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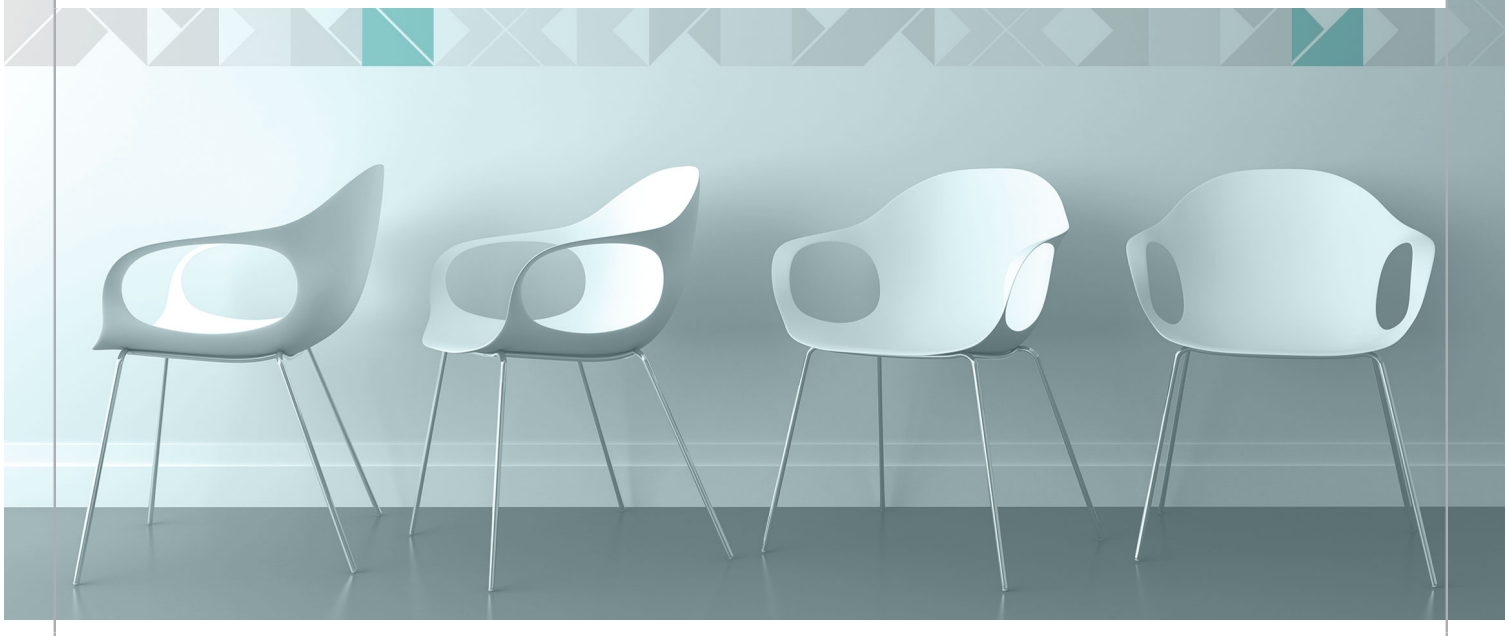
Team Report

Multiple people

RESULTS
FEEDBACK
ACTION



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WILEY

INTRODUCTION

This report will provide you with valuable information about how you and members of your team can work together to achieve team-oriented objectives and overall organizational goals. Most importantly, it is intended to provide you with a deeper understanding of one another so you can work together more effectively.

What's in this report?

RESULTS	FEEDBACK	ACTION
Each team member's assessment results placed together on nine behavioral scales	Feedback for each scale based on your and the team's responses	Team averages and personalized tips

What does the assessment measure?

This report includes scales for nine behavioral traits measured by the assessment.

BEHAVIORAL TRAITS

- Behavioral Traits are commonly observed actions that help define who you are.
- Each scale is defined by two opposing, but equally valuable, end points.
- One side of the continuum is not better than the other.

How will this report help me?

- This report is designed to give you a deeper understanding of your team by allowing you to easily see how each person behaviorally compares to you and to one another.
- An increased understanding of how you and your teammates differ in behavioral tendencies has the potential to help you in daily interactions and conflict resolution.
- You may use this report to identify potential conflicts or difficulties so you can act before they develop into real problems.

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RESULTS SUMMARY

Oliver with Sample Team

Your team's results for the assessment are depicted on the **nine behavioral scales** below. The numbers indicate how many people from your team fall on that point of the continuum, and your placement is labeled with "you" (you are included in the number). The subsequent pages will provide further explanation along with team member initials for each score.

Pace
Overall rate of task completion

< STEADY — URGENT >

		1	1		2	2		
					You			

Assertiveness
Expression of opinions and need for control

< UNASSUMING — FORCEFUL >

	1			2	2	1		
					You			

Sociability
Desire for interaction with others

< RESERVED — OUTGOING >

1	1		2		1		1	
			You					

Conformity
Attitude on policies and supervision

< STRONG-WILLED — COMPLIANT >

			1	2			2	1
				You				

Outlook
Anticipation of outcomes and motives

< SKEPTICAL — TRUSTING >

		1	1	2	1		1	
		You						

Decisiveness
Use of speed and caution to make decisions

< DELIBERATE — BOLD >

1			2		2		1	
			You					

Accommodation
Inclination to tend to others' needs and ideas

< STEADFAST — AGREEABLE >

		1		1	2	1		1
				You				

Independence
Level of preference for instruction and guidance

< RELIANT — AUTONOMOUS >

			2	1		1	1	1
						You		

Judgment
Basis for forming opinions and making decisions

< INTUITIVE — FACTUAL >

				1	2		3	
							You	

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PACE

Pace Overall rate of task completion

See the appendix for full names and corresponding initials.

What does Pace look like for this team?

When it comes to pace, some people are very patient and good with routine while others tend to be more fast-moving and comfortable with tight deadlines. Most members of your team appear to prefer working at an urgent pace, yet there are some who may prefer more steadiness. If the work environment is moderate or people's roles are conducive to their preferences, this may not be a problem. But if this team insists on a hurried pace, it may frustrate the more methodical members of your team.

Points to consider

- Like you, the majority of your team may be motivated by opportunities to complete tasks as quickly as possible.
- Since you tend to thrive under pressure, you may need to lend a hand when workloads reach extremes and your more steady-paced colleagues are struggling.
- When your work becomes too sedentary or repetitive, you and your fast-paced colleagues may need to ask for some help from your steady-paced colleagues who tend to enjoy that type of work.

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ASSERTIVENESS

Assertiveness Expression of opinions and need for control

< UNASSUMING FORCEFUL >

See the appendix for full names and corresponding initials.

What does Assertiveness look like for this team?

When it comes to assertiveness, some people are very diplomatic with little need for control while others tend to be more competitive and eager to take charge. This team appears to be split between those who tend to be unassuming and those who are more forceful. The forceful members of the team are willing to take charge when needed, which is likely welcomed by the unassuming team members. However, the opinions and ideas of the unassuming team members may be drowned out by those members who more naturally and forcefully assert themselves.

Points to consider

- Like you, some of your teammates tend to be direct when giving feedback and communicating necessary changes.
- Since the unassuming members of your team may not have much need to be heard, they may often defer to the opinions of you and your forceful colleagues.
- Avoid dominating team discussions; instead, use your propensity for leadership to encourage your unassuming teammates to voice their own ideas.

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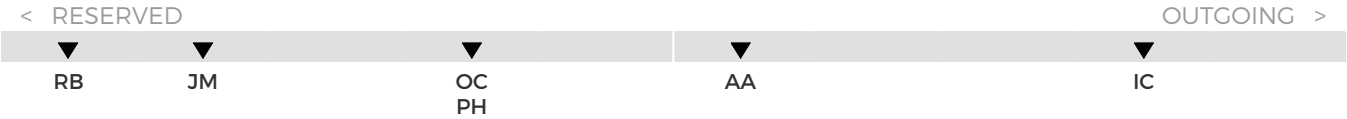
SOCIABILITY

Sociability Desire for interaction with others



See the appendix for full names and corresponding initials.

What does Sociability look like for this team?

When it comes to sociability, some people are more introverted and like to keep to themselves while others tend to be more extraverted and people-oriented. Most members of your team appear to be reserved, yet there are some who may be more outgoing. The more reserved team members may prefer to keep to themselves, but the outgoing team members may be good at bringing them out of their shells. However, this dynamic could cause problems if there is a push and pull for working in isolation versus face-to-face collaboration.

Points to consider

- Like you, the majority of your team tends to be fairly reserved and private.
- Most of this team, including you, can probably work effectively in isolation.
- There are some members of the team who prefer more socializing, so keep the lines of communication open and agree to work collaboratively when it could lead to better outcomes.

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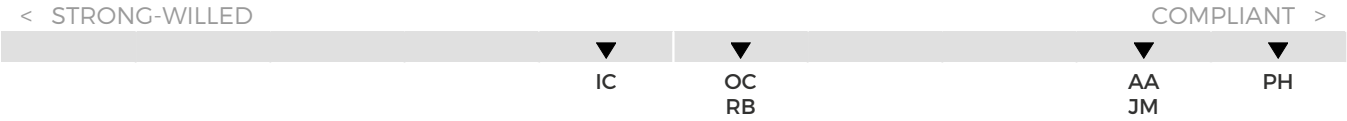
CONFORMITY

Conformity Attitude on policies and supervision



See the appendix for full names and corresponding initials.

What does Conformity look like for this team?

When it comes to conformity, some people are more willing to question the status quo while others tend to prefer to work within the rules. Most members of your team appear to be compliant, yet there are some who tend to be more strong-willed. The majority generally accept policies and procedures, while the more strong-willed frequently poke holes in them. Then compliant members may think the strong-willed ones are uncooperative, while the strong-willed people may think the compliant should employ more scrutiny.

Points to consider

- Like you, the majority of your team tends to be willing to follow directions laid out by supervisors and typically works well within the bounds of managerial constraints.
- You generally accept the advice and guidelines of those in authority.
- While you tend to be compliant, some members of your team tend to resist authority.

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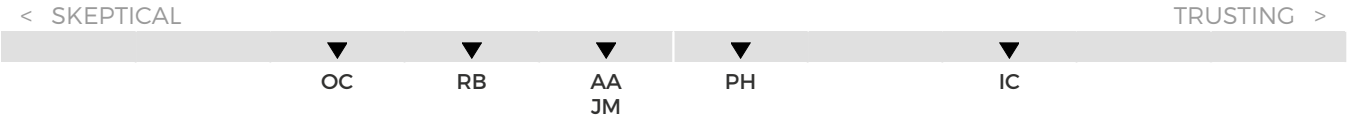
OUTLOOK

Outlook Anticipation of outcomes and motives



See the appendix for full names and corresponding initials.

What does Outlook look like for this team?

When it comes to outlook, some people are cautious and look for evidence while others tend to be optimistic and accepting. Most members of your team appear to be skeptical, yet there are some who may be more trusting. While the majority of your team tends to be questioning in an effort to uncover problems, there are some who are more willing to accept things at face value. The skeptical members of the team may think the trusting people aren't critical enough, while the trusting members may think the skeptical people are too pessimistic.

Points to consider

- Like you, the majority of your team tends to have a guarded outlook about how well things are likely to turn out.
- Because you and many of your teammates like to have proof, you probably ask a fair number of critical questions.
- You may have to push more accepting colleagues to share any doubts that they aren't expressing.

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DECISIVENESS

Decisiveness Use of speed and caution to make decisions

See the appendix for full names and corresponding initials.

What does Decisiveness look like for this team?

When it comes to decisiveness, some people are methodical and like to analyze their options while others tend to decide quickly and accept the risk of making the wrong decision. Your team appears to be split between those who tend to be deliberate and those who are bold. The deliberate portion of the team carefully considers information before making decisions, but may have trouble when an urgent response is required. The bold portion of the team, however, will almost always decide quickly, but they may not take advantage of available time to more carefully consider all the options.

Points to consider

- Like you, some of your teammates may be unwilling to accept much risk in their decisions.
- You and your deliberate colleagues are usually cautious and methodical in your decision-making process.
- Because you think carefully about possible solutions when making critical decisions, you may appear indecisive to your bold colleagues.

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ACCOMMODATION

Accommodation Inclination to tend to others' needs and ideas

< STEADFAST AGREEABLE >

See the appendix for full names and corresponding initials.

What does Accommodation look like for this team?

When it comes to accommodation, some people are willing to express disagreement while others tend to be harmonious and amenable. Most members of your team appear to be agreeable, yet there are some who tend to be more steadfast. The majority of the team is generally cooperative, but they may hold back valuable ideas that go against the group consensus. On the other hand, the steadfast part of the team will voice their opinions, but because they stand by their positions, they may have trouble reaching compromises.

Points to consider

- Unlike the majority of your team, you would rather express your feelings and opinions than hide them.
- At times, you may seem unnecessarily contradictory to your more agreeable coworkers.
- You may think the majority of this team tends to hide their feelings or relent too easily, thereby hindering productivity for the sake of being polite.

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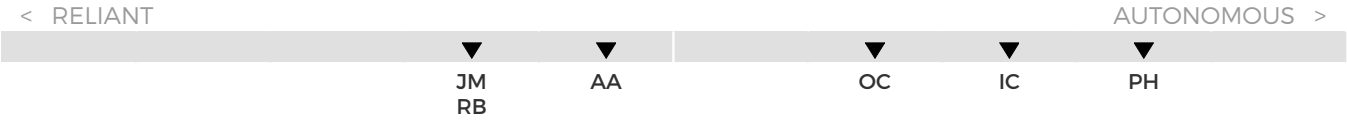
INDEPENDENCE

Independence Level of preference for instruction and guidance



See the appendix for full names and corresponding initials.

What does Independence look like for this team?

When it comes to independence, some people seek support and guidance while others may prefer to set their own direction. Your team appears to be split between those who tend to be reliant on a high degree of instruction and those who are autonomous. The reliant portion of your team recognizes the need for guidance, but may have some difficulty developing plans autonomously. On the other hand, those who are more independent are generally self-sufficient, but may take liberties when it's not appropriate to do so.

Points to consider

- Like you, many of your teammates tend to be comfortable handling new problems independently.
- You and your autonomous teammates may prefer to carry out tasks with minimal instruction or guidance.
- Unlike your reliant colleagues, you may not recognize opportunities that would benefit from collaboration.

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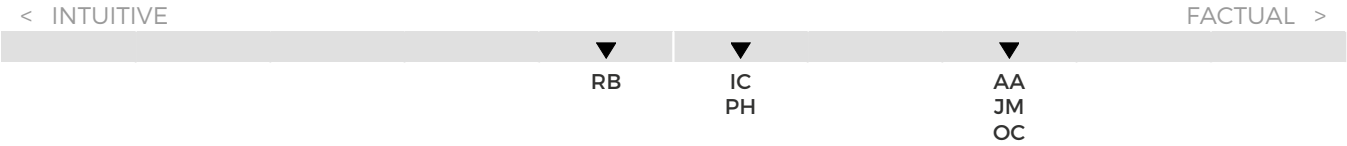
JUDGMENT

Judgment Basis for forming opinions and making decisions



See the appendix for full names and corresponding initials.

What does Judgment look like for this team?

When it comes to judgment, some people tend to follow their instincts and gut feelings while others may prefer to rely on logic and objectivity. Most members of your team appear to be factual, yet there are some who tend to be more intuitive. The majority of team members make decisions using logic and evidence, but they may neglect the importance of feelings and extenuating circumstances. On the other hand, those who are more intuitive use personal experience and feelings to make decisions, but they may overlook important facts and data.

Points to consider

- Like you, the majority of your team may feel more confident about decisions that are based on all the relevant data.
- You may prefer to gather a large volume of factual information before making a decision.
- Unlike your intuitive colleagues, you may feel that emotions are best left out of decision making.

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SUMMARY & ACTION

This report was designed to provide you with a better understanding of how the characteristics of your team members fit with one another. Perhaps more importantly, you can see how work-related behaviors of team members fit with your own. When everyone's needs are taken into account, the team will likely be able to perform to its fullest potential.

Below are the team averages for each behavior.
Based on these averages, there is a corresponding tip for action.

SCALES	TEAM AVERAGES	TIPS
Pace	< STEADY — URGENT > (Avg)	Build checkpoints into team plans to pause and ensure quality.
Assertiveness	< UNASSUMING — FORCEFUL > (Avg)	Take turns leading discussions so everyone has a chance to assert some control.
Sociability	< RESERVED — OUTGOING > (Avg)	Develop a mix of independent and small group projects.
Conformity	< STRONG-WILLED — COMPLIANT > (Avg)	Set aside time to discuss problematic policies and possible improvements.
Outlook	< SKEPTICAL — TRUSTING > (Avg)	Suspend disbelief and skepticism to more fully explore new opportunities.
Decisiveness	< DELIBERATE — BOLD > (Avg)	As a team, agree to set timelines for making decisions.
Accommodation	< STEADFAST — AGREEABLE > (Avg)	Encourage one another to stand firm when disagreeing with the group.
Independence	< RELIANT — AUTONOMOUS > (Avg)	Check in frequently, as a team, to make sure you're working toward the same goal.
Judgment	< INTUITIVE — FACTUAL > (Avg)	Remind one another to consider both facts and experience in decisions.

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APPENDIX

Team Member Names

If team members have the same initials, they will be issued a subscript number for differentiation purposes.

Team Members	Initials
AMIR AWOLOWO	**AA**
INGA CABOT	**IC**
JULIA MOON	**JM**
OLIVER CHASE	**OC**
PIPER HALE	**PH**
REX BAGLIO	**RB**

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