



# TEAM REPORT

sample team report

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**TEAM NAME** sample team report

**Date** 12.13.2016

**Norm:** General

# INTRODUCTION

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## TEAM NAME

sample team report

To perform effectively, teams and their leaders need to answer questions such as: What mix of skills would help this team be successful? Who will work best together? What motives and values do we have in common? What shared challenges might the team face and how can we best address them? Based on the assessment of individual personalities and values, this report provides insights and recommendations to answer these questions and facilitate team performance.

# ABOUT THIS REPORT

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## DESCRIPTION

### TEAM ROLES

In teams, people play informal roles based on personality and values. There are five such roles: Results, Pragmatism, Innovation, Process, and Relationships. Some teams work best when members fill a few key roles; others work best when most roles are represented. If critical roles go unfilled, they may represent gaps for the team to manage.

### TEAM CULTURE

The most effective teams include individuals with a range of expertise and skills, but some shared values that create a distinctive culture. Because values provide a foundation for team norms, culture, and goal alignment, shared values can facilitate team performance. This section highlights the team's shared values.

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## TEAM MEMBERS

GN High-Score  
GN Low  
GN Score-Average  
John Score-Avera  
John Doe  
John High-Score  
John Low  
Mary Low  
Mary High-Score  
Mary Score-Avera

### TEAM DERAILERS

All teams have issues that hinder their effectiveness. These issues rarely emerge in the initial stages of team formation. Instead, they appear later when the team is under pressure or when team members become more comfortable and monitor themselves less during interactions. This section highlights shared barriers to the team's success, particularly when they are under pressure to deliver.

### INDIVIDUAL SCORES

The Individual Scores section provides summary graphics to illustrate how team members contribute to team roles, key derailers, and key drivers. Use this section to explore the roles team members are most likely to fulfill, which team members are most likely to display key derailers under pressure, and how each team member's key values align with shared team values.

# TEAM ROLES

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Team members play two distinct types of roles. The first are formal or functional roles defined by their job descriptions. The second are the informal or psychological roles they play on the team. Both roles are important for team success, and individuals vary in the extent to which they fulfill them. With informal roles, some people focus on the social life of the team, whereas others may encourage the team to pay attention to detail and quality. At least five informal roles need to be filled in most teams for them to be optimally successful, and an unfilled role may lead to a gap in the team's functioning. These roles are Results, Pragmatism, Innovation, Process, and Relationships. The following numbers represent the percentage of the team that fulfills each informal role on your team. Because each team member may fulfill multiple roles, percentages may not sum to 100%. Particularly high or low percentages for these roles will likely influence the team's functioning and the team's reputation. Fifty percent or higher is considered a high concentration in a given role, and 20% or lower is considered a low concentration.

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## TEAM SCORES

### RESULTS



People who organize work, clarify roles, coordinate, and provide direction for others. They enjoy taking charge and pushing for results.

### PRAGMATISM



People who provide practical, hard-headed evaluations of ideas and proposals. They advocate pragmatic solutions, and their views are not influenced by the need to maintain harmony. They are direct and grounded in reality.

### INNOVATION



People who recognize when conditions have changed and when the team needs to adapt. They spot emerging trends and patterns quickly, enjoy solving problems, and generate creative solutions.

### PROCESS



People who are concerned with implementation, the details of execution, and the use of processes and systems to complete tasks. They are reliable, organized, and conscientious about following procedures.

### RELATIONSHIPS



People who are concerned about morale and how team members are getting along. They are positive and optimistic, attuned to people's feelings, and good at building cohesive relationships.

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**Tip** | Consider your team's purpose and function within the organization and consider the ideal balance across these roles. Some roles may need to be weighted more heavily for optimal team performance.

# TEAM ROLES

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## TEAM SCORES

## TEAM ROLE IMPLICATION

### RESULTS

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This team has a moderate percentage of members who fulfill the Results role, suggesting they may be more driven, competitive, and willing to take charge, whereas others may naturally follow along. At their best, such teams can balance results, priorities, and performance standards without losing sight of the strategic perspective. At other times, however, tension may emerge over differences in individual efforts or commitments. The team may need to get different perspectives in the open and reach clear agreements about goals and accountability. It may be especially important for the team to assign formal leaders for sub-projects or initiatives so it is clear who is accountable for them.

### PRAGMATISM

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This team includes a high percentage of members who fulfill the Pragmatism role, suggesting that they value practical, real-world thinking. At their best, such teams tend to carefully evaluate whether proposed actions are supported by appropriate resources and realistic timelines. At their worst, however, these teams may need to devote time and energy to fostering creativity and allowing ideas to mature and evolve before rejecting them because they challenge the status quo. The team may need to invite outside experts to provide new ideas, especially if the team also has few members fulfilling the Innovation role.

### INNOVATION

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This team has a moderate percentage of members who fulfill the Innovation role, suggesting that it will be able to balance creative vision and long-term strategic perspective with more practical concerns related to implementation of those ideas. At their best, such teams are attuned to changing conditions and how they impact the team's approach to work. At their worst, however, members of these teams may frustrate each other by seeming either negative in the face of good ideas or wildly impractical. Both positions are useful, and the team may need to institute a method to ensure that both views are heard.

### PROCESS

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This team has a moderate percentage of members who fulfill the Process role, suggesting that it will likely be able to develop good processes and follow through on them. By balancing members' different strengths, the team should be good at following plans and skilled at seizing opportunities. However, some members may disagree about the need for precision or experience friction if other members seem lax about rules. The team may benefit from taking the time to establish agreed-upon standards and strive to share tasks according to members' strengths.

### RELATIONSHIPS

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This team has a moderate percentage of members who fulfill the Relationships role, suggesting it includes a mix of gregarious people and tougher-minded colleagues. At their best, such teams can devote adequate attention to internal and external relationships. Members of these teams tend to be united and cohesive, but can still challenge each other and give critical feedback in a constructive manner. At their worst, however, such teams may suffer when more yielding members fail to challenge more blunt colleagues. If communication expectations are considered when matching team members with formal roles, the team should be able to capitalize on this diversity.

# TEAM DERAILERS

All team members have at least a few characteristics that can undermine their performance when they are under pressure. These behaviors can be assessed using the 11 derailers in the Hogan Development Survey (HDS). When a majority of team members has the same counterproductive tendency, it may become a team derailer or shared blind spot. Derailers tend to undermine a team's ability to move into high-performance mode and typically emerge when a team is under pressure or when its members begin to feel complacent.

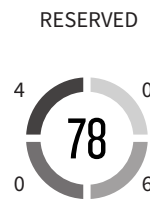
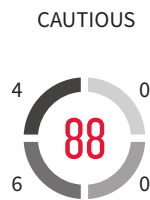
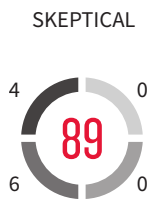
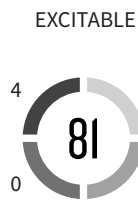
The numbers in the middle of the circles below represent your team's average percentile scores for each HDS scale. The numbers outside each circle represent the number of team members at each risk level on the derailer. The lightest shading represents no risk at 0-39%, with successively darker shading representing low risk at 40-69%, moderate risk at 70-89%, and high risk at 90-100%, respectively. A Key Team Derailer emerges when half of the team or more is moderate or high risk on a certain derailer.

## SCALE CLUSTER

## HDS SCALE

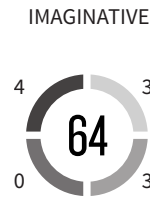
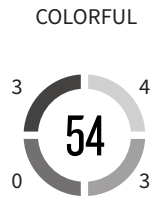
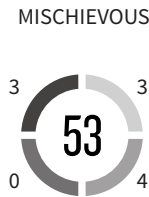
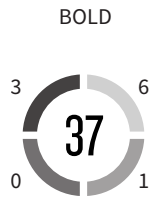
### MOVING AWAY

When stressed, people with these derailers may be moody, sensitive to perceived slights, fearful of making mistakes, or mistrusting of others.



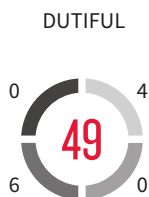
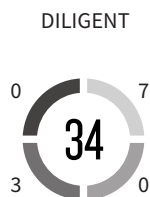
### MOVING AGAINST

When stressed, people with these derailers may destabilize teams by dominating agendas, testing limits, or distracting colleagues.



### MOVING TOWARD

When stressed, people with these derailers may pay excessive attention to detail or to the needs and directives of their supervisors.



### SCORING KEY

- NO RISK TEAM MEMBERS
- LOW RISK TEAM MEMBERS
- MODERATE RISK TEAM MEMBERS
- HIGH RISK TEAM MEMBERS
- KEY TEAM DERAILER

**Tip** | All teams deal with the idiosyncrasies of their members. However, these potential derailers may become blind spots when shared by members of a team. These tendencies may trigger a spiral of disruptive behavior when the going gets tough or may emerge when colleagues become more comfortable and informal with each other.

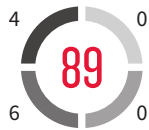
# KEY DERAILERS

Below are the key team derailers, those that are shared by half or more of the team. Although individual team members may exhibit additional derailers, the derailers below represent the most likely—and potentially most problematic—behaviors that may emerge in your team during stressful situations.

## SCALE

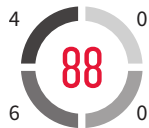
## IMPLICATION

### SKEPTICAL



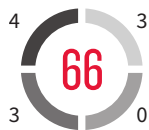
Teams with a shared Skeptical derailer may react to stress with suspicion or cynicism, causing the team to miss potential opportunities. Such teams may spend too much time on political maneuvering and may need to adopt processes that allow them to explore each other's suggestions and feedback. Pressure may make this team hypervigilant and wary of others' intentions, so members may need to check facts and assumptions and avoid blaming, especially under stressful conditions. Team members who do not share this derailer may be frustrated by the lack of trust and open, honest discussion in team meetings or by the political maneuvering they see on the team. Teams with this shared derailer that also have a low proportion of members who fulfill the Relationship role may experience stronger negative effects of this shared derailer.

### CAUTIOUS



Teams with a shared Cautious derailer may seem slow to act because of a fear of negative judgment and a resulting tendency to reassess and rework plans and proposals. To outsiders, such teams may appear indecisive and paralyzed by ambiguity. These teams often need to learn to stop procrastinating or obsessing over what might go wrong. Instead, working to shift the team's perspective towards viewing mistakes as opportunities to improve can help it act quicker and more decisively. These teams often need to focus on making the best, not the least risky, decision, and team members who do not share this derailer may become frustrated by its slow decision-making process and unwillingness to take risks. Teams with high proportions of members who fulfill the Process and Pragmatism roles may experience accelerated impact from this shared derailer.

### LEISURELY

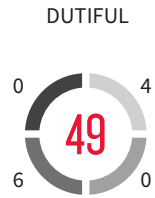


Teams with a shared Leisurely derailer may become overly focused on setting or adhering to their own agendas and timeframes in response to stress. Such teams may develop a practice of publicly agreeing with others' input and coaching but privately and strongly adhering to their own plans. The team often may seem amenable to outside input and make public displays of agreement with it. However, within the team, members may feed off of each other's commitment to sticking to their agenda despite outsiders' protests. Team members who do not share this derailer may find it difficult to discern why words and actions of other team members do not seem to align, which can erode their willingness to trust them. Teams with high proportions of members in the Relationships role combined with low proportions of members in the Results role may be especially prone to the negative effects of this shared derailer.

# KEY DERAILERS (CONTINUED)

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## SCALE



## IMPLICATION

Teams with a shared Dutiful derailer may respond to stress by becoming excessively ingratiating or conforming to the needs and desires of sponsors or superiors. Such teams often experience difficulties making independent decisions without the express approval of those above them in the organization. In contrast, team members who do not share this derailer may be frustrated by the team's seeming unwillingness to be courageous within the organization. To mitigate this shared derailer, members of these teams should work on thinking independently, challenging assumptions, and pushing back on requests. Carefully considering when to say no or to "push back" on outside demands may be valuable in addition to creating a team position or perspective on key issues. This derailer may be accelerated by the team's having a low proportion of members who fulfill the Results role, especially if they heavily populate the Relationships role.

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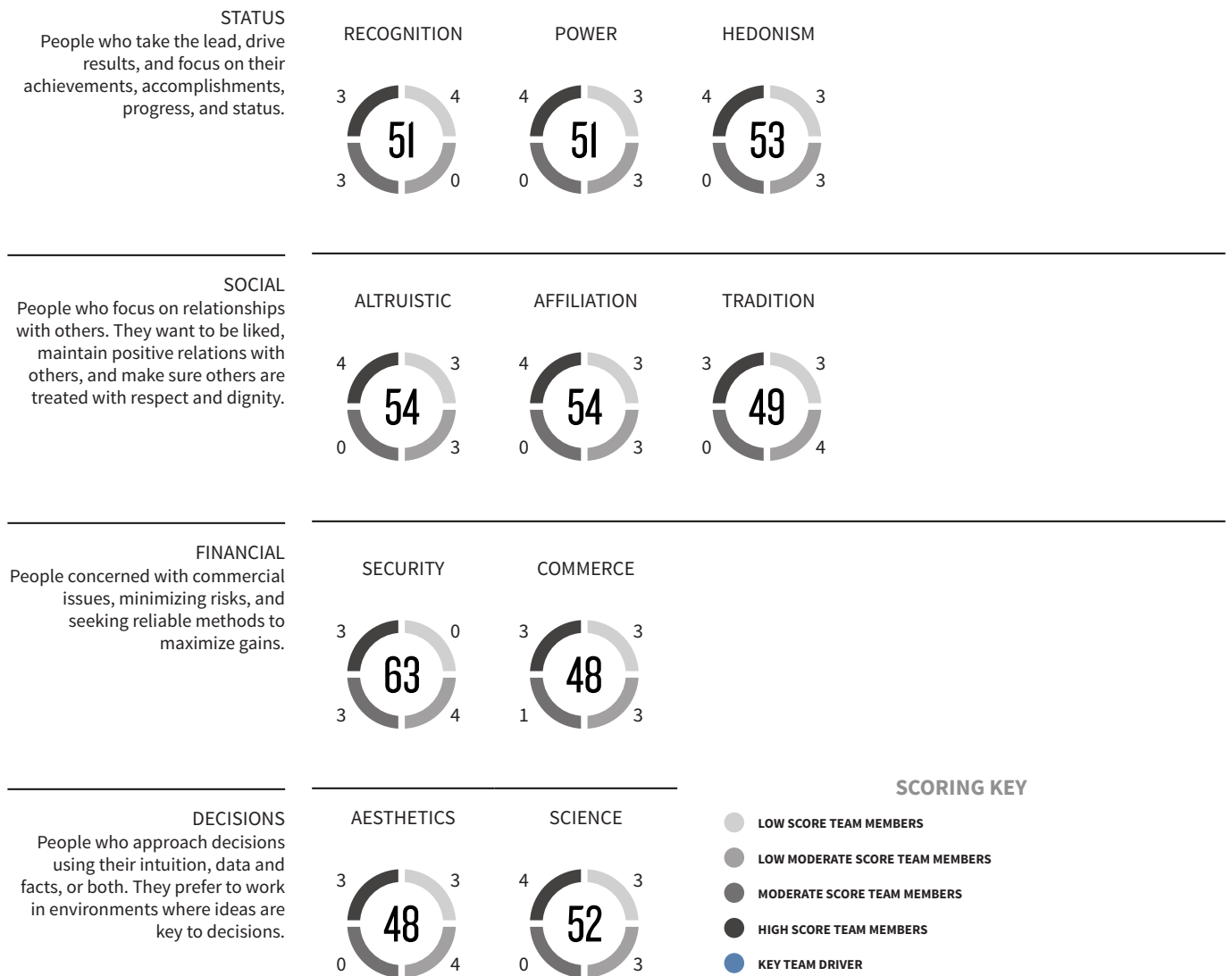
# TEAM CULTURE

Team members' actions and priorities are guided by their individual values, which can be measured using the Motives, Values, Preferences Inventory (MVPI). When a majority of team members share common values, the team may find it easier to bond with each other. Values also influence choices or decisions and thus shape team cultures. Because values can operate subconsciously, a team's awareness of their impact may be quite limited. Nonetheless, values represent a powerful force for uniting and driving the team toward key outcomes. Therefore, the degree to which a team's values are aligned with the broader organization's business strategy and objectives often can impact the team's productivity.

Information about your team's values is organized below in 4 broad clusters, with individual values listed for each. The numbers in the middle of the circles below represent your team's average percentile scores for each values scale. The numbers outside each circle represent the number of team members scoring in each quartile; the lightest shading represents percentiles 0-25%, with progressively darker shading representing 26-50%, 51-75%, and 76-100%.

## SCALE CLUSTER

## MVPI SCALE



**Tip** | Look for agreement on at least one or two team values, which would indicate shared direction and focus. If the team has no shared values, it may sometimes clash over priorities or drivers held by individual team members. However, too many shared values may lead to groupthink if the group shares a collective bias for some things over others.






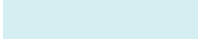
























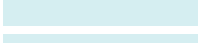














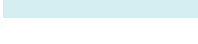






# INDIVIDUAL SCORES

Key Contributor 





































TEAM MEMBERS

TEAM ROLES

	RESULTS 40	PRAGMATISM 60	INNOVATION 40	PROCESS 40	RELATIONSHIPS 40
GN High-Score					
GN Low					
GN Score-Average					
John Score-Avera					
John Doe					
John High-Score					
John Low					
Mary Low					
Mary High-Score					
Mary Score-Avera					

# INDIVIDUAL SCORES

Key Derailer 

TEAM MEMBERS	KEY DERAILERS			
	SKEPTICAL 89	CAUTIOUS 88	LEISURELY 66	DUTIFUL 49
GN High-Score				
GN Low				
GN Score-Average				
John Score-Avera				
John Doe				
John High-Score				
John Low				
Mary Low				
Mary High-Score				
Mary Score-Avera	