



TEAM REPORT

Strategies to help teams achieve full
potential

TEAM NAME NewSample

Date 9.13.2016

INTRODUCTION

TEAM NAME

NewSample

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.

ABOUT THIS REPORT

DESCRIPTION

NewSample

TEAM MEMBERS

Betty Smith
Debbie Tester
Helen Happy
Jeff Doe
Joe Doe
John Sample
Karin Karing
Perry Prudence
Sally Social
William Smith

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 SCORES

RESULTS

60

PRAGMATISM

20

INNOVATION

60

PROCESS

20

RELATIONSHIPS

20

TEAM ROLE IMPLICATION

This team includes a high percentage of members who fulfill the Results role, suggesting that team members are naturally competitive and ambitious. At their best, such teams are focused on achievement, work hard towards goals, and approach challenges with vigor. However, at their worst, such teams may often need to balance their strong results orientation with an ability to manage relationships inside the team and with outside stakeholders. A strong results orientation can encourage a short-term focus, so these teams need to make sure that plans and tactics are considered from a strategic or long-term perspective.

This team has a low percentage of members who fulfill the Pragmatism role, suggesting that members may not challenge ideas that, although interesting or creative, may be highly impractical to implement. At their best, such teams may be willing to stretch the status quo and consider unusual solutions. At their worst, however, such teams may become enamored with abstract solutions that will not work in practice. Such teams often need to find ways to ensure that their plans and solutions are realistic, particularly if the team also has many members who fulfill the Innovation role.

This team has a high percentage of members who fulfill the Innovation role, suggesting that it will seem creative and open to new thinking. At their best, such teams will tend to be innovative and able to convey an appealing vision. However, at their worst, these teams may lose sight of practical concerns or take ill-advised risks, especially if the team also has few members who fulfill the Process or Results roles. The team may need to invite outside experts to evaluate their creative thinking to ensure that innovative ideas are grounded in reality and that the team maintains sight of implementation issues.

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.

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 interpersonal 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

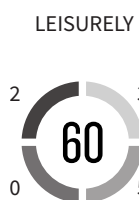
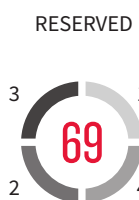
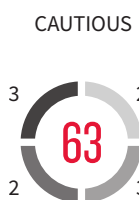
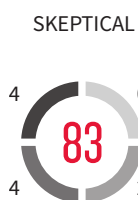
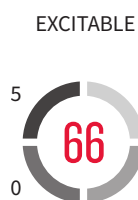
All team members have at least a few characteristics that can undermine their performance when they are under pressure. These behaviors can be assessed using the 11 derailers in the Hogan Development Survey (HDS). When a majority of team members has the same counterproductive tendency, it may become 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 at 0-39%, with successively darker shading representing low risk at 40-69%, moderate risk at 70-89%, and high risk at 90-100%, respectively. A Key Team Derailer emerges when half of the team or more is moderate or high risk on a certain derailer.

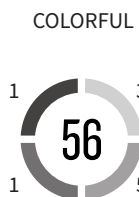
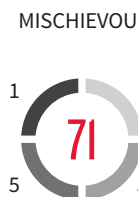
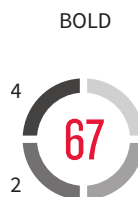
SCALE CLUSTER

HDS SCALE

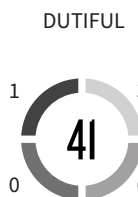
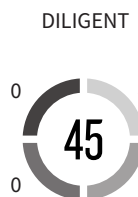
MOVING AWAY
When stressed, people with these derailers may be moody, sensitive to perceived slights, fearful of making mistakes, or mistrusting of others.



MOVING AGAINST
When stressed, people with these derailers may destabilize teams by dominating agendas, testing limits, or distracting colleagues.



MOVING TOWARD
When stressed, people with these derailers may pay excessive attention to detail or to the needs and directives of their supervisors.



SCORING KEY

- NO RISK TEAM MEMBERS
- LOW RISK TEAM MEMBERS
- MODERATE RISK TEAM MEMBERS
- HIGH RISK TEAM MEMBERS
- KEY TEAM DERAILER

Tip | All teams deal with the idiosyncrasies of their members. However, these potential derailers may become blind spots when shared by members of a team. These tendencies may trigger a spiral of disruptive behavior when the going gets tough or may emerge when colleagues become more comfortable and informal with each other.

KEY DERAILERS

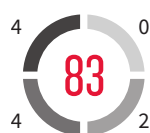
Below are the key team derailers, those that are shared by half or more of the team. Although individual team members may exhibit additional derailers, the derailers below represent the most likely—and potentially most problematic—behaviors that may emerge in your team during stressful situations.

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

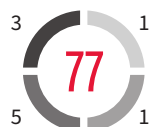
IMPLICATION

SKEPTICAL



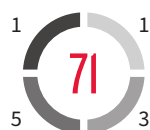
Teams with a shared Skeptical derailer may react to stress with suspicion or cynicism, causing the team to miss potential opportunities. Such teams may spend too much time on political maneuvering and may need to adopt processes that allow them to explore each other's suggestions and feedback. Pressure may make this team hypervigilant and wary of others' intentions, so members may need to check facts and assumptions and avoid blaming, especially under stressful conditions. Team members who do not share this derailer may be frustrated by the lack of trust and open, honest discussion in team meetings or by the political maneuvering they see on the team. Teams with this shared derailer that also have a low proportion of members who fulfill the Relationship role may experience stronger negative effects of this shared derailer.

IMAGINATIVE



Under stress, teams with a shared Imaginative derailer may seem impractical, eccentric, or unorthodox in their collective thinking or processes. Such teams should remain aware that outsiders may not understand their intuitive leaps of insight, so they should develop ways to explain links between data, new ideas, expected outcomes, and problems the team is chartered to solve. Team members who do not share this derailer may find the team to be unfocused or to become too enamored with unique or unusual, instead of realistic, ideas and innovations. Look for a low proportion of team members fulfilling the Pragmatism role or a high proportion of team members fulfilling the Innovation role as a multiplier for this derailer.

MISCHIEVOUS



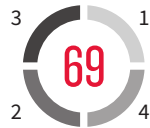
Teams with a shared Mischievous derailer may react to stress by ignoring processes, rules, or protocols. Members of such teams may be careless with what they say or may develop a reputation for being excessively impulsive. They may need to develop a process for uncovering, considering, and mitigating risks in each decision they make. These teams often benefit from adopting a pause-and-reflect period before moving into action or making consequential decisions. Team members who do not share this derailer may find it difficult to get their teammates to focus on core issues and may perceive them as ignoring the longer-term implications of words and actions. Low proportions of team members who fulfill the Pragmatism or Process roles may multiply the effect of this derailer.

KEY DERAILERS (CONTINUED)

SCALE

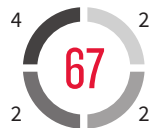
IMPLICATION

RESERVED



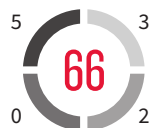
Teams with a shared Reserved derailers may be seen as distant, apathetic towards others' needs, or uncommunicative. Under pressure, the members of such teams may be inclined to withdraw, communicate less, or perhaps become overly tough-minded about each other's problems and difficulties. This can be quite frustrating for members who do not share the derailers; 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 derailers.

BOLD



Teams with a shared Bold derailers may compete internally about individual agendas, and high-Bold members may believe and communicate that their ideas are best. These tendencies may lead the team to fight amongst themselves if members ignore each other's ideas, compete excessively, or try to one-up each other. Team members who do not share the Bold derailers can find it difficult to navigate their teammates' overconfidence and may feel that the team environment is overly competitive instead of appropriately collaborative. Such teams may benefit from developing a clear process for how they share airtime during meetings and committing to actively listening to each other and making decisions democratically. The team should review frequently whether they are focused on and making progress toward accomplishing team goals instead of individual ones. High proportions of team members fulfilling the Results role and low proportions of team members fulfilling the Relationships role may multiply the effect of this shared derailers.

EXCITABLE



Teams with a shared Excitable derailers 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 derailers 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 derailers and that have a low proportion of team members who fulfill the Pragmatism role.

KEY DERAILERS

(CONTINUED)

SCALE	IMPLICATION
CAUTIOUS 3 2 2 3 63	Teams with a shared Cautious derailers may seem slow to act because of a fear of negative judgment and a resulting tendency to reassess and rework plans and proposals. To outsiders, such teams may appear indecisive and paralyzed by ambiguity. These teams often need to learn to stop procrastinating or obsessing over what might go wrong. Instead, working to shift the team’s perspective towards viewing mistakes as opportunities to improve can help it act quicker and more decisively. These teams often need to focus on making the best, not the least risky, decision, and team members who do not share this derailers may become frustrated by its slow decision-making process and unwillingness to take risks. Teams with high proportions of members who fulfill the Process and Pragmatism roles may experience accelerated impact from this shared derailers.

TEAM CULTURE

Team members' actions and priorities are guided by their individual values, which can be measured using the Motives, Values, Preferences Inventory (MVPI). When a majority of team members share common values, the team may find it easier to bond with each other. Values also influence choices or decisions and thus shape team cultures. Because values can operate subconsciously, 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.

Information about your team's values is organized below in 4 broad clusters, with individual values listed for each. 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 0-25%, with progressively darker shading representing 26-50%, 51-75%, and 76-100%.

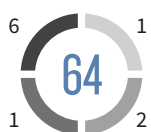
SCALE CLUSTER

MVPI SCALE

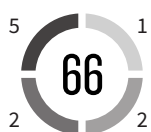
STATUS

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

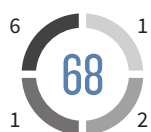
RECOGNITION



POWER



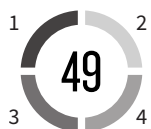
HEDONISM



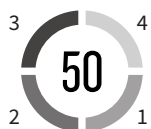
SOCIAL

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.

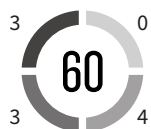
ALTRUISTIC



AFFILIATION



TRADITION



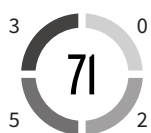
FINANCIAL

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

SECURITY



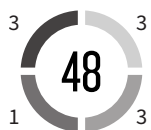
COMMERCE



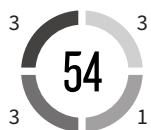
DECISIONS

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

AESTHETICS



SCIENCE



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 sometimes clash over priorities or drivers held by individual team members. However, too many shared values may lead to groupthink if the group shares a collective bias for some things over others.

KEY DRIVERS

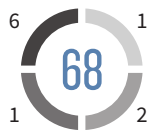
Below are values shared by more than half the team members. Although team members may share other values as well, those listed below represent the strongest shared values that are most likely to shape the team's culture. Teams with several shared values typically find it easier to bond with each other 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

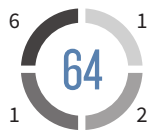
IMPLICATION

HEDONISM



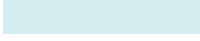
Teams that value Hedonism are often informal and fun. Such teams want to enjoy their work, set their own priorities, and have a "work hard, play hard" attitude. These teams typically create work environments with opportunities to have a good time. However, the team may lose focus if it allows entertainment 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.

RECOGNITION



Teams that value Recognition often enjoy high-profile assignments and bringing attention to their organization. Such teams may love receiving awards, emphasizing big projects, and making thoughtful gestures. These teams often attract individuals who enjoy public attention, thus creating a climate that values communicating achievements. They may also seem a bit superficial at times, especially if the Colorful shared derail is present.

INDIVIDUAL SCORES

TEAM MEMBERS	TEAM ROLES				
	Key Contributor     				
	RESULTS 60	PRAGMATISM 20	INNOVATION 60	PROCESS 20	RELATIONSHIPS 20
Betty Smith					
Debbie Tester					
Helen Happy					
Jeff Doe					
Joe Doe					
John Sample					
Karin Karing					
Perry Prudence					
Sally Social					
William Smith					

INDIVIDUAL SCORES

TEAM MEMBERS

KEY DERAILERS

Key Derailer



	SKEPTICAL 83	IMAGINATIVE 77	MISCHIEVOUS 71	RESERVED 69	BOLD 67
Betty Smith					
Debbie Tester					
Helen Happy					
Jeff Doe					
Joe Doe					
John Sample					
Karin Karing					
Perry Prudence					
Sally Social					
William Smith					

INDIVIDUAL SCORES

TEAM MEMBERS

KEY DERAILERS

Key Derailer



	EXCITABLE 66	CAUTIOUS 63
Betty Smith		
Debbie Tester		
Helen Happy		
Jeff Doe		
Joe Doe		
John Sample		
Karin Karing		
Perry Prudence		
Sally Social		
William Smith		

INDIVIDUAL SCORES

TEAM MEMBERS	KEY DRIVERS		Key Driver
	HEDONISM	RECOGNITION	
	68	64	
Betty Smith			
Debbie Tester			
Helen Happy			
Jeff Doe			
Joe Doe			
John Sample			
Karin Karing			
Perry Prudence			
Sally Social			
William Smith			