



Report designed for

Sample Team

Profiles Performance Indicator™ Team Analysis

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Introduction

The ability of a team to work effectively is greatly influenced by the individual characteristics of the team members and their synergy. While a team can adjust to accommodate synergy issues, the fewer adjustments necessary, the more efficiently the team will function. In managing a team, the more data available to help you understand the characteristics of the team members, the more focused the management of that team.

This report will help guide you, the team leader, to better understand and manage the team and the team members. There are three sections to this report, each with specific functions:

- **Team Balance Table** - this tabular presentation of where the team members score on 12 important characteristics clearly displays where there are gaps on your team. This provides information for you to guide in either altering the membership of the team to ensure that all 12 characteristics are represented or simply alert you where you will need to be particularly vigilant to insure team success.
- **Overall Team Balance** - two critical things are impacted by the overall balance of the team, team cohesiveness, and team productivity. An understanding of the team balance greatly influences the ease and efficiency of team management.
- **Behavioral Factors** - the Behavioral Factors of the team members provide information on who they are and how they will behave. Because a team is made up of people, understanding their combined behavior is essential to the success of the team.

Team Balance Table

Sample Team Members

- Alisa Doe - Team Leader
- 2. Jane Doe
- 3. Jerry Doe
- 4. Robert Doe

12 Factors	Low	Mod/Low	Moderate	Mod/High	High
Control		2, 4	•	3	
Social Influence			•, 4	2, 3	
Patience		3, 4		•, 2	
Precision		3		2, 4	•
Ambition		4	•, 2		3
Positive Expectancy			•, 3, 4		2
Composure		2, 3	•	4	
Analytical				•, 3	2, 4
Results Orientation			•, 2, 4		3
Expressiveness	•	3, 4		2	
Team Player		3, 4	2	•	
Quality Orientation		•	2, 3	4	

Note: A darker shaded area suggests a factor NOT well represented on this team

Overall Team Balance

Team balance is important. When each of the twelve factors has at least one team member who is strong in that factor, the team is well balanced.

Well Represented

NOT Well Represented

Control

Team Player

Social Influence

Patience

Precision

Ambition

Positive Expectancy

Composure

Analytical

Results Orientation

Expressiveness

Quality Orientation

Not all twelve factors are well represented on this team. When a factor is NOT well represented, the team leader should constantly be aware of this and compensate for it.

Characteristics Missing from Your Team

Team Player

- Works hard for a leader and a cause
- Good at developing specialized skills
- Gets along well with others
- Enjoys the collaborative environment

Behavioral Factors

Because a team is made up of people, understanding how their behavioral factors combine is essential to the success of the team. This section reviews each of the 12 Behavioral Factors and how each impacts the team. This information is presented in two parts:

- **Behavioral Considerations** - a brief description of you and your expectations for the team and what you should expect from the team members who will influence the team.
- **Considerations for Leading the Team** - specific suggestions for you to manage the team.

Control

Control is defined as the tendency to take charge, to be assertive, and/or to take control of a situation.

Low	Mod/Low	Moderate	Mod/High	High
	2, 4	•	3	

Behavioral Considerations

Alisa Doe (Score - Moderate)

This is not a factor with characteristics particularly typical of you. For this reason, input from the team members below can be particularly important in this area.

Jerry Doe (Score - Mod/High)

- Makes decisions easily
- Prefers minimal guidance and coaching from the team leader
- Is sometimes a poor listener
- Strong need to control and steer the direction of the team

Considerations for Leading the Team

- Help them develop control over their environment
- Give them a target and let them choose their own methods
- Only take issue with the facts, not with the individual
- Help them develop a greater sensitivity toward people

Social Influence

Social Influence is defined as the tendency to be outgoing, people-oriented and extroverted.

Low	Mod/Low	Moderate	Mod/High	High
		•, 4	2, 3	

Behavioral Considerations

Alisa Doe (Score - Moderate)

This is not a factor with characteristics particularly typical of you. For this reason, input from the team members below can be particularly important in this area.

Jane Doe and Jerry Doe (Score - Mod/High)

- Works well with team members to maintain quality standards
- Comfortable in an informal setting
- Open with other group members
- Enjoys working with others on the team

Considerations for Leading the Team

- Give them freedom to speak
- Request specific feedback on their understanding of instructions
- Have testimonials from those that they respect
- Focus on people and action steps

Patience

Patience is defined as the tendency to be patient, tolerant, and understanding of others.

Low	Mod/Low	Moderate	Mod/High	High
	3, 4		•, 2	

Behavioral Considerations

Alisa Doe (Score - Mod/High)

- Most comfortable working with traditional procedures
- Tends to move forward with an unhurried approach
- Enjoys working in a structured situation and may be uncomfortable with team members who seem to work without structure
- Able to be empathic with the team members

Jane Doe (Score - Mod/High)

- Empathetic with team members
- Works well with structure
- Generally prefers traditional procedures
- Generally performs with an unhurried approach

Considerations for Leading the Team

- Offer continuing support
- Ask specific questions about how things will happen
- Recognize consistent performance
- Be patient and listen carefully

Precision

Precision is defined as the concern for accuracy, details, and exactness.

Low	Mod/Low	Moderate	Mod/High	High
	3		2, 4	•

Behavioral Considerations

Alisa Doe (Score - High)

- Typically demonstrates good critical thinking
- Prefers order and will usually expect definite accountability from team members
- May become too involved in data
- A perfectionist who may sometimes expect too much precision from the team

Jane Doe and Robert Doe (Score - Mod/High)

- Usually organizes work efficiently
- A very conscientious team member
- Effective at establishing processes and procedures for getting work done
- Can be relied upon to perform with effectiveness and according to standards

Considerations for Leading the Team

- Provide adequate information when discussing new ideas
- Be specific and accurate
- Give them logical and precise definitions of expectations
- Use clear and factual statements to define the expected level of performance

Ambition

Ambition is defined as the tendency to be competitive, to have a desire to win, and to be aggressive.

Low	Mod/Low	Moderate	Mod/High	High
	4	•, 2		3

Behavioral Considerations

Alisa Doe (Score - Moderate)

This is not a factor with characteristics particularly typical of you. For this reason, input from the team members below can be particularly important in this area.

Jerry Doe (Score - High)

- May experience frustration when team members do not get much accomplished
- Wants the opportunity for individual accomplishment
- May take on too much too quickly
- Enjoys a competitive situation

Considerations for Leading the Team

- Show them the quickest way for them to become productive
- Help them to identify with the team
- Don't offer assurances without discussing probabilities for success
- May need an occasional shock

Positive Expectancy

Positive Expectancy is defined as the tendency to have a positive attitude regarding people and outcomes.

Low	Mod/Low	Moderate	Mod/High	High
		•, 3, 4		2

Behavioral Considerations

Alisa Doe (Score - Moderate)

This is not a factor with characteristics particularly typical of you. For this reason, input from the team members below can be particularly important in this area.

Jane Doe (Score - High)

- Good at creating a motivational environment
- Driven, intense personal producer
- May be inattentive to the standards of work
- Quick to change and adapt to new ideas

Considerations for Leading the Team

- Provide them structure for dealing with complex tasks
- Provide concrete ideas rather than dreams
- Talk about people more than facts
- Help them develop goals and the action steps to reach them

Composure

Composure is defined as the tendency to be easygoing and casual, to take things as they come.

Low	Mod/Low	Moderate	Mod/High	High
	2, 3	•	4	

Behavioral Considerations

Alisa Doe (Score - Moderate)

This is not a factor with characteristics particularly typical of you. For this reason, input from the team members below can be particularly important in this area.

Robert Doe (Score - Mod/High)

- Tends to be cautious
- Generally flexible and open-minded
- Seeks a stable and predictable environment
- Typically listens to other team members

Considerations for Leading the Team

- Seek a firm commitment without pressing too hard
- Do not switch them from task to task
- Wait before acting
- Use written policies and procedures

Analytical

Analytical is defined as linking to identify and analyze problems.

Low	Mod/Low	Moderate	Mod/High	High
			•, 3	2, 4

Behavioral Considerations

Alisa Doe (Score - Mod/High)

- Understands others who think analytically
- Usually effective at setting priorities and at estimating time required to complete tasks
- Not comfortable with providing a quick response without sufficient time to analyze and plan
- Usually very familiar with the rules and procedures

Jane Doe and Robert Doe (Score - High)

- Tends to use formal, written communication, documenting discussions
- Prefers to maintain a reserved, impersonal businesslike approach
- Prefers not to respond to others without first evaluating possible reactions and consequences
- Inclined to look for ways to improve the efficacy of the work being done

Jerry Doe (Score - Mod/High)

- Needs sufficient time to analyze and plan
- Has high standards for achievement
- Looks at a problem in depth and approaches work in a craftsman-like manner
- Thinks analytically, weighing pros and cons

Considerations for Leading the Team

- Use an action plan with milestone dates
- Check key factors for understanding
- Emphasize accuracy and logic in procedures presented to them
- Praise them individually for their performance

Results Orientation

Results Orientation is defined as the concern for timely results and the tendency to be quick to take action.

Low	Mod/Low	Moderate	Mod/High	High
		•, 2, 4		3

Behavioral Considerations

Alisa Doe (Score - Moderate)

This is not a factor with characteristics particularly typical of you. For this reason, input from the team members below can be particularly important in this area.

Jerry Doe (Score - High)

- May appear impatient to others
- May need to develop listening skills
- Takes the responsibility to start and follow through on tasks
- Tends to get immediate results

Considerations for Leading the Team

- Be clear and to the point in your communications
- Accept their bluntness
- Help them see how being a part of the team will help them get results
- Focus communication on their concern for reaching desired results

Expressiveness

Expressiveness is defined as the tendency to show emotions, to share feelings.

Low	Mod/Low	Moderate	Mod/High	High
•	3, 4		2	

Behavioral Considerations

Alisa Doe (Score - Low)

This is not a factor with characteristics particularly typical of you. For this reason, input from the team members below can be particularly important in this area.

Jane Doe (Score - Mod/High)

- Seeks freedom of expression
- Approaches problem solving from a subjective, expressive approach
- May need to work on being more objective when making decisions
- Comfortable using own "gut feelings" in decision making process

Considerations for Leading the Team

- Allow them the chance to verbalize their feelings
- Ask for their opinion
- Provide ideas for achieving action
- Establish a democratic relationship with them

Team Player

Team Player is defined as a preference to be a part of the team and to work with others.

Low	Mod/Low	Moderate	Mod/High	High
	3, 4	2	•	

Behavioral Considerations

Alisa Doe (Score - Mod/High)

- Supports the exchange of ideas between the members of the team
- Enjoys working in a team situation
- Team members will enjoy the leader's good listening skills
- Works best with members of a cooperative and friendly team

Considerations for Leading the Team

There were no team members who fell in the moderately high or high range for this factor. This suggests that you will need to be particularly careful the team performance does not suffer as a result of this missing factor.

Quality Orientation

Quality Orientation is defined as a concern for standards and high quality work.

Low	Mod/Low	Moderate	Mod/High	High
	•	2, 3	4	

Behavioral Considerations

Alisa Doe (Score - Mod/Low)

This is not a factor with characteristics particularly typical of you. For this reason, input from the team members below can be particularly important in this area.

Robert Doe (Score - Mod/High)

- Task-oriented
- Inclined to look for ways to improve the efficacy of the work being done
- Shows a preference to do things correctly the first time
- Shows a sense of commitment to high performance and accuracy

Considerations for Leading the Team

- Listen to their ideas for solutions to problems
- Use a thoughtful approach in planning
- Support any changes with detailed explanation
- Allow them physical space