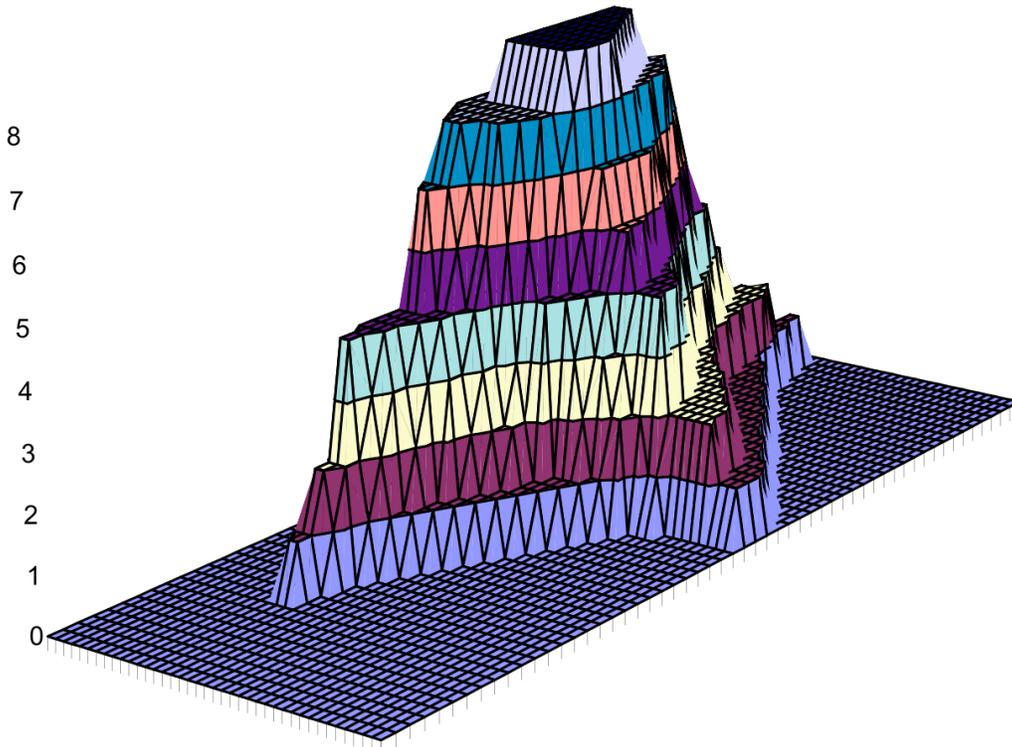


Sample Team

# TEAMANALYSIS™

## SUMMARY



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Prepared by:  
Professional Communications, Inc.

10/7/2009

# TEAMANALYSIS™

*Prepared by: Professional Communications, Inc.*

## EXECUTIVE SUMMARY

This team is well suited to working in areas where small mistakes can have major consequences and where consistently demanding performance is required. The team can be expected to be highly effective in executing existing programs using proven methods and techniques. Methodical, accurate and consistent performance of established programs might be reasonably expected. The team can be expected to be competent in the comprehensive specification of processes and procedures necessary to realized consistent, reliable performance.

A danger this team may face is a tendency to be overly conservative in its assessment and selection of new ideas and initiatives. The basic orientation of many members is to “protect the downside.” This means that errors of “commission” (*doing things which should not have been done*) is probably low. Errors of “omission” (*NOT doing things which should have been done*) is much higher. The team may want to consider procedures that cause it to take somewhat more risk than it would if left to its “natural” tendencies.

There appears to be a general appreciation of disciplined, exacting approaches in the group. While there may be disagreements, the nature of the discussions that occur will probably stay within a logical, structured and well-known framework. The level of similarity suggests that group processes may enforce this decision posture. For example, radical alternatives may tend to be summarily dismissed as “risky.” Expedient solutions that arise may be rejected as sloppy, “half-baked” and generally ill considered. Team members could come to see the uniformity of their agreement as evidence of the “correctness” of the judgment. This agreement can serve to mask these options that can sometimes be viable. There is little need to seriously consider items that “everybody” agrees are inappropriate. The team may want to question whether it is relying on this internal agreement rather than cold logic in making these judgements.

## CONSIDERATIONS

*The analysis assumes that the group is a team. Generally, this means that (1) all team members are accountable for all of the results produced by the team, and that (2) all team members share in the credit—tangible and intangible—for success. Equality is not necessary, but participation in both the benefits and detriments generated by team activity is required.*

# TEAMANALYSIS™ SUMMARY

## *Sample Team*

### **STRUCTURAL STRENGTHS**

- The team has a strong ability in disciplined, methodical approaches. This will probably yield performance of consistent quality.
- The group will probably create strong procedures and practices that insure any process installed can be reliably and efficiently replicated.
- The volume of work products is likely to be steady. The team can be expected to reply with determination in the face of any obstacles encountered.

### **STRUCTURAL VULNERABILITIES**

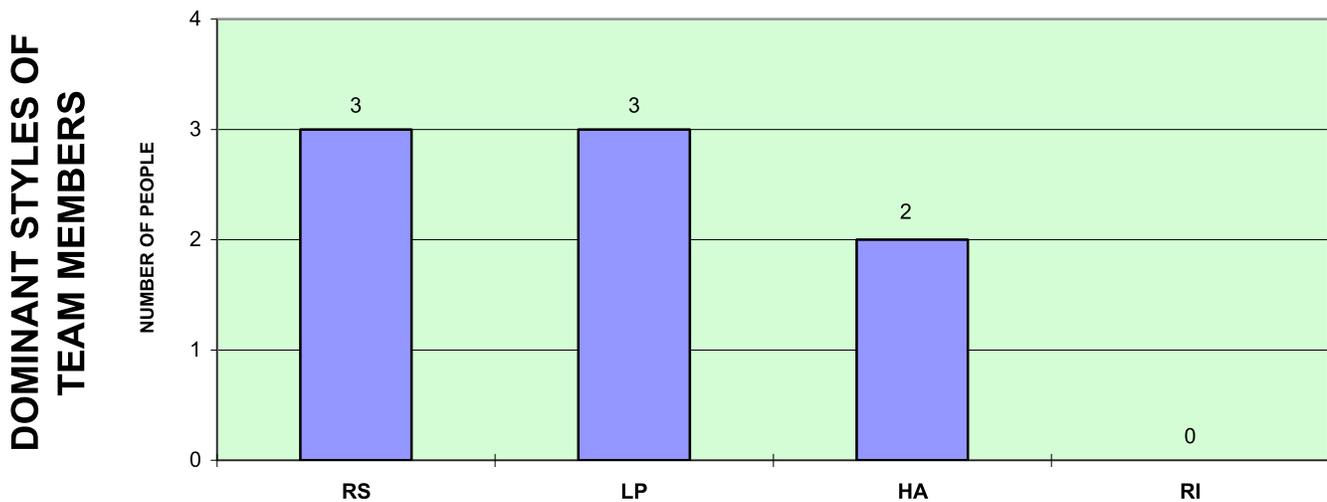
- There is a probability that the team will be somewhat over cautious in its choice of initiatives.
- It is unclear whether the group has established methods for fully utilizing the full range strategic styles available on either a primary or secondary basis.
- The team may tend to over invest in resolution strategies. In other words, they may invest more in resolving the issue than is warranted by the incremental return from the extra effort.

### **STRUCTURAL ADJUSTMENTS TO CONSIDER**

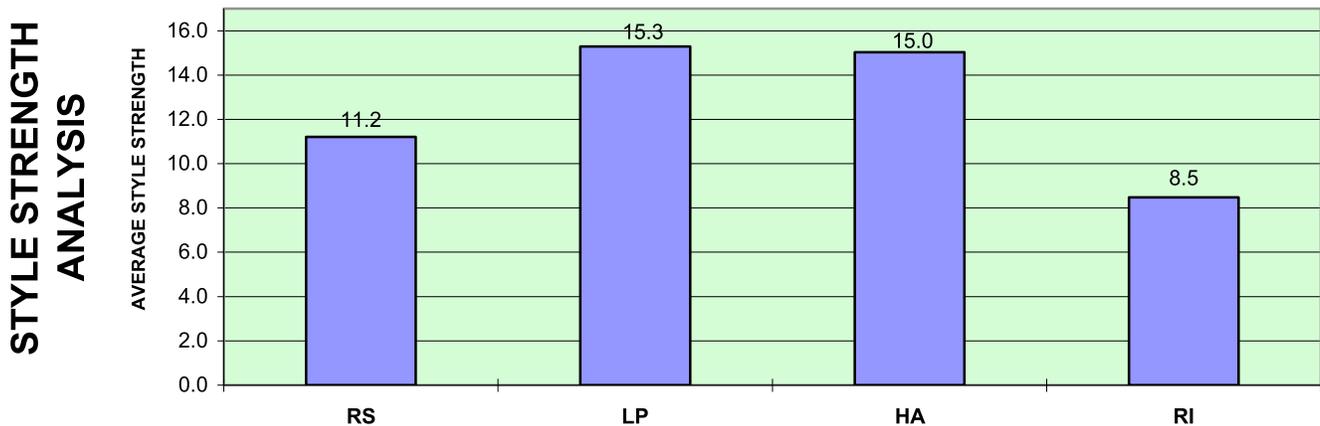
- **Allocation Mechanisms:** Developing a strategy to align issues with the teams strategic assets may help get a sustained improvement in the group's performance.
- **Bias Offset:** The group may want to consider adopting a strategy of consciously reducing its investment in issues by taking selective risks. This could help offset the team's probable conservative bias.
- **Idea Channels:** A program of consciously and continuously acquiring ideas from external sources may serve to accelerate change and development.
- **Team Rules:** Adopting mutually acceptable conventions may help team members to (1) encourage risk taking behavior, (2) increase the flow of new ideas and options, and (3) enhance strength in their use of expedient methods may be worth group consideration.



## BASIC TEAM ANALYSIS



The dominant style of team members influences the team members "first inclination" in making a decision. In terms of the number of people holding each style, the group favors both the LP and RS styles. The "first inclination" will probably tend toward concrete, task specific, performance oriented solutions since both LP and HA styles value these orientations. Initial suggestions involving action rather than study might be expected dominate initial discussions on new situations.



The average strength of the styles measures the degree to which the styles are held by the team as a unit. Generally, the higher the strength, the more likely it is that the group will persist in using a particular strategy. In this case, roughly balanced strategic directions visible in the initial consideration of an issue continue to exist. However, the strategic styles that are competing for favor are likely to change. Over time, the strategic preferences of the LP and HA are likely to be voiced on issues involving lengthy discussion. Careful, deliberate and detail sensitive deliberations can be expected since these postures are common to both the LP and HA styles.

## COMPARISON TO PEOPLE ON OTHER TEAMS

<u>NAME</u>	<u>Reactive Stimulator</u>	<u>Logical Processor</u>	<u>Hypothetical Analyzer</u>	<u>Relational Innovator</u>
1 Frank	86.1%	24.4%	26.0%	65.8%
2 Jennifer	5.2%	91.7%	81.6%	2.7%
3 Svetlana	44.4%	34.3%	93.5%	27.9%
4 Ranae	69.9%	41.7%	38.7%	51.4%
5 Jay	69.9%	24.4%	64.1%	51.4%
6 Shannon	32.7%	84.4%	52.5%	30.9%
7 Robert	44.4%	61.8%	34.1%	65.8%
8 Matt	80.4%	61.4%	38.7%	17.0%

The percentile is the ranking of the person's strategic style score in terms of people on other teams in corporations, medical facilities, city governments, non-profit associations and the military among others.

For example, a percentile score of 75% means that the person ranks above 75% of the participating people in that particular strategic style.

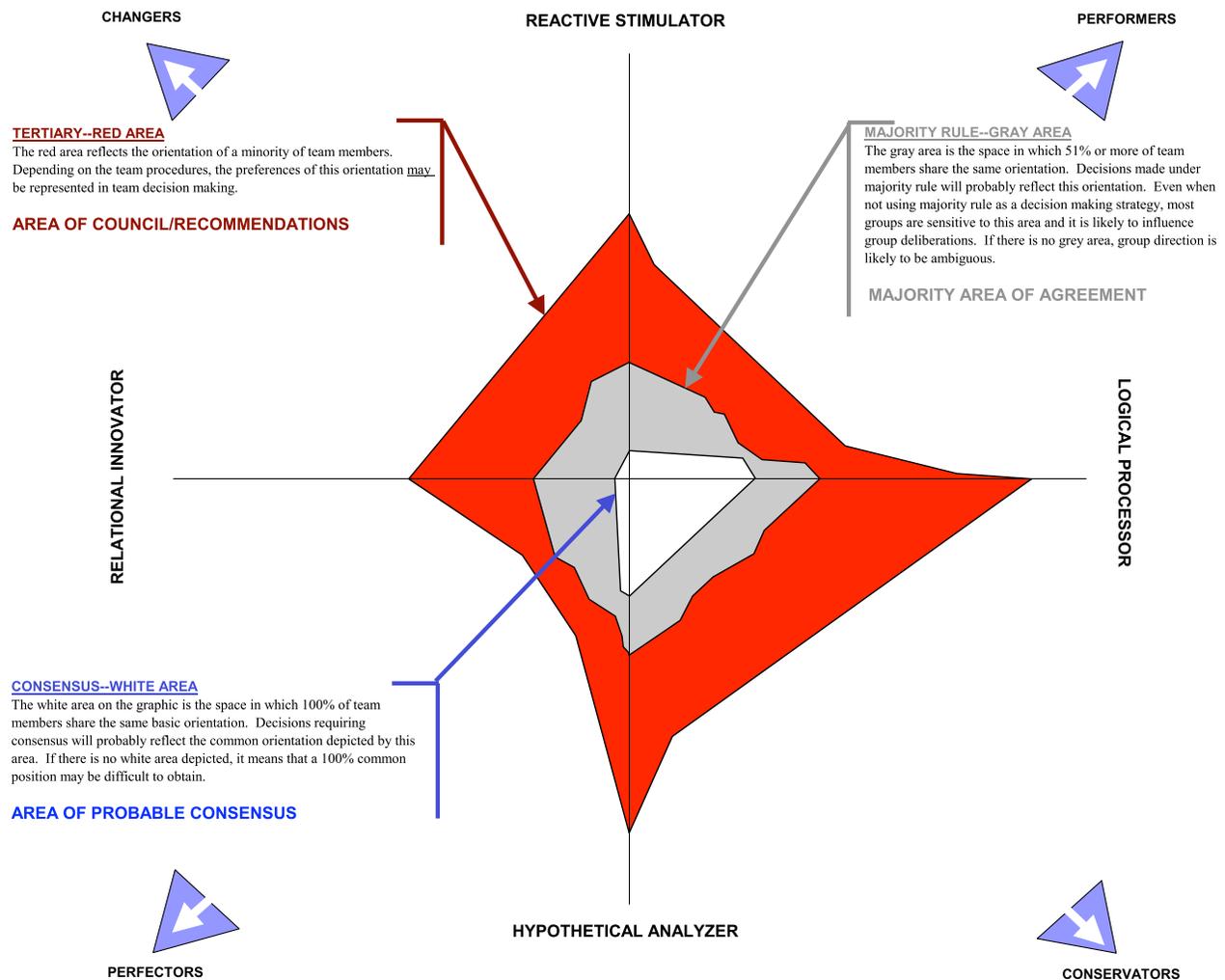
This chart can be used by team members to get a sense of how their commitment to a particular strategic style might compare to the average person they could encounter in an organized business environment.

## COMPARISON TO A TYPICAL TEAM

	<u>Reactive Stimulator</u>	<u>Logical Processor</u>	<u>Hypothetical Analyzer</u>	<u>Relational Innovator</u>
1 <b>SHADED AREA</b>	5.2%	24.4%	26.0%	2.7%
2 <b>IS ABOVE 50TH</b>	32.7%	24.4%	34.1%	17.0%
3 <b>PERCENTILE</b>	44.4%	34.3%	38.7%	27.9%
4	44.4%	41.7%	38.7%	30.9%
5	69.9%	61.4%	52.5%	51.4%
6	69.9%	61.8%	64.1%	51.4%
7	80.4%	84.4%	81.6%	65.8%
8	86.1%	91.7%	93.5%	65.8%

In this graphic, the percentile scores of each individual style are sorted disregarding the particular person who holds that ranking. It is used to show how this team might compare to a "typical" team of the same size which was randomly drawn from the population of team members who have contributed data.

The shaded area represents that part of the team which exceeds the 50th percentile. If more than half the team scores higher than the 50th percentile in a strategic style, the team—as a group—will probably be seen as being stronger in the attributes associated with that style than other teams in which members may have participated in the past.



## COMPOSITE GROUP PROFILE

This graphic displays the overall team tendencies. It is constructed by overlaying each team member's individual graphic, one on top of the other. The number of team members occupying representative points are then counted. The "consensus" area (*white*) is that part of the decision space where each and every team member has at least part of his or her overall orientation. In other words, decisions made in this area would be acceptable to each and every team member without compromising their preferences. Chances are that consensus decisions will probably fall in this area.

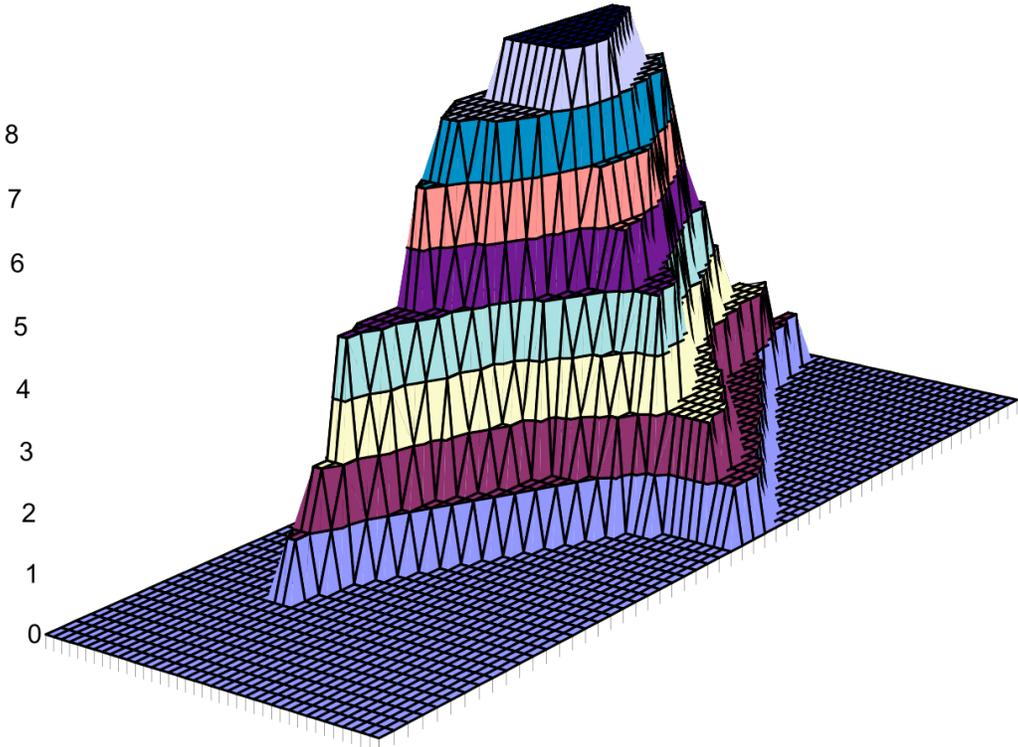
The same procedure is applied to the "majority rule" area (*gray*) of the graphic. Here the requirement is that at least 51% of the team members have a position in that area. This means decisions that fall within this area are likely to be passed under "majority rule" procedures. The larger the area in a quadrant, the more likely that a decision falling within that area will pass.

The "tertiary" area (*red*) is the entire decision space that is represented by the team but which is not enough to carry a vote. However, people occupying these positions will probably offer recommendations to the team consistent with their preferences. The larger the area in a particular quadrant, the more likely it is that recommendations consistent with that perspective will be offered.

END OF SUMMARY REPORT

# Sample Team

# TEAMANALYSIS™



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*Prepared by:*  
*Professional Communications, Inc.*

10/7/2009

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## SUPPLEMENTAL COMMENTS

When considering this report, team members should keep in mind that analysis is being done remotely. Knowledge of critical variables may be unavailable to the analyst. Further, it would be unreasonable to expect that a 24-question instrument that takes less than 10 minutes to complete would capture all dimensions of team interaction. However, the information provided by the instrument and analysis might be profitably employed as a “foil.” Used as a stimulus for discussion, it might help guide the team in considering some of the factors that can influence the success level the team has or will achieve. The structural orientation of a team can be changed using different techniques. Among those the team might consider are:

### STRUCTURAL ALTERNATIVES

Team members will tend to employ methodical and logical methods to resolve group issues that arise. Since many put a high value on the certainty of outcome, it is likely that emphasis will be given to well-known techniques. These well-understood methods are usually efficient and reliable in producing the targeted result.

The preferred approach of the group is likely to be applicable in many cases. However, situations may arise where a less disciplined approach may be better. The team might consider employing its disciplined methods to the choice of the resolution strategy itself. It might accomplish this by methodically asking a standard set of questions when confronting a new situation. These questions can be constructed to help the team members recognize options that may exist as well as aligning their approaches to new situations:

*“If we were to fail in achieving this, what are the downside consequences?” If the consequences of failure are low, the team may want to use the occasion to experiment with new, untried techniques. In effect, the team might convert these situations into “two birds with one stone” opportunities—little can be lost by failure and an enduring upside might be created by adding another tool to the teams “kit of solutions.”*

*“Do our known strategies apply here or are we trying to force fit them?” If a force fit is indicated the team may want to engage in a search for new options. Recognition of this condition may help alert the team to the fact that the routine application of a standard method runs the exposure of less than optimal results.*

*“Is the decision worth the cost of the analysis in terms of the time and resources it takes?” If it is, an analytically oriented strategy (rather than action) might be the favored orientation. If the result is not worth the cost of analysis, a spontaneous “stab” at a solution might be considered.*

*There is a probability that the “stab” will resolve the issue with minimal cost to the group. Low value outcomes typically are a good place to apply this solution methodology.*

*“Can we quickly try out this idea in a limited way to see if it’s worth pursuing?” The team may have a tendency to assume that all tasks merit complete commitment. This kind of question might call the group’s attention to the option of “testing” lower cost methods before committing the full capacities of the team to its resolution.*

*“What are we sacrificing (if anything) by choosing to do this?” “Is it worth it?” There is a probability that the pursuit of an objective may involve a cost in terms of a foregone opportunity. There may be times when nothing should be done with any team assets in pursuit of a particular objective.*

*“Can this issue be time-phased?” The structured style (LP and HA) tendency toward perfection can make large or complex tasks appear overwhelming. When this occurs the team may want to consider breaking the issue up into relatively self-contained pieces (if possible) and then assigning a value to each piece. High value items can be started sooner and those of lower value might be deferred. This strategy would allow the group to better integrate the changes with existing practices and thereby preserving operating efficiency—a condition that this group probably prizes. In considering this option, the group may want to keep in mind that things do not necessarily have to be approached in sequence. Sometimes it can be more profitable to start in the middle and work toward the ends.*

The team can devise other questions that can be used to help it appropriately classify the character of the issue it is confronting. The important point is that the questions used should be targeted at helping the team to identify the best way it might approach an issue. In the absence of these types of questions—or some other classification strategy—the group is likely to center a bit too quickly on traditional, well understood methods and tend to apply them with high precision (*and possibly high cost in terms of time and effort*) approaches.

## **BIAS OFFSET**

In this case the group may want to keep in mind that it probably has a tendency to underestimate its capabilities. Many team members are capable of seeing things in great detail and identifying all of the potential things that could go wrong in the pursuit of a particular goal. They are not, however, as good at identifying the probability of an adverse event actually occurring. The effect is that the group will probably seek to compensate by assigning too high of a risk probability “just to be safe.” The most likely net result is that the group will over estimate the objective difficulty of goals as applied to themselves. This tendency toward over estimation alone can cause an increase in member anxiety and drain emotional energy.

A second result of seeing too deeply can actually result in more work. Having identified all potential contingencies, it is probable that this group will attempt to offset them before they

even occur. This requires work. If the probabilities are overestimated, the work may be unnecessary. Thus resources can be diverted from pursuit of a group goal to defend against a circumstance which has a low probability of occurring. People work hard and essentially “prove” that the goal was too ambitious or that the resources devoted to it were insufficient. This condition is not a deficiency of the team members. It is a natural consequence of an information processing strategy that values precision, predictability, consistency and full understanding.

If the group believes that this condition represents a vulnerability, it may want to consciously decide to focus on how a particular goal could be accomplished within a certain level of existing resources. It may be determined that if certain processes were eliminated, the resources freed could be devoted to goal achievement. If the consequences of error are not debilitating, it may be rational to ignore the potential event until it occurs. In effect, the group can consciously choose to “take a chance”. If the failure actually occurs (and most probably will not) the team probably has the resources to recover.

When considering this potential strategy it is important that the group look at the effect over a series of decisions. While some of these events may indeed occur, there will be an offset in net savings in work for those situations where the “bad” thing did not happen. These savings could completely offset the losses. If the group were to apply the strategy in situations where the downside risk was low, the losses would be small and the savings are almost sure to cumulatively exceed the losses. The net result would be to advance the group’s overall interest.

If the group chooses to use the above strategy it might want to anticipate that it is easier to say than to do. The strategy will not appear “natural” and it is reasonable to expect concern to be expressed. In final analysis, the group will have to rely on the “cold logic” of the strategy rather than their “feelings” about it.

## **“IDEA” CHANNELS**

The overall character of this team suggests that a possible strategy to augment its RI abilities is to continuously monitor the flow of new, unusual ideas that might be applicable to its mission. This team has some capacity for generating new and unusual ideas but this ability may be suppressed by the group’s appreciation of proven, stable methods. Also, the actual implementation of the proposals

may lag due to the conservative nature of the disciplined components of the group. This orientation is usually skilled in identifying all potential adverse consequences associated with a given issue. These same procedures, however, are not particularly useful in estimating the probability of these adverse consequences actually being realized in “real life.” The net result is a tendency toward over-caution.

If the team judges this to be a problem, actions can be taken to offset the condition. The team may want to consider adopting a process that continuously monitors the flow of new, unusual ideas actually being used by others. For example, benchmarking strategies that identify the “best in class” for a given activity regardless of the industry might be appropriate (*e.g., Xerox’s use of L. L. Bean as the benchmark for shipping standards*). If the team pursues this course, it may wish to focus on “how” things are being accomplished rather than generating numerical comparisons or listings.

The potential value of this (*or a similar*) methodology lies in the demonstrated nature of the ideas being considered. The analytical component of the team’s posture will have to spend less time analyzing the appropriateness of the idea since the existing application can provide the “hard” data needed for thorough analysis. The LP component will benefit since the processes needed to realize the result can be “seen” and their applicability readily assessed. In both cases, the risk of focusing on low-probability outcomes is inherently limited since the model chosen is already “in play.”

The disciplined character of this team will probably insure that any commitment made to this type of program by the team will be honored without external monitoring. The action orientated LP component of the team suggests that those ideas that have merit will probably be methodically, if not rapidly, implemented.

## **TEAM RULES**

The rules under which a team conducts its business can be arranged to cause the team to favor a desired orientation. To be effective, it is important that these rules be taken seriously and that they be enforced. Also, great care should be taken to avoid overburdening the team with new rules. By their nature, rules restrict the team’s range. It is usually desirable to give the team maximum latitude.

### **Sample Rule to Encourage Risk Taking**

Structured strategies (*HA and LP*) usually require heavy front-end investment. This helps insure the quality of the decision. However, the investment also argues against revisiting a decision. If the circumstances change, revisiting may be an optimal course. In effect, the risk exposure of the HA and LP strategies increase with time. If the team agrees that this is a risk, it may act to offset it by delegating a review of past positions. The purpose of the review might be to isolate changed conditions that might warrant revisiting the decision. Maximum advantage might be gained by delegating the task to people not heavily involved in the initial decision. If the team concurs, it might start the process by creating a listing of all practices that might be subject to review.

### **Sample Rule to Encourage Risk Taking**

The LP and HA strategies systematically underestimate their capabilities. The usual outcome is that they have few failures. The price of that is that they also have fewer successes. A rule that requires failure is ill advised since it is too easily achieved. However, the team may want to consider a rule (*or goal*) which requires a specified number of innovations be implemented within a given time period (*e.g., 12 innovations per year*). The team should set the goal high enough that some level of failure might be reasonably expected. In fact, the team may want to keep “upping the ante” until there is a majority of people that agree that some level of failure is inevitable.

### **Sample Rule to Encourage Risk Taking**

If everything that is tried succeeds, not enough risk is being taken. The LP strategy tends to favor predictability and certainty of outcome. This team may want to consider developing a strategy where the first issue that is discussed is the “downside” risk of a proposal. If the potential consequences of failure are tolerable, it may want to consciously bias the decision in favor of acceptance. For example, by requiring a super-majority to “kill” the proposal. This two-stage process could cause the group to take more risks within controlled boundaries.

### **Sample Rule to Encourage Risk Taking**

Usually a team’s activity can be divided into domains that have different potential consequences. For example, one domain may be highly salient and of high importance—meeting a payroll or keeping a nuclear reactor core at specified temperatures—while other aspects of team responsibility may be of less immediate consequence—housekeeping, reporting, or subsidiary activities. The team may want to consider adopting a practice of consciously relaxing its standards for acceptance of a new idea in those areas of lesser consequence as a means of introducing more innovation.

### **Sample Rule to Encourage Risk Taking**

The LP and HA orientations have a tendency to be overly conservative in their estimates. This usually results in overestimating the difficulty inherent in the issues it is confronting and underestimating its own capabilities. The team may want to consider installing decision processes that bias it in the opposite direction. For example, the team may adopt a rule that a

single vote in the direction of innovative action from anyone other than the proposer is sufficient to warrant the commitment of the entire team.

### **Sample Rule to Encourage Risk Taking**

The conservative nature of the LP orientation can create a bias against risk taking. If the group judges this to be the case it may want to consciously adopt a rule which requires it to accept more risk than it is naturally inclined toward. For example, the group may decide that no analytical or time resources will be spent on issues that have trivial downside risk. The probable greater failure rate of issues resolved under this rule would be the “price” of the savings in team resources (*analytical as well as team time commitments*).

### **Sample Rule to Encourage Risk Taking**

The LP can view incomplete specification as risk exposure that could lead to imperfect implementation. Thus time and resources are typically committed to insuring that all potential exposures are identified and provided for before beginning. This practice can lengthen introduction cycle time as well as requiring the commitment of resources to plan for events which have a very low probability of actually arising. If the team judges this to be a condition in its current operations, it may want to adopt a practice of initiating actual implementation BEFORE the plan is completed. The early exposure will, at minimum, accelerate introduction. Actual exposure may also clarify implementation planning needs and eliminate work on plan elements that are not actually needed in the field setting.

### **Sample Rule to Encourage New Ideas**

Styles other than RI also have ideas to contribute. They are usually focused more on operational and process improvements than on quantum changes. The conservative orientation of the LP/HA can, however, reduce their willingness to give ideas early exposure. The team might consider a rule that requires team members to periodically offer suggestions BEFORE THEY ARE FULLY EVALUATED OR SPECIFIED. This could allow the team, as a whole, to participate in the development of an idea.

### **Sample Rule to Increase Idea Flow**

The HA component of the team (*both primary and secondary*) has a natural appreciation of new ideas. They usually welcome them as a way to exercise their considerable analytical talent. However, they may be less than aggressive in actually proposing new ideas to the group. The team may want to consider adopting a rule under which each team member is responsible for proposing one new initiative every X months. The idea need not be original to the person, completely specified or ultimately accepted by the group. The point is to increase the idea flow available for group consideration.

### **Sample Rule to Encourage the Development of Options**

People employing the LP strategic style tend to become experts in the particular segment of action on which they concentrate. This can lead to situations that may cause them to “mechanically” apply their expert knowledge. If this is the case here, the team may want to require that any item brought up for consideration (*including recommendations for the application of existing methods*) be accompanied by at least two realistic alternatives. These alternatives are intended to insure that all of the dimensions of the proposal are fully considered.

### **Sample Rule to Encourage Incremental Improvement**

The LP strategic posture is heavily focused on execution and typically seeks optimality or perfection in this process. Ideas that build on existing methods and which are thoroughly specified are usually welcomed by people subscribing to this strategic posture. This approach could be especially valuable if focused in areas where processes are relatively stable or where investment requirements preclude consideration of radical change. This team may want to leverage its natural LP tendencies by focusing the inherent talent toward producing a stream of these contributions. One way this could be accomplished might be to use a portion of team meetings to seek incremental improvements in existing processes—perhaps focused on making that process faster, easier, more precise or more efficient. Each team member could be required to offer a certain number of proposals over a reasonable period (*e.g., a year*).

### **Sample Rule to Encourage New Ideas**

This team will naturally generate new ideas, primarily focused on improving process, which build on existing practices and methods. However, they may tend to dismiss ideas which are more radical or which have no basis in past practice. If the team judges this to be occurring it might want to consider establishing a new rule governing novel new approaches. For example, it may decide that all new ideas will be treated seriously and will “live” for at least 2 team meetings. At the first subsequent meeting every team member must make at least one positive statement or recommendation. At the second meeting the idea can be killed. This rule could build in a small bias toward new, sometimes groundbreaking, approaches.

### **Sample Rule to Encourage Expedient Options**

The teams’ disciplined orientation means that ideas proposing the immediate resolution of problems by applying any means readily at hand are probably limited. The team may want to open up these options to itself by requiring that at least two ideas (*for a “quick fix”*) be offered and considered before an analytical alternative is accepted.

### **Sample Rule to Encourage Timely Response**

One feature of high standards expressed in thorough plans and procedures is that time is required to conduct an analysis or completely specify a procedure. The team might want to consider enhancing its response capabilities by developing a “satisficing” strategy. For example, progress could be periodically reported and a decision made as to whether what had been done to date was “good enough.” This might help overcome the LP’s natural tendency to perform all tasks to perfection. While often appropriate, the perfection strategy can sometimes lead to an over-investment relative to the returns to be enjoyed from the actual realization of perfect execution.

### **Sample Rule to Encourage Expedient Options**

One advantage of the RS strategy is that it saves group overhead. Initiatives are moved quickly from idea to action. Time at the team table is reduced and potential work outside of the team meeting is limited. This speed is purchased at the cost of a potentially suboptimal result and a greater chance of failure. However, in instances where the issue being addressed is not of major consequence and where pure optimality does not carry a high upside gain, this

may be the most appropriate strategy. The team may want to consider systematically taking advantage of this posture by assessing new issues along the dimensions of their downside consequences and upside gains from the “perfect” solution. If both are low, the team may want to automatically revert to an expedient solution by requiring that the issue be taken off the table in a very short time, say 5 minutes. This strategic rule would, in effect, bias the group toward expedient, low-cost resolution methods.

### **Sample Rule to Encourage Expedient Options**

Failure is sometimes cheaper than the expense necessary to avoid it. This team may have a tendency to “automatically” elect striving for the “perfect” solution. The full cost of this election (*i.e., engagement of others outside the group, cost of delay in issue resolution, etc.*) may escape the group’s attention. If the team views this as an exposure, it may want to consciously bias itself toward increased risk. For example, it could create a rule that requires that resolution proposals be posted on a flip-chart pad in order of their expediency. The cheapest, fastest methods go on the top. The review of the options could always start at the top of the list and stop when there is an agreement that a particular resolution method is “adequate.”

The rules outlined above are only examples of the kind of agreed upon conventions which might be used to the profit of all involved. However, even if the team chooses not to employ rules explicitly, they may benefit from considering the thrust of the ideas the rules represent. At certain organizational levels rules are often expressed as “norms” which have a less explicit but none-the-less directional effect on group processes. Discussing the ideas in the form of possible rules can sometimes lead to the adoption of more effective “norms” since they can be considered explicitly rather than being left to evolve through the generalization of displayed behavioral patterns (*the usual norm development process*).

The above are only examples, not specific recommendations. Many of the rules offered are redundant and/or may not be suitable for this particular team’s circumstances. However, the team might consider these and other rules which help it meet the agreed upon objectives. The rules can be looked on as structural adjustments that cause the team to consider items or behave in a manner that might not be addressed if the team were to follow its natural tendencies.

### **ANALYTICAL NOTE**

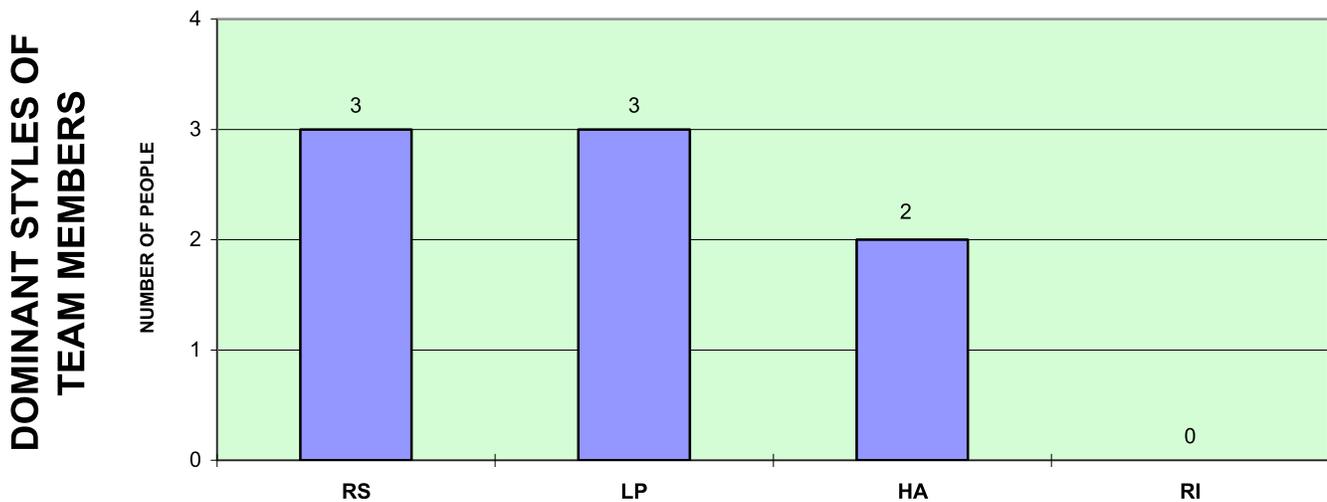
*The options presented in this report should be considered along the lines of “raw ideas.” Some of the options are simply different ways of accomplishing the same thing. Others may not be applicable to this specific team. The options are offered as a stimulus for discussion, not necessarily a prescription for action.*

# SECTION 1

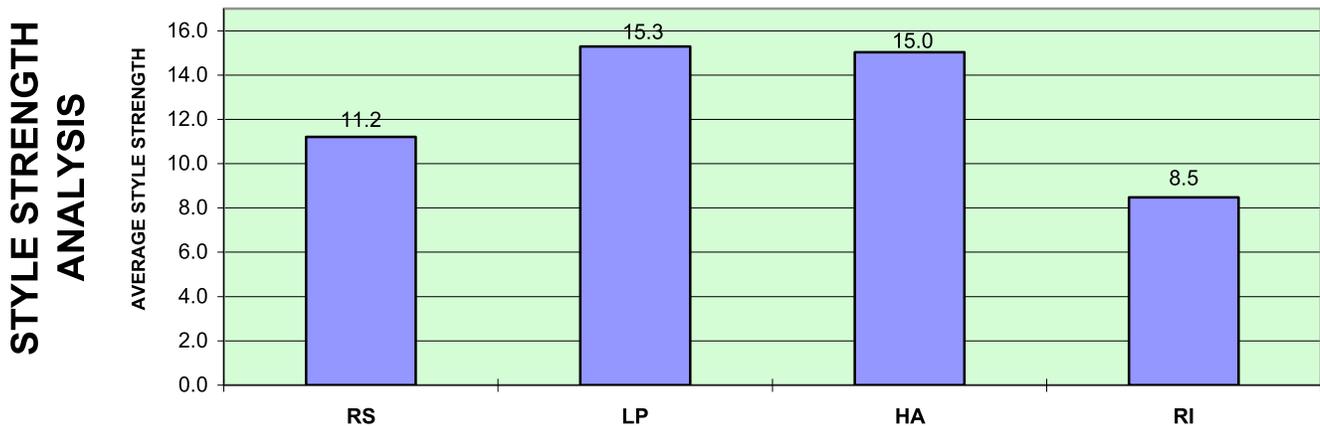
## INDIVIDUAL STYLE ANALYSIS

This section analyzes the team by considering the structural perspectives individually. In other words, the effects of the individual styles interacting are only minimally considered. This level of analysis allows the identification of behavioral sequencing (*e.g., which positions are likely to be first taken*), possible coalition formation (*e.g., a critical mass of people holding the same perspective*) and overall “tone” of the team.

## BASIC TEAM ANALYSIS



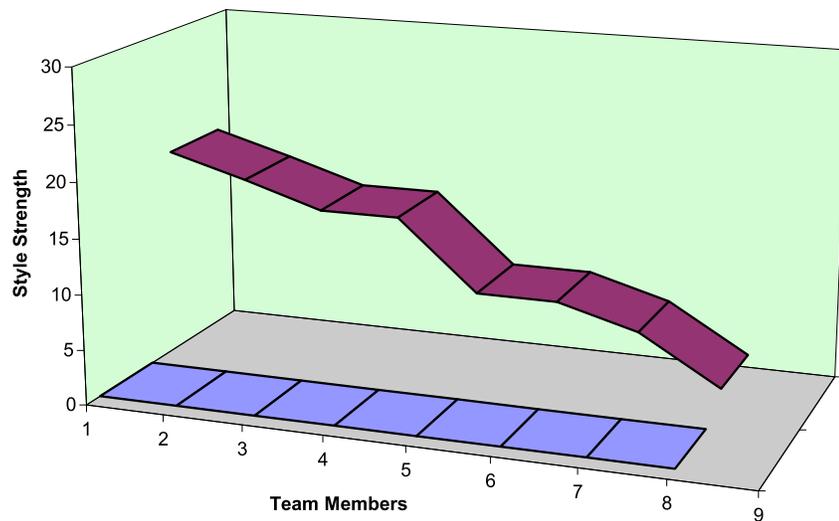
The dominant style of team members influences the team members "first inclination" in making a decision. In terms of the number of people holding each style, the group favors both the LP and RS styles. The "first inclination" will probably tend toward concrete, task specific, performance oriented solutions since both LP and HA styles value these orientations. Initial suggestions involving action rather than study might be expected dominate initial discussions on new situations.



The average strength of the styles measures the degree to which the styles are held by the team as a unit. Generally, the higher the strength, the more likely it is that the group will persist in using a particular strategy. In this case, roughly balanced strategic directions visible in the initial consideration of an issue continue to exist. However, the strategic styles that are competing for favor are likely to change. Over time, the strategic preferences of the LP and HA are likely to be voiced on issues involving lengthy discussion. Careful, deliberate and detail sensitive deliberations can be expected since these postures are common to both the LP and HA styles.

## INDIVIDUAL COMPONENT ANALYSIS

1	Frank	18.8
2	Matt	16.8
3	Ranae	14.6
4	Jay	14.6
5	Svetlana	8.3
6	Robert	8.3
7	Shannon	6.3
8	Jennifer	2.0



### REACTIVE STIMULATOR PROFILE

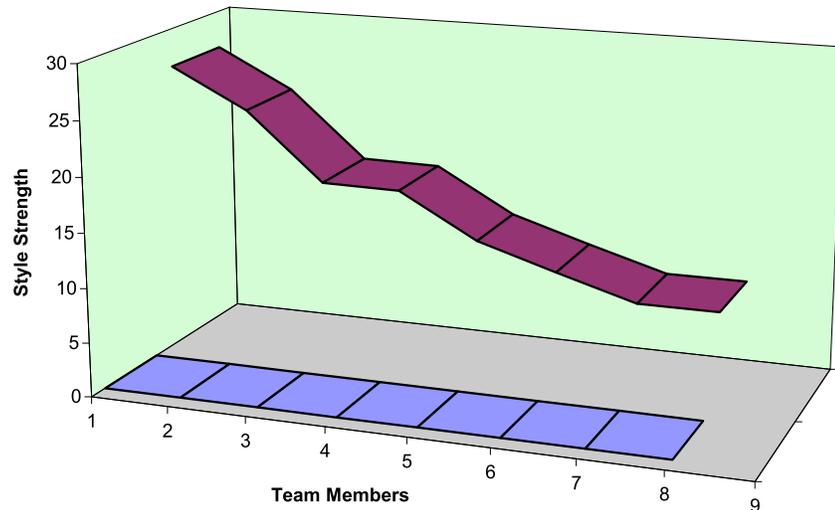
The RS strategic style is held at moderate levels by 4 members, and at low levels by 4 people.

A strength of the RS style is the ability to act quickly and to be comfortable in making decisions with minimal information and detail. For example, this can be especially valuable in situations where an immediate remedy for a situation is of high value and the means by which it is accomplished is a secondary concern. Emergency room staffs often confront this situation and frequently have a high RS component.

The RS orientation is well represented and team norms favoring both action and speed of response may be developed. It is unlikely that this team will have any problem meeting objective, activity type of standards. A possible danger is that, if untempered, there may be a tendency to act prematurely. The cost of speed is a greater probability of error. In addition, there is some probability that viable options not directly speaking to the RS preferences may tend to be discounted without full consideration.

## INDIVIDUAL COMPONENT ANALYSIS

1	Jennifer	26.5
2	Shannon	22.9
3	Robert	16.7
4	Matt	16.6
5	Ranae	12.6
6	Svetlana	10.4
7	Frank	8.3
8	Jay	8.3



### LOGICAL PROCESSOR PROFILE

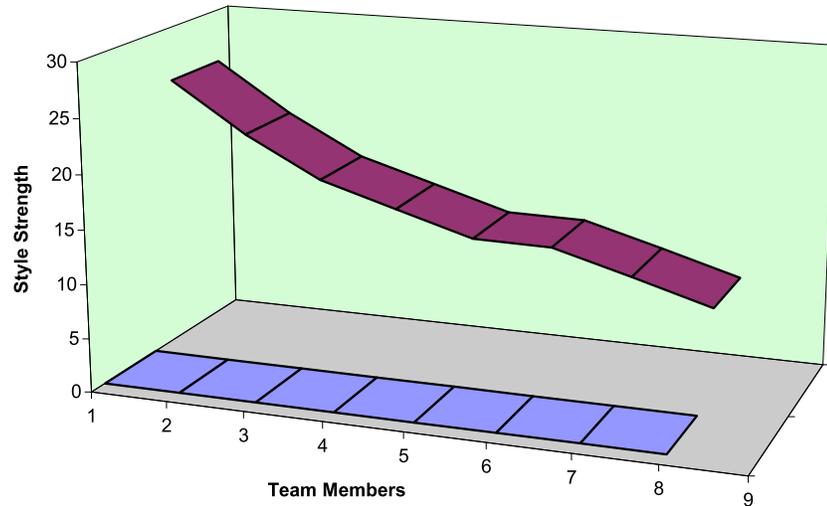
The LP strategic style is held at high levels by 2 team members, at moderate levels by 4 members, and at low levels by 2 people.

A strength of the LP style is the ability to define and execute programs, methodologies and techniques in a disciplined fashion. For example, surgeons and scientists often have a high LP component. Precision, certainty and an inclination toward action characterize this strategic posture.

This profile suggests that the team will be strong in executing defined processes and will probably favor a disciplined, reasoned approach to new situations. When confronted with a situation in which existing methods and practices are not applicable, people strongly holding this perspective are likely to readily agree with the HA team component that the most appropriate approach is to carefully study and plan the best way of addressing the new situation. Care and caution are likely to characterize the team as a whole.

## INDIVIDUAL COMPONENT ANALYSIS

1	Svetlana	25.0
2	Jennifer	20.4
3	Jay	16.7
4	Shannon	14.6
5	Matt	12.5
6	Ranae	12.4
7	Robert	10.4
8	Frank	8.3



### HYPOTHETICAL ANALYZER PROFILE

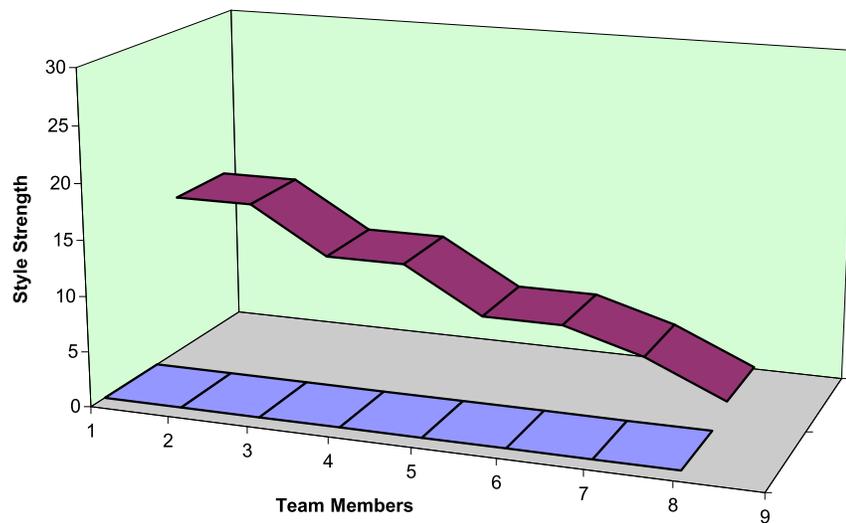
The HA strategic style is held at high levels by 2 team members, at moderate levels by 5 members, and at low levels by 1 person.

A strength of the HA style is the ability to analyze and assess complicated problems and situations. This style is typically able to effectively communicate the results of their study to others (*e.g., many judges, teachers and professors have a high HA component*). This is a strategy particularly well suited to assessing options, creating plans and analyzing risk.

This profile suggests that the team has considerable ability and inclination to thoroughly analyze a situation. It is likely that this segment and those holding higher levels of the LP posture will both see value in deliberate, considered and comprehensive approaches to team issues. The HA is likely to focus on planning and assessment. The LP on specification and action. This combined strategy can be expected to make few mistakes. However, the price may be that the team will move at a relatively deliberate pace.

## INDIVIDUAL COMPONENT ANALYSIS

1	Frank	14.6
2	Robert	14.6
3	Ranae	10.4
4	Jay	10.4
5	Shannon	6.3
6	Svetlana	6.3
7	Matt	4.2
8	Jennifer	1.0



### RELATIONAL INNOVATOR PROFILE

The RI strategic style is held at moderate levels by 4 members, and at low levels by 4 people.

A strength of the RI style is the ability to generate new, often unusual, ways of accomplishing things. For example, inventors and entrepreneurs typically have a strong RI component. This is a strategy particularly well suited to addressing issues that do not have "canned" solutions.

This profile indicates that the team has a level of idea-oriented RI capability within its members. New ideas will be occasionally offered for team consideration but highly novel or groundbreaking new options are not likely to be a "ordinary" occurrence in team deliberations. The team may want to consider whether this level of idea generation capacity might warrant magnification through installation of targeted team processes.

## COMPARISON TO PEOPLE ON OTHER TEAMS

<u>NAME</u>	<u>Reactive Stimulator</u>	<u>Logical Processor</u>	<u>Hypothetical Analyzer</u>	<u>Relational Innovator</u>
1 Frank	86.1%	24.4%	26.0%	65.8%
2 Jennifer	5.2%	91.7%	81.6%	2.7%
3 Svetlana	44.4%	34.3%	93.5%	27.9%
4 Ranae	69.9%	41.7%	38.7%	51.4%
5 Jay	69.9%	24.4%	64.1%	51.4%
6 Shannon	32.7%	84.4%	52.5%	30.9%
7 Robert	44.4%	61.8%	34.1%	65.8%
8 Matt	80.4%	61.4%	38.7%	17.0%

The percentile is the ranking of the person's strategic style score in terms of people on other teams in corporations, medical facilities, city governments, non-profit associations and the military among others.

For example, a percentile score of 75% means that the person ranks above 75% of the participating people in that particular strategic style.

This chart can be used by team members to get a sense of how their commitment to a particular strategic style might compare to the average person they could encounter in an organized business environment.

## COMPARISON TO A TYPICAL TEAM

	<u>Reactive Stimulator</u>	<u>Logical Processor</u>	<u>Hypothetical Analyzer</u>	<u>Relational Innovator</u>
1 <b>SHADED AREA</b>	5.2%	24.4%	26.0%	2.7%
2 <b>IS ABOVE 50TH</b>	32.7%	24.4%	34.1%	17.0%
3 <b>PERCENTILE</b>	44.4%	34.3%	38.7%	27.9%
4	44.4%	41.7%	38.7%	30.9%
5	69.9%	61.4%	52.5%	51.4%
6	69.9%	61.8%	64.1%	51.4%
7	80.4%	84.4%	81.6%	65.8%
8	86.1%	91.7%	93.5%	65.8%

In this graphic, the percentile scores of each individual style are sorted disregarding the particular person who holds that ranking. It is used to show how this team might compare to a "typical" team of the same size which was randomly drawn from the population of team members who have contributed data.

The shaded area represents that part of the team which exceeds the 50th percentile. If more than half the team scores higher than the 50th percentile in a strategic style, the team—as a group—will probably be seen as being stronger in the attributes associated with that style than other teams in which members may have participated in the past.

# SECTION 2

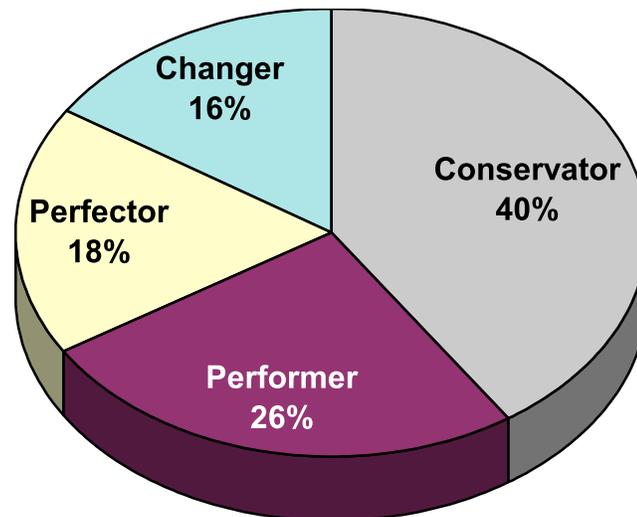
## JOINT STYLE ANALYSIS

This section analyzes the team by considering its structural perspectives jointly. In other words, the interaction effects of the individual styles are fully considered. This level of analysis allows the identification of probable group tendencies since the individual styles share some common tendencies. For example, both the RS style and the LP style value action (*although the speed of implementation differs*). If both styles are strongly represented on the team, it is likely that the team will have a visible action orientation.

This section also assesses the probable direction of decisions under various decision strategies. These assessments have been arrived at by measuring the number of team members who would find a given kind of decision acceptable (*e.g., a decision to employ a new, promising but untried process*). Consensus indicates that everyone on the team would find the position acceptable. Majority rule indicates that more than 50% of team members would find the position acceptable. It is often found that decisions made under different decision strategies can produce different results even with the same group of people.

## SUMMARY OF TEAM ORIENTATIONS

### TOTAL PREFERENCE DISTRIBUTION



This chart measures the total decision preferences of each of the four joint styles regardless of the probability of their implementation by the team as a whole. This measurement depicts the overall direction or "sense" of the team. The categories below are listed in order of the frequency with which they will probably characterize the "image" of the team.

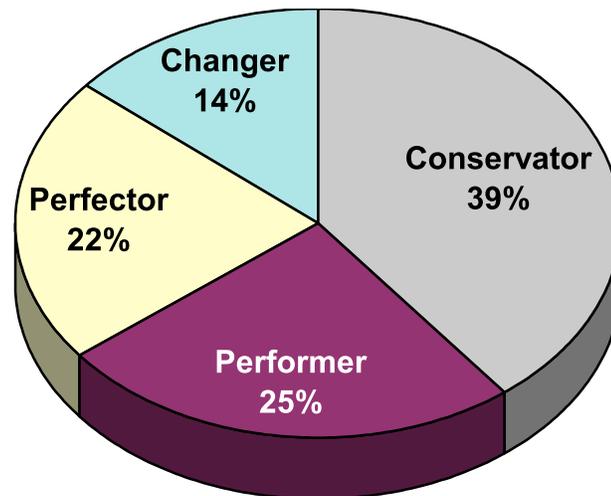
"Conservators" represent the joint style of the process-oriented LP and the analytically-oriented HA. These styles share a careful, skeptical approach to new situations and decisions involving major shifts from proven methodologies. "Conservators" are oriented to keeping what they have. Suggestions reviewed will usually carefully consider the "downside" of potential misjudgments.

"Performers" are the joint style of the process-oriented LP and the spontaneous, action-oriented RS. Recommendations arising from this orientation will probably tightly focus on the objectives and particularly on those parts of the objectives that are observable and measurable. "Performers" are often considered the "doers" of an organizational unit.

"Perfectionists" represent the joint style of the idea-oriented RI and the analytically-oriented HA. The ideas become input for the HA. In effect the HA "perfects" the raw ideas generated by the RI component. "Perfectionists" like new ideas but are typically cautious, thorough and their preferred output is a considered assessment, refinement or appraisal rather than action.

"Changer" is the joint style of the idea-oriented RI and the action-oriented RS. This pattern might be characterized by the statement, "I've got an idea, let's give it a try!" Proposals are often presented without considering details and often with limited assessment of downside risk. A preferred evaluation strategy of the "Changer" is experimentation rather than analysis.

## SUMMARY OF TEAM ORIENTATIONS PREFERENCE UNDER MAJORITY RULE



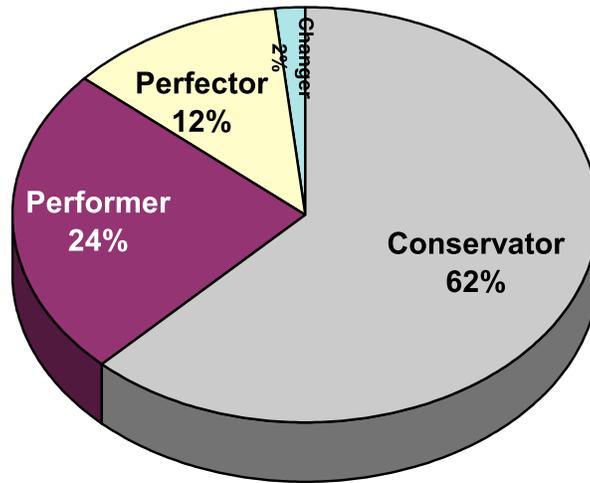
This graph shows the likely outcome of decisions made under "majority rule." In other words, if the team chooses to make decisions using "majority rule," the tendency will be for decisions to fall into those categories shown above.

Under "majority rule" decision procedures, "Conservators" are likely to dominate the decision making of the team. This orientation is likely to favor tested, proven, and well-known methods, procedures and techniques. A focus on concrete results and efficient execution can also be expected under majority rule procedures.

"Performers" occupy a secondary position under majority rule. The preferences of this joint style (RS/LP) are likely to be considered in the decision making process. This joint style can be expected to favor the immediate resolution of team issues with a focus on tangible, concrete results. The use of established methods and procedures are likely to be frequently recommended since they are proven and readily available to address the team issue.

Overall, of all of the possible decisions which could be taken by this team, the percentage which will be acceptable under majority rule procedures is about 30.6%. This is about average for teams which have been analyzed using a majority rule decision technique. A typical team has a ratio of about 33% to 36%. If the team chooses to use this method it can expect to encounter about the same difficulty than experienced by the average team.

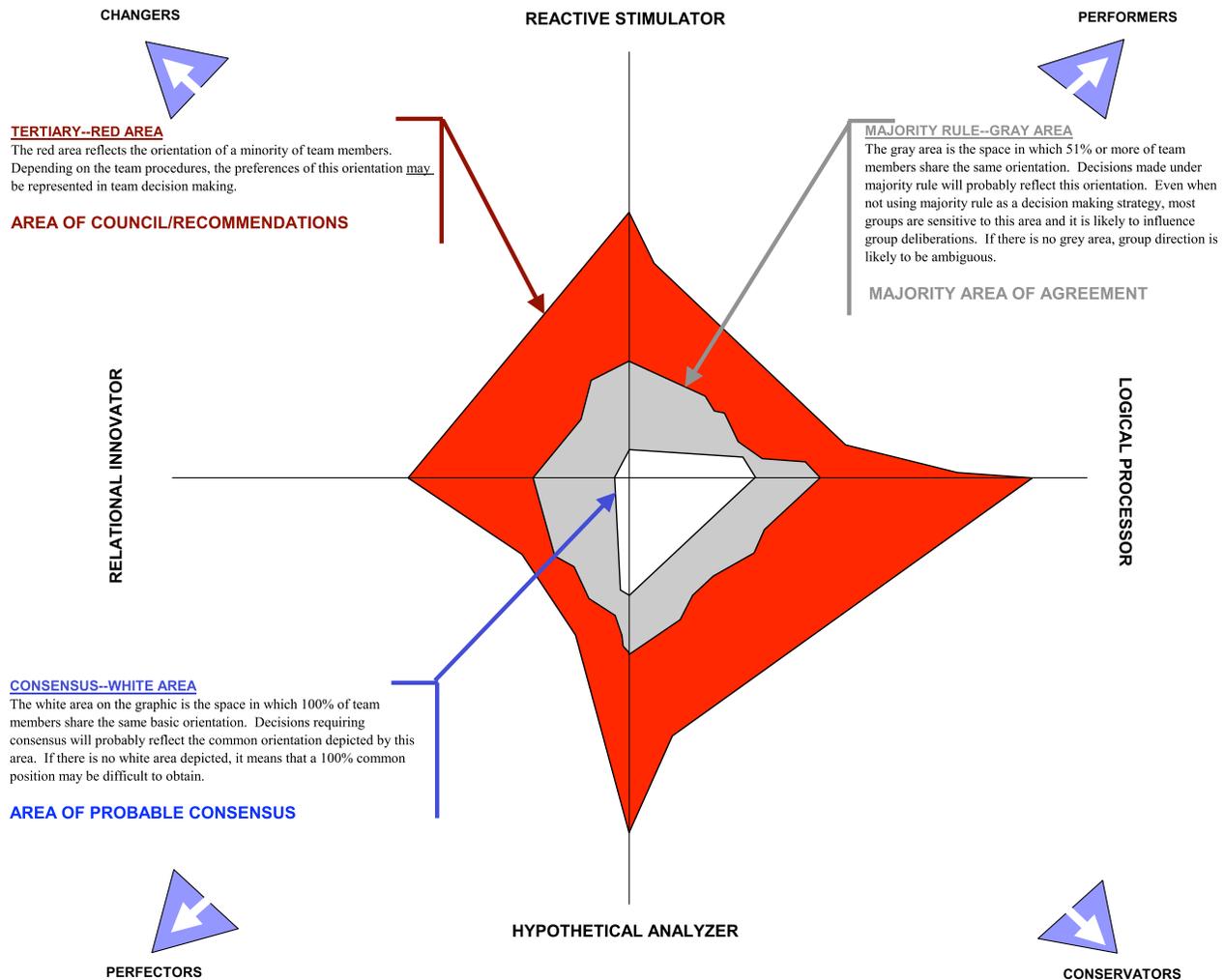
## SUMMARY OF TEAM ORIENTATIONS PREFERENCE UNDER CONSENSUS



This chart shows the probable outcome of decisions made using a "consensus" decision requirement. It represents decisions which each and every team member can accede to without compromising their basic preferences.

Under consensus decision procedures the primary inclinations of the team as a whole remain the same as under majority rule procedures. This suggests that the character of the decisions made will be largely unchanged regardless of the procedures used. This, of course, does not mean that a specific decision will not be altered. Rather, it means that decisions will tend to continue to follow the same strategic direction as would occur under majority rule.

Overall, of all of the possible decisions which could be taken by this team, the percentage which will be acceptable under consensus decision procedures is about 8.1%. This means that if the consensus decision strategy is chosen, consensus will require about the same effort as experienced by other groups using this technique. In other analysis this ratio has typically varied between 5% and 13% with a median of about 7%.



## COMPOSITE GROUP PROFILE

This graphic displays the overall team tendencies. It is constructed by overlaying each team member's individual graphic, one on top of the other. The number of team members occupying representative points are then counted. The "consensus" area (*white*) is that part of the decision space where each and every team member has at least part of his or her overall orientation. In other words, decisions made in this area would be acceptable to each and every team member without compromising their preferences. Chances are that consensus decisions will probably fall in this area.

The same procedure is applied to the "majority rule" area (*gray*) of the graphic. Here the requirement is that at least 51% of the team members have a position in that area. This means decisions that fall within this area are likely to be passed under "majority rule" procedures. The larger the area in a quadrant, the more likely that a decision falling within that area will pass.

The "tertiary" area (*red*) is the entire decision space that is represented by the team but which is not enough to carry a vote. However, people occupying these positions will probably offer recommendations to the team consistent with their preferences. The larger the area in a particular quadrant, the more likely it is that recommendations consistent with that perspective will be offered.

# SECTION 3

## INDIVIDUAL PROFILES

This section displays the profiles of each team member in terms of all of the structural styles that they individually hold. These charts visually summarize an individual in terms of strategic categories and allow rapid, easily understood comparisons of equally valid and valuable perspectives available in the team.

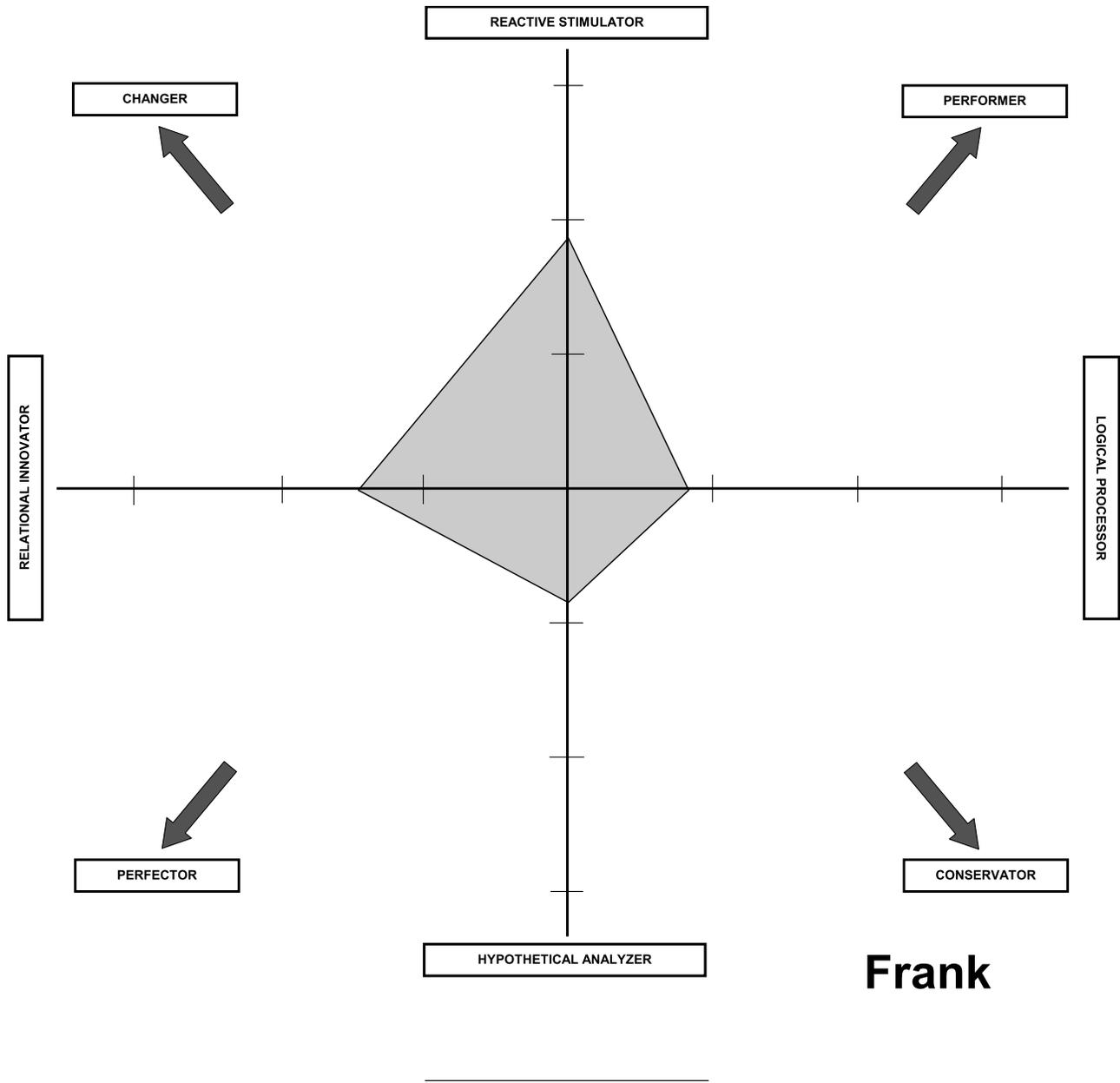
# STRATEGIC STYLE ANALYSIS

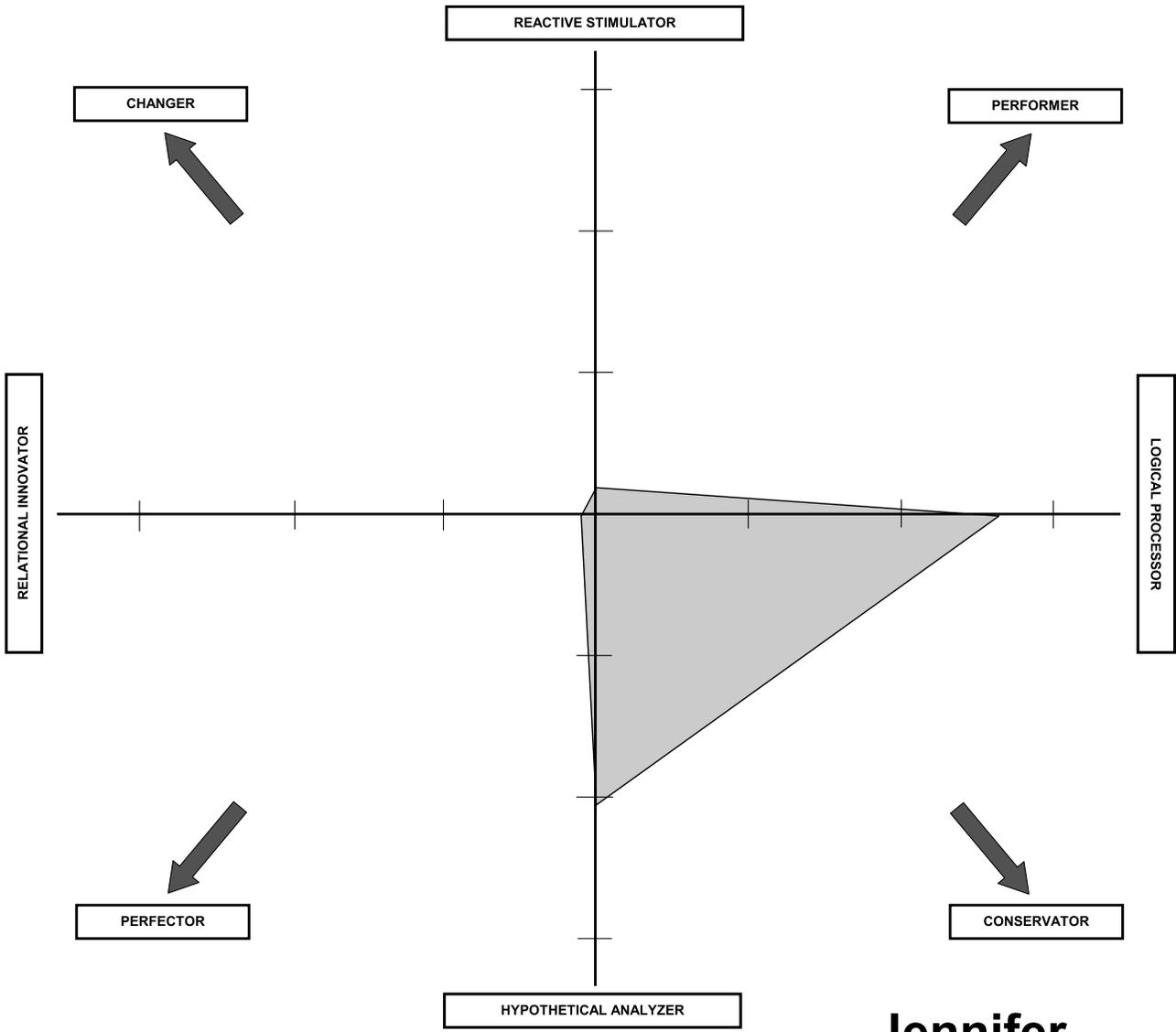
## BASIC DATA

Sample Team

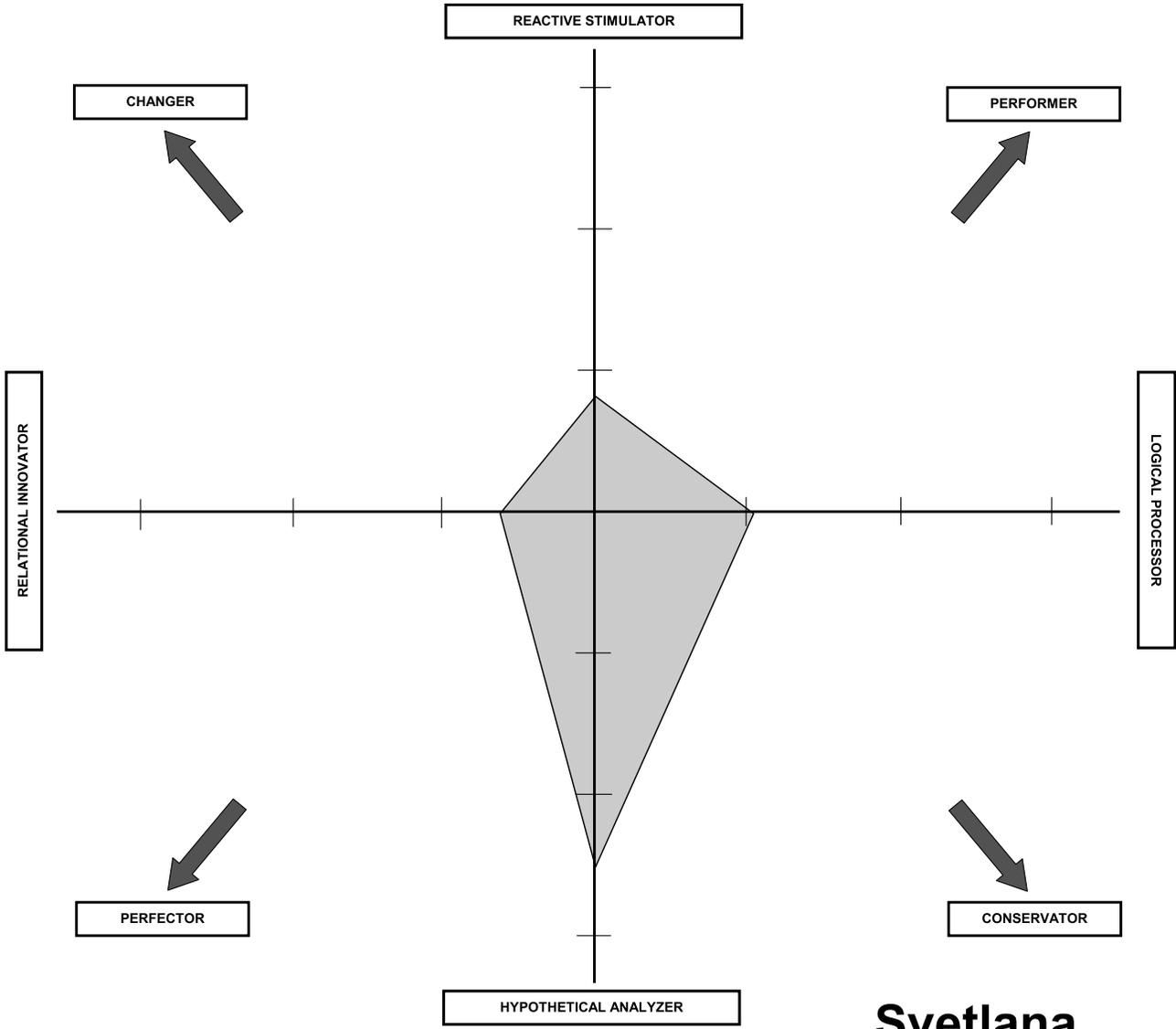
<u>NAME</u>	<u>Reactive Stimulator</u>	<u>Logical Processor</u>	<u>Hypothetical Analyzer</u>	<u>Relational Innovator</u>
1 Frank	18.8	8.3	8.3	14.6
2 Jennifer	2.0	26.5	20.4	1.0
3 Svetlana	8.3	10.4	25.0	6.3
4 Ranae	14.6	12.6	12.4	10.4
5 Jay	14.6	8.3	16.7	10.4
6 Shannon	6.3	22.9	14.6	6.3
7 Robert	8.3	16.7	10.4	14.6
8 Matt	16.8	16.6	12.5	4.2

<b># Dominant</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>0</b>
<b>Av Strength</b>	<b>11.2</b>	<b>15.3</b>	<b>15.0</b>	<b>8.5</b>
	<b>=Dominant Style</b>			

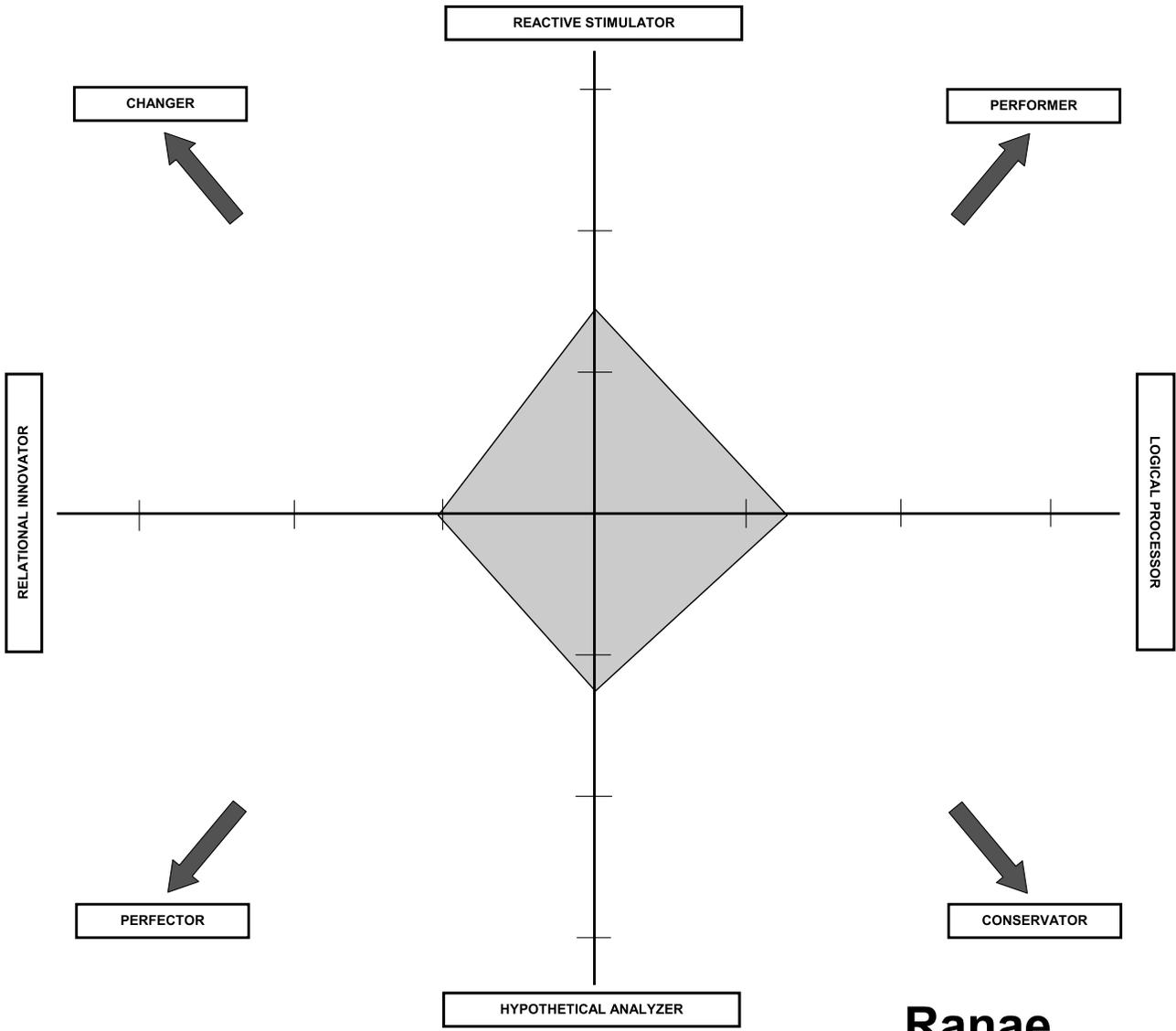




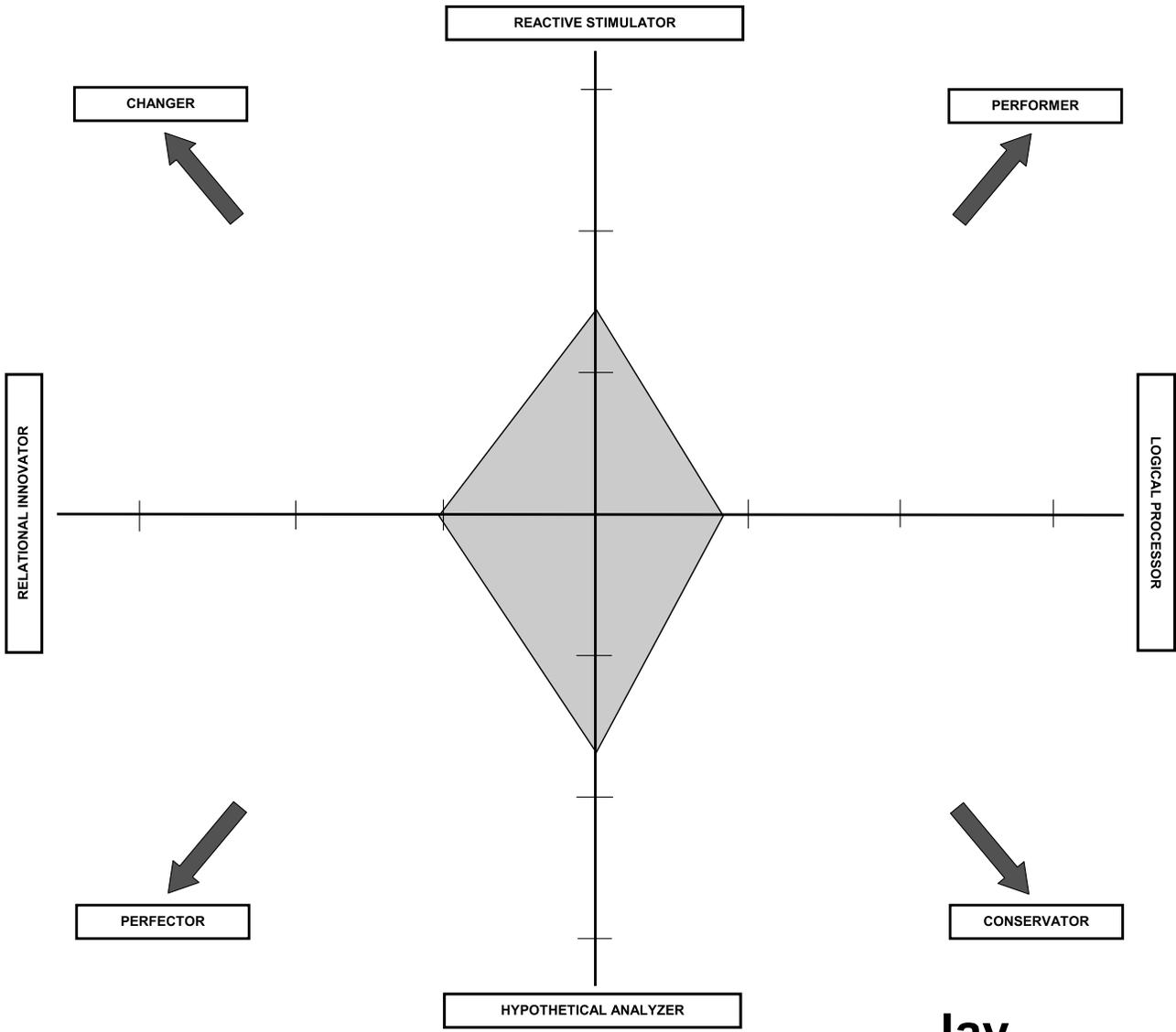
**Jennifer**



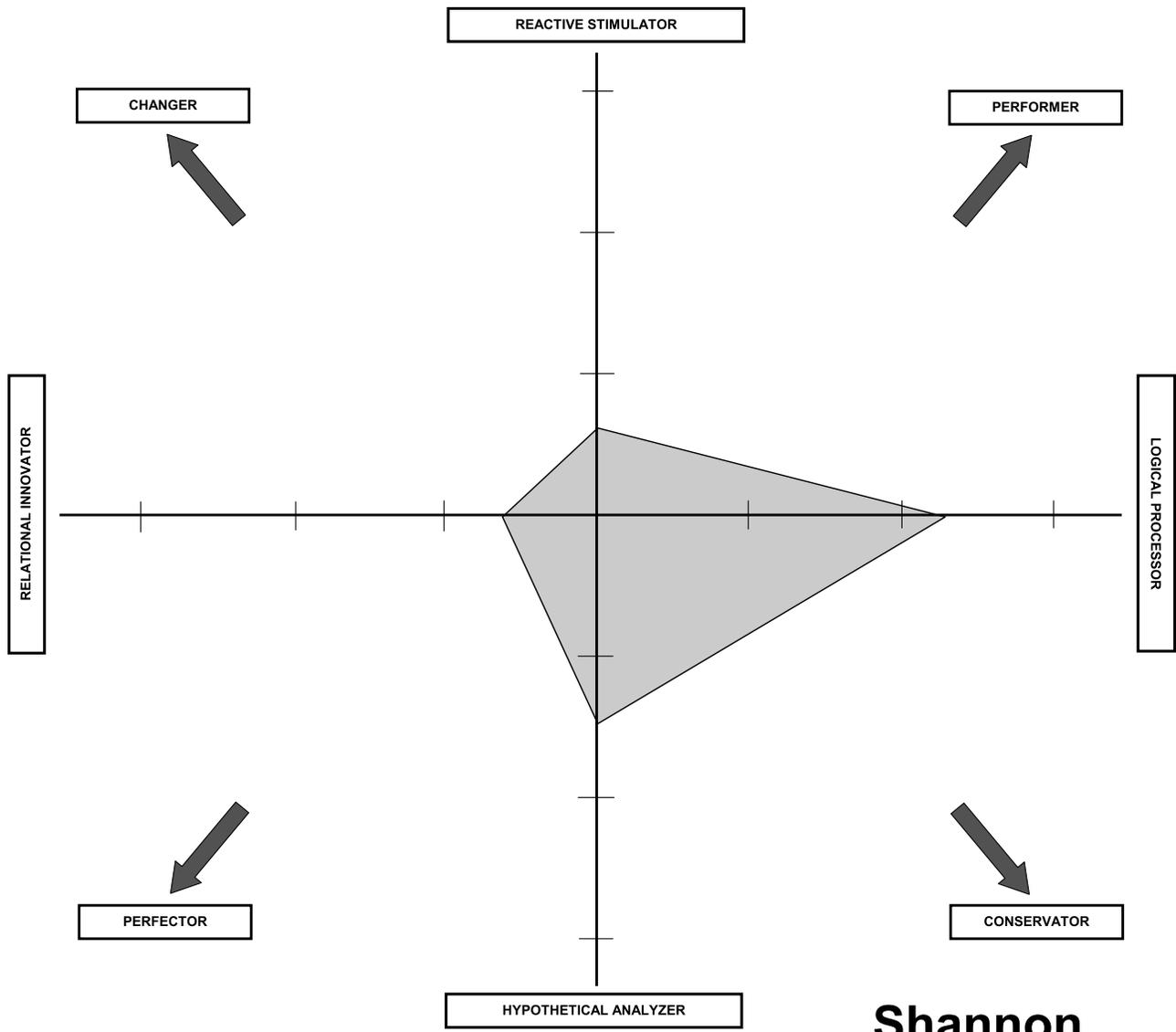
**Svetlana**



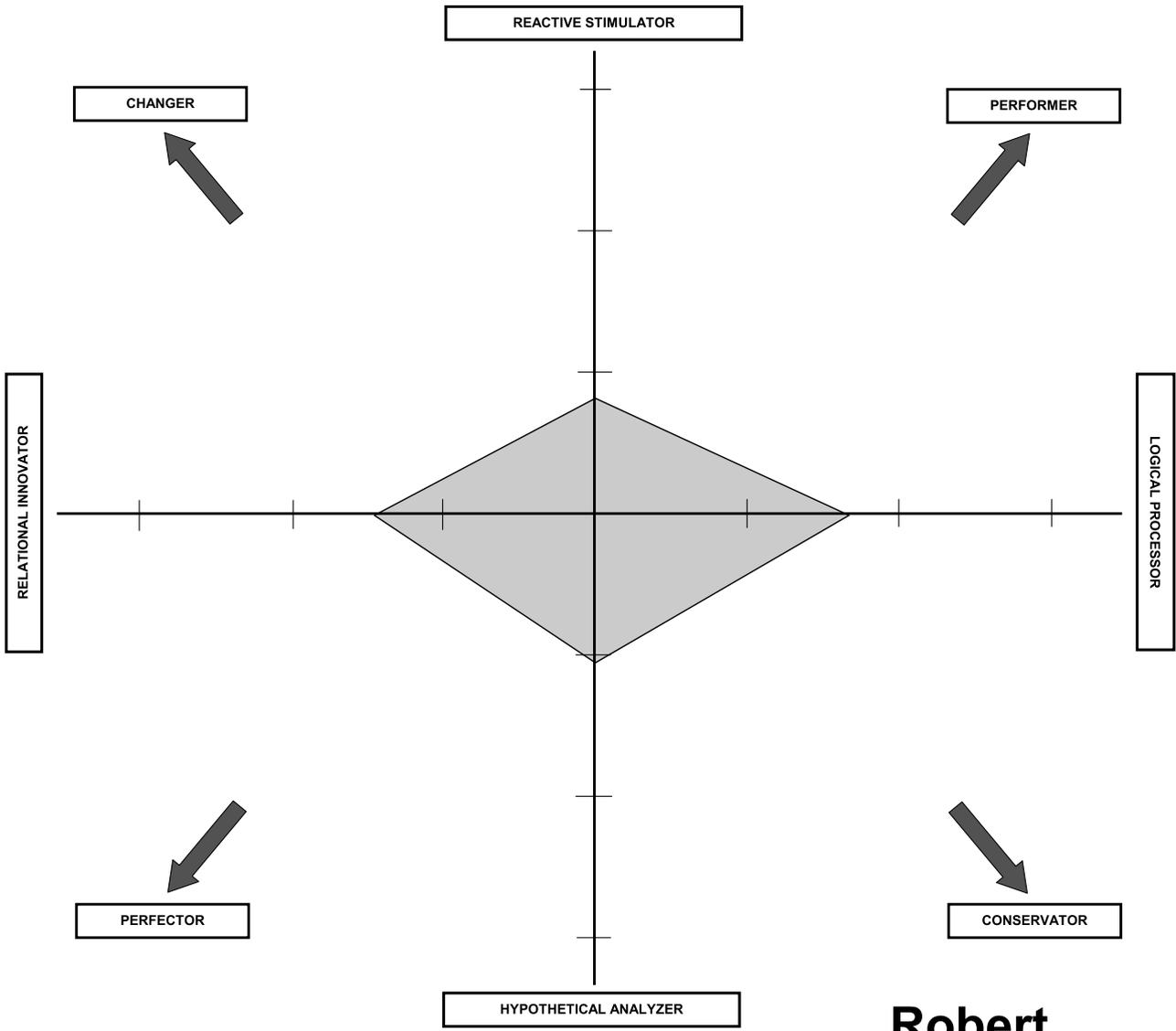
**Ranae**



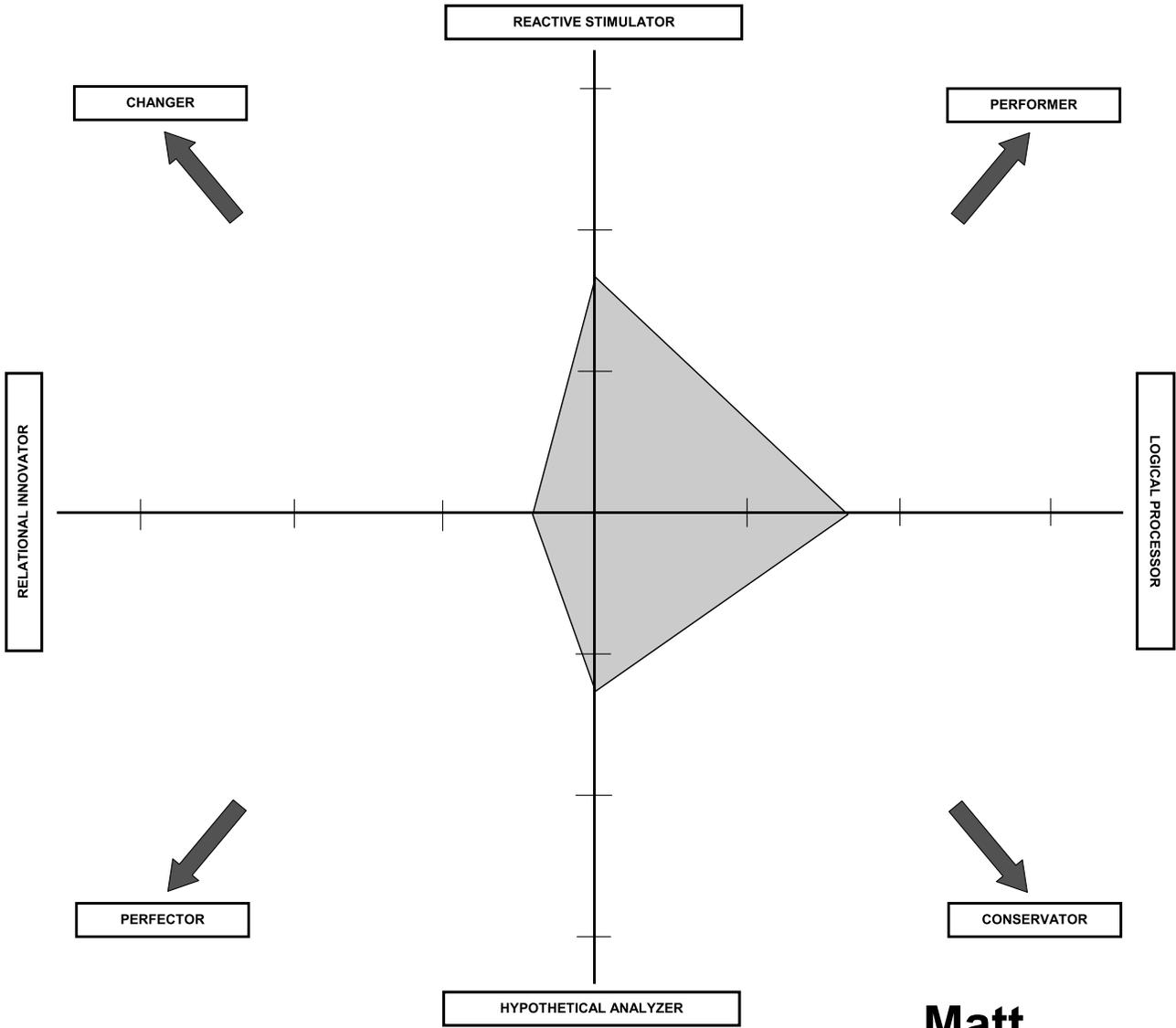
**Jay**



**Shannon**



**Robert**



**Matt**