



Report designed for

Bravo Team

Profiles Performance Indicator™ Team Analysis

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Introduction

The ability of a team to work effectively is greatly influenced by the individual characteristics of the team members and their synergy. While a team can adjust to accommodate synergy issues, the fewer adjustments necessary, the more efficiently the team will function. In managing a team, the more data available to help you understand the characteristics of the team members, the more focused the management of that team.

This report will help guide you, the team leader, to better understand and manage the team and the team members. There are three sections to this report, each with specific functions:

- **Team Balance Table** - this tabular presentation of where the team members score on 12 important characteristics clearly displays where there are gaps on your team. This provides information for you to guide in either altering the membership of the team to ensure that all 12 characteristics are represented or simply alert you where you will need to be particularly vigilant to insure team success.
- **Overall Team Balance** - two critical things are impacted by the overall balance of the team, team cohesiveness, and team productivity. An understanding of the team balance greatly influences the ease and efficiency of team management.
- **Behavioral Factors** - the Behavioral Factors of the team members provide information on who they are and how they will behave. Because a team is made up of people, understanding their combined behavior is essential to the success of the team.

Team Balance Table

Bravo Team Members

- **Sally Sample - Team Leader**
- 2. James Jones
- 3. Sheryl Masker
- 4. Tammy Whoser

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

Note: A darker shaded area suggests a factor NOT well represented on this team

Overall Team Balance

Team balance is important. When each of the twelve factors has at least one team member who is strong in that factor, the team is well balanced.

Well Represented

NOT Well Represented

Control

Patience

Social Influence

Precision

Ambition

Positive Expectancy

Composure

Analytical

Results Orientation

Team Player

Expressiveness

Quality Orientation

Not all twelve factors are well represented on this team. When a factor is NOT well represented, the team leader should constantly be aware of this and compensate for it.

Characteristics Missing from Your Team

Patience

- May yield to avoid controversy
- May not work well with multiple deadlines
- Generally performs with an unhurried approach
- Generally prefers traditional procedures

Precision

- A perfectionist, sometimes to a fault
- May become too involved in data
- Effective at establishing processes and procedures for getting work done
- Enjoys working with objective facts

Positive Expectancy

- May need help in meeting deadlines
- Good at convincing others
- Can help reassure team members
- Should establish positive relationships throughout the organization

Analytical

- Tends to use formal, written communication, documenting discussions
- Takes pride in staying calm and in being analytical in high pressure situations
- Has high standards for achievement
- Tends to be systematic in communications, using logic and data to persuade

Team Player

- Seeks a wide variety of ideas from team members
- Good at developing specialized skills
- Gets along well with others
- Willing to extend self to do what is right

Behavioral Factors

Because a team is made up of people, understanding how their behavioral factors combine is essential to the success of the team. This section reviews each of the 12 Behavioral Factors and how each impacts the team. This information is presented in two parts:

- **Behavioral Considerations** - a brief description of you and your expectations for the team and what you should expect from the team members who will influence the team.
- **Considerations for Leading the Team** - specific suggestions for you to manage the team.

Control

Control is defined as the tendency to take charge, to be assertive, and/or to take control of a situation.

Low	Mod/Low	Moderate	Mod/High	High
•	3	2	4	

Behavioral Considerations

Sally Sample (Score - Low)

This is not a factor with characteristics particularly typical of you. For this reason, input from the team members below can be particularly important in this area.

Tammy Whoser (Score - Mod/High)

- Makes decisions easily
- Makes decisions quickly
- Prefers minimal guidance and coaching from the team leader
- Tends to cause action

Considerations for Leading the Team

- Allow them to lead others
- Help them develop a greater sensitivity toward people
- Present the facts logically
- Allow them to use their skills

Social Influence

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

Low	Mod/Low	Moderate	Mod/High	High
	4	•	2, 3	

Behavioral Considerations

Sally Sample (Score - Moderate)

This is not a factor with characteristics particularly typical of you. For this reason, input from the team members below can be particularly important in this area.

James Jones and Sheryl Masker (Score - Mod/High)

- Comfortable in an informal setting
- Promotes the benefits of collaboration
- Works well with team members to maintain quality standards
- Enjoys working with others on the team

Considerations for Leading the Team

- Give the opportunity to help others
- Use open-ended questions to allow them to express their thoughts
- Focus on people and action steps
- Give them freedom to speak

Patience

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

Low	Mod/Low	Moderate	Mod/High	High
	2	3, 4	•	

Behavioral Considerations

Sally Sample (Score - Mod/High)

- Tends to move forward with an unhurried approach
- Enjoys working in a structured situation and may be uncomfortable with team members who seem to work without structure
- Most comfortable working with traditional procedures
- Able to be empathic with the team members

Considerations for Leading the Team

There were no team members who fell in the moderately high or high range for this factor. This suggests that you will need to be particularly careful the team performance does not suffer as a result of this missing factor.

Precision

Precision is defined as the concern for accuracy, details, and exactness.

Low	Mod/Low	Moderate	Mod/High	High
		2, 3, 4	•	

Behavioral Considerations

Sally Sample (Score - Mod/High)

- Takes the time to plan ahead and organize the team's work
- Effective at establishing processes and procedures for the team
- Expects team members to handle details and perform with accuracy and effectiveness
- Generally an effective problem solver

Considerations for Leading the Team

There were no team members who fell in the moderately high or high range for this factor. This suggests that you will need to be particularly careful the team performance does not suffer as a result of this missing factor.

Ambition

Ambition is defined as the tendency to be competitive, to have a desire to win, and to be aggressive.

Low	Mod/Low	Moderate	Mod/High	High
•		2, 4	3	

Behavioral Considerations

Sally Sample (Score - Low)

This is not a factor with characteristics particularly typical of you. For this reason, input from the team members below can be particularly important in this area.

Sheryl Masker (Score - Mod/High)

- May be inattentive to all steps in the process
- Desires the opportunity for advancement
- Wants to be first
- Wants prestige and position

Considerations for Leading the Team

- May need an occasional shock
- Don't offer assurances without discussing probabilities for success
- Match with others who weigh pros and cons well
- Be organized and have facts when you initiate communications

Positive Expectancy

Positive Expectancy is defined as the tendency to have a positive attitude regarding people and outcomes.

Low	Mod/Low	Moderate	Mod/High	High
	3	2, 4	•	

Behavioral Considerations

Sally Sample (Score - Mod/High)

- Should establish positive personal relationships with the team members
- Has a desire to be helpful to the team members
- Generally optimistic

Considerations for Leading the Team

There were no team members who fell in the moderately high or high range for this factor. This suggests that you will need to be particularly careful the team performance does not suffer as a result of this missing factor.

Composure

Composure is defined as the tendency to be easygoing and casual, to take things as they come.

Low	Mod/Low	Moderate	Mod/High	High
		2, 3	•, 4	

Behavioral Considerations

Sally Sample (Score - Mod/High)

- Comfortable with a low-key approach
- Tends to be cautious
- Typically a good listener for the team members
- Generally flexible and open-minded

Tammy Whoser (Score - Mod/High)

- Typically listens to other team members
- Tends to be cautious
- Seeks harmony in the workplace
- Comfortable with a low-key approach

Considerations for Leading the Team

- Use written policies and procedures
- Seek a firm commitment without pressing too hard
- Do not switch them from task to task
- Help them develop assertive skills

Analytical

Analytical is defined as liking to identify and analyze problems.

Low	Mod/Low	Moderate	Mod/High	High
	• 2, 3, 4			

Behavioral Considerations

Sally Sample (Score - Mod/Low)

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

Considerations for Leading the Team

This is not a factor with characteristics particularly typical of you or any of your team members. Please refer to the **Overall Team Balance** section of this report to see what characteristics may be missing from your team.

Because these characteristics are not well represented on this team, you will need to be particularly careful the team performance does not suffer as a result.

Results Orientation

Results Orientation is defined as the concern for timely results and the tendency to be quick to take action.

Low	Mod/Low	Moderate	Mod/High	High
	4	2	•, 3	

Behavioral Considerations

Sally Sample (Score - Mod/High)

- Most comfortable when dealing in the here and now
- Enjoys accepting challenges
- Emphasizes getting the job done
- Tends to be less concerned with how it is done than with getting it done

Sheryl Masker (Score - Mod/High)

- Good organizer
- Enjoys getting it done
- Tends to accept challenges easily
- Is capable of being an effective problem solver

Considerations for Leading the Team

- Present change in terms of its positive impact on their goals
- Help them see how being a part of the team will help them get results
- Provide them with the chance to work on their own and win
- Give them challenging tasks to complete

Expressiveness

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

Low	Mod/Low	Moderate	Mod/High	High
	•	3, 4	2	

Behavioral Considerations

Sally Sample (Score - Mod/Low)

This is not a factor with characteristics particularly typical of you. For this reason, input from the team members below can be particularly important in this area.

James Jones (Score - Mod/High)

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

Considerations for Leading the Team

- Establish a democratic relationship with them
- Allow them the chance to verbalize their feelings
- Ask for their opinion
- Be casual in your communications

Team Player

Team Player is defined as a preference to be a part of the team and to work with others.

Low	Mod/Low	Moderate	Mod/High	High
		2, 3, 4	•	

Behavioral Considerations

Sally Sample (Score - Mod/High)

- Works best with members of a cooperative and friendly team
- Supports the exchange of ideas between the members of the team
- Enjoys working in a team situation
- Team members will enjoy the leader's good listening skills

Considerations for Leading the Team

There were no team members who fell in the moderately high or high range for this factor. This suggests that you will need to be particularly careful the team performance does not suffer as a result of this missing factor.

Quality Orientation

Quality Orientation is defined as a concern for standards and high quality work.

Low	Mod/Low	Moderate	Mod/High	High
	3	•	2, 4	

Behavioral Considerations

Sally Sample (Score - Moderate)

This is not a factor with characteristics particularly typical of you. For this reason, input from the team members below can be particularly important in this area.

James Jones and Tammy Whoser (Score - Mod/High)

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

Considerations for Leading the Team

- Listen to their ideas for solutions to problems
- Acknowledge their competence
- Set clear limits to their authority
- Be sure to explain how the pieces of a project fit into the total project