



Report designed for

Operations Team

ProfileXT[®] Team Report



Printed: 06/25/2017

CONFIDENTIAL

Team Leader:

Warwick Sample

Team Members:

Bryan Sample

Gavin Sample

Greg Sample

Jane Sample

Judy Sample

Mathew Sample

Sally Sample



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Introduction

This report provides you valuable information about how you and members of your team can work together to achieve team-oriented objectives and overall organizational goals. This information will help you work with your team more effectively. You will learn more about each team member, how they will interact with other members of the team, and the conditions under which they are most productive. Unexpected situations in the workplace can always come up; presenting unique challenges for you as the team leader and this report suggests ways you can best address challenges utilizing the strengths of different team members. You will be equipped with strategies for not only addressing potential problems with an efficient and effective approach, but also for leading the team in achieving their highest potential.

ProfileXT Team Score Comparisons

The ProfileXT Team Report evaluates 12 unique scales concerning the cognitive abilities and behavioral characteristics of team members. On the following pages you will find summarized results for both yourself and each team member for each scale of the ProfileXT. These graphics display the range of scores among team members, illustrating the differences in cognitive abilities and behavioral characteristics that exist within the team.

Following the score comparison graphic for each scale, the report offers score comparison paragraphs describing how team members may perceive circumstances and react to situations differently from you. These comments also describe any differences between your results and those of one or more team members. When the difference between your results and those of any team member is greater than one score level, this symbol is shown preceding the score comparison paragraph. ⚠

Operations Team Members

● Warwick Sample - Team Leader

- 2. Bryan Sample
- 3. Gavin Sample
- 4. Greg Sample
- 5. Jane Sample

- 6. Judy Sample
- 7. Mathew Sample
- 8. Sally Sample

12 Scales	Low	Mod-Low	Mod-High	High
Learning Index	7	3, 5	●, 2, 4	6, 8
Verbal Composite		3, 7	2	●, 4, 5, 6, 8
Numerical Composite	7	3, 4, 5	●	2, 6, 8
Energy Level	6, 7	8	2, 3, 4, 5	●
Assertiveness		2, 3, 6, 7, 8	4, 5	●
Sociability	5, 8	●, 2	3, 6, 7	4
Manageability	●, 5	8	2, 3, 4, 7	6
Attitude	●	5, 7	3	2, 4, 6, 8
Decisiveness	6, 7	3, 4	●, 2, 5, 8	
Accommodating	●	5, 7	2, 3, 4, 6, 8	
Independence	3	2, 6, 7, 8	4	●, 5
Objective Judgment	5	●, 3, 4, 8	2, 6	7

Learning Index

An index of expected learning, reasoning, and problem solving potential.



⚠ Team members who scored low on the PXT cognitive scales are most comfortable assimilating information in a traditional instructional setting. They may benefit from repetitive training styles and usually learn best when they are already familiar with the material. When considering training opportunities for these team members, understand their more methodical approach to learning new ways of doing things and factor in additional time for their thorough understanding of training content.

Team members who scored moderately low on the PXT cognitive scales tend benefit from training specific to their position. They may require more time than you typically prefer when training to incorporate new ideas and processes in their daily operations.

You and the team members who scored moderately high on the PXT cognitive scales are somewhat adaptable with your learning styles. You and these team members will often pick up new ideas from your environment, while others may require more traditional training.

The members of the team that scored high on the cognitive section of the PXT are likely to learn things quickly in almost all situations. They may be able to pick up new ideas from their environment more readily than you.

⚠ Indicates a greater than one score level difference between your results and those of any team member

Verbal Composite

A measure of verbal skill through vocabulary and using words as a basis in reasoning and problem solving.

Warwick Sample			High
Bryan Sample		Mod-High	
Gavin Sample	Mod-Low		
Greg Sample			High
Jane Sample			High
Judy Sample			High
Mathew Sample	Mod-Low		
Sally Sample			High

⚠ You have a significantly higher level of proficiency when working with verbal information than the members of the team who scored moderately low on the PXT verbal scales. You may need to use more accessible language when communicating with these team members to ensure they understand your meaning. You should encourage these team members to improve their communication skills through training and observation when opportunities arise.

You and the members of your team that score above the average range for overall verbal ability are able to work well with language and are very adept at using all manner of verbal communication. You should examine each other's specific abilities in this area and assign or accept tasks and duties as appropriate.

You and the members of your team who scored high on the PXT verbal scales are able to work well with language and are adept at using all types of verbal communication. You should be careful, however, that the team does not over-analyze written or verbal information. You should examine each other's specific abilities and preferences in this area and assign tasks accordingly.

⚠ Indicates a greater than one score level difference between your results and those of any team member

Numerical Composite

A measure of numeric calculation ability and using numbers as a basis in reasoning and problem solving.



⚠ You have a skilled approach when working with numerical information, but the members of your team who scored low on the PXT numerical scales are not as adept as you at synthesizing many types of numerical data. You should find training programs for these team members that are methodical and practical in nature and are designed to improve their ability for processing numerical information.

You scored moderately high on the PXT numerical scales, but team members who scored moderately low on the numerical scales of the PXT may find using numbers as a source of information more of a challenge than you.

You scored in the moderately high range for overall numerical ability and are generally comfortable with numerical information. There are members of the team who scored high on the PXT numeric scales and have an outstanding ability to work with numerical data. You should consider these team members' specific abilities and utilize their talents in completing numerical tasks.

⚠ Indicates a greater than one score level difference between your results and those of any team member

Energy Level

Tendency to display endurance and capacity for a fast pace.



⚠ You are a self-starter and work intensely with a sense of urgency to produce quick results, but there are members of the team who work much less quickly and may benefit from clearly defined priorities and objectives in order to complete long-term projects. Reward their efforts to do whatever it takes to get the job done by providing external motivation to the team, and these team members in particular, whenever possible.

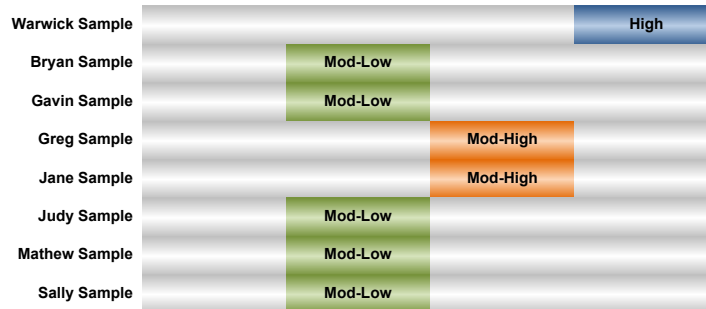
⚠ You tend to focus on critical timelines and work with a drive to make deadlines whenever possible. However, there are members of the team who prefer to work at a more relaxed pace with less emphasis on strict timelines. If the work pace becomes too quick, you may notice their stress level increase. Consider effective stress management techniques and provide occasional rewards for efficient work and timely results.

You typically begin a project or task with urgency and may become bored with a project if hindrances prevent swift progress on it. Similarly, there are team members who may become less engaged in their work if their responsibilities on the job do not keep them busy. Consider coaching these team members on how to pace themselves and how to make productive use of the occasional lull in the pace of work to prevent them from becoming distracted or disinterested.

⚠ Indicates a greater than one score level difference between your results and those of any team member

Assertiveness

Tendency to take charge of people and situations. Leads more than follows.



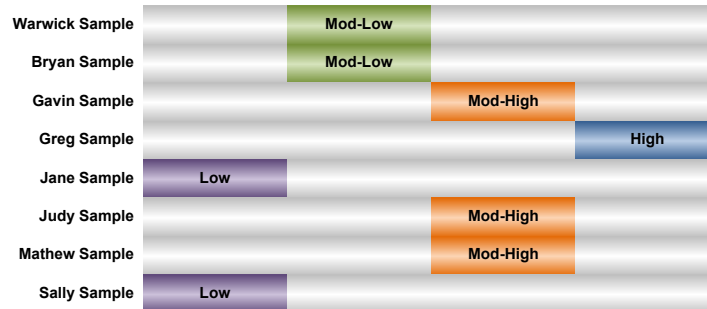
⚠ Team members scoring moderately low display a level of assertiveness you will likely find workable, with a few adjustments on both your parts. While you may need to temper your more direct behaviors when working with these team members, you should also encourage them to be more direct when communicating with you.

Team members scoring moderately high on the Assertiveness scale will probably work well under your more direct leadership style. With open and consistent communication, your slightly different approaches will likely complement one another.

⚠ Indicates a greater than one score level difference between your results and those of any team member

Sociability

Tendency to be outgoing, people-oriented, and participate with others.



You sometimes prefer to carry out individual tasks that can be completed by you alone, rather than interacting with others to complete group work. Team members who are less social may require extra encouragement to engage with others and to participate in the collaborative process, which could increase the chances of the team's success.

You occasionally prefer a work environment in which you are only required to interact with others on a professional level, exchanging only the necessary information to get the job done. Like you, some team members may appear distant from the group at times. If necessary, support their efforts to interact with others when team cohesiveness is needed to achieve a common goal.

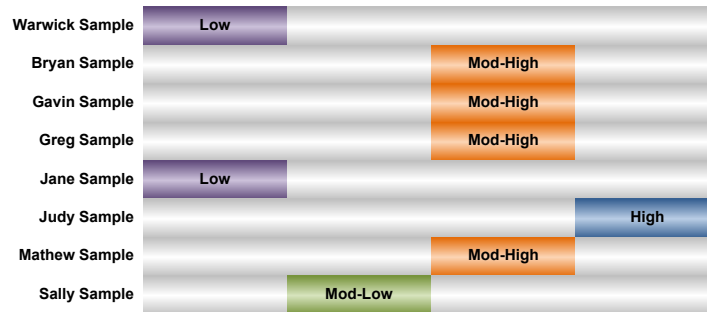
You are sometimes more productive when you are able to work in a secluded, behind-the-scenes environment where sociability is not a key factor in your success. Members of the team with moderately high Sociability scores, however, may occasionally conduct themselves with a more casual demeanor than is appropriate for work-related group discussions. Consider demonstrating for them the most appropriate and effective manner for interacting with others in your organization.

- ⚠ You are sometimes more comfortable in situations where you can be alone with your thoughts, direct your own actions, and are not required to interact with others to accomplish your objectives. However, the highly social members of the team may need direction as to appropriate social conduct in the workplace at times.

⚠ Indicates a greater than one score level difference between your results and those of any team member

Manageability

Tendency to follow policies, accept external controls and supervision, and work within the rules.



While you can appreciate a person who does not conform to all supervisory demands, you should set clear boundaries for members of your team with low Manageability scores to ensure these team members do not become unmanageable.

Compared to team members scoring moderately low in Manageability, you tend to prefer more freedom from managerial constraints in your work environment. These team members should not pose a problem regarding your team leadership, given that they work best under some level of direction.

⚠ While there are members of the team that tend to be more compliant to policies and procedures than you, the difference could be complementary as long as you maintain open and clear communication. You can be an example for the team to show when it may be appropriate to deviate from the established rules and procedures.

⚠ There are members of the team who tend to comply with all regulations and protocols and conform to whatever the group or organization dictates. You, on the other hand, tend to question authority. Unless you communicate your specific expectations clearly, you may experience frustration with the way these team members work.

⚠ Indicates a greater than one score level difference between your results and those of any team member

Attitude

Tendency to have a positive attitude regarding people and outcomes.



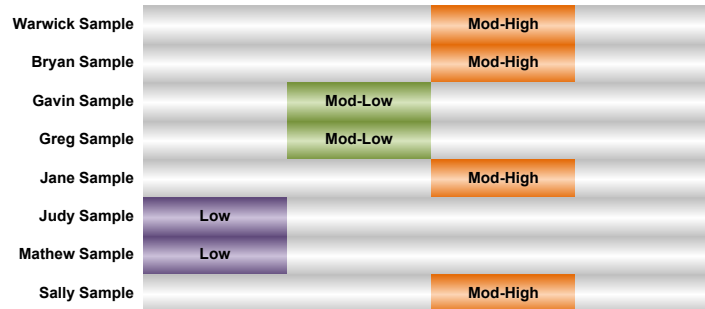
While you tend to be skeptical and mistrusting of others, members of your team with moderate Attitude levels will typically have a more optimistic outlook than you. However, you might consider trusting others more often and coaching these team members to do so the same when appropriate.

- ⚠ The higher Attitude results of those scoring moderately high indicate they are more confident in and accepting of others than you. You will probably be able to build an effective team relationship as long as you set clear boundaries regarding the level of trust these team members place in others.
- ⚠ You approach people and situations with a very cautious attitude. The members of the team with high Attitude scores on the other hand, are likely optimistic in almost all situations and almost always trusting of others. This could cause conflict in the team unless you address it directly and communicate your expectations for a more careful attitude.

⚠ Indicates a greater than one score level difference between your results and those of any team member

Decisiveness

Uses available information to make decisions quickly.



⚠ While you tend to make decisions based on limited data with the assumption of a degree of risk, team members scoring low in Decisiveness will be much more vigilant in examining the evidence supporting the decision to be made. You should stress the importance of sometimes being willing to take risks and making decisions quickly, so as not to slow the team down while considering too many details.

While you make decisions more quickly than the members of your team with moderately low Decisiveness scores, they are somewhat willing to accept the responsibility for making a decision without having considered an exhaustive amount of information. Your similarities and differences will probably complement each other and will allow you to have a good working relationship.

You should be aware the members of your team like you are quick to act and may sometimes make decisions without adequately researching options. There may be times when, even though they make choices in much the same way you do, you become frustrated about their failure to account for all possible outcomes. Since you are the team leader, you should encourage these team members to consult you before making decisions that could affect the entire team.

⚠ Indicates a greater than one score level difference between your results and those of any team member

Accommodating

Tendency to be friendly, cooperative, agreeable. To be a team person.



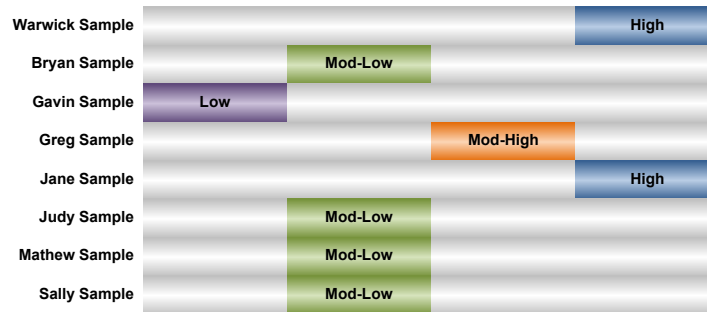
You are willing to uphold your beliefs and opinions in support of your position in most any situation and feel most productive and successful when others agree with you. There are team members who are slightly more accommodating, and if they become frustrated by working with others whose opinions are different from theirs, productivity could suffer. Foster team cooperation by discussing ways they can contribute to team consensus while still having the space to express their own opinions.

- ⚠ You are willing to offer your ideas at any opportunity and are not inclined to entertain others' ideas unless they provide evidence of their value. However, members of the team more accepting than you may become stressed if not given the opportunity to communicate and cooperate with the team whenever they feel it is appropriate. Recognize and affirm their need for collaboration and team unity, but also discuss with them ways the team can profit from a healthy discussion of varying opinions.

⚠ Indicates a greater than one score level difference between your results and those of any team member

Independence

Tendency to be self-reliant, self-directed, to take independent action, and make own decisions.



⚠ While you tend to work best with self-reliance and independence, team members scoring low on Independence will be most comfortable when relying on other people to instruct them. You should understand that it will take some encouragement for them to work using their own resources.

⚠ While you prefer to work independently and without constraints most of the time, members of your team scoring moderately low in Independence often choose tasks that allow them to work using the input and resources of others. They will work autonomously if necessary, but you may need to encourage them from time to time when they are working alone.

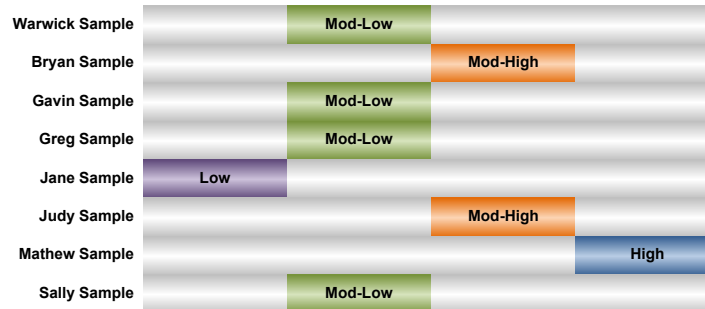
You prefer to work independently most of the time, not wishing to accept assistance or direction from anyone. However, you should coach team members scoring moderately high in Independence on the value of taking input from others as a positive way to effect change, and learn to work more collaboratively yourself.

Considering both you and the team members scoring high in Independence are fiercely self-reliant, you should look for opportunities that require these team members to rely on the input of others. Your need for autonomy, if left unchecked, may result in your failure to recognize useful ideas from the team.

⚠ Indicates a greater than one score level difference between your results and those of any team member

Objective Judgment

The ability to think clearly and be objective in decision-making.



Team members scoring low in Objective Judgment may be overly impulsive when it comes to taking action. You should communicate the importance of gathering and analyzing data and information prior to making decisions. This should be communicated while keeping in mind the need for expediency as well.

It may be important for you and the team members who make decisions like you to assess all available, factual information objectively before making decisions that affect the organization. This will prevent ill-informed decisions that could negatively impact the organization as a whole.

Team members scoring moderately high in Objective Judgment tend to approach problems with a balance of logic and practical experience. You, on the other hand, rely on intuition more often than these team members when making decisions. Communication with the other team members should focus on the need to follow your feelings when making decisions at times.

- ⚠ Because there are members of the team who tend to be more objective than you and may sometimes over-emphasize factual evidence prior to making decisions, you might encourage them to be more intuitive. Consider giving them a clear protocol to follow when weighing options and making decisions.

⚠ Indicates a greater than one score level difference between your results and those of any team member

Action Steps

The ProfileXT Team Report was designed to provide you with a better understanding of how the characteristics of your team members fit with one another. Perhaps more importantly, you can see how work-related behaviors of team members fit with yours as the team leader.

Once you are aware of how each team member's characteristics compare with yours, here are a few points to remember as you manage the team's efforts in the future:

- As a team leader, you will find this information powerful. The greater your understanding of those on your team, the more effective your management of that team will be.
- If interpersonal conflicts arise between team members, refer to this report for information that will help you manage and resolve conflicts to the team's overall benefit.
- Your increased understanding of how the team members differ in their individual characteristics and behavioral tendencies will help you carry out effective intervention and conflict resolution for the good of the team.

There are other assets at your fingertips that will be wonderfully effective tools for working with your team. You can capitalize on the valuable information provided with the many ProfileXT reports! These reports describe the characteristics, strengths, and areas for development for each team member in great detail. This information when combined with this ProfileXT Team Report will give you comprehensive guidance for coaching them to reach the team's maximum potential.