



**XYZ LTD.**

**SUSAN DOE**

**XYZ TEAM**

**SAMPLE REPORT**

*Team Leader*

Tuesday, April 23, 2002

**PROFILES ANTIGUA INC.**

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**COMPANY: XYZ LTD.**

**DATE: April 23, 2002**

**TEAM LEADER: SUSAN DOE**

**XYZ TEAM**

**TEAM MEMBERS**

**KIM DOE**

**JANE DOE**

**WENDY DOE**

**MICHELLE DOE**

**BRENDA DOE**

**JUDY DOE**

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The ability of a team to work effectively is greatly influenced by the compatibility of the team members. While any team can adjust to accommodate compatibility issues, the fewer the adjustments, the more efficiently the team will function. In managing a team, the more data available to help understand the characteristics of the Team Leader and the Team Members, the more focused the management of that team.

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**NOTE:** These results provide an important contribution to the team management process; however, decisions should not be made based exclusively on these results.

## SECTION I

## Team Balance Table

12 FACTORS	LOW	MOD.LOW	MODERATE	MOD.HIGH	HIGH
<b>Control</b>			2, 4, 6	5, 7	●, 3
<b>Social</b>		5	●, 2, 4, 6, 7		3
<b>Patience</b>		3, 6	2, 5, 7	●, 4	
<b>Precision</b>		●, 7	3, 5	2, 4	6
<b>Ambition</b>			2, 4, 5, 6	●, 3, 7	
<b>Positive Expectancy</b>			●, 2, 6	3, 4, 5, 7	
<b>Composure</b>		●	2, 3, 4, 5, 6, 7		
<b>Analytical</b>	4	●	3, 5, 6, 7	2	
<b>Results Orientation</b>		4, 5	2	●, 3, 7	6
<b>Emotions</b>		2, 3, 4, 5, 7	6	●	
<b>Team Player</b>			2, 6	●, 3, 4, 7	5
<b>Quality Orientation</b>		7	●, 2, 3, 4, 5, 6		

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

## Participants Key

- SUSAN DOE - Team Leader
- 2. KIM DOE
- 3. WENDY DOE
- 4. BRENDA DOE

- 5. JANE DOE
- 6. MICHELLE DOE
- 7. JUDY DOE

**SECTION II****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.**

<u><b>Well Represented</b></u>	<u><b>NOT Well Represented</b></u>
<b>CONTROL</b>	<b>COMPOSURE</b>
<b>SOCIAL</b>	<b>EMOTIONS</b>
<b>PATIENCE</b>	<b>QUALITY ORIENTATION</b>
<b>PRECISION</b>	
<b>AMBITION</b>	
<b>POSITIVE EXPECTANCY</b>	
<b>ANALYTICAL</b>	
<b>RESULTS ORIENTATION</b>	
<b>TEAM PLAYER</b>	

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****COMPOSURE**

- Usually careful and deliberate in problem solving
- Requires time to adjust to change
- Seeks harmony in the workplace
- Relaxed, calm and contented

**EMOTIONS**

- Good at inspiring the team
- Enjoys using verbal skills
- Approaches problem solving from a subjective, emotional approach
- Seeks freedom of expression

### **QUALITY ORIENTATION**

- Because they want it done right, they may do a task themselves rather than give it to another team member
- May become overly critical under stress
- Shows a sense of commitment to quality and accuracy
- Inclined to look for ways to improve the quality of the work being done

**SECTION III****Behavioral Factors****CONTROL**

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

Listed below are the Team Leader and the members who scored moderately high to high with regard to Control.

**Characteristics of the Team Leader****SUSAN DOE**

- Self-assured, tends to make quick decisions
- May overstep prerogatives in leading the team
- Direct, demanding; confidently tells team members what to do
- Enjoys power and authority

**Characteristics of the Team Members****WENDY DOE**

- Direct, demanding; tells people what to do with confidence
- Confident of own judgment, even over the team's
- May be overpowering to other team members
- May be blunt and sarcastic with others

**JANE DOE and JUDY DOE**

- May fear close supervision
- Likes non-routine work
- Is sometimes a poor listener
- Prefers minimal guidance and coaching from the team leader

**Considerations for Leading the Team**

Individuals who score moderately high to high in this factor are generally strong-willed people who can be demanding and firm when necessary. As you work with the above listed team members, the following ideas should be considered:

- Give them a target and let them choose their own methods
- Help them develop control over their environment
- Stick to business in your communications
- Help them develop a greater sensitivity toward people

## SOCIAL

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

Listed below are the Team Leader and the members who scored moderately high to high with regard to Social.

### **Characteristics of the Team Leader**

#### **SUSAN DOE**

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.

### **Characteristics of the Team Members**

#### **WENDY DOE**

- Moves toward people to enlist their assistance with problem resolution
- Quick to initiate relationships
- Enjoys motivating the group and networking with contacts
- May trust people too easily

### **Considerations for Leading the Team**

Individuals who score moderately high to high in this factor are generally entertaining and make friends easily. As you work with the above listed team members, the following ideas should be considered:

- Request specific feedback on their understanding of instructions
- Allow time for socializing
- Focus on people and action steps
- Be enthusiastic in your communications

## PATIENCE

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

Listed below are the Team Leader and the members who scored moderately high to high with regard to Patience.

### Characteristics of the Team Leader

#### SUSAN DOE

- Able to be empathic with the team members
- Inclined to expect patience from team members in their work with details
- 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

### Characteristics of the Team Members

#### BRENDA DOE

- Works well with structure
- Generally prefers traditional procedures
- Empathetic with team members
- Inclined to demonstrate patience with details and quality standards

### Considerations for Leading the Team

Individuals who score moderately high to high in this factor are generally cooperative and good-natured. As you work with the above listed team members, the following ideas should be considered:

- Use an informal and methodical approach
- Offer continuing support
- Recognize consistent performance
- Be patient and listen carefully



## PRECISION

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

Listed below are the Team Leader and the members who scored moderately high to high with regard to Precision.

### **Characteristics of the Team Leader**

#### **SUSAN DOE**

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.

### **Characteristics of the Team Members**

#### **MICHELLE DOE**

- Might experience frustration when held accountable for quality results while having only limited control over those factors that directly impact quality
- Good where critical thinking is needed
- Shows close attention to detail, accuracy and thoroughness
- Is uncomfortable making a mistake

#### **KIM DOE and BRENDA DOE**

- An effective problem solver
- Enjoys working with objective facts
- Will follow standards
- Can be relied upon to handle details and perform with accuracy and effectiveness

### **Considerations for Leading the Team**

Individuals who score moderately high to high in this factor are generally thorough individuals who are patient with details. As you work with the above listed team members, the following ideas should be considered:

- Let them have an occasion to be an expert and express their knowledge
- Give them logical and precise definitions of expectations
- Present specifics, keep focused
- Use clear and factual statements to define the expected level of performance

## AMBITION

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

Listed below are the Team Leader and the members who scored moderately high to high with regard to Ambition.

### Characteristics of the Team Leader

#### SUSAN DOE

- Wants the team to be first
- Enjoys working with challenge and opportunity
- Sometimes inattentive to details
- Desires the opportunity for advancement

### Characteristics of the Team Members

#### WENDY DOE and JUDY DOE

- Takes the time to plan ahead and organize own work
- Can be relied upon to handle details and perform with accuracy and effectiveness
- Will follow standards
- Usually organizes work efficiently

### Considerations for Leading the Team

Individuals who score moderately high to high in this factor are generally persistent in pursuing personal goals. As you work with the above listed team members, the following ideas should be considered:

- Match with others who weigh pros and cons well
- Show them the quickest way for them to become productive
- Don't offer assurances without discussing probabilities for success
- Team with those who research facts easily

## POSITIVE EXPECTANCY

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

Listed below are the Team Leader and the members who scored moderately high to high with regard to Positive Expectancy.

### Characteristics of the Team Leader

#### **SUSAN DOE**

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.

### Characteristics of the Team Members

#### **WENDY DOE, BRENDA DOE, JANE DOE, and JUDY Doe**

tends to be a good mixer

- Often optimistic
- Can help reassure team members
- Has a desire to help others on the team

### Considerations for Leading the Team

Individuals who score moderately high to high in this factor are generally accepting and encouraging of others. As you work with the above listed team members, the following ideas should be considered:

- Help them develop goals and the action steps to reach them
- Give them recognition
- Provide them structure for dealing with complex tasks
- Provide concrete ideas rather than dreams

## COMPOSURE

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

Listed below are the Team Leader and the members who scored moderately high to high with regard to Composure.

### **Characteristics of the Team Leader**

#### **SUSAN DOE**

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

### **Characteristics of the Team Members**

This characteristic is not well represented on this team. You, as Team Leader, will need to be sure that this does not have an adverse impact on team performance.

### **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 Section II of this report to see what characteristics may be missing from your team.

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

## ANALYTICAL

**Analytical is defined as liking to identify and analyze problems.**

Listed below are the Team Leader and the members who scored moderately high to high with regard to Analytical.

### **Characteristics of the Team Leader**

#### **SUSAN DOE**

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.

### **Characteristics of the Team Members**

#### **KIM DOE**

- Has high standards for quality
- Looks at a problem in depth and approaches work in a craftsperson-like manner
- Usually effective at setting priorities and at estimating time required to complete a task
- Develops work methods that contribute to greater efficiency

### **Considerations for Leading the Team**

Individuals who score moderately high to high in this factor usually enjoy a logical and systematic approach to problem solving. As you work with the above listed team members, the following ideas should be considered:

- Praise them individually for their performance
- Use an action plan with milestone dates
- Emphasize accuracy and logic in procedures presented to them
- Approach them directly

## RESULTS ORIENTATION

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

Listed below are the Team Leader and the members who scored moderately high to high with regard to Results Orientation.

### Characteristics of the Team Leader

#### **SUSAN DOE**

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

### Characteristics of the Team Members

#### **MICHELLE DOE**

- Needs to work with others who calculate risks
- Pursues problems with a sense of urgency
- May appear impatient to others
- Under pressure may cause anxiety in others

#### **WENDY DOE and JUDY DOE**

- Prefers to deal in the here and now
- Emphasizes getting the job done
- Tends to be more results-oriented than process-oriented
- Does what is necessary to get the job done

### Considerations for Leading the Team

Individuals who score moderately high to high in this factor generally accept challenges easily. As you work with the above listed team members, the following ideas should be considered:

- Provide them with the chance to work on their own and win
- Give them challenging tasks to complete
- Accept their bluntness
- Focus communication on their concern for reaching desired results

## EMOTIONS

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

Listed below are the Team Leader and the members who scored moderately high to high with regard to Emotions.

### **Characteristics of the Team Leader**

#### **SUSAN DOE**

- May need to develop a more objective approach to making decisions
- Will often use an emotional approach to the problem solving process
- Often uses "gut feelings" in making decisions

### **Characteristics of the Team Members**

This characteristic is not well represented on this team. You, as Team Leader, will need to be sure that this does not have an adverse impact on team performance.

### **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 the team leader will need to be particularly careful the team performance does not suffer as a result of this missing factor.

## TEAM PLAYER

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

Listed below are the Team Leader and the members who scored moderately high to high with regard to Team Player.

### Characteristics of the Team Leader

#### SUSAN DOE

- Willing to share information with others
- Enjoys working in a team situation
- Supports the exchange of ideas between the members of the team
- Works best with members of a cooperative and friendly team

### Characteristics of the Team Members

#### JANE DOE

- Good at developing specialized skills
- Works well for group incentives
- May have problems with innovating
- Effective at calming the group when excited

#### WENDY DOE, BRENDA DOE, and JUDY DOE

- Contributes insightful ideas and supports the exchange of ideas between team members
- Enjoys the team environment
- Gets along well with others
- Comfortable being a team member

### Considerations for Leading the Team

Individuals who score moderately high to high in this factor are generally supportive and considerate of others. As you work with the above listed team members, the following ideas should be considered:

- Provide frequent opportunities for informal discussions
- Give them enough time to decide on changes
- Be appreciative of their efforts
- Use sincere statements to help build a relationship



## QUALITY ORIENTATION

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

Listed below are the Team Leader and the members who scored moderately high to high with regard to Quality Orientation.

### **Characteristics of the Team Leader**

#### **SUSAN DOE**

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

### **Characteristics of the Team Members**

This characteristic is not well represented on this team. You, as Team Leader, will need to be sure that this does not have an adverse impact on team performance.

### **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 Section II of this report to see what characteristics may be missing from your team.

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

## SECTION IV

## Team Leader Action Summary

## CONTROL

**WENDY DOE, JANE DOE, and JUDY DOE** scored moderately high or high in this factor. Such individuals are generally strong-willed people who can be demanding and firm when necessary. As you work with them, the following ideas should be considered:

## ACTION STEPS

- Stick to business in your communications
- Only take issue with the facts, not with the individual
- Help them develop a greater sensitivity toward people
- Provide options and let them decide

## SOCIAL

**WENDY DOE** scored moderately high or high in this factor. Such individuals are generally entertaining and make friends easily. As you work with them, the following ideas should be considered:

## ACTION STEPS

- Give the opportunity to help others
- Provide opportunities for interactions with other team members
- Give them freedom to speak
- Be enthusiastic in your communications

## PATIENCE

**BRENDA DOE** scored moderately high or high in this factor. Such individuals are generally cooperative and good-natured. As you work with them, the following ideas should be considered:

## ACTION STEPS

- Recognize consistent performance
- Ask specific questions about how things will happen
- Be patient and listen carefully
- Offer continuing support

## PRECISION

**KIM DOE, BRENDA DOE and MICHELLE DOE** scored moderately high or high in this factor. Such individuals are generally thorough individuals who are patient with details. As you work with them, the following ideas should be considered:

### ACTION STEPS

- Provide situations where their logical approach will lead to success
- Use clear and factual statements to define the expected level of performance
- Be specific and accurate
- Always follow through on what you promise

## AMBITION

**WENDY DOE and JUDY DOE** scored moderately high or high in this factor. Such individuals are generally persistent in pursuing a personal goal. As you work with them, the following ideas should be considered:

### ACTION STEPS

- Team with those who research facts easily
- Help them to relax more and pace themselves
- Be organized and have facts when you initiate communications
- Be brief and to the point

## POSITIVE EXPECTANCY

**WENDY DOE, BRENDA DOE, JANE DOE, and JUDY DOE** scored moderately high or high in this factor. Such individuals are generally accepting and encouraging of others. As you work with them, the following ideas should be considered:

### ACTION STEPS

- Present facts and details slowly
- Give them recognition
- Talk about people more than facts
- Provide them structure for dealing with complex tasks

## COMPOSURE

This characteristic is not well represented on this team. You, as Team Leader, will need to be sure that this does not have an adverse impact on team performance.

## ANALYTICAL

**KIM DOE** scored moderately high or high in this factor. Such individuals usually enjoy a logical and systematic approach to problem solving. As you work with them, the following ideas should be considered:

### ACTION STEPS

- Approach them directly
- Emphasize accuracy and logic in procedures presented to them
- Be clear in setting priorities
- Check key factors for understanding

## RESULTS ORIENTATION

**WENDY DOE, MICHELLE DOE, and JUDY DOE** scored moderately high or high in this factor. Such individuals generally accept challenges easily. As you work with them, the following ideas should be considered:

### ACTION STEPS

- Give them challenging tasks to complete
- Teach them listening skills
- Focus communication on their concern for reaching desired results
- Be clear and to the point in your communications

## EMOTIONS

This characteristic is not well represented on this team. You, as Team Leader, will need to be sure that this does not have an adverse impact on team performance.

## TEAM PLAYER

**WENDY DOE, BRENDA DOE, JANE DOE, and JUDY DOE** scored moderately high or high in this factor. Such individuals are generally supportive and considerate of others. As you work with them, the following ideas should be considered:

### ACTION STEPS

- Give them enough time to decide on changes
- Use sincere statements to help build a relationship
- Be appreciative of their efforts
- Provide frequent opportunities for informal discussions

## QUALITY ORIENTATION

This characteristic is not well represented on this team. You, as Team Leader, will need to be sure that this does not have an adverse impact on team performance.