



# WORKPLACE

BIG FIVE PROFILE™

## Standard Teamer

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**Note 1:** In this report, when we analyze models developed elsewhere than Paradigm (such as the Lencioni), we are assessing the degree to which one's WorkPlace Big Five Profile™ scores would tend to provide natural energy for those models, based upon published definitions of the terms used in the models, research and/or logic. The scores contained in this report are only estimates of how one might score on the various models based upon WorkPlace Big Five Profile™ scores. Please note that actual behaviors at work might vary from the estimates for some individuals.

**Note 2:** If anyone in this Teamer Report had a WorkPlace Big Five Profile™ Report scored using a norm group other than the one designated in the header of this Teamer Report, then their WorkPlace Big Five Profile™ has been rescored using the norm group above. The norm group in the Header was designated for the original project. For comparison purposes on the team report, everyone should be scored using the same norm group.

**Note 3:** The date on this report reflects the date that this report was run. The individual dates on which the participants completed their WorkPlace assessments are available upon request.

## Distribution of Supertrait Scores with Narrative Interpretation

### Your Team's Distribution of Supertrait Scores

	<b>LOW</b>	<b>MED</b>	<b>HIGH</b>
<b>N</b>	Resilient =	Responsive =	Reactive =
	<b>1</b>	<b>6</b>	<b>3</b>
<b>E</b>	Introvert =	Ambivert =	Extravert =
	<b>8</b>	<b>2</b>	<b>0</b>
<b>O</b>	Preserver =	Moderate =	Explorer =
	<b>8</b>	<b>2</b>	<b>0</b>
<b>A</b>	Challenger =	Negotiator =	Adapter =
	<b>0</b>	<b>6</b>	<b>4</b>
<b>C</b>	Flexible =	Balanced =	Focused =
	<b>8</b>	<b>2</b>	<b>0</b>

## YOUR TEAM'S ANALYSIS

Less than one-fifth of your team scores low on N, which suggests that your team typically is highly emotionally reactive, and that it needs to express such feelings before it is able to engage in problem solving. A majority of your team scores in the middle area on N, which suggests that the overt expression of emotion will be situational. When all appears quiet during a discussion, be sure to check with all members to ensure that unexpressed feelings are aired. Somewhere around one-third of your team scores high on N, and these members typically show emotion when the team is together. Higher scores on N are often the conscience of the organization, so be sure to view them as such.

More than four-fifths of your team scores low on E, which suggests that few members are expressive, and most tend to hold in feelings and opinions. Take care that the opinions of all are expressed before the team begins to solve problems. If you don't know what the lower Es are thinking, it is typically because you haven't asked them. Your team contains a significant number of people scoring in the middle area on E, which suggests that the overt expression of opinion, information, and feelings could be situational. When all appears quiet during a disagreement, be sure to check with all members to ensure that unexpressed data gets on the table. Your team contains no one scoring high on E, which suggests that your team is seldom highly expressive or talkative. Make it a standard practice to check with members before solving problems, so all opinions can guide problem solving.

More than four-fifths of your team scores low on O, which suggests that the team has a very strong tendency to protect the status quo, with little energy for trying new approaches. Do not reject new ideas outright, but evaluate them responsibly. You might benefit from inviting one or more people outside the team to suggest new or alternative approaches that might not naturally occur to your members. Your team contains a significant number of people scoring in the middle area on O, which suggests that members' tendency to preserve the status quo or generate new ideas will be situational. Your team contains no one scoring high on O, which suggests that your team is seldom innovative. When discussing important plans and decisions, make it standard practice to explicitly ask members for new approaches, and consider asking an outsider for suggestions.

Your team contains no one scoring low on A, which suggests that you rarely, if ever, have strong challengers or aggressors when discussing important plans and decisions. It also suggests members tend to defer to the most dominant point of view. As a result, issues may not be resolved with the benefit of all relevant information. Be sure to encourage all members to air their points of view on the issue as part of the team process. A majority of your team scores in the middle area on A, which suggests that most team members have a negotiator outlook and are able to keep all team members' points of view in mind. Somewhere around one-third of your team scores high on A, which suggests that your team has a balance of higher and lower scorers on A. Designate a facilitator during important discussions—either a mid-A team member or an outsider—to make sure that all points of view are represented and heard.

More than four-fifths of your team scores low on C, which suggests that few members are focused, organized, and methodical during difficult discussions. As a result, and because of the very strong tendency to be spontaneous and diffused in focus, issues can end up being volatile, protracted, or even unresolved, unless the team puts itself in the hands of a disciplined facilitator. Your team contains a significant number of people scoring in the middle area on C, which suggests that your team has both extreme tendencies of spontaneity and discipline represented in difficult discussions. If in fact, either high Cs or low Cs are missing from your team, you should use these mid-scoring Cs to represent the missing extreme. Your team contains no one scoring high on C, which suggests that your team seldom moves methodically towards closure of issues without good data gathering. If deliberations become prolonged, ask one of your higher mid-C scoring members, or an outsider, to facilitate your process in a more disciplined manner.

## Distribution of Subtrait Scores

### INTRODUCTION

This section presents all 28 trait scores for your team. In the first table below, we show how many team members score in each of the three levels, along with a key word or phrase to describe the levels for each trait. The "Low" scoring column shows the number of team members who score below 44.5 on the trait, while the "High" column shows the number of team members who score 55.5 and higher. The "Middle" column shows the number of team members who score from 44.5 to 55.49.

#### *Your Team's Scores*

Trait		Low		Mid		High	
N	Resilient	1		Responsive	6	Reactive	3
E	Introvert	8		Ambivert	2	Extravert	0
O	Preserver	8		Moderate	2	Explorer	0
A	Challenger	0		Negotiator	6	Adapter	4
C	Flexible	8		Balanced	2	Focused	0
N1	Always at ease	5	Concerned on occasion	3		Frequently worries	2
N2	Usually calm	0	Occasionally heated	3		Often hot	7
N3	Optimistic explanations	3	Realistic explanations	4		Pessimistic explanations	3
N4	Rapid rebound time	2	Moderate rebound time	2		Longer rebound time	6
E1	Holds positive feelings	1	Shows positive feelings	7		Typically warm/enthusiastic	2
E2	Prefers working alone	8	OK working with others	2		Prefers working with others	0
E3	Prefers to be in one place	7	Moderate activity level	3		Typically physically active	0
E4	Independent of others	7	Shows some leadership	3		Enjoys leading others	0
E5	Skeptical of others	6	Somewhat trusting	4		Readily trusts others	0
E6	Unconcerned with tact	8	Moderately tactful	2		Typically tactful	0
O1	Implements plans	5	Creates & implements	4		Creates new plans	1
O2	Prefers simplicity	7	Creates implements	3		Seeks complexity	0
O3	Uses traditional methods	6	Some comfort with change	4		Readily accepts change	0
A1	Interest in self needs	4	Bal of self others needs	3		Interest in others needs	3
A2	Welcomes argument	0	Seeks resolution	8		Seeks harmony	2
A3	Wants acknowledgment	1	Some acknowledgment	7		Uncomf receiving praise	2
A4	Expresses opinions	0	Often expresses opinion	1		Keeps opinions to self	9
C1	Low need to polish	6	Sometimes polishes	3		Always refines/polishes	1
C2	Little organization	7	Some Organization	2		Everything is organized	1
C3	OK w/current achievement	8	Desires achievement	2		Craves more achievement	0
C4	Easily shifts tasks	2	Shifts task as necessary	7		Must finish bef shifts tasks	1
C5	Spontaneous	7	Does some planning	3		Plans for everything	0
C6	Resists details	5	Attends to details	5		Attentive to details	0

## YOUR TEAM'S ANALYSIS

The table below provides all the descriptive numbers for your team. It does not have the level labels of the previous table, but it does contain team averages and standard deviations, along with the frequency of members scoring high, middle, and low. In the population at large, approximately 38% score in the middle, with approximately 31% scoring in each of the other two (low and high). Or, put more simply, typically, about 1/3

score in the low, 1/3 in the middle, and 1/3 in the high. The two far right columns present the team average and the team standard deviation (SD). The standard deviation is a way of describing how varied, or diverse, or heterogeneous, the scores are for a trait, with higher numbers indicating greater diversity and lower numbers indicating more similarity.

Trait	Low	Middle	High	Average	SD
N Need for Stability	1	6	3	53	6.1
E Extraversion	8	2	0	34	12.3
O Originality	8	2	0	37	9.2
A Accommodation	0	6	4	56	5.0
C Consolidation	8	2	0	36	12.7
N1 Worry	5	3	2	42	13.9
N2 Intensity	0	3	7	62	12.9
N3 Interpretation	3	4	3	49	8.9
N4 Rebound Time	2	2	6	59	11.8
E1 Enthusiasm	1	7	2	50	7.5
E2 Sociability	8	2	0	39	7.8
E3 Energy Mode	7	3	0	39	11.4
E4 Taking Charge	7	3	0	39	10.6
E5 Trust of Others	6	4	0	40	9.1
E6 Tact	8	2	0	28	16.7
O1 Imagination	5	4	1	43	13.9
O2 Complexity	7	3	0	35	16.6
O3 Change	6	4	0	41	7.0
A1 Others' Needs	4	3	3	51	15.5
A2 Agreement	0	8	2	54	5.1
A3 Humility	1	7	2	52	5.9
A4 Reserve	0	1	9	60	6.6
C1 Perfectionism	6	3	1	43	10.9
C2 Organization	7	2	1	43	10.1
C3 Drive	8	2	0	34	13.9
C4 Concentration	2	7	1	47	7.4
C5 Methodicalness	7	3	0	36	15.6
C6 Detail	5	5	0	40	14.7

## INTERPRETATION OF RESULTS

### N1: WORRY

A majority of your team scores low on N1, which suggests that a minority of your team are worriers, and that calm rationality tends to prevail. Be careful that the feelings of all are expressed on key issues. Your team contains a significant number of persons scoring in the middle area on N1, which suggests that the overt expression of worry, fear, or concern during meetings will be situational. When all appears quiet during a discussion, be sure to check with all members to ensure that unexpressed fears get on the table. Somewhere around one-third of your team score high on N1, and these members typically show anxiety when the team is together. Higher scores on N1 are often the "conscience of the organization," so be sure to view them as such.

### N2: INTENSITY

Your team contains no one scoring low on N2, which suggests that your team is prone to temper flareups, and that it needs to get feelings expressed before being able to engage in problem solving. Your team contains a significant number of persons scoring in the middle area on N2, which suggests that temper flareups during meetings will be situational. When all appears quiet during a discussion, be sure to check with all members to ensure that unexpressed feelings get on the table. A majority of your team score high on N2, and these members typically have temper flareups in meetings. Higher scores on N2 are often the "conscience of the organization," so be sure to view them as such. Be sure to identify team members who find it easier to remain calm in conflict, and use them to help in facilitating problem solving.

### N3: INTERPRETATION

Your team contains a balance of persons scoring lower and higher on N3, which suggests that, while your team is often pessimistic, there is a significant presence on the team that is optimistic. Your team contains a significant number of persons scoring in the middle area on N3, which suggests that your team has a moderate tendency towards realism--neither overly pessimistic nor optimistic. Somewhere around one-third of your team score high on N3, and these members typically show pessimism when the team is together. Higher scores on N3 are often the "conscience of the organization," so be sure to view them as such.

### N4: REBOUND TIME

Your team contains a balance of persons scoring lower and higher on N4, which suggests that, while your team is typically slow to recover from a crisis, there is a significant presence on the team that can bounce back quickly. Your team contains a significant number of persons scoring in the middle area on N4, which suggests that the quality of being able to bounce back quickly from a crisis is situational. A majority of your team score high on N4, and these members typically show difficulty in bouncing back quickly after a crisis. You will need to take some time to recover before resuming.

### E1: ENTHUSIASM

Under one-fifth of your team scores low on E1, which suggests that your team is characterized by abundant warmth and enthusiasm. Value the observations of your more silent, observant members. A majority of your team score in the middle area on E1, which suggests that the level of enthusiasm depends on the situation. Somewhere around one-third of your team score high on E1, which suggests that your team has a moderately strong tendency to be warm and enthusiastic.

### E2: SOCIABILITY

More than four-fifths of your team scores low on E2, which suggests that few of your team really enjoy spending time in meetings. Ensure that sufficient time is allotted for discussing important issues. Your team contains a significant number of persons scoring in the middle area on E2, which suggests that the tendency to call meetings depends on the situation. Your team contains no one scoring high on E2, which suggests that your team is seldom very sociable, and is unlikely to spend much time in meetings.

### E3: ENERGY MODE

A majority of your team scores low on E3, which suggests that a minority of your team is physically active, with most

preferring more sedentary/desk work. Your team contains a significant number of persons scoring in the middle area on E3, which suggests that the preference for desk work or physically active work depends on the situation. Your team contains no one scoring high on E3, which suggests that your team shows a preference for more sedentary work, resisting more physically active roles.

#### E4: TAKING CHARGE

A majority of your team scores low on E4, which suggests that few on your team are comfortable in a leadership role, with most members being more independent. Your team contains a significant number of persons scoring in the middle area on E4, which suggests that the tendency to take charge is situational, with some taking charge at some times, and others at other times. Your team contains no one scoring high on E4, which suggests that your team is comprised of highly independent members, with no one taking naturally to the leadership role.

#### E5: TRUST OF OTHERS

A majority of your team scores low on E5, which suggests that most of the team tends to be more skeptical. Take care to build trust through good accountability and communication. Your team contains a significant number of persons scoring in the middle area on E5, which suggests that the level of trust depends on the situation. Your team contains no one scoring high on E5, which suggests that your team is typically skeptical and low in trust. Build trust through good accountability and communication.

#### E6: TACT

More than four-fifths of your team scores low on E6, which suggests that few of the team are tactful, with most being blunt and forthright. Take precautions when speaking with outsiders, and check for hurt feelings. Your team contains a significant number of persons scoring in the middle area on E6, which suggests that the level of tact or "spin" depends on the situation. Your team contains no one scoring high on E6, which suggests that your team is seldom tactful. Be sure to check for hurt feelings.

#### O1: IMAGINATION

A majority of your team scores low on O1, which suggests that, when your team is approaching a situation, there is a stronger tendency to accept current ways of doing things than there is to create new approaches. Your team contains a significant number of persons scoring in the middle area on O1, which suggests that the level of creativity will depend on the situation. Fewer than one-fifth of your team score high on O1, which suggests that while your team is typically very no-nonsense, when you need creative suggestions you can get them.

#### O2: COMPLEXITY

A majority of your team scores low on O2, which suggests that, when your team is approaching a situation, there is a tendency to simplify and eliminate complicating factors--just make sure you don't simplify too much. Your team contains a significant number of persons scoring in the middle area on O2, which suggests that the level of comfort with complex problems and issues will depend on the situation. Your team contains no one scoring high on O2, which suggests that your team resists dealing with overly complex issues, preferring to simplify and narrow the scope to keep it manageable.

#### O3: CHANGE

A majority of your team scores low on O3, which suggests that you typically experience resistance to change. Involve resisters in planning the change effort. Your team contains a significant number of persons scoring in the middle area on O3, which suggests that the level of comfort with change will depend on the situation. Your team contains no one scoring high on O3, which suggests that your team has no members who are naturally prone to accept change readily. When change is necessary, involve members in the planning to increase acceptance.

#### A1: OTHERS' NEEDS

Your team contains a balance of lower and higher A1, such that team discussions likely entail both more selfish and more altruistic expressions of need. Ensure that the more selfish do not dominate, and that the more selfless get taken care of. Your team contains a significant number of persons scoring in the middle area on A1, which suggests that sufficient



members are present who can look out for the more altruistic members and ride herd on the more selfish ones. Somewhere around one-third of your team score high on A1, which suggests that your team has a balance of more selfish and more selfless members. Appoint a facilitator to prevent the former from dominating, the latter from caving in.

#### A2: AGREEMENT

Your team contains no one scoring low on A2, which suggests that the team rarely, if ever, has strong arguments or conflicts, and that members tend to defer to the wishes of the most dominant point of view. Ensure that all points of view get aired. A large majority of your team score in the middle area on A2, which suggests that most team members have a "Negotiator" outlook and are able to keep all team members' points of view in mind. Somewhere around one-third of your team score high on A2, which suggests that your team has a balance with respect to conflict style, with some more prone to conflict, others more averse. Facilitate to ensure neither domination nor submission.

#### A3: HUMILITY

Under one-fifth of your team score low on A3, which suggests that the you seldom experience arrogance or attention-seeking in the team context. Nonetheless, ensure that appropriate recognition reaches those who deserve it. A majority of your team score in the middle area on A3, which suggests that strong egos do not dominate the group. Ensure that all who deserve it get recognized. Somewhere around one-third of your team score high on A3, which suggests that your team has a balance of proud and humble members. Ensure that the humble get their due.

#### A4: RESERVE

Your team contains no one scoring low on A4, which suggests that you rarely, if ever, have energetic, extended discussions of issues, with most members tending to keep their views to themselves. Take precautions to obtain good information on critical concerns. Fewer than one-fifth of your team score in the middle range of A4, which suggests that your team is comprised of extremes--either very assertive or very reserved, or both. Take time to hear the point of view of the more reserved members. More than four-fifths of your team score high on A4, which suggests that many of your team discussions may be brief and cursory. On critical issues, take precautions to enable more reserved members to express their views.

#### C1: PERFECTIONISM

A majority of your team scores low on C1, which suggests that most of your team are casual about standards, with fewer having a more perfectionistic orientation. Ensure that the latter are used appropriately. Your team contains a significant number of persons scoring in the middle area on C1. These are like "utility players," who can be used either for more perfectionistic tasks or those requiring a more casual approach. Use them accordingly. Fewer than one-fifth of your team score high on C1, which suggests that few on your team are naturally perfectionistic. For areas that require perfectionism, identify the best person to achieve it.

#### C2: ORGANIZATION

A majority of your team scores low on C2, which suggests most of your team is comfortable with disorganization and lack of structure. Ensure that aspects of the team's responsibility that need structure or organization get the proper attention. Your team contains a significant number of persons scoring in the middle area on C2. These members tend to be situational with respect to organization and structure. Ensure that they attend to the priorities that require structure and organization. Fewer than one-fifth of your team score high on C2, which suggests that few on your team are naturally organized and structured. Ensure that priorities for organization and structure are attended by members most willing to address them.

#### C3: DRIVE

More than four-fifths of your team scores low on C3, which suggests that most of your team are not motivated by the need for achievement. Ensure that all buy in to the team's goals, and manage accordingly. Your team contains a significant number of persons scoring in the middle area on C3. These persons tend to be somewhat situational in their ambition--ensure that their goals are clear, and are consistent with team goals. Your team contains no one scoring high on C3, which suggests no one is motivated by a strong need to achieve. Focus on team goals and manage accordingly.

**C4: CONCENTRATION**

Your team contains a balance of lower and higher C4 scores, which suggests that your team has some members who are easily distracted from the task at hand, while others concentrate more naturally. Deploy these resources appropriately. A majority of your team score in the middle area on C4. These members tend to be situational with respect to concentration--ensure that priorities requiring coconcentration are adequately addressed. Fewer than one-fifth of your team score high on C4, which suggests that your team tends to be characterized by easy distractibility and spontaneity. Take special precautions for tasks that require extended concentration.

**C5: METHODOCALNESS**

A majority of your team scores low on C5, which suggests that your team has relatively few members who are planful and methodical. Take special precautions for tasks that would benefit from a more methodical approach. Your team contains a significant number of persons scoring in the middle area on C5, which suggests that many on your team are situational with respect to methodicalness. Ensure that those tasks requiring methodicalness are identified and assigned to members willing to adhere to the plan. Your team contains no one scoring high on C5, which suggests that your team may not take naturally to using methods or plans. Ensure that tasks requiring such plans or methods are assigned to members willing to adhere to them.

**C6: DETAIL**

A majority of your team score low on C6, which suggests that your team shows some preference for dealing with the big picture over attending to the details. Ensure that you have procedures in place to make sure that details don't fall between the cracks--proofreading, cross-checking, and so forth. A majority of your team score in the middle area on C6, which suggests that the level of attention to detail will depend on the situation. Your team contains no one scoring high on C6, which suggests that your team underattends the details. With a preference for the big picture, establish procedures that ensure that details don't slip between the cracks: proofreading, cross-checking, and so forth.

**Table of Individual Trait Scores**

	Sample English	Sample Portuguese	Sample Swedish	Sample Estonian	Sample Danish	Sample Russian	Sample French	Sample Finnish
<b>N</b>	47	50	60	53	48	43	60	55
<b>E</b>	32	49	14	38	35	51	14	31
<b>O</b>	39	48	21	36	40	40	21	45
<b>A</b>	54	46	63	54	56	58	63	54
<b>C</b>	48	51	14	34	35	41	14	41
<b>N1</b>	23	59	23	47	44	47	23	44
<b>N2</b>	67	47	84	63	59	51	84	51
<b>N3</b>	36	42	60	57	48	36	60	54
<b>N4</b>	71	51	71	44	44	47	71	68
<b>E1</b>	65	46	46	51	44	62	46	46
<b>E2</b>	31	50	31	43	37	50	31	31
<b>E3</b>	43	54	19	37	46	46	19	37
<b>E4</b>	18	47	34	34	47	43	34	55
<b>E5</b>	41	48	26	48	41	48	26	30
<b>E6</b>	18	51	2	39	26	47	2	30
<b>O1</b>	70	50	25	33	36	50	25	53
<b>O2</b>	12	55	12	44	48	41	12	37
<b>O3</b>	32	37	51	41	46	32	51	46
<b>A1</b>	63	32	74	37	49	43	74	54
<b>A2</b>	52	52	52	55	52	62	52	45
<b>A3</b>	40	52	52	52	49	49	52	59
<b>A4</b>	56	56	56	69	69	69	56	52
<b>C1</b>	43	50	30	33	53	33	30	60
<b>C2</b>	66	49	32	41	41	49	32	41
<b>C3</b>	27	52	14	52	27	43	14	30
<b>C4</b>	58	46	46	31	46	43	46	55
<b>C5</b>	41	55	12	23	34	48	12	52
<b>C6</b>	54	54	17	54	39	48	17	26

	<b>Sample Spanish</b>	<b>Sample Chinese</b>
<b>N</b>	61	53
<b>E</b>	35	37
<b>O</b>	43	39
<b>A</b>	55	52
<b>C</b>	43	39
<b>N1</b>	59	47
<b>N2</b>	59	59
<b>N3</b>	48	48
<b>N4</b>	68	58
<b>E1</b>	46	46
<b>E2</b>	43	43
<b>E3</b>	43	43
<b>E4</b>	30	43
<b>E5</b>	48	41
<b>E6</b>	26	35
<b>O1</b>	47	42
<b>O2</b>	48	41
<b>O3</b>	37	41
<b>A1</b>	34	46
<b>A2</b>	62	52
<b>A3</b>	62	52
<b>A4</b>	59	56
<b>C1</b>	53	43
<b>C2</b>	35	44
<b>C3</b>	43	39
<b>C4</b>	52	46
<b>C5</b>	44	41
<b>C6</b>	45	42

## Chart of Team Names for Supertrait Distribution

Low (0-44; 31%)

Mid (45-55; 38%)

High (56-100; 31%)

RESILIENT (N-)	RESPONSIVE (N=)		REACTIVE (N+)
Typically free of stress	Moderately susceptible to stress		Easily stressed
43 Sample Russian	47 Sample English 48 Sample Danish	55 Sample Finnish 53 Sample Estonian 50 Sample Portuguese 53 Sample Chinese	60 Sample French 60 Sample Swedish 61 Sample Spanish
INTROVERT (E-)	AMBIVERT (E=)		EXTRAVERT (E+)
More solitary & quiet	Sometimes solitary & quiet; sometimes more active		In thick of the action
<b>32 Sample English</b> <b>31 Sample Finnish</b> <b>14 Sample French</b> 35 Sample Danish 38 Sample Estonian <b>14 Sample Swedish</b> 35 Sample Spanish 37 Sample Chinese	49 Sample Portuguese	51 Sample Russian	
PRESERVER (O-)	MODERATE (O=)		EXPLORER (O+)
More tactical	Sometimes tactical; sometimes strategic		More strategic
39 Sample English <b>21 Sample French</b> 40 Sample Russian 40 Sample Danish 36 Sample Estonian <b>21 Sample Swedish</b> 43 Sample Spanish 39 Sample Chinese	45 Sample Finnish 48 Sample Portuguese		
CHALLENGER (A-)	NEGOTIATOR (A=)		ADAPTER (A+)
More challenging	Balance of challenging and deferring		More deferring
	46 Sample Portuguese	54 Sample English 54 Sample Finnish 54 Sample Estonian 55 Sample Spanish 52 Sample Chinese	63 Sample French 58 Sample Russian 56 Sample Danish 63 Sample Swedish
FLEXIBLE (C-)	BALANCED (C=)		FOCUSED (C+)
Parallel processor	Sometimes parallel; sometimes serial		Serial processor
41 Sample Finnish <b>14 Sample French</b> 41 Sample Russian 35 Sample Danish <b>34 Sample Estonian</b> <b>14 Sample Swedish</b> 43 Sample Spanish 39 Sample Chinese	48 Sample English	51 Sample Portuguese	

Low (0-44; 31%)

Mid (45-55; 38%)

High (56-100; 31%)

Note: Bolded names/scores indicate extremes (below 35 or above 65)

**Chart of Team Names for N Subtrait Distribution**

Low (0-44; 31%)

Mid (45-55; 38%)

High (56-100; 31%)

<b>N1: WORRY</b>		
Not worriers	Degree of worry depends on the situation	Worriers
<b>23 Sample English</b> 44 Sample Finnish <b>23 Sample French</b> 44 Sample Danish <b>23 Sample Swedish</b>	47 Sample Russian 47 Sample Estonian 47 Sample Chinese	59 Sample Portuguese 59 Sample Spanish
<b>N2: INTENSITY</b>		
Not easily angered	Degree of temper depends on the situation	Easily angered
	47 Sample Portuguese 51 Sample Finnish 51 Sample Russian	<b>67 Sample English</b> <b>84 Sample French</b> 59 Sample Danish 63 Sample Estonian <b>84 Sample Swedish</b> 59 Sample Spanish 59 Sample Chinese
<b>N3: INTERPRETATION</b>		
More optimistic	Neither totally optimistic nor pessimistic--realistic	More pessimistic
36 Sample English 36 Sample Russian 42 Sample Portuguese	48 Sample Danish 48 Sample Spanish 48 Sample Chinese	54 Sample Finnish 60 Sample French 57 Sample Estonian 60 Sample Swedish
<b>N4: REBOUND TIME</b>		
Bounce back quickly	Speed of recovery depends on the situation	Take time to recover
44 Sample Danish 44 Sample Estonian	47 Sample Russian 51 Sample Portuguese	<b>71 Sample English</b> <b>68 Sample Finnish</b> <b>71 Sample French</b> <b>71 Sample Swedish</b> <b>68 Sample Spanish</b> 58 Sample Chinese

Low (0-44; 31%)

Mid (45-55; 38%)

High (56-100; 31%)

Note: Bolded names/scores indicate extremes (below 35 or above 65)

**Chart of Team Names for E Subtrait Distribution**

Low (0-44; 31%)

Mid (45-55; 38%)

High (56-100; 31%)

<b>E1: ENTHUSIASM</b>		
Quieter, somewhat cool	Level of enthusiasm depends on the situation	Enthusiastic, warm
44 Sample Danish	46 Sample Finnish 46 Sample French 46 Sample Swedish 46 Sample Portuguese 46 Sample Spanish 46 Sample Chinese	65 Sample English 62 Sample Russian
<b>E2: SOCIABILITY</b>		
More solitary	Prefer a balance of solitude and being around people	More sociable
<b>31 Sample English</b> <b>31 Sample Finnish</b> <b>31 Sample French</b> 37 Sample Danish 43 Sample Estonian <b>31 Sample Swedish</b> 43 Sample Spanish 43 Sample Chinese	50 Sample Russian 50 Sample Portuguese	
<b>E3: ENERGY MODE</b>		
More sedentary	Level of activity depends on the situation; likes a balance	More physically active
43 Sample English 37 Sample Finnish <b>19 Sample French</b> 37 Sample Estonian <b>19 Sample Swedish</b> 43 Sample Spanish 43 Sample Chinese	46 Sample Russian 46 Sample Danish 54 Sample Portuguese	
<b>E4: TAKING CHARGE</b>		
Prefer not taking charge	Comfort taking charge depends on the situation	Naturally take charge
<b>18 Sample English</b> <b>34 Sample French</b> 43 Sample Russian <b>34 Sample Estonian</b> <b>34 Sample Swedish</b> <b>30 Sample Spanish</b> 43 Sample Chinese	47 Sample Danish 47 Sample Portuguese 55 Sample Finnish	
<b>E5: TRUST OF OTHERS</b>		
More skeptical	Level of trust depends on the situation	More trusting
41 Sample English <b>30 Sample Finnish</b> <b>26 Sample French</b> 41 Sample Danish <b>26 Sample Swedish</b> 41 Sample Chinese	48 Sample Russian 48 Sample Estonian 48 Sample Portuguese 48 Sample Spanish	
<b>E6: TACT</b>		
Tend not to use spin	Level of directness or tact depends on the situation	Tend to use spin

<b>18 Sample English</b> <b>30 Sample Finnish</b> <b>2 Sample French</b> <b>26 Sample Danish</b> 39 Sample Estonian <b>2 Sample Swedish</b> <b>26 Sample Spanish</b> 35 Sample Chinese	47 Sample Russian	51 Sample Portuguese	
Low (0-44; 31%)	Mid (45-55; 38%)	High (56-100; 31%)	

Note: Bolded names/scores indicate extremes (below 35 or above 65)



## Chart of Team Names for O Subtrait Distribution

Low (0-44; 31%)

Mid (45-55; 38%)

High (56-100; 31%)

<b>O1: IMAGINATION</b>		
More literal, here-and-now	Level of imagination depends on the situation	More imaginative
<b>25 Sample French</b> 36 Sample Danish <b>33 Sample Estonian</b> <b>25 Sample Swedish</b> 42 Sample Chinese	47 Sample Spanish 53 Sample Finnish 50 Sample Russian 50 Sample Portuguese	<b>70 Sample English</b>
<b>O2: COMPLEXITY</b>		
Prefer simplicity	Comfort with complexity depends on the situation	Comfortable w/ complexity
<b>12 Sample English</b> 37 Sample Finnish <b>12 Sample French</b> 41 Sample Russian 44 Sample Estonian <b>12 Sample Swedish</b> 41 Sample Chinese	48 Sample Danish 48 Sample Spanish 55 Sample Portuguese	
<b>O3: CHANGE</b>		
Prefer the familiar	Comfort with change depends on the situation	Comfortable with change
<b>32 Sample English</b> <b>32 Sample Russian</b> 41 Sample Estonian 37 Sample Portuguese 37 Sample Spanish 41 Sample Chinese	46 Sample Finnish 46 Sample Danish 51 Sample French 51 Sample Swedish	

Low (0-44; 31%)

Mid (45-55; 38%)

High (56-100; 31%)

Note: Bolded names/scores indicate extremes (below 35 or above 65)

## Chart of Team Names for A Subtrait Distribution

Low (0-44; 31%)

Mid (45-55; 38%)

High (56-100; 31%)

A1: OTHERS' NEEDS		
Focused on self	Whether focused on self or others depends on the situation	Focused on others
43 Sample Russian 37 Sample Estonian <b>32 Sample Portuguese</b> <b>34 Sample Spanish</b>	49 Sample Danish 54 Sample Finnish 46 Sample Chinese	63 Sample English <b>74 Sample French</b> <b>74 Sample Swedish</b>
A2: AGREEMENT		
Competitive, need to win	Level of competitiveness depends on the situation	Prefer harmony to winning
	45 Sample Finnish 52 Sample English 52 Sample French 52 Sample Danish 55 Sample Estonian 52 Sample Swedish 52 Sample Portuguese 52 Sample Chinese	62 Sample Russian 62 Sample Spanish
A3: HUMILITY		
More proud	Level of pride depends on the situation	More humble
40 Sample English	49 Sample Russian 49 Sample Danish 52 Sample French 52 Sample Estonian 52 Sample Swedish 52 Sample Portuguese 52 Sample Chinese	59 Sample Finnish 62 Sample Spanish
A4: RESERVE		
Speak their minds, assertive	Level of assertiveness depends on the situation	Tend to hold back
	52 Sample Finnish	56 Sample English 56 Sample French <b>69 Sample Russian</b> <b>69 Sample Danish</b> <b>69 Sample Estonian</b> 56 Sample Swedish 56 Sample Portuguese 59 Sample Spanish 56 Sample Chinese

Low (0-44; 31%)

Mid (45-55; 38%)

High (56-100; 31%)

Note: Bolded names/scores indicate extremes (below 35 or above 65)

## Chart of Team Names for C Subtrait Distribution

Low (0-44; 31%)

Mid (45-55; 38%)

High (56-100; 31%)

<b>C1: PERFECTIONISM</b>		
Casual about standards	Level of perfectionism depends on the situation	Perfectionistic
43 Sample English <b>30 Sample French</b> <b>33 Sample Russian</b> <b>33 Sample Estonian</b> <b>30 Sample Swedish</b> 43 Sample Chinese	53 Sample Danish 50 Sample Portuguese 53 Sample Spanish	60 Sample Finnish
<b>C2: ORGANIZATION</b>		
Comfortable with clutter	Level of organization depends on the situation	Naturally organized
41 Sample Finnish <b>32 Sample French</b> 41 Sample Danish 41 Sample Estonian <b>32 Sample Swedish</b> 35 Sample Spanish 44 Sample Chinese	49 Sample Russian 49 Sample Portuguese	<b>66 Sample English</b>
<b>C3: DRIVE</b>		
OK w/ current achievement	Will to achieve depends on the issue	Strong will to achieve
<b>27 Sample English</b> <b>30 Sample Finnish</b> <b>14 Sample French</b> 43 Sample Russian <b>27 Sample Danish</b> <b>14 Sample Swedish</b> 43 Sample Spanish 39 Sample Chinese	52 Sample Estonian 52 Sample Portuguese	
<b>C4: CONCENTRATION</b>		
Easily distracted	Level of concentration depends on the situation	Resist distractions
43 Sample Russian <b>31 Sample Estonian</b>	46 Sample French 46 Sample Danish 46 Sample Swedish 46 Sample Portuguese 46 Sample Chinese	55 Sample Finnish 52 Sample Spanish 58 Sample English
<b>C5: METHICALNESS</b>		
More spontaneous	Need for/comfort with a plan depends on the situation	Planful, methodical
41 Sample English <b>12 Sample French</b> <b>34 Sample Danish</b> <b>23 Sample Estonian</b> <b>12 Sample Swedish</b> 44 Sample Spanish 41 Sample Chinese	48 Sample Russian 52 Sample Finnish 55 Sample Portuguese	
<b>C6: DETAIL</b>		
Prefers a broad view and resists details	Attends to details if needed	Attentive to details

<b>26 Sample Finnish</b> <b>17 Sample French</b> 39 Sample Danish <b>17 Sample Swedish</b> 42 Sample Chinese	48 Sample Russian 45 Sample Spanish	54 Sample English 54 Sample Estonian 54 Sample Portuguese	
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Low (0-44; 31%)

Mid (45-55; 38%)

High (56-100; 31%)

Note: Bolded names/scores indicate extremes (below 35 or above 65)

# Capacity for Strategic and Tactical Thinking

## INTRODUCTION

We once heard an American Management Association seminar leader define "strategy" as a "major pattern of resource allocation." What he meant was that strategic thinking involved seeing the big picture, looking at the interrelations among different technologies, functions, markets, products, services, supply channels, competition --in short, mentally grappling with every force that bears on the successful execution of one's mission. This grappling takes place in such a way that one can identify new ways of making connections--hooking up a new technology with an old product, for example. Such strategy formation calls on a different set of capacities than its opposite, or complement--tactical implementation. Strategy versus tactics. Strategists dream it up, and tacticians make it work. People with lots of natural energy for strategy typically dislike implementation--they prefer continuing to think at the strategic level. Conversely, folks with lots of natural energy for tactical implementation typically are impatient with, even skeptical of, spending time with what they may regard as so much idle speculation. But, you can't have one without the other: without strategy, we have nothing to implement, and without tactical implementation, our best strategies gather dust on the shelf.

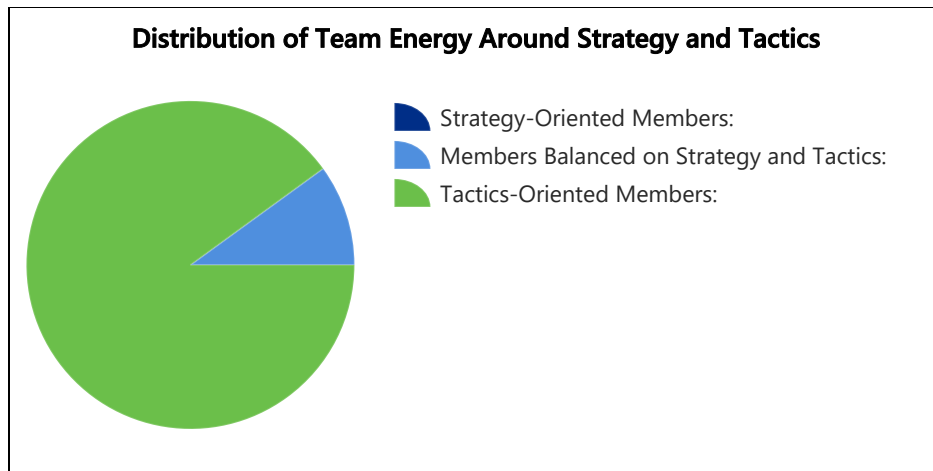
So, what are the natural traits associated with these complementary work requirements? Clearly the most important trait with respect to the strategy-tactics continuum is Originality. Higher O is associated with imagination, big picture, comfort with variety and change, and a broad range of interests, all of which provide energy for strategic thinking. Lower O, on the other hand, is associated with practicality, here-and-now, narrower range of interests, comfort with repetition and the status quo, and attention to detail, all of which provide energy for tactical implementation. Secondly, Extraversion provides energy for this continuum, with higher E being associated with comfort being in the thick of the action and collecting data through observation, conversation, and relationship building, and lower E being associated with solitary, skeptical, churning-it-out production. The former high E qualities support strategizing, while the latter low E qualities support tactical implementation.

Below, you will see how your team's Big Five scores support strategic versus tactical behavior, how the team's energy is likely divided between the two, and a narrative interpretation of what your team's scores likely mean.

## YOUR TEAM'S ANALYSIS

<b>Average Score for Your Team</b>	<b>36.0</b>
<b>Interpretation</b>	<b>High Energy for Tactical Implementation</b>
<b>Average Standard Deviation For Your Team</b>	<b>10.7</b>
<b>Consistency of Your Team's Members</b>	<b>Inconsistent</b>

Legend		Standard Deviation	
Average		Standard Deviation	
<34.5	Very High Energy for Tactical Implementation	<5	High Consistency
<44.5	High Energy for Tactical Implementation	<10	Consistent
<55.5	Balance of Energy for Strategy and Tactics	<20	Inconsistent
<65.5	High Energy for Strategy	<30	Very Inconsistent
>65.49	Strategic.cellVHEStrategyLbl	=>30	Highly Inconsistent



## INTERPRETATION OF RESULTS

"Your team has low average scores on both Extraversion and Originality. This suggests that the team has abundant energy for engaging in the demands of tactical implementation, and likely finds strategic thinking, analysis, and planning to be unproductive and tiring."

***Your Individual Team Members' Scores***

<b>Name</b>	<b>Score</b>	<b>Interpretation</b>
Sample English	37	High Energy for Tactical Implementation
Sample Finnish	40	High Energy for Tactical Implementation
Sample French	19	Very High Energy for Tactical Implementation
Sample Russian	44	High Energy for Tactical Implementation
Sample Danish	38	High Energy for Tactical Implementation
Sample Estonian	37	High Energy for Tactical Implementation
Sample Swedish	19	Very High Energy for Tactical Implementation
Sample Portuguese	48	Balance of Energy for Strategy and Tactics
Sample Spanish	40	High Energy for Tactical Implementation
Sample Chinese	38	High Energy for Tactical Implementation

Strategy-Oriented Members: 0

Members Balanced on Strategy and Tactics: 1

Tactics-Oriented Members: 9

**RESOURCES FOR FURTHER INFORMATION**

- Chapter on Leadership in Howard, P.J., & Howard, J.M. (2001). *The Owner's Manual for Personality at Work*, 2nd Edition. Austin TX: Bard Press.

## Conflict Proneness

### INTRODUCTION

Conflict occurs when two or more persons contend for something that cannot be easily divided. For example, two colleagues contend for a finite amount of new budget money, two managers contend for the time of a worker with a unique set of skills, or, two salespeople contend for limited inventory to meet their customer's needs. Haim Ginott's classic solution--let one child break the cookie in half, and let the other choose which half--works to resolve conflict in some cases, but unfortunately is too simplistic for most. Conflict in itself is regarded as undesirable by traditional Confucian cultures--conflict destroys harmony, and nothing good can come of it. However, in the rest of the world, conflict in itself is neither good nor bad, and conflict can often be the source of creative innovation. Without some degree of conflict, all we have is groupthink. When conflict does occur, what matters is how we manage it. Do we let it fester, or do we try to resolve it? This analysis examines the degree to which your team is likely to experience conflict, and, once it occurs, how the team might manage it. All five supertraits affect conflict, each in a somewhat different way.

- **Need for Stability.** The higher the N score, the more likely one is to feel some degree of conflict. Proneness to anxiety, anger, and sadness are the first responses to disagreement over division of resources. The lower the N score, the less likely one is to feel the emotions of conflict, but can be just as determined to get one's share of resources, but more through problem solving than through emoting.
- **Extraversion.** The higher the E score, the more likely one is to bring the conflict out into the open, to express and talk about it. The lower the E score, the more likely one is to hold the views on conflict inside, under the surface. Groups composed of higher Es and lower Es are likely to experience conflict simply based on their innately conflicted needs for solitude and society.
- **Originality.** The higher the O score, the more likely one is to see new relationships and opportunities that can lead both to conflict and to conflict resolution, while the lower the O score the more likely conflict is to be centered over maintaining the status quo.
- **Accommodation.** The higher the A score, the more likely one is to approach conflict with a "lose-win" attitude, or, to defer or submit to others. High A scorers tend to give in, to surrender, to go along with others, and, as a result, can build up resentments over time if around others who continually pursue the same resources. Lower A scores tend to approach conflict with a "win-lose" attitude, or to get one's way without that much regard for others' needs. Mid-level scores are more likely to approach conflict with a "win-win" attitude, in which both parties in conflict deserve to find a way to get their needs met.
- **Consolidation.** The higher the C score, the more insistent one is likely to be to get the conflict resolved, while lower C scores are more likely to allow conflict to remain open, either through avoidance, distraction, or prolonged troubleshooting.

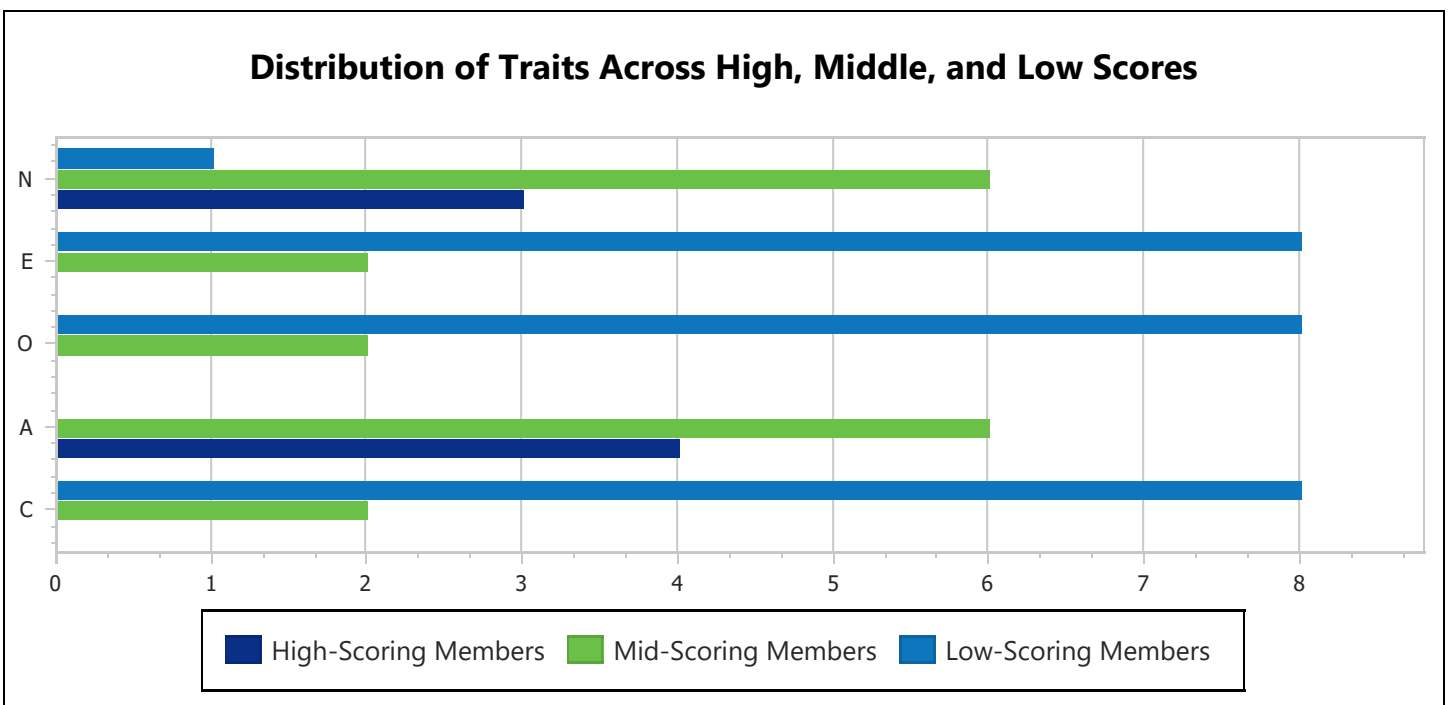
The following page shows how the five traits are distributed on your team.



## YOUR TEAM'S ANALYSIS

	<b>N</b>	<b>E</b>	<b>O</b>	<b>A</b>	<b>C</b>
<b>Team's Mean</b>	53	34	37	56	36
<b>Interpretation</b>	Mod Emotion	Ext Hold In	Staus Quo	Lose-Win	Prolong
<b>Standard Deviation</b>	6.1	12.3	9.2	5.0	12.7
<b>Consistency</b>	Consistent	Inconsistent	Consistent	Consistent	Inconsistent

<b>Legend</b>	<b>Very Low</b>	<b>Low</b>	<b>Medium</b>	<b>High</b>	<b>Very High</b>
<b>N</b>	Very Calm	Calm	Mod Emotion	High Emotion	Ext Emotion
<b>E</b>	Ext Hold In	Hold In	Mod Open	High Open	Ext Open
<b>O</b>	Ext Status Quo	Staus Quo	Moderates	Ideators	Ext Ideators
<b>A</b>	Ext Win-Lose	Win-Lose	Win-Win	Lose-Win	Ext Lose-Win
<b>C</b>	Ext Prolong	Prolong	Mod Closure	Closure	Ext Closure
<b>St. Deviation</b>	< 5 High Consistency	< 10 Consistent	< 20 Inconsistent	< 30 Very Inconsistent	= > 30 High Inconsistency



## INTERPRETATION OF RESULTS

Less than one-fifth of your team scores low on N, which suggests that your team typically is highly emotionally reactive, and that it needs to express such feelings before it is able to engage in problem solving. A majority of your team scores in the middle area on N, which suggests that the overt expression of emotion will be situational. When all appears quiet during a discussion, be sure to check with all members to ensure that unexpressed feelings are aired. Somewhere around one-third of your team scores high on N, and these members typically show emotion when the team is together. Higher scores on N are often the conscience of the organization, so be sure to view them as such.

More than four-fifths of your team scores low on E, which suggests that few members are expressive, and most tend to hold in feelings and opinions. Take care that the opinions of all are expressed before the team begins to solve problems. If you don't know what the lower Es are thinking, it is typically because you haven't asked them. Your team contains a significant number of people scoring in the middle area on E, which suggests that the overt expression of opinion, information, and feelings could be situational. When all appears quiet during a disagreement, be sure to check with all members to ensure that unexpressed data gets on the table. Your team contains no one scoring high on E, which suggests that your team is seldom highly expressive or talkative. Make it a standard practice to check with members before solving problems, so all opinions can guide the effort.

More than four-fifths of your team scores low on O, which suggests that the team has a very strong tendency to protect the status quo, with little energy for trying new approaches. Do not reject new ideas outright, but evaluate them responsibly. You might benefit from inviting one or more people outside the team to suggest new or alternative approaches that might not naturally occur to your members. Your team contains a significant number of people scoring in the middle area on O, which suggests that members' tendency to preserve the status quo or generate new ideas will be situational. Your team contains no one scoring high on O, which suggests that your team is seldom innovative. When discussing important plans and decisions, make it standard practice to explicitly ask members for new approaches, and consider asking an outsider for suggestions.

Your team contains no one scoring low on A, which suggests that you rarely, if ever, have strong challengers or aggressors when discussing important plans and decisions. It also suggests members tend to defer to the most dominant point of view. As a result, issues may not be resolved with the benefit of all relevant information. Be sure to encourage all members to air their points of view on the issue as part of the team process. A majority of your team scores in the middle area on A, which suggests that most team members have a Negotiator outlook and are able to keep all team members' points of view in mind. Somewhere around one-third of your team scores high on A, which suggests that your team has a balance of higher and lower scorers on A. Designate a facilitator during important discussions—either a mid-A team member or an outsider—to make sure that all points of view are represented and heard.

More than four-fifths of your team scores low on C, which suggests that few members are focused, organized, and methodical during difficult discussions. As a result, and because of the very strong tendency to be spontaneous and diffused in focus, issues can end up being volatile, protracted, or even unresolved, unless the team puts itself in the hands of a disciplined facilitator. Your team contains a significant number of people scoring in the middle area on C, which suggests that your team has both extreme tendencies of spontaneity and discipline represented in difficult discussions. If in fact, either high Cs or low Cs are missing from your team, you should use these mid-scoring Cs to represent the missing extreme. Your team contains no one scoring high on C, which suggests that your team seldom moves methodically towards closure of issues without regard for good data gathering. If deliberations become prolonged, ask one of your higher mid-C scoring members, or an outsider, to facilitate your process in a more disciplined manner.

**Your Individual Team Members' Scores**

<b>Name</b>	<b>N</b>	<b>E</b>	<b>O</b>	<b>A</b>	<b>C</b>
Sample English	47	32	39	54	48
Sample Finnish	55	31	45	54	41
Sample French	60	14	21	63	14
Sample Russian	43	51	40	58	41
Sample Danish	48	35	40	56	35
Sample Estonian	53	38	36	54	34
Sample Swedish	60	14	21	63	14
Sample Portuguese	50	49	48	46	51
Sample Spanish	61	35	43	55	43
Sample Chinese	53	37	39	52	39
	<b>N</b>	<b>E</b>	<b>O</b>	<b>A</b>	<b>C</b>
High Scoring Members:	3	0	0	4	0
Mid Scoring Members:	6	2	2	6	2
Low Scoring Members:	1	8	8	0	8

**RESOURCES FOR FURTHER INFORMATION**

- Antonioni, D. (1998). *Predicting approaches to conflict resolution from big five personality*. *International Journal of Conflict Management*, 9(4), 336-355.
- Moberg, P.J. (1998). *Predicting conflict strategy with personality traits: Incremental validity and the five factor model*. *International Journal of Conflict Management*. 9(3), 258-285.

## **Innovation versus Efficiency**

### **INTRODUCTION**

Innovation and efficiency are in many ways opposite urges that compete for resources: innovators typically like to spend money, while the efficient like to save; innovators dream, the efficient do; innovators explore, the efficient mine; spontaneous versus disciplined; open-ended versus driven to closure, and so forth. The meaning of this analysis depends on the mission of your team. Teams with an innovative mission, however, do not necessarily need all innovative members—they may require someone on the team to counterbalance their freewheeling tendencies. And, teams with the purpose for being highly efficient sometimes need an innovator to solve problems and suggest process improvements. This section of the report will help in identifying which members of the team are ideally suited for these various assignments. You will need to determine how the balance of temperaments on the part of your team members compares with the balance of innovation and efficiency expected of your team. Innovation is characterized by spontaneity (C-), creativity (O+), and optimism (N3-), while efficiency is characterized by orderliness (C+), attention to detail (O-), and quiet attentiveness (E-). This scale estimates the team's tendency, as well as the level of consistency within the team.

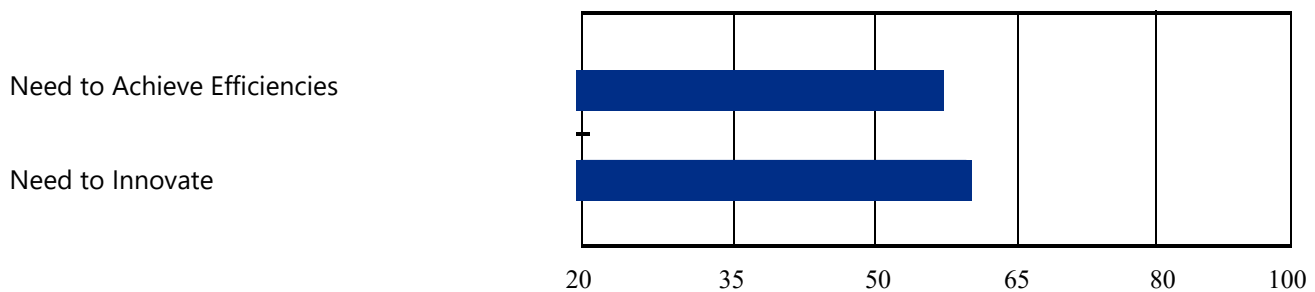
## YOUR TEAM'S ANALYSIS

	Score	Interpretation
Innovation Level	51	Moderate Need for Innovation
Efficiency Level	55	Moderate Need for Efficiency
Consistency	11	Some Members More Inn/Eff than Others

### Legend

Need Level		Consistency	
<34.5	Extremely Low	0-4.99	Extremely Consistent
<44.5	Low	5-9.99	Some Members Much More Inn/Eff than Others
<55.5	Normal	10-19.99	Some Members More Inn/Eff than Others
<65.5	Extremely Low	20-29.99	Some Members Much More Inn/Eff than Others
>65.49	Unusually High	30+	Extreme Variations in Inn/Eff among Members

### Relative Strengths of Needs to Innovate and to Achieve Efficiencies



## INTERPRETATION OF RESULTS

A minority of team members show a strong preference for efficiency. Consequently, if a position requires attention to achieving efficiency, either bring in another member who is naturally efficient, or else divide the work among two or more members.

Most show balance in innovation and efficiency. This is fine if your team involves jobs that require such a balance. If your team has jobs that require being primarily innovative or primarily efficient, you may need to recruit, or to divide the work.

No team members show high need for innovation. This is fine if all team jobs entail achieving efficiencies. However, if some jobs involve more innovation, either recruit innovative persons, or divide the work among the more moderate scorers.

***Your Individual Team Members's Scores***

<b>Name</b>	<b>Score</b>	<b>What This Scores Means in a Nutshell</b>
Sample English	47	Balanced Needs for Innovation and Efficiency
Sample Finnish	45	Balanced Needs for Innovation and Efficiency
Sample French	40	Moderate Need for Achieving Efficiencies
Sample Russian	54	Balanced Needs for Innovation and Efficiency
Sample Danish	48	Balanced Needs for Innovation and Efficiency
Sample Estonian	46	Balanced Needs for Innovation and Efficiency
Sample Swedish	40	Moderate Need for Achieving Efficiencies
Sample Portuguese	51	Balanced Needs for Innovation and Efficiency
Sample Spanish	47	Balanced Needs for Innovation and Efficiency
Sample Chinese	47	Balanced Needs for Innovation and Efficiency

High Innovation Members:           0

Members Balanced on Innovation and Efficiency:   8

High Efficiency Members:           2

# Leadership within the Team - Kotter's 13 Leadership Factors

## INTRODUCTION

John Kotter, Harvard Business School Professor Emeritus, is a globally respected authority on leadership, change, and career development. Kotter has identified 13 factors that appear to account for effective leadership. Some of these factors represent skills, others represent bodies of knowledge, while many represent a combination of knowledge and ability. It is possible for an individual to excel in all 13 factors regardless of his or her Five-Factor Model (FFM) profile. However, certain personality profiles are more conducive to specific leadership factors than others. The scores on the next sheet are meant to assess this trait "infrastructure" for leadership energy, not necessarily one's leadership performance. These scores should not be interpreted as indicators of the actual behaviors, but rather as estimates of the infrastructure that would normally be expected to make development of that behavior more natural. Definitions of the 13 factors follow.

### ***The 13 Leadership Factors (with Associated FFM Traits) and their Definitions***

- 1. Organization Knowledge** (O+C+). Possesses knowledge of the organization's history, culture, systems, and key players.
- 2. Industry/Field Knowledge** (O+C+). Possesses knowledge of the industry/field in which the company/organization participates.
- 3. Organization Relationships** (N-E+A+). Has built broad and solid (positive) relationships within the company/organization.
- 4. Industry/Field Relationships** (N-E+A+). Has built broad and solid (positive) relationships within the industry/field (customers and vendors).
- 5. External Relationships** (N-E+A+). Has built broad and solid (positive) relationships within the community.
- 6. Reputation** (N-A+C+). Enjoys a reputation respected by people in the company/organization.
- 7. Mental Skills** (N-O+C+). Demonstrates keen mental abilities.
- 8. Interpersonal Skills** (N=E=O=A=C=). Is able to communicate with all types of people.
- 9. Value for Diversity** (E+O+A+). Genuinely seeks out and values the diverse ideas and contributions of others.
- 10. Energy Level** (E+E3+C+). Demonstrates a high energy level.
- 11. Drive to Lead** (N-E+O+A-C+). Is personally driven to create positive change.
- 12. Level of Realism** (N=E=A=C+). Exhibits neither extremely pessimistic nor extremely optimistic expectations of self's and/or others' ability to get the job done.
- 13. Lifelong Learner** (N-E+O+). Mental habits that support it: risk taking, humble self- reflection, solicitation of opinions, careful listening, openness to new ideas.

## YOUR TEAM'S ANALYSIS

Factor	Score	Brief Interpretation
Organization Knowledge	37	Draining
Industry Knowledge	37	Draining
Organization Relationships	45	Somewhat Natural
Industry Relationships	45	Somewhat Natural
External Relationships	45	Somewhat Natural
Reputation	39	Draining
Mental Skills	40	Draining
Interpersonal Skills	54	Somewhat Natural
Value for Diversity	42	Draining
Energy Level	36	Draining
Drive to Lead	40	Draining
Level of Realism	53	Somewhat Natural
Lifelong Learner	39	Draining

**Legend**

>65.49	Energizing
>55.49	Natural
>44.49	Somewhat Natural
>34.49	Draining
<34.5	Outside Comfort Zone

***Your Team's Average Score on the 13 Factors, Sorted from Most Natural to Least Natural***

Factor	Score
Interpersonal Skills	54
Level of Realism	53
Organization Relationships	45
Industry Relationships	45
External Relationships	45
Value for Diversity	42
Mental Skills	40
Drive to Lead	40
Lifelong Learner	39
Reputation	39
Organization Knowledge	37
Industry Knowledge	37
EnergyLevel	36



*Your Individual Team Members's Scores*

Individual Profiles:	Organization Knowledge	Industry Knowledge	Organization Relationships	Industry Relationships	External Relationships	Reputation	Mental Skills	Interpersonal Skills	Value for Diversity	EnergyLevel	Drive to Lead	Level of Realism	Lifelong Learner
Sample English	44	44	46	46	46	44	47	60	42	41	44	56	41
Sample Finnish	43	43	43	43	43	39	44	58	43	36	42	53	40
Sample French	18	18	39	39	39	23	25	25	33	16	25	30	25
Sample Russian	41	41	55	55	55	50	46	61	50	46	46	59	49
Sample Danish	38	38	48	48	48	41	42	56	44	39	41	54	42
Sample Estonian	35	35	46	46	46	40	39	55	43	36	40	55	40
Sample Swedish	18	18	39	39	39	23	25	25	33	16	25	30	25
Sample Portuguese	50	50	48	48	48	50	50	72	48	51	50	67	49
Sample Spanish	43	43	43	43	43	39	42	57	44	40	41	52	39
Sample Chinese	39	39	45	45	45	41	42	59	43	40	42	57	41
High Scoring #:	0	0	0	0	0	0	0	7	0	0	0	4	0
Mid Scoring #:	1	1	6	6	6	2	3	1	2	2	2	4	2
Low Scoring #:	9	9	4	4	4	8	7	2	8	8	8	2	8

**RESOURCES FOR FURTHER INFORMATION**

- Kotter, J. (1988). *The Leadership Factor*. Free Press.
- Kotter, J. (1996). *Leading Change*. Harvard Business School Press.

## Meredith Belbin's Nine Team Roles

### INTRODUCTION

Meredith Belbin conducted a series of management exercises at his retreat on the banks of the river Thames near Henley, Oxfordshire, England. He used the 16PF and the Watson-Glaser Critical Thinking Appraisal in order to determine if there were any personality or intelligence issues that were consistently associated with the levels of performance of the teams. The outcome of this research was his landmark book *Management Teams: Why They Succeed or Fail* (1981; 2003), in which he identified nine team roles that, when all were present, were associated with highest team performance. To the degree that some of the roles were missing, performance dropped commensurately. In 1997, with the publication of the manual of the *Rapid Personality Questionnaire* by the Test Agency (also located in Henley), Belbin and the test authors translated the earlier results to the Five-Factor Model. The RPQ manual contains the specific loadings of the team roles on the Big Five. We have changed the names of the roles to fit a more global usage.

### DEFINITION

(Adapted from Belbin (1993) and the RPQ Manual; for more detailed information, consult Belbin's more recent book, *Team Roles at Work* (1993), published by Butterworth-Heinemann in Oxford, England.)

#### Action Roles:

1. **Driver** (N-,E+,O+,A-). Challenges traditions and assumptions; courage to overcome barriers; can step on others' feelings.
2. **Organizer** (N=,O-,A+,C++). Dependable, conservative, practical, can manage others, calmer than Deliverer; slow to change.
3. **Deliverer** (N+,E-,O--,A+,C+). Painstaking, but on time, eye for error, quiet, attentive to quality, systematic, worrier, can nit-pick.

#### People Roles:

4. **Facilitator** (N-,E=,O=,A=,C+). Good delegator, moves toward closure, calm, a good chairperson; may be seen as manipulative.
5. **Team Player** (N+,E=,O-,A+). Cooperative, tactful, a listener, avoids conflict, a peacemaker; more easily influenced, indecisive.
6. **Investigator** (N-,E+,O+,A+,C-). Outgoing, good communicator, networker; can be overly optimistic.

#### Cerebral Roles:

7. **Innovator** (N-,E=,O+,C-). Thinks out of the box, likes problem-solving; tends to overlook the details.
8. **Analyzer** (N=,E=,O=,A=,C=). Impartial, objective, good judgement, strategic; can be too critical, not particularly inspirational.
9. **Specialist** (N-,E+,O-,A+,C+). Narrowly focused, takes the initiative in defined technical area of expertise, dedicated to the role.

## YOUR TEAM'S ANALYSIS

<b>Factor</b>	<b>Score</b>	<b>Brief Interpretation</b>
Driver	41	Somewhat Natural for the Team
Organizer	52	Natural for the Team
Deliverer	55	Natural for the Team
Facilitator	48	Natural for the Team
Team Player	53	Natural for the Team
Investigator	47	Natural for the Team
Innovator	41	Somewhat Natural for the Team
Analyzer	54	Natural for the Team
Specialist	47	Natural for the Team

**Legend**

> 65.49	Energizing
> 55.49	Natural
> 44.49	Somewhat Natural
> 34.49	Draining
< 34.5	Outside Comfort Zone

***Your Team's Average Score on the 9 Roles, Sorted from Most Natural to Least Natural***

<b>Factor</b>	<b>Score</b>
Deliverer	55
Analyzer	54
Team Player	53
Organizer	52
Facilitator	48
Investigator	47
Specialist	47
Innovator	41
Driver	41

**Your Individual Team Members' Scores**

	<u>Action</u>			<u>People</u>			<u>Cerebral</u>		
	<b>Driver</b>	<b>Organizer</b>	<b>Deliverer</b>	<b>Facilitator</b>	<b>Team Player</b>	<b>Investigator</b>	<b>Innovator</b>	<b>Analyzer</b>	<b>Specialist</b>
<b>Individual Profiles:</b>									
Sample English	43	56	56	52	50	46	45	60	50
Sample Finnish	42	51	55	51	50	47	42	58	45
Sample French	28	45	60	25	51	45	20	25	42
Sample Russian	48	52	50	57	59	53	53	61	53
Sample Danish	43	51	53	50	52	50	43	56	48
Sample Estonian	42	51	53	49	56	48	42	55	47
Sample Swedish	28	45	60	25	51	45	20	25	42
Sample Portuguese	50	55	50	62	55	48	56	72	50
Sample Spanish	41	50	56	51	55	46	43	57	46
Sample Chinese	43	52	54	52	54	47	44	59	47
High Scoring #:	0	1	4	2	2	0	1	7	0
Mid Scoring #:	2	9	6	6	8	10	2	1	8
Low Scoring #:	8	0	0	2	0	0	7	2	2

**RESOURCES FOR FURTHER INFORMATION**

• Belbin, M. (1981; 2003). *Management Teams: Why They Succeed or Fail*. 2nd Ed. Oxford, England: Butterworth-Heinemann. • Belbin, R. M. (2010). *Team Roles at Work*, 2nd ed. Oxford, UK: Butterworth Heinemann. • *Rapid Personality Questionnaire (RPQ) Technical Manual*. (1997). The Test Agency Limited: Henley- on-Thames, Oxon, England. • Belbin, R. M. (2000) *Beyond The Team*. Oxford, UK: Butterworth Heinemann

# Lencioni's Five Dysfunctions of Teams

## INTRODUCTION

Patrick Lencioni, in *The Five Dysfunctions of a Team* (Jossey-Bass, 2002), has written a leadership fable in which the effective, cohesive team must exhibit five functions: trust, unfiltered conflict around ideas, commitment to decisions and action plans, holding each other accountable, and focusing on collective results. All five must be present in order for the team to function properly. When a function is not executed, it is a dysfunction. Below, we define each of the five dysfunctional states, define each state's Big Five associated traits, and then estimate the degree to which the team's trait infrastructure predisposes the team towards each specific dysfunction. To the degree that a team's trait infrastructure does not match the ideal for a specific function, then the team will be described as lacking natural energy for that function. That does not mean that a team cannot perform the function, but rather that the function does not come as naturally as it might were the infrastructure a closer match. Close matches provide the maximum natural energy for a function.

1. **Absence of Trust** (N+,E5-). Members of the team do not disclose their inner feelings, opinions, or mistakes, either out of a natural reticence or reserve on members' parts, or because members feel unsafe because of the past history of harsh judgments by other members.
2. **Fear of Conflict** (E12-,O123-,A124+). The healthy team needs to engage in the full, unrestrained debate of ideas. Lack of such debate can result from absence of trust, or from a history of indifferent receptivity to new ideas and opinions.
3. **Lack of Commitment** (N34+,O3-,A123-). "Buy-in" tends to build on individual participation in the development of decisions and plans. When fear of conflict breeds low participation, such buy-in tends to result, as members are less likely to buy in when decisions are imposed, rather than negotiated.
4. **Avoidance of Accountability** (E234-,A4+,C13-). A sense of accountability is typically missing when individuals are not committed to the plan. The greater the individual commitment to a plan or decision, the more likely individuals will hold themselves and each other accountable for results.
5. **Inattention to Collective Results** (A123-,C3+). When individuals are more concerned about their personal needs, agendas, and results, they are less likely to focus on the overall team's collective results. In the effective team, individuals subordinate their individual egos to the mission of the overall team.

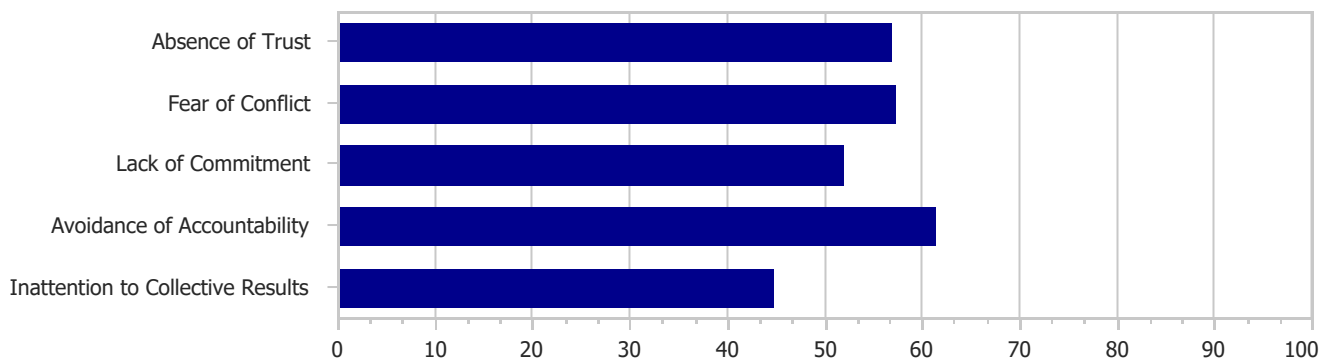
In the remainder of this section, we present your team's average scores on the five dysfunctions, a brief interpretation of the scores' likely meaning, and finally estimates for each of your team members, so that you might see which members have the infrastructure associated with the potential for engaging in one of the five dysfunctions.

## YOUR TEAM'S ANALYSIS

The Dysfunctions	Score	Interpretation
Absence of Trust	57	Moderately Prone
Fear of Conflict	57	Moderately Prone
Lack of Commitment	52	Possibly Prone
Avoidance of Accountability	61	Moderately Prone
Inattention to Collective Results	45	Possibly Prone

Legend	
< 34.5	Highly Unlikely to be Prone
< 44.5	Unlikely to be Prone
< 55.5	Possibly Prone
< 65.5	Moderately Prone
> 65.5	Highly Prone

**Proneness to the Five Dysfunctions**



## INTERPRETATION OF RESULTS

Your team’s high average on “Absence of Trust” makes it likely that trust and calm rationality are atypical, with some individuals frequently exhibiting distrust or reactivity. Take care to process such feelings in order to achieve optimum functionality.

Your team’s high average on “Fear of Conflict” makes it likely that members are somewhat reserved, conservative, and deferential, thereby resulting in little conflict or differences of opinion. Take care to get members to express opinions on key issues.

Your team’s mid-range average on “Lack of Commitment” makes it likely that members’ calmness, comfort with change, and deference to others would be situational. Take care that all members have input when negotiating.

Your team’s high average on “Avoidance of Accountability” suggests that their solitary, deferential, and spontaneous nature likely results in a reduced sense of personal accountability in many situations. Review individual contributions with team.

Your team’s mid-range average on “Inattention to Collective Results” suggests that members’ attention to team results is somewhat situational, with selfishness occasionally evident. Emphasize interdependence of team members and individual goals.

**Your Individual Team Members' Scores**

<b>Individual Profiles:</b>	<b>Absence of Trust</b>	<b>Fear of Conflict</b>	<b>Lack of Commitment</b>	<b>Avoidance of Accountability</b>	<b>Inattention to Collective Results</b>
Sample English	53	58	53	66	43
Sample Finnish	63	55	53	57	43
Sample French	67	65	50	71	34
Sample Russian	48	55	50	59	47
Sample Danish	54	57	49	60	44
Sample Estonian	53	56	53	62	52
Sample Swedish	67	65	50	71	34
Sample Portuguese	51	50	53	51	54
Sample Spanish	57	54	54	58	46
Sample Chinese	56	55	53	58	47
High Scoring Members:	5	5	0	9	0
Mid Scoring Members:	5	5	10	1	5
Low Scoring Members:	0	0	0	0	5

**RESOURCES FOR FURTHER INFORMATION**

- Patrick Lencioni. (2002). *The Five Dysfunctions of a Team*. Jossey-Bass ©

## McIntosh-Fletcher's Six Elements

### INTRODUCTION

This profile is based on the work of William Crockett as reported in Donna McIntosh-Fletcher's *Teaming by Design* (Irwin, 1996). In one sense, this is the complement to Lencioni's five dysfunctions--these are six "functional" qualities. To the degree that each of these elements is present, according to the writer, relationships among team members tend to be more healthy, productive, cohesive, and cooperative.

#### Definitions of the Six Elements

1. **Mutual Trust (E5+)** . The degree to which team members are naturally disposed towards trusting others' intentions, words, promises, and so forth.
2. **Mutual Concern (O+,A+)** . The degree to which team members are curious about and naturally sympathetic with others' concerns, needs, interests, agendas.
3. **Mutual Support (A1+)** . The degree to which team members actively encourage others through listening and attentiveness.
4. **General Emotional Status of Members (N-,E+)** . The degree to which the negative emotions are minimized and the positive emotions are maximized.
5. **Mutual Respect (C+)** . The degree to which members show respect through discipline, caution, and attention to the quality of team results.
6. **6. Mutual Celebration (E+)** . The degree to which members exhibit the positive emotions of warmth, enthusiasm, and excitement

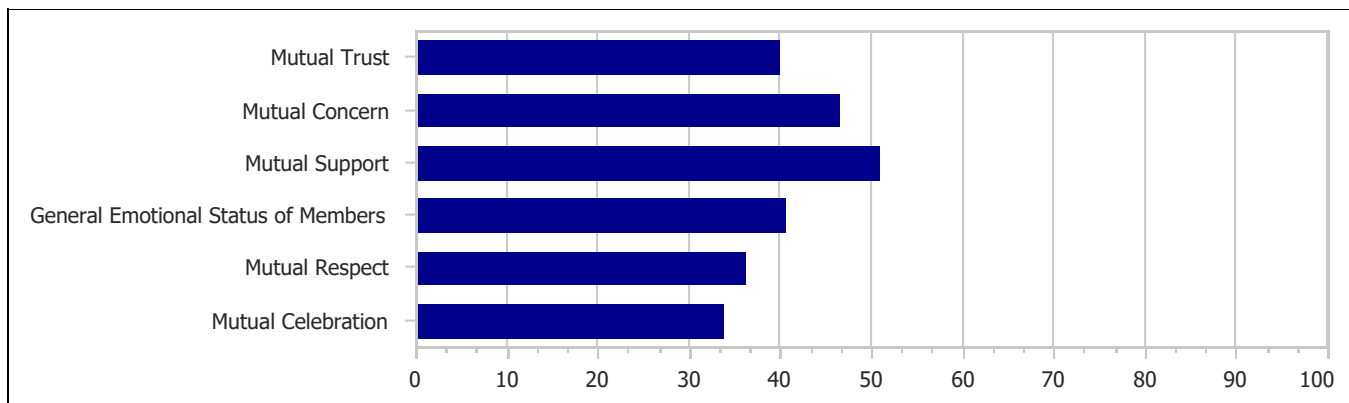
The estimates below suggest how naturally the team as a whole (and the members as individuals) tends to exhibit each of these six elements based on the presence of traits that are naturally associated with them.



## YOUR TEAM'S ANALYSIS

	Score	Interpretation
Mutual Trust	40	Possibly Unlikely to Exhibit
Mutual Concern	46	Possibly Likely to Exhibit
Mutual Support	51	Possibly Likely to Exhibit
General Emotional Status of Members	40	Possibly Unlikely to Exhibit
Mutual Respect	36	Possibly Unlikely to Exhibit
Mutual Celebration	34	Strongly Unlikely to Exhibit

Legend	
<34.5	Strongly Unlikely to Exhibit
<44.5	Possibly Unlikely to Exhibit
<55.5	Possibly Likely to Exhibit
<65.5	Highly Likely to Exhibit
>65.49	Extremely Likely to Exhibit



## INTERPRETATION OF RESULTS

Your team’s low average on “Mutual Trust” suggests that most members have a tendency to be skeptical of each other’s intentions, commitments, and abilities. Frequent status reports can allay concerns.

Your team’s mid-range average on “Mutual Concern” suggests that members are somewhat situational with respect to their concern about others’ needs for change. Ensure that all individuals have a fair chance to present and justify their concerns.

Your team’s mid-range average on “Mutual Support” suggests that members are situational with regard to focusing on their own personal agendas versus listening to or being concerned with the needs of others. Ensure that all members express their needs.

Your team’s low average on “Emotional Status” suggests that most members tend to be anxious and temperamental, seldom expressing enthusiasm and warmth. Work to allay concerns and to recognize and celebrate individual accomplishments.

Your team’s low average on “Mutual Respect” suggests that most members are spontaneous multi-taskers comfortable with the status quo, with a high likelihood of members feeling low respect from each other. Take time to celebrate individual accomplishments.

Your team’s low average on “Mutual Celebration” suggests that most members are somewhat quiet, solitary, and independent. Find low-key ways to build a sense of community, such as email lists and book clubs.

**Your Individual Team Members' Scores**

Individual Profiles:	Mutual Trust	Mutual Concern	Mutual Support	General Emotional Status of Members	Mutual Respect	Mutual Celebration
Sample English	41	47	63	43	48	32
Sample Finnish	30	50	54	38	41	31
Sample French	26	42	74	27	14	14
Sample Russian	48	49	43	54	41	51
Sample Danish	41	48	49	44	35	35
Sample Estonian	48	45	37	43	34	38
Sample Swedish	26	42	74	27	14	14
Sample Portuguese	48	47	32	50	51	49
Sample Spanish	48	49	34	37	43	35
Sample Chinese	41	46	46	42	39	37
High Scoring Members:	0	0	3	0	0	0
Mid Scoring Members:	4	8	3	2	2	2
Low Scoring Members:	6	2	4	8	8	8

**RESOURCES FOR FURTHER INFORMATION**

- Donna McIntosh-Fletcher. (1996). *Teaming by Design: Real Teams for Real People*. New York: Irwin.

# Tuckman's Five Stages of Team Formation

## INTRODUCTION

Most of us are familiar with the original four stages of team formation: **forming, storming, norming, and performing**. Based on the trait composition of the team, each team will have particular stages to which it is partial. That is, the trait infrastructure of a team predisposes it to linger in or regress to one or more stages that are natural expressions of the team's trait infrastructure. The phases tend to be cyclical, with a team going through each of the four phases many times during its history. The longer the history, the more cycling. Incidentally, the four phases were first presented by Bruce Tuckman in a 1965 article in *Psychological Bulletin*. His original research was done with therapy groups and "T-groups." He warned about over-generalization, but apparently the model has been embraced as applicable to many work team settings and to ways of handling each topic on a meeting agenda. In 1977, "adjourning" was added as a fifth stage by Tuckman and Mary Ann Jensen. It acknowledges the need to recognize issues related to the dissolution of a team, whether due to completion of its mission or to its termination by management.

## DEFINITION

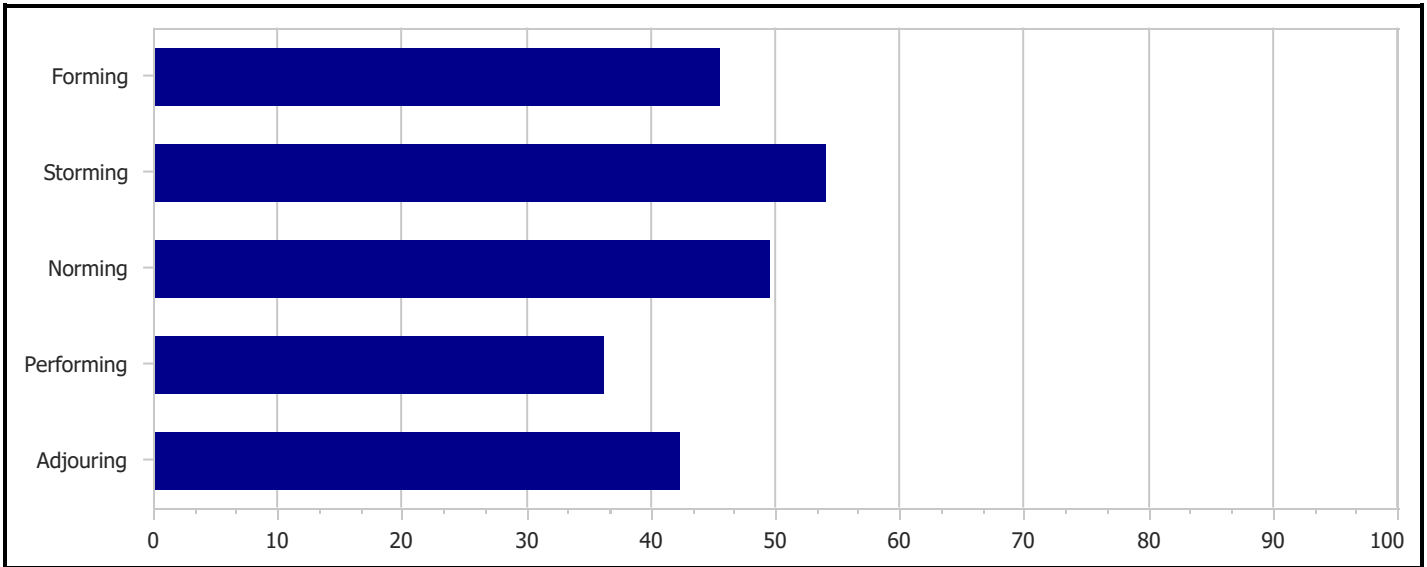
- 1. Forming (N-,E+,A+)**. Initial experience of a team needs to be characterized by getting to know one another. This stage is characterized by positive emotionality and a genuine interest in the needs and interests of others.
- 2. Storming (N+,A-,C-)**. Once formed, members tend, and need, to stake out their individual territory and let their needs, interests, and limits be known to others. This stage is often characterized by ego, spontaneous activity, and conflict.
- 3. Norming (N-,O+,A=)**. Now that all the cards are out on the table, the team needs to establish norms, objectives, procedures, policies, and standards. This stage is characterized by logic, idea generation, and negotiation.
- 4. Performing (C+)**. The first three stages culminate in the team's accomplishing its mission by reaching its objectives with minimal distraction, disruption, error, or waste. This stage is characterized by discipline, caution, methodicalness, and a focus on the team's goal(s).
- 5. Adjourning (N-O+)**. Not all teams experience this phase. However, when a team completes its mission and is disbanded, or when management simply decides to eliminate the team for whatever reason, some members find it difficult to let go of their roles and goals and to move on to new work challenges. Resilience and curiosity about the future help one to adjourn with minimal stress.

The table below indicates which stages this team is prone to emphasize. Teams should develop strategies that compensate for phases it has a tendency to over- or under-emphasize.

## YOUR TEAM'S ANALYSIS

	Mean	Brief Interpretation
Forming	45	Normal Tendency
Storming	54	Normal Tendency
Norming	49	Normal Tendency
Performing	36	Somewhat Avoidant
Adjourning	42	Somewhat Avoidant

Legend	
<34.5	Extremely Avoidant
<44.5	Somewhat Avoidant
<55.5	Normal Tendency
<65.5	Somewhat Prone
>65.49	Extremely Prone



## INTERPRETATION OF RESULTS

Your team’s mid-range average on “Forming” suggests that your team is situational with regard to needing ways of getting to know each other. Ensure minimal camaraderie by occasional community building, such as coffee and doughnuts.

Your team’s mid-range average on “Storming” suggests that the team’s tendencies toward conflict and differences of opinion are situational—sometimes confrontive, sometimes avoidant. Identify individual concerns to avoid groupthink or premature decisions.

Your team’s mid-range average on “Norming” suggests that the team is situational with regard to planning and analyzing—sometimes taking time to analyze, sometimes not. Remember—time spent in planning is saved in execution.

Your team’s low average on “Performing” suggests that it is comprised of spontaneous multi-taskers who likely have trouble with deadlines and error-minimization. Rely on procedures to assist members in proper follow-through and attention to detail.

Your team’s low average on “Adjourning” suggests that it is comprised of less resilient individuals who are more desirous of maintaining the status quo. It is important to debrief these members on the importance of letting go of their old roles and goals and becoming engaged in forming the next chapter of their work life.

Name	Forming	Storming	Norming	Performing	Adjourning
Sample English	46	48	53	48	46
Sample Finnish	43	53	52	41	45
Sample French	39	61	37	14	31
Sample Russian	55	48	52	41	49
Sample Danish	48	52	52	35	46
Sample Estonian	46	55	50	34	42
Sample Swedish	39	61	37	14	31
Sample Portuguese	48	51	55	51	49
Sample Spanish	43	54	49	43	41
Sample Chinese	45	54	52	39	43
High Scoring Members:	0	2	0	0	0
Mid Scoring Members:	6	8	8	2	5
Low Scoring Members:	4	0	2	8	5

## RESOURCES FOR FURTHER INFORMATION

- Richard Daly & David Nicoll. (1997). Accelerating a Team's Developmental Process. *OD Practitioner* , 29(4). Available at: [http://www.oeinstitute.org/articles/Accelerating\\_Team\\_Development.pdf](http://www.oeinstitute.org/articles/Accelerating_Team_Development.pdf)
- Bruce W. Tuckman. (1965). Developmental Sequences in Small Groups. *Psychological Bulletin*, 63, pp. 384-399.
- Tuckman, Bruce W., & Jensen, Mary Ann C. (1977). 'Stages of small group development revisited', *Group and Organizational Studies*, 2, 419-427.

## RESOURCES FOR TEAMS

### **Books and Journal Articles**

- Altemeyer, B. (2004). Highly dominating, highly authoritarian personalities. *The Journal of Social Psychology*, 144(4),421-447.
- Antonioni, D. (1998). Predicting approaches to conflict resolution from big five personality. *International Journal of Conflict Management*, 9(4), 336-355.
- Belbin, M. (1981; 2003). *Management Teams: Why They Succeed or Fail*. 2nd Ed. Oxford, England: Butterworth-Heinemann.
- Belbin, M. (1993). *Team Roles at Work*. Oxford, England: Butterworth-Heinemann.
- Boyd, Ty. (1991). *Visions*.
- Butler, J.C. (2000). Personality and emotional correlates of right-wing authoritarianism. *Social Behavior and Personality*, 28(1), 1-14.
- Ekehammar, B., Akrami, N., Gylje, M., & Zakrisson, I. (2004). What matters most to prejudice: Big five personality, social dominance orientation or right-wing authoritarianism? *European Journal of Personality*, 18(6),463-482.
- Heaven, P.C.L., & Bucci, S. (2001). Right-wing authoritarianism, social dominance orientation and personality: an analysis using the IPIP measure. *European Journal of Personality*, 15, 49-56.
- Howard, P.J., & Howard, J.M. (2001). *The Owner's Manual for Personality at Work*. Austin TX: Bard Press. Chapters on Leadership (pp. 115-126) and Teams (pp. 163-172).
- Kotter, J. (1988). *The Leadership Factor*. Free Press.
- Kotter, J. (1996). *Leading Change*. Harvard Business School Press.
- Lencioni, Patrick. (2002). *The Five Dysfunctions of a Team*. Jossey-Bass.
- Levi, D. (2007). *Group Dynamics for Teams*. 2nd Ed. Thousand Oaks CA: Sage Publications.
- McIntosh-Fletcher, Donna. (1996). *Teaming by Design: Real Teams for Real People*. New York: Irwin.
- Moberg, P.J. (1998). Predicting conflict strategy with personality traits: Incremental validity and the five factor model. *International Journal of Conflict Management*. 9(3), 258-285.
- Tuckman, Bruce W. (1965). Developmental Sequences in Small Groups. *Psychological Bulletin*, 63, pp. 384-399.

This standard Teamer™ report comprises the most popular team analyses in the Paradigm suite. Other analyses are available on special request, and may be used in designing a customized Teamer report for your team's use. Incidentally, when we analyze a model developed elsewhere than Paradigm (such as Lencione), we are *not* assessing your actual performance in that model, but rather we are assessing the degree to which your Big Five scores would tend to provide natural energy for those models, based upon published definitions of the terms used in the models. Here are some of the additional team analyses that are available but not included in this report:

- Production vs. Quality
- Academic/Work Achievement Mode
- Executives vs. Workers
- Decision-Making Tendency
- Learning Style (Content)
- Learning Style (Interactive)
- Problem-Solving Styles
- Safety Index
- Sparing Use of Resources
- Use of Time in Meetings
- Vocational Preference
- Work Habits
- Keirse-Bates Leadership Styles
- Kouzes and Posner Styles
- Situational Leadership
- The FIRO-B Model
- SYMLOG
- Human Synergistics
- Larson & Lafasta
- Glenn Parker
- Woodcock

## SUGGESTIONS ON HOW TO USE THIS REPORT

### ***FOR THE PROFESSIONAL***

As a general rule, this report contains more information than the typical end user can benefit from. Consequently, be selective. Print only those pages for immediate sharing with a client--leave the others until later. To leave pages with a client who does not have the professional qualification/experience to interpret them, is the interpersonal version of a hit-and-run accident. We are ethically obligated to be available to help our clients make meaning out of these reports, to help them form action plans, and to prioritize the implementation of these plans.

So, again, be selective. And, for each part of the report you share with your client, commit to helping them form an action plan. Here are suggested ingredients for such a plan:

1. Identify a concept on the page that is important to them, for whatever reason. (e.g., a manager might find the concept of "follow-through" important, as s/he has received feedback on a 360° survey that suggested it needed improvement).
2. You can identify such concepts in one of two ways: by reading through relevant sections of the "Overview" section with them, and/or reading through a specific section of the report.
3. Discuss how their trait scores explain their behavior with respect to that concept. (e.g., with regard to the example "follow-through", a low score on C would suggest lack of natural energy for organization and methodicalness, while a low score on O would support the need to focus on the here-and-now)
4. Determine which Human Resource Optimization (HRO) strategy would be most helpful in optimizing them with respect to the concept: develop, develop with support, compensate, caution, capitalize. (e.g., to compensate for low C, the manager could develop a system with his/her associate to provide periodic reminders)
5. Formulate one or more specific activities to implement the strategy for that concept.
6. Repeat steps 1-5 as needed. Then, prioritize elements of the action, with target dates and special requirements/resources identified for each. We recommend the "Act III" format: Do What? By When? What's needed? (arranged in three columns)
7. Provide for future follow-up sessions to determine progress towards goals, and any additional resources needed to be successful.
8. Remember to emphasize throughout the process that scores in these reports do not describe "performance," but rather describe the natural energy available to support such performance. For example, one can perform well in "follow-through" without being naturally organized (i.e., high C2), but follow-through comes more easily, more naturally, when one has the traits (i.e., high C2) that support it.

## ***FOR THE END USER***

If you should have any questions or concerns about this report, we recommend that you contact the WorkPlace Big Five Profile certified consultant who ordered this report. Or, visit our website [www.paradigmpersonality.com](http://www.paradigmpersonality.com) and submit a Contact Form with your questions.

If you are interested in becoming certified in the WorkPlace Big Five Profile to understand our framework for this report and other reports, please contact [info@paradigmpersonality.com](mailto:info@paradigmpersonality.com) for information on our core certification programs. You can also visit our website to view our core certification programs and pricing options.