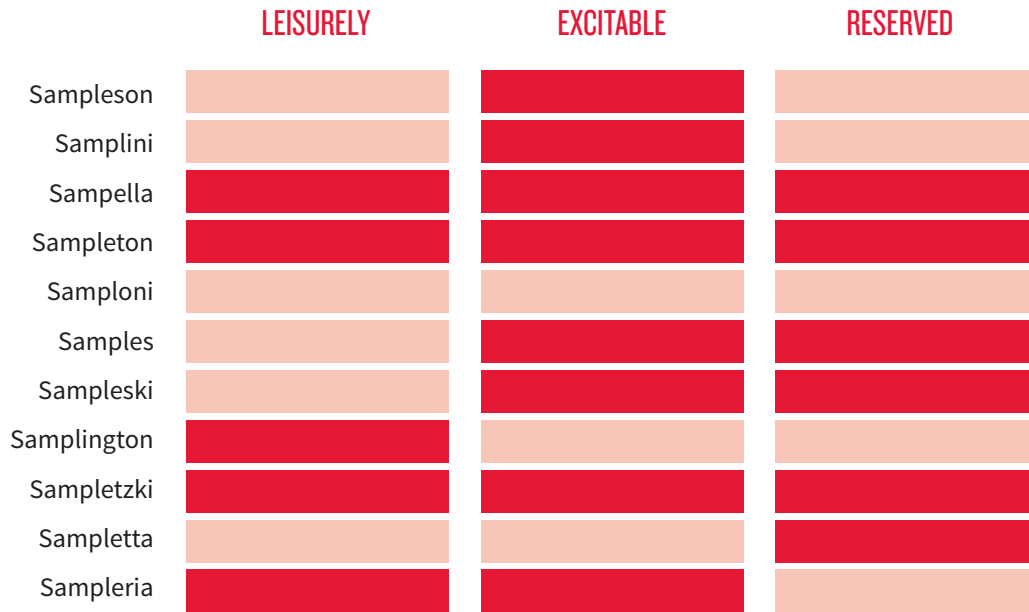
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INDIVIDUAL SCORES

TEAM MEMBERS

KEY DERAILERS



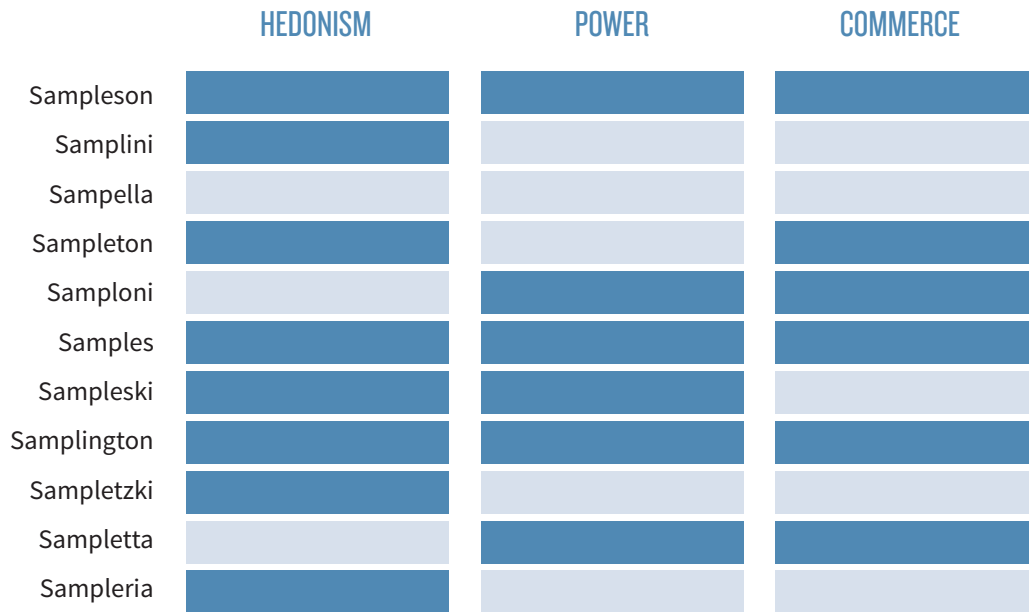
Key Derailer 



INDIVIDUAL SCORES

TEAM MEMBERS

KEY DRIVERS



Key Driver 

