



Report designed for

Team Sample 2015

Profiles Performance Indicator™ Team Analysis

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McKernan Training Solutions
Malahide
County Dublin, Dublin

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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

Team Sample 2015 Members

- **Liz Acheson - Team Leader**
- 2. Todd Ashworth
- 3. Carl Dinkelmann
- 4. Thomas Donoghue
- 5. Jonathan Downey
- 6. Kevin Jackson
- 7. Arnoud Janssen

12 Factors	Low	Mod/Low	Moderate	Mod/High	High
Control	3		2, 5, 6	•, 4, 7	
Social Influence			•, 3, 4, 5, 7	2	6
Patience			2, 3, 4, 5, 6	•, 7	
Precision	6	4, 7	•, 2, 3	5	
Ambition	3	7	6	•, 4, 5	2
Positive Expectancy			2, 4, 5, 6	•	3, 7
Composure		7	•, 2, 4, 5	3, 6	
Analytical		4	•, 2, 6, 7	3, 5	
Results Orientation		•	3, 6, 7	4, 5	2
Expressiveness		2, 4	•, 3, 5, 6, 7		
Team Player			5, 7	•, 2, 6	3, 4
Quality Orientation	6	2, 7	•, 3, 5	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

Expressiveness

Social Influence

Patience

Precision

Ambition

Positive Expectancy

Composure

Analytical

Results Orientation

Team Player

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

Expressiveness

- Strong emphasis on motivation
- Good at inspiring the team
- Seeks freedom of expression
- Approaches problem solving from a subjective, expressive approach

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
3		2, 5, 6	•, 4, 7	

Behavioral Considerations

Liz Acheson (Score - Mod/High)

- Has a strong need to control and steer the direction of team
- Prefers firm guidance and coaching for the team
- Tends to cause action in the team
- Sometimes does not seem to listen to team members

Thomas Donoghue and Arnoud Janssen (Score - Mod/High)

- Prefers minimal guidance and coaching from the team leader
- May lack tact and diplomacy
- Makes decisions easily
- Likes to initiate activity

Considerations for Leading the Team

- Give them a target and let them choose their own methods
- Only take issue with the facts, not with the individual
- Don't let them resist participation as part of a team
- Use direct answers to their questions

Social Influence

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

Low	Mod/Low	Moderate	Mod/High	High
		•, 3, 4, 5, 7	2	6

Behavioral Considerations

Liz Acheson (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.

Kevin Jackson (Score - High)

- Likes to participate with others and bounce ideas off of team members
- May act impulsively
- Quick to initiate relationships
- Moves toward people to enlist their assistance with problem resolution

Todd Ashworth (Score - Mod/High)

- Open with other group members
- Works well with team members to maintain quality standards
- Able to fit in with all types of people
- Comfortable in an informal setting

Considerations for Leading the Team

- Give the opportunity to help others
- Focus on people and action steps
- Have testimonials from those that they respect
- Praise their performance publicly

Patience

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

Low	Mod/Low	Moderate	Mod/High	High
		2, 3, 4, 5, 6	•, 7	

Behavioral Considerations

Liz Acheson (Score - Mod/High)

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

Arnoud Janssen (Score - Mod/High)

- Generally prefers traditional procedures
- Works well with structure
- Inclined to demonstrate patience with details and quality standards
- Empathetic with team members

Considerations for Leading the Team

- Use a structured, low-pressure plan for developing their performance
- Offer continuing support
- Use an informal and methodical approach
- Ask specific questions about how things will happen

Precision

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

Low	Mod/Low	Moderate	Mod/High	High
6	4, 7	•, 2, 3	5	

Behavioral Considerations

Liz Acheson (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.

Jonathan Downey (Score - Mod/High)

- Can be relied upon to perform with effectiveness and according to standards
- An effective problem solver
- Usually organizes work efficiently
- Takes the time to plan ahead and organize own work

Considerations for Leading the Team

- Use clear and factual statements to define the expected level of performance
- Present specifics, keep focused
- Always follow through on what you promise
- Be specific and accurate

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
3	7	6	•, 4, 5	2

Behavioral Considerations

Liz Acheson (Score - Mod/High)

- Tends to take on too many tasks
- Sometimes inattentive to finer points of the process
- Enjoys working with challenge and opportunity
- Desires the opportunity for advancement

Todd Ashworth (Score - High)

- Self-motivated
- Seeks prestige and authority
- Will pursue an opportunity in an aggressive and independent manner
- Wants the opportunity for individual accomplishment

Thomas Donoghue and Jonathan Downey (Score - Mod/High)

- Works well with challenge and opportunity
- May be inattentive to all steps in the process
- Innovator
- Desires the opportunity for advancement

Considerations for Leading the Team

- May need an occasional shock
- Ask "what" questions and not "how" questions
- Team with those who research facts easily
- Help them to relax more and pace themselves

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
		2, 4, 5, 6	•	3, 7

Behavioral Considerations

Liz Acheson (Score - Mod/High)

- Generally optimistic
- Has a desire to be helpful to the team members
- Should establish positive personal relationships with the team members

Carl Dinkelmann and Arnoud Janssen (Score - High)

- Tends to have positive expectations regarding the outcome of problem solutions
- Driven, intense personal producer
- May need to guard against overselling ideas
- Quick to change and adapt to new ideas

Considerations for Leading the Team

- Present facts and details slowly
- Help them develop goals and the action steps to reach them
- Talk about people more than facts
- Provide support for their intentions

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
	7	•, 2, 4, 5	3, 6	

Behavioral Considerations

Liz Acheson (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.

Carl Dinkelmann and Kevin Jackson (Score - Mod/High)

- Enjoys sincere appreciation
- Tends to be cautious
- Seeks harmony in the workplace
- Typically listens to other team members

Considerations for Leading the Team

- Wait before acting
- Seek a firm commitment without pressing too hard
- Help them develop assertive skills
- Show a sincere interest in them

Analytical

Analytical is defined as linking to identify and analyze problems.

Low	Mod/Low	Moderate	Mod/High	High
	4	•, 2, 6, 7	3, 5	

Behavioral Considerations

Liz Acheson (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.

Carl Dinkelmann and Jonathan Downey (Score - Mod/High)

- Usually effective at setting priorities and at estimating time required to complete a task
- Has high standards for achievement
- Develops work methods that contribute to greater efficiency
- Looks at a problem in depth and approaches work in a craftsman-like manner

Considerations for Leading the Team

- Praise them individually for their performance
- Be conservative in your promises
- Be clear in setting priorities
- Check key factors for understanding

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
	•	3, 6, 7	4, 5	2

Behavioral Considerations

Liz Acheson (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.

Todd Ashworth (Score - High)

- Decisive, quick to take action
- Pursues problems with a sense of urgency
- May need to develop listening skills
- Takes the responsibility to start and follow through on tasks

Thomas Donoghue and Jonathan Downey (Score - Mod/High)

- Tends to accept challenges easily
- Wants new and varied activities
- Needs to see the results of own work
- Enjoys getting it done

Considerations for Leading the Team

- Focus communication on their concern for reaching desired results
- Provide them with the chance to work on their own and win
- Give them challenging tasks to complete
- Accept their bluntness

Expressiveness

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

Low	Mod/Low	Moderate	Mod/High	High
	2, 4	• 3, 5, 6, 7		

Behavioral Considerations

Liz Acheson (Score - Moderate)

This is not a factor with characteristics particularly typical of you.

Considerations for Leading the Team

This is not a factor with characteristics particularly typical of you or any of your team members. Please refer to the **Overall Team Balance** section of this report to see what characteristics may be missing from your team.

Because these characteristics are not well represented on this team, you will need to be particularly careful the team performance does not suffer as a result.

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
		5, 7	•, 2, 6	3, 4

Behavioral Considerations

Liz Acheson (Score - Mod/High)

- Team members will enjoy the leader's good listening skills
- Works best with members of a cooperative and friendly team
- Enjoys working in a team situation
- Willing to share information with others

Carl Dinkelmann and Thomas Donoghue (Score - High)

- Works hard for a leader and a cause
- Good at reconciling conflict among team members
- Good with follow through in tasks
- Promotes the benefits of group cohesiveness and cooperation

Todd Ashworth and Kevin Jackson (Score - Mod/High)

- Gets along well with others
- Good listener
- Willing to share resources and information
- Willing to extend self to do what is right

Considerations for Leading the Team

- Be appreciative of their efforts
- Start communications with personal comments
- Give them enough time to decide on changes
- Provide personal assurances, but be prepared to deliver on them

Quality Orientation

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

Low	Mod/Low	Moderate	Mod/High	High
6	2, 7	•, 3, 5	4	

Behavioral Considerations

Liz Acheson (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.

Thomas Donoghue (Score - Mod/High)

- Inclined to look for ways to improve the efficacy of the work being done
- Shows a sense of commitment to high performance and accuracy
- Task-oriented
- A craftsperson

Considerations for Leading the Team

- Listen to their ideas for solutions to problems
- Acknowledge their competence
- Use a thoughtful approach in planning
- Set clear limits to their authority