



Report designed for

Bravo Group Team

CONFIDENTIAL

Profiles Performance Indicator™ Team Analysis

Printed: 5/24/10

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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

Bravo Group Team Members

● Barbara Smith – Team Leader

2. Bill Sample
3. Bob Sample
4. Darrell Sample

5. Ed Sample
6. Judy Sample
7. Kerry Sample
8. Sharon Sample

| 12 Factors | Low | Mod/Low | Moderate | Mod/High | High |
|---------------------|------|---------------|---------------|---------------|---------|
| Control | ● | | 2, 6, 7, 8 | 4, 5 | 3 |
| Social Influence | | | ●, 2 | 4, 5, 6, 7, 8 | 3 |
| Patience | | 2, 4, 5 | 3, 7, 8 | ●, 6 | |
| Precision | | 3, 4, 5 | 2, 8 | ●, 6, 7 | |
| Ambition | ● | 6, 7 | | 2, 4, 5 | 3, 8 |
| Positive Expectancy | | 2 | 6, 7, 8 | ●, 3, 4, 5 | |
| Composure | | 2, 3, 4, 5, 8 | 6, 7 | ● | |
| Analytical | 3 | ●, 2, 4, 5 | 6, 7, 8 | | |
| Results Orientation | | | 3, 6, 7 | ●, 2 | 4, 5, 8 |
| Expressiveness | | ●, 6, 8 | 3, 4, 5, 7 | 2 | |
| Team Player | | 2 | 3, 4, 5, 6, 8 | ●, 7 | |
| Quality Orientation | 4, 5 | 3 | ●, 2, 6, 7, 8 | | |

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 | Composure |
| Social Influence | Analytical |
| Patience | Quality Orientation |
| Ambition | |
| Positive Expectancy | |
| Results orientation | |
| Expressiveness | |
| Team Player | |

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

Composure

- Sensitive to the established methods and procedures
- Can be relied upon to handle details and perform with accuracy and precision
- Typically listens to other team members
- Seeks harmony in the workplace

Analytical

- Takes pride in staying calm and in being analytical in high pressure situations
- Relies on factual data and logic when making decisions
- Has high standards for quality
- Tends to be systematic in communications, using logic and data to persuade

Quality Orientation

- Can be critical of self and others
- Tends to criticize other's performance
- Shows a sense of commitment to quality and accuracy
- Inclined to look for ways to improve the quality of the work being done

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, 6, 7, 8 | 4, 5 | 3 |

Behavioral Considerations

Barbara Smith – (Score – Low)

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

Bob Sample – (Score – High)

- May be overpowering to other team members
- May be blunt and sarcastic with others
- Decisive and self-assured with a tendency to make quick decisions
- Usually responds to challenges

Darrell Sample and Ed Sample – (Score – Mod/High)

- May fear close supervision
- Makes decisions easily
- May lack tact and diplomacy
- Likes to initiate activity

Considerations for Leading the Team

- Help them develop a greater sensitivity toward people
- Ask specific questions
- Use direct answers to their questions
- Be clear and firm in setting limits

Social Influence

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

| Low | Mod/Low | Moderate | Mod/High | High |
|-----|---------|----------|---------------|------|
| | | ●, 2 | 4, 5, 6, 7, 8 | 3 |

Behavioral Considerations

Barbara Smith – (Score – Moderate)

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

Bob Sample – (Score – High)

- Moves toward people to enlist their assistance with problem resolution
- Likes to participate with others and bounce ideas off of team members
- Seeks social recognition
- Enjoys motivating the group and networking with contacts

Darrell Sample, Ed Sample, Judy Sample, Kerry Sample, and Sharon Sample – (Score – Mod/High)

- Enjoys involving others in work tasks
- Likes to communicate in person
- Comfortable in an informal setting
- Works well with team members to maintain quality standards

Considerations for Leading the Team

- Put details in writing
- Be enthusiastic in your communications
- Give them freedom to speak
- Show them how improving their performance will gain them recognition from the team

Patience

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

| Low | Mod/Low | Moderate | Mod/High | High |
|-----|---------|----------|----------|------|
| | 2, 4, 5 | 3, 7, 8 | •, 6 | |

Behavioral Considerations

Barbara Smith – (Score – Mod/High)

- Most comfortable working with traditional procedures
- Tends to move forward with an unhurried approach
- 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 with structure.

Judy Sample – (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

- Use an informal and methodical approach
- Recognize consistent performance
- Offer continuing support
- 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 |
|-----|---------|----------|----------|------|
| | 3, 4, 5 | 2, 8 | ●, 6, 7 | |

Behavioral Considerations

Barbara Smith – (Score – Mod/High)

- Expects team members to handle details and perform with accuracy and effectiveness
- Takes the time to plan ahead and organize the team's work
- Effective at establishing processes and procedures for the team
- Generally an effective problem solver

Judy Sample and Kerry Sample – (Score – Mod/High)

- Enjoys working with objective facts
- Can be relied upon to handle details and perform with accuracy and effectiveness
- Usually organizes work efficiently
- A very conscientious team member

Considerations for Leading the Team

- Let them have an occasion to be an expert and express their knowledge
- Provide adequate information when discussing new ideas
- Be specific and accurate
- Be well prepared before initiating communications with them

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 |
|-----|---------|----------|----------|------|
| ● | 6, 7 | | 2, 4, 5 | 3, 8 |

Behavioral Considerations

Barbara Smith – (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.

Bob Sample and Sharon Sample – (Score – High)

- May experience frustration when team members do not get much accomplished
- Seeks prestige and authority
- Tends to question the status quo
- Needs to develop a good understanding of people

Bill Sample, Darrell Sample, and Ed Sample – (Score – Mod/High)

- Enjoys working with objective facts
- Effective at establishing processes and procedures for getting work done
- Can be relied upon to handle details and perform with accuracy and effectiveness
- An effective problem solver

Considerations for Leading the Team

- Be organized and have facts when you initiate communications
- Be brief and to the point
- Match with others who weigh pros and cons well
- 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 | 6, 7, 8 | ●, 3, 4, 5 | |

Behavioral Considerations

Barbara Smith – (Score – Mod/High)

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

Bob Sample, Darrell Sample, and Ed Sample – (Score – Mod/High)

- Should establish positive relationships throughout the organization
- Has a desire to help others on the team
- Can help reassure team members
- Often optimistic

Considerations for Leading the Team

- Provide concrete ideas rather than dreams
- Give them recognition
- Provide support for their intentions
- 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, 5, 8 | 6, 7 | ● | |

Behavioral Considerations

Barbara Smith – (Score – Mod/High)

- Tends to be cautious
- Typically a good listener for the team members
- Comfortable with a low-key approach
- Generally flexible and open minded

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.

Analytical

Analytical is defined as linking to identify and analyze problems.

| Low | Mod/Low | Moderate | Mod/High | High |
|-----|------------|----------|----------|------|
| 3 | ●, 2, 4, 5 | 6, 7, 8 | | |

Behavioral Considerations

Barbara Smith – (Score – Mod/Low)

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 **Overall Team Balance** 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.

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 | ●, 2 | 4, 5, 8 |

Behavioral Considerations

Barbara Smith – (Score – Mod/High)

- Emphasizes getting the job done
- Enjoys accepting challenges
- Focuses primarily on results
- Tends to be less concerned with how it is done than with getting it done

Darrell Sample, Ed Sample, and Sharon Sample – (Score – High)

- Tends to get immediate results
- May need to develop listening skills
- May appear impatient to others
- May act as if the end does justify the means

Bill Sample – (Score – Mod/High)

- Tends to accept challenges easily
- Focuses on results
- Tends to be more results-oriented than process-oriented
- Enjoys getting it done

Considerations for Leading the Team

- Be organized and have facts when you initiate communications
- Be brief and to the point
- Match with others who weigh pros and cons well
- Help them to relax more and pace themselves

Expressiveness

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

| Low | Mod/Low | Moderate | Mod/High | High |
|-----|---------|------------|----------|------|
| | ● ,6, 8 | 3, 4, 5, 7 | 2 | |

Behavioral Considerations

Barbara Smith – (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.

Bill Sample – (Score – Mod/High)

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

Considerations for Leading the Team

- Establish a democratic relationship with them
- Provide ideas for achieving action
- Be casual in your communications
- Allow them the chance to verbalize their feelings

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 |
|-----|---------|---------------|----------|------|
| | 2 | 3, 4, 5, 6, 8 | ●, 7 | |

Behavioral Considerations

Barbara Smith – (Score – Mod/High)

- Works best with members of a cooperative and friendly team
- Willing to share information with others
- Supports the exchange of ideas between the members of the team
- Enjoys working in a team situation

Kerry Sample – (Score – Mod/High)

- Willing to extend self to do what is right
- Comfortable being a team member
- Good listener
- Contributes insightful ideas and supports the exchange of ideas between team members.

Considerations for Leading the Team

- Use sincere statements to help build a relationship
- Give them enough time to decide on changes
- Be appreciative of their efforts
- Provide frequent opportunities for informal discussions

Quality Orientation

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

| Low | Mod/Low | Moderate | Mod/High | High |
|------|---------|---------------|----------|------|
| 4, 5 | 3 | ●, 2, 6, 7, 8 | | |

Behavioral Considerations

Barbara Smith – (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 **Overall Team Balance** of this report to see what characteristics may be missing from your team.

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