



Report designed for

Sales Department

Profiles Performance Indicator™ Team Analysis

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Acme Company
1234 Make Believe Lane
Anytown, TX 77777

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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 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.
- **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

Sales Department Members

- **Scott Smith - Team Leader**
- 2. Bailey Brown
- 3. Colton Canton
- 4. Terry Thomas
- 5. Benjamin Burk
- 6. Harry Hall
- 7. Sally Sample
- 8. Patti Paul
- 9. Daniel Davis

12 Factors	Low	Mod/Low	Moderate	Mod/High	High
Control		7	6	8	•, 2, 3, 4, 5, 9
Social Influence		•	9	2, 3, 4, 5	6, 7, 8
Patience	5	•, 2, 4, 9	3, 6, 8	7	
Precision	7, 8	3, 4, 5	•, 2, 6, 9		
Ambition		6	7, 8	9	•, 2, 3, 4, 5
Positive Expectancy			•, 3, 5	2, 4, 6, 7, 8, 9	
Composure		•, 2, 4, 5, 8, 9	3, 6	7	
Analytical		6, 9	•, 2, 3, 4, 5, 7, 8		
Results Orientation			4, 6, 7, 8, 9		•, 2, 3, 5
Expressiveness		2, 3, 7, 9	•, 5	4, 6	8
Team Player		3, 4, 5	•, 2, 8, 9	7	6
Quality Orientation		•, 2, 4, 7	5, 6, 8, 9	3	

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 12 factors has at least one team member who is strong in that factor, the team is well balanced.

Well Represented

Control

Social Influence

Patience

Ambition

Positive Expectancy

Composure

Results Orientation

Expressiveness

Team Player

Quality Orientation

NOT Well Represented

Precision

Analytical

Not all 12 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

Precision

- Shows close attention to completing a task following the procedures established
- May become too involved in data
- A very conscientious team member
- Usually organizes work efficiently

Analytical

- Good with considering many variables, contributing factors and possible consequences while developing a solution
- Takes a very professional approach to problem solving with an emphasis on analytical thinking
- Has high standards for achievement
- Looks at a problem in depth and approaches work in a craftsman-like manner

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
	7	6	8	• 2, 3, 4, 5, 9

Behavioral Considerations

Scott Smith (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

Bailey Brown, Colton Canton, Terry Thomas, Benjamin Burk, and Daniel Davis (Score - High)

- May be blunt and sarcastic with others
- Decisive and self-assured with a tendency to make quick decisions
- Needs to work with others who weigh pros and cons
- Usually responds to challenges

Patti Paul (Score - Mod/High)

- Makes decisions quickly
- Seeks freedom from controls and supervision
- Likes to initiate activity
- Prefers minimal guidance and coaching from the team leader

Considerations for Leading the Team

- Present the facts logically
- Ask specific questions
- Help them develop control over their environment
- Help them develop a greater sensitivity toward people

Social Influence

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

Low	Mod/Low	Moderate	Mod/High	High
	•	9	2, 3, 4, 5	6, 7, 8

Behavioral Considerations

Scott 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.

Harry Hall, Sally Sample, and Patti Paul (Score - High)

- May act impulsively
- Enjoys entertaining others
- Quick to initiate relationships
- Seeks social recognition

Bailey Brown, Colton Canton, Terry Thomas, and Benjamin Burk (Score - Mod/High)

- Enjoys involving others in work tasks
- Enjoys working with others on the team
- Works well with team members to maintain quality standards
- Comfortable in an informal setting

Considerations for Leading the Team

- Give them freedom to speak
- Request specific feedback on their understanding of instructions
- Provide the opportunity to help others
- Be enthusiastic in your communications

Patience

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

Low	Mod/Low	Moderate	Mod/High	High
5	•, 2, 4, 9	3, 6, 8	7	

Behavioral Considerations

Scott 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.

Sally Sample (Score - Mod/High)

- Generally performs with an unhurried approach
- Inclined to demonstrate patience with details and quality standards
- Works well within structure
- Generally prefers traditional procedures

Considerations for Leading the Team

- Offer continuing support
- Use an informal and methodical approach
- Use a structured, low-pressure plan for developing their performance
- 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
7, 8	3, 4, 5	•, 2, 6, 9		

Behavioral Considerations

Scott Smith (Score - Moderate)

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

This characteristic is not well represented on this team. You, as Team Leader, will need to be sure that this does not have an adverse impact on team performance.

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.

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, 8	9	•, 2, 3, 4, 5

Behavioral Considerations

Scott Smith (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 achievement in team members
- Enjoys prestige and authority

Bailey Brown, Colton Canton, Terry Thomas, and Benjamin Burk (Score - High)

- Encourages individual initiative in self and team members
- May take on too much too quickly
- Will pursue an opportunity in an aggressive and independent manner
- Wants the opportunity for individual accomplishment

Daniel Davis (Score - Mod/High)

- Will act independently or with the group
- Sometimes will take on too many tasks
- Works well with challenge and opportunity
- Wants to be first

Considerations for Leading the Team

- Help them to relax more and pace themselves
- Help them to identify with the team
- Ask "what" questions, not "how" questions
- Don't offer assurances without discussing probabilities for success

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
		•, 3, 5	2, 4, 6, 7, 8, 9	

Behavioral Considerations

Scott Smith (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.

Bailey Brown, Terry Thomas, Harry Hall, Sally Sample, Patti Paul, and Daniel Davis (Score - Mod/High)

- Motivates others on team toward goals
- Should establish positive relationships throughout the organization
- Generally makes a favorable impression
- Has a desire to help others on the team

Considerations for Leading the Team

- Provide them structure for dealing with complex tasks
- Give them recognition
- Offer immediate incentives for taking risks
- 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, 4, 5, 8, 9	3, 6	7	

Behavioral Considerations

Scott 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.

Sally Sample (Score - Mod/High)

- Tends to be cautious
- Typically listens to other team members
- Seeks harmony in the workplace
- Generally flexible and open-minded

Considerations for Leading the Team

- Use a logical presentation delivered softly
- Show a sincere interest in them
- Wait before acting
- Seek a firm commitment without pressing too hard

Analytical

Analytical is defined as linking to identify and analyze problems.

Low	Mod/Low	Moderate	Mod/High	High
	6, 9	•, 2, 3, 4, 5, 7, 8		

Behavioral Considerations

Scott Smith (Score - Moderate)

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

This characteristic is not well represented on this team. You, as Team Leader, will need to be sure that this does not have an adverse impact on team performance.

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.

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
		4, 6, 7, 8, 9		•, 2, 3, 5

Behavioral Considerations

Scott Smith (Score - High)

- Sets high standards for the work of team members
- Decisive, quick to take action
- May cause anxiety in the team with the pressure of a deadline
- May need to develop better listening skills

Bailey Brown, Colton Canton, and Benjamin Burk (Score - High)

- Pursues problems with a sense of urgency
- Under pressure may cause anxiety in others
- Takes the responsibility to start and follow through on tasks
- Tends to get immediate results

Considerations for Leading the Team

- Give them challenging tasks to complete
- Minimize socializing
- Help them see how being a part of the team will help them get results
- Present change in terms of its positive impact on their goals

Expressiveness

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

Low	Mod/Low	Moderate	Mod/High	High
	2, 3, 7, 9	•, 5	4, 6	8

Behavioral Considerations

Scott Smith (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.

Patti Paul (Score - High)

- May be a situational listener
- Enjoys using verbal skills
- Good at inspiring the team
- May need assistance in setting goals

Terry Thomas and Harry Hall (Score - Mod/High)

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

Considerations for Leading the Team

- Ask for their opinion
- Provide ideas for achieving action
- Establish a democratic relationship with them
- Be casual in your communications

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
	3, 4, 5	• 2, 8, 9	7	6

Behavioral Considerations

Scott Smith (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.

Harry Hall (Score - High)

- Effective at calming the group when excited
- Good at reconciling conflict among team members
- Actively participates in group problem-solving efforts
- Good with follow through in tasks

Sally Sample (Score - Mod/High)

- Gets along well with others
- Comfortable participating in teams
- Works best with team members who are cooperative and friendly
- Willing to extend self to do what is right

Considerations for Leading the Team

- Start communications with personal comments
- Give them enough time to decide on changes
- Use sincere statements to help build a relationship
- 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
	•, 2, 4, 7	5, 6, 8, 9	3	

Behavioral Considerations

Scott 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.

Colton Canton (Score - Mod/High)

- Has high standards for self and the team
- Inclined to look for ways to improve the efficacy of the work being done
- Shows a preference to do things correctly the first time
- A craftsperson

Considerations for Leading the Team

- Set clear limits to their authority
- Use a thoughtful approach in planning
- Allow them physical space
- Be persistent, but don't move too quickly