



Report designed for

Colour Company

Profiles Performance Indicator™

Team Analysis

Printed: 11/22/2016

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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 in your team. This provides information to either guide you in altering the membership of the team to ensure that all 12 characteristics are represented or simply alert you where to you will need to be particularly vigilant to ensure 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.
- **Behavioural Factors** - the Behavioural 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 behaviour is essential to the success of the team.

Team Balance Table

Colour Company Members

- **Warren Black - Team Leader**
- 2. Nancy Brown
- 3. Simon Green
- 4. Andrew Grey
- 5. Sue White

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

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

Quality Orientation

Patience

Precision

Ambition

Positive Expectancy

Composure

Analytical

Results Orientation

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

Expressiveness

- May need assistance in setting goals
- Good at inspiring the team
- Comfortable using own "gut feelings" in decision making process
- Seeks freedom of expression

Quality Orientation

- A conscientious personal producer
- Tends to criticise other's performance
- Shows a preference to do things correctly the first time
- Task-oriented

Behavioural Factors

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

- **Behavioural 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
	4	3, 5	2	•

Behavioural Considerations

Warren Black (Score - High)

- May overstep prerogatives in leading the team
- Self-assured, tends to make quick decisions
- May be blunt and demanding with others
- May seem overpowering to the members of the team

Nancy Brown (Score - Mod/High)

- Prefers minimal guidance and coaching from the team leader
- May lack tact and diplomacy
- Likes non-routine work
- Makes decisions easily

Considerations for Leading the Team

- Allow them to use their skills
- Clearly define the limits of their authority
- Ask specific questions
- Use direct answers to their questions

Social Influence

'Social' is defined as the tendency to be outgoing, people-oriented and extrovert.

Low	Mod/Low	moderate	Mod/High	High
		•, 2, 3	4, 5	

Behavioural Considerations

Warren Black (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.

Andrew Grey and Sue White (Score - Mod/High)

- Open with other group members
- Comfortable in an informal setting
- Likes to communicate in person
- Promotes the benefits of teamwork

Considerations for Leading the Team

- Be enthusiastic in your communications
- Show them how improving their performance will gain them recognition from the team
- Allow time for socialising
- Provide opportunities for interactions with other team members

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	

Behavioural Considerations

Warren Black (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.

Simon Green, Andrew Grey and Sue White (Score - Mod/High)

- Generally performs with an unhurried approach
- Empathetic with team members
- Inclined to demonstrate patience with details and quality standards
- Works well with structure

Considerations for Leading the Team

- Be patient and listen carefully
- Recognise consistent performance
- Offer continuing support
- Use an informal and methodical approach

Precision

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

Low	Mod/Low	moderate	Mod/High	High
		•, 2, 3, 5	4	

Behavioural Considerations

Warren Black (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.

Andrew Grey (Score - Mod/High)

- A very conscientious team member
- Effective at establishing processes and procedures for getting work done
- Can be relied upon to handle details and perform with accuracy and effectiveness
- Enjoys working with objective facts

Considerations for Leading the Team

- Be specific and accurate
- Give them logical and precise definitions of expectations
- Use clear and factual statements to define the expected level of performance
- Always follow through on what you promise

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	3, 5		2	•

Behavioural Considerations

Warren Black (Score - High)

- May show signs of frustration when the team members do not get much accomplished
- Individual ambition may conflict with team's goals
- Encourages individual initiative in team members
- Enjoys prestige and authority

Nancy Brown (Score - Mod/High)

- Wants to be first
- Wants prestige and position
- May keep the team going when others are tempted to back off
- Works well with challenge and opportunity

Considerations for Leading the Team

- Match with others who weigh pros and cons well
- Be organised and have facts when you initiate communications
- Be brief and to the point
- Help them to identify with the team

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	3, 4, 5	

Behavioural Considerations

Warren Black (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.

Simon Green, Andrew Grey and Sue White (Score - Mod/High)

- Motivates others on team toward goals
- Can help reassure team members
- Tends to be a good mixer
- Has a desire to help others on the team

Considerations for Leading the Team

- Provide concrete ideas rather than dreams
- Give them recognition
- Offer immediate incentives for taking risks
- Present facts and details slowly

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, 5	3, 4	

Behavioural Considerations

Warren Black (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.

Simon Green and Andrew Grey (Score - Mod/High)

- Comfortable with a low-key approach
- Seeks a stable and predictable environment
- Typically listens to other team members
- Seeks harmony in the workplace

Considerations for Leading the Team

- Help them develop assertive skills
- Use written policies and procedures
- Seek a firm commitment without pressing too hard
- Do not switch them from task to task

Analytical

Analytical is defined as linking to identify and analyse problems.

Low	Mod/Low	moderate	Mod/High	High
		• 2, 3, 4	5	

Behavioural Considerations

Warren Black (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.

Sue White (Score - Mod/High)

- Looks at a problem in depth and approaches work in a craftsperson-like manner
- Thinks analytically, weighing pros and cons
- Has high standards for quality
- Usually very familiar with the rules and procedures

Considerations for Leading the Team

- Approach them directly
- Be conservative in your promises
- Emphasise accuracy and logic in procedures presented to them
- 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, 4, 5	2	•

Behavioural Considerations

Warren Black (Score - High)

- Decisive, quick to take action
- May cause anxiety in the team with the pressure of a deadline
- Needs to listen to team members who can calculate risks well
- Will pursue problems with a sense of urgency

Nancy Brown (Score - Mod/High)

- Tends to accept challenges easily
- May have a casual interest in details and routine tasks
- Prefers to deal in the here and now
- Emphasises getting the job done

Considerations for Leading the Team

- 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
- Minimise socialising

Expressiveness

'Expressiveness' is defined as the tendency to show emotion; to share feelings.

Low	Mod/Low	moderate	Mod/High	High
	3	• 2, 4, 5		

Behavioural Considerations

Warren Black (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 a team and to work with others.

Low	Mod/Low	moderate	Mod/High	High
		•	2, 4, 5	3

Behavioural Considerations

Warren Black (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.

Simon Green (Score - High)

- Good at reconciling conflict among team members
- Actively participates in group problem solving efforts
- May have problems with innovating
- Promotes the benefits of teamwork and cooperation

Nancy Brown, Andrew Grey and Sue White (Score - Mod/High)

- Comfortable being a team member
- Good listener
- Contributes insightful ideas and supports the exchange of ideas between team members
- Works best with team members who are cooperative and friendly

Considerations for Leading the Team

- Give them enough time to decide on changes
- Start communications with personal comments
- Provide personal assurances, but be prepared to deliver on them
- 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
	3, 4, 5	•, 2		

Behavioural Considerations

Warren Black (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.