



WORKPLACE

BIG FIVE PROFILE™

Standard Teamer

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Note 1: In this report, when we analyze models developed elsewhere than Paradigm (such as the Lencioni), we are assessing the degree to which one's WorkPlace Big Five Profile™ scores would tend to provide natural energy for those models, based upon published definitions of the terms used in the models, research and/or logic. The scores contained in this report are only estimates of how one might score on the various models based upon WorkPlace Big Five Profile™ scores. Please note that actual behaviors at work might vary from the estimates for some individuals.

Note 2: If anyone in this Teamer Report had a WorkPlace Big Five Profile™ Report scored using a norm group other than the one designated in the header of this Teamer Report, then their WorkPlace Big Five Profile™ has been rescored using the norm group above. The norm group in the Header was designated for the original project. For comparison purposes on the team report, everyone should be scored using the same norm group.

Note 3: The date on this report reflects the date that this report was run. The individual dates on which the participants completed their WorkPlace assessments are available upon request

OVERVIEW

Note: The bullets below represent brief interpretations of your scores on each of the major sections of this report. For more detail in support of a specific interpretation, go to the section indicated in the title box just above it.

Capacity for Strategic and Tactical Thinking

"Your team averages in the mid range on Originality, which should provide the team with a balance of energy for strategic thinking, analysis, and planning on the one hand, and tactical implementation on the other hand, even though the team's Extraversion score is more extreme, and may tend to be more supportive of one mode than of the other."

Comfort with and Appreciation for Diversity

"Your team averages in the mid level across all six traits, suggesting that the team has a balance of energy for handling either diversity or homogeneity. The team, as a whole, is likely uncomfortable with extremes in either direction, either too much homogeneity or too much heterogeneity, and will endeavor to maintain a balance of the two."

Conflict Proneness

"Your team contains a balance of persons scoring lower and higher on N, which suggests that, while your team typically shows emotion when conflict emerges, there is a significant presence on the team that is able to proceed with problem solving. A majority of your team score in the middle area on N, which suggests that the overt expression of emotion during conflict will be situational. When all appears quiet during a disagreement, be sure to check with all members to insure that unexpressed feelings get on the table. Somewhere around one-third of your team score high on N, and these members typically show emotion when in conflict. These higher scoring members tend to be the 'conscience of the team.'"

"A majority of your team scores low on E, which suggests that a minority of your team is expressive during conflict. Be careful that the opinions of all are expressed before beginning problem solving. If you don't know what the lower Es are thinking, it may be because you haven't asked them. A majority of your team score in the middle area on E, which suggests that the overt expression of opinion, information, and feelings during conflict will be situational. When all appears quiet during a disagreement, be sure to check with all members to insure that unexpressed data gets on the table. Your team contains no one scoring high on E, which suggests that your team is seldom highly expressive or talkative during conflict. Make it a standard practice to check with members before problem solving, in order that their opinions can guide problem solving."

"A majority of your team scores low on O, which suggests that, when your team is in conflict, there is a stronger tendency to protect the status quo than there is to try new approaches. Do not reject new ideas outright, but evaluate them responsibly. Your team contains a significant number of persons scoring in the middle area on O, which suggests that the tendency towards new ideas, as opposed to preserving the status quo, during conflict will be situational. Somewhere around one-third of your team score high on O, which suggests that, when in conflict, your team shows a balance of both generating lots of new ideas as well as protecting the status quo."

"Your team contains no one scoring low on A, which suggests that you rarely have strong challengers when in conflict, and members tend to defer to the wishes of the most dominant point of view--a "lose-win" atmosphere. As a result, conflicts may not be resolved with the benefit of all relevant information--be sure to encourage all members to air their personal points of view on the issue as part of conflict resolution. A majority of your team score in the middle area on A, which suggests that most team members have a "win-win" outlook and are able to keep all team members' points of view in mind. Somewhere around one-third of your team score high on A, which

suggests that your team has a balance of higher and lower scorers on A. Be certain that you designate a facilitator during conflict--either a mid-A team member or an outsider--to make sure that all points of view get heard and represented."

"A majority of your team scores low on C, which suggests that your team has relatively few members who are focused, organized, and methodical when experiencing conflict. As a result, and because of the dominant tendency to be spontaneous and diffused in focus, conflict situations can end up being volatile, protracted, or even unresolved, unless the team puts itself in the hands of a disciplined facilitator. Your team contains a significant number of persons scoring in the middle area on C, which suggests that your team has both extreme tendencies of spontaneity and discipline represented in a conflict situation. If in fact, either high Cs or low Cs are missing from your team, you should use these mid-scoring Cs to represent the missing extreme. Somewhere around one-third of your team score high on C, which suggests that your team has a balance of more disciplined and methodical members and others who are more spontaneous and prone towards data gathering. If you find conflict situations become prolonged, ask a member with a higher C score to facilitate your process in a more disciplined manner."

Energy Level

"A minority of team members score low on E3: Activity Mode. Consequently, if more positions than that require sedentary work, either bring in more sedentary members, or else divide the work among two or more members who are average on E3. A majority of members score in the middle range on E3. This is fine if your team requires jobs that are a balance of sedentary and active work. For extremely active or sedentary positions, use members with scores closest to the desire range, or recruit. No team members score in the high range on E3. This is fine if all team jobs entail sedentary work. However, if some jobs require more physical activity, either recruit persons with high E3 scores, or use members with scores closest to the high range."

Innovation versus Efficiency

"A minority of team members show a strong preference for efficiency. Consequently, if a position requires attention to achieving efficiency, either bring in another member who is naturally efficient, or else divide the work among two or more members. A majority show balance in innovation and efficiency. This is fine if your team involves jobs that require such a balance. If your team has jobs that are primarily innovative or primarily efficient, you may need to recruit, or to divide the work. No team members show high need for innovation. This is fine if all team jobs entail achieving efficiencies. However, if some jobs involve more innovation, either recruit innovative persons, or divide the work among the more moderate scorers."

Leadership within the Team - Kotter's 13 Leadership Factors

Top Four: Interpersonal Skills, Level of Realism, Value for Diversity, Industry/Field Relationships

The SEA Model

"Your team averages in the middle range for Scanning. Hopefully, this means that you exhibit a balance between scanning and the other leadership functions—make sure this is the case."

"In addition, your team's high average on Evaluating suggests that you find it natural to engage in a process of patient, rational evaluation aimed at a win-win solution. Make sure someone has the roles of Scanning and Acting covered."

"Finally your team averages in the middle range for Acting. Hopefully, this means that you exhibit a balance between acting and the other leadership functions—make sure this is the case."

Meredith Belbin's Nine Team Roles

Top Three: Analyzer, Facilitator, Team Player

Lencioni's Five Dysfunctions of Teams

"Your team's mid-range average on "Absence of Trust" makes it likely that trust and calm rationality are situational, with some individuals on some occasions exhibiting either distrust or reactivity."

"Your team's mid-range average on "Fear of Conflict" makes it likely that members' tendencies to engage in conflict and open disagreements are situational. Be careful on key issues that all members express their opinions."

"Your team's mid-range average on "Lack of Commitment" makes it likely that members' calmness, comfort with change, and deference to others would be situational. Take care that all members have input when negotiating."

"Your team's mid-range average on "Avoidance of Accountability" suggests that their sociability, competitiveness, and ambition are situational, resulting in an erratic sense of accountability. Review individual contributions with team."

"Your team's mid-range average on "Inattention to Collective Results" suggests that members' attention to team results is somewhat situational, with selfishness occasionally evident. Emphasize interdependence of team members and individual goals."

McIntosh-Fletcher's Six Elements

"Your team's mid-range average on "Mutual Trust" suggests that members are situational with respect to their trust of each other—more trusting of others' commitments and abilities in some situations and with some members than in and with others."

"Your team's mid-range average on "Mutual Concern" suggests that members are somewhat situational with respect to their concern about others' needs for change. Insure that all individuals have a fair chance to present and justify their concerns."

"Your team's mid-range average on "Mutual Support" suggests that members are situational with regard to focusing on their own personal agendas versus listening to or being concerned with the needs of others. Insure that all members express their needs."

"Your team's mid-range average on "Emotional Status" suggests that members are situational with regard to being anxious, temperamental, and expressing enthusiasm and warmth. Work to allay concerns and to recognize and celebrate individual accomplishments."

"Your team's mid-range average on "Mutual Respect" suggests that members are situational with regard to discipline and ambition, with members occasionally feeling low respect from each other. Take time to celebrate individual accomplishments."

"Your team's low average on "Mutual Celebration" suggests that most members are somewhat quiet, solitary, and independent. Find low-key ways to build a sense of community, such as email lists and book clubs."

Tuckman's Five Stages of Team Formation

"Your team's mid-range average on "Forming" suggests that your team is situational with regard to needing ways of getting to know each other. Insure minimal camaraderie by occasional community building, such as coffee and doughnuts."

"Your team's mid-range average on "Storming" suggests that the team's tendencies toward conflict and differences of opinion are situational—sometimes confrontive, sometimes avoidant. Identify individual concerns to avoid groupthink or premature decisions."

"Your team's mid-range average on "Norming" suggests that the team is situational with regard to

planning and analyzing—sometimes taking time to analyze, sometimes not. Remember—time spent in planning is saved in execution."

"Your team's mid-range average on "Performing" suggests that members are situational with regard to spontaneity and discipline—focusing some of the time and not at other times. To minimize errors and missed deadlines, use formal procedures as necessary."

Distribution of Supertrait Scores with Narrative Interpretation

Your Team's Distribution of Supertrait Scores

	<i>LOW</i>	<i>MED</i>	<i>HIGH</i>
N	Resilient =	Responsive =	Reactive =
	1	2	1
E	Introvert =	Ambivert =	Extravert =
	2	2	0
O	Preserver =	Moderate =	Explorer =
	2	1	1
A	Challenger =	Negotiator =	Adapter =
	0	3	1
C	Flexible =	Balanced =	Focused =
	2	1	1

YOUR TEAM'S ANALYSIS

"Your team contains a balance of persons scoring lower and higher on N, which suggests that, while your team is typically reactive and emotional, there is a significant presence on the team that is calm and comfortable with rational planning, decision making, and problem solving. A majority of your team score in the middle area on N, which suggests that the overt expression of emotion will be situational. When all appears quiet during a discussion, be sure to check with all members to insure that unexpressed feelings get on the table. Somewhere around one-third of your team score high on N, and these members typically show emotion when the team is together. Higher scores on N are often the "conscience of the organization," so be sure to view them as such."

"A majority of your team scores low on E, which suggests that a minority of your team is expressive. Be careful that the opinions of all are expressed before beginning problem solving. If you don't know what the lower Es are thinking, it is typically because you haven't asked them. A majority of your team score in the middle area on E, which suggests that the overt expression of opinion, information, and feelings will be situational. When all appears quiet during a meeting, be sure to check with all members to insure that unexpressed data gets on the table. Your team contains no one scoring high on E, which suggests that your team is seldom highly expressive or talkative. Make it a standard practice to check with members before problem solving, in order that their opinions can guide problem solving."

"A majority of your team scores low on O, which suggests that, when your team is approaching a situation, there is a stronger tendency to protect the status quo than there is to try new approaches. Do not reject new ideas outright, but evaluate them responsibly. Your team contains a significant number of persons scoring in the middle area on O, which suggests that the tendency towards new ideas, as opposed to preserving the status quo, will be situational. Somewhere around one-third of your team score high on O, which suggests that, when discussing important plans and decisions, your team shows a balance of both generating lots of new ideas as well as protecting the status quo."

"Your team contains no one scoring low on A, which suggests that you rarely, if ever, have strong challengers or aggressors when discussing important plans and decisions, and that members tend to defer to the wishes of the most dominant point of view. As a result, issues may not be resolved with the benefit of all relevant information on the table--be sure to encourage all members to air their personal points of view on the issue as a part of your team process. A majority of your team score in the middle area on A, which suggests that most team members have a "Negotiator" outlook and are able to keep all team members' points of view in mind. Somewhere around one-third of your team score high on A, which suggests that your team has a balance of higher and lower scorers on A. Be certain that you designate a facilitator during important discussions--either a mid-A team member or an outsider--to make sure that all points of view get heard and represented."

"A majority of your team scores low on C, which suggests that your team has relatively few members who are focused, organized, and methodical when in difficult discussions. As a result, and because of the dominant tendency to be spontaneous and diffused in focus, issues can end up being volatile, protracted, or even unresolved, unless the team puts itself in the hands of a disciplined facilitator. Your team contains a significant number of persons scoring in the middle area on C, which suggests that your team has both extreme tendencies of spontaneity and discipline represented in difficult discussions. If in fact, either high Cs or low Cs are missing from your team, you should use these mid-scoring Cs to represent the missing extreme. Somewhere around one-third of your team score high on C, which suggests that your team has a balance of more disciplined and methodical members and others who are more spontaneous and prone towards data gathering. If you find that deliberations become prolonged, ask a member with a higher C score to facilitate your process in a more disciplined manner."

Distribution of Subtrait Scores

INTRODUCTION

This section presents all 28 trait scores for your team. In the first table below, we show how many team members score in each of the three levels, along with a key word or phrase to describe the levels for each trait. The "Low" scoring column shows the number of team members who score below 44.5 on the trait, while the "High" column shows the number of team members who score 55.5 and higher. The "Middle" column shows the number of team members who score from 44.5 to 55.49.

Your Team's Scores

Trait		Low		Mid		High
N	Resilient	1	Responsive	2	Reactive	1
E	Introvert	2	Ambivert	2	Extravert	0
O	Preserver	2	Moderate	1	Explorer	1
A	Challenger	0	Negotiator	3	Adapter	1
C	Flexible	2	Balanced	1	Focused	1
N1	Always at ease	2	Concerned on occasion	2	Frequently worries	0
N2	Usually calm	0	Occasionally heated	1	Often hot	3
N3	Optimistic explanations	1	Realistic explanations	2	Pessimistic explanations	1
N4	Rapid rebound time	1	Moderate rebound time	1	Longer rebound time	2
E1	Holds positive feelings	2	Shows positive feelings	0	Typically warm/enthusiastic	2
E2	Prefers working alone	2	OK working with others	2	Prefers working with others	0
E3	Prefers be in one place	1	Moderate activity level	3	Typically physically active	0
E4	Independent of others	1	Shows some leadership	1	Enjoys leading others	2
E5	Skeptical of others	3	Somewhat trusting	0	Readily trusts others	1
E6	Unconcerned with tact	3	Moderately tactful	0	Typically tactful	1
O1	Implements plans	1	Creates & implements	3	Creates new plans	0
O2	Prefers simplicity	2	Likes simple & complex	1	Seeks complexity	1
O3	Uses traditional methods	1	Some comfort with chang	2	Readily accepts change	1
O4	Attentive to details	0	Attentive to detail if needed	3	Prefers the broad view	1
A1	Interest in self needs	1	Bal of self/others' needs	3	Interest in others' needs	0
A2	Welcomes argument	1	Seeks resolution	2	Seeks harmony	1
A3	Wants acknowledgment	1	Some acknowledgment	1	Uncomf receiving praise	2
A4	Expresses opinions	1	Often expresses opinion	2	Keeps opinions to self	1
C1	Low need to polish	2	Sometimes polishes	0	Always refines/polishes	2
C2	Little organization	1	Some organization	1	Everything is organized	2
C3	OK w/ current achievement	2	Desires achievement	2	Craves more achievement	0
C4	Easily shifts tasks	2	Shifts task as necessary	0	Must finish bef shifts tasks	2
C5	Spontaneous	1	Does some planning	2	Plans for everything	1

YOUR TEAM'S ANALYSIS

The table below provides all the descriptive numbers for your team. It does not have the level labels of the previous table, but it does contain team averages and standard deviations, along with the frequency of members scoring high, middle, and low. In the population at large, approximately 38% score in the middle, with approximately 31% scoring in each of the other two (low and high). Or, put more simply, typically, about 1/3 score in the low, 1/3 in the middle, and 1/3 in the high. The two far right columns present the team average and the team standard deviation (SD). The standard deviation is a way of describing how varied, or diverse, or heterogeneous, the scores are for a trait, with higher numbers indicating greater diversity and lower numbers indicating more similarity.

Trait	Low	Middle	High	Average	SD
N Need for Stability	1	2	1	52.3	11.1
E Extraversion	2	2	0	43.8	7.8
O Originality	2	1	1	46	10.3
A Accommodation	0	3	1	52.8	4
C Consolidation	2	1	1	48.5	11.6
N1 Worry	2	2	0	43	6.7
N2 Temper	0	1	3	58	5
N3 Interpretation	1	2	1	48.3	7.5
N4 Rebound Time	1	1	2	55.3	18.4
E1 Warmth	2	0	2	45.5	16.8
E2 Sociability	2	2	0	43	6.8
E3 Activity Mode	1	3	0	43.3	9.9
E4 Taking Charge	1	1	2	50	12.5
E5 Trust of Others	3	0	1	46.3	12.1
E6 Tact	3	0	1	42.3	13.7
O1 Imagination	1	3	0	47.3	6.4
O2 Complexity	2	1	1	45	14
O3 Change	1	2	1	44.3	16.8
O4 Scope	0	3	1	52.8	6.7
A1 Others' Needs	1	3	0	46.5	6.6
A2 Agreement	1	2	1	51.8	10.3
A3 Humility	1	1	2	55.5	10.7
A4 Reserve	1	2	1	53.5	12.1
C1 Perfectionism	2	0	2	46.8	11.9
C2 Organization	1	1	2	50	13
C3 Drive	2	2	0	42	8.5
C4 Concentration	2	0	2	54.5	21.5
C5 Methodicalness	1	2	1	52.3	11

INTERPRETATION OF RESULTS

N1: WORRY

"A majority of your team scores low on N1, which suggests that a minority of your team are worriers, and that calm rationality tends to prevail. Be careful that the feelings of all are expressed on key issues. A majority of your team score in the middle area on N1, which suggests that the overt expression of anxiety will be situational. When all appears quiet during a discussion, be sure to check with all members to insure that unexpressed worries get on the table. Your team contains no one scoring high on N1, which suggests that your team seldom shows anxiety. Make it a standard practice to check members' feelings before problem solving, in order that their opinions can guide your deliberations. Higher scores on N1 are often the "conscience of the organization," so their absence requires special attention to checking the barometer of the team."

N2: INTENSITY

"Your team contains no one scoring low on N2, which suggests that your team is prone to temper flareups, and that it needs to get feelings expressed before being able to engage in problem solving. Your team contains a significant number of persons scoring in the middle area on N2, which suggests that temper flareups during meetings will be situational. When all appears quiet during a discussion, be sure to check with all members to insure that unexpressed feelings get on the table. A majority of your team score high on N2, and these members typically have temper flareups in meetings. Higher scores on N2 are often the "conscience of the organization," so be sure to view them as such. Be sure to identify team members who find it easier to remain calm in conflict, and use them to help in facilitating problem solving."

N3: INTERPRETATION

"Your team contains a balance of persons scoring lower and higher on N3, which suggests that, while your team may often be pessimistic, there is a significant presence on the team that is optimistic. A majority of your team score in the middle area on N3, which suggests that the team has a tendency towards realism--neither overly optimistic nor pessimistic. Somewhere around one-third of your team score high on N3, and these members typically show pessimism when the team is together. Higher scores on N3 are often the "conscience of the organization," so be sure to view them as such."

N4: REBOUND TIME

"Your team contains a balance of persons scoring lower and higher on N4, which suggests that, while your team may typically be slow to recover from a crisis, there is a significant presence on the team that can bounce back quickly. Your team contains a significant number of persons scoring in the middle area on N4, which suggests that the quality of being able to bounce back quickly from a crisis is situational. A majority of your team score high on N4, and these members typically show difficulty in bouncing back quickly after a crisis. You will need to take some time to recover before resuming."

E1: WARMTH

"A majority of your team scores low on E1, which suggests that a minority of your team is warm and enthusiastic. Be careful that the opinions of all are expressed before beginning problem solving. Your team contains no one scoring in the middle range of E1, which suggests that your team is comprised of extremes--either extremely enthusiastic, or very restrained, or both. A majority of your team score high on E1, which suggests that your team is typically warm and enthusiastic."

E2: SOCIABILITY

"A majority of your team scores low on E2, which suggests that a minority of your team is sociable and prone to spend time in meetings. Insure that you allot sufficient time as a team for dialog on significant issues. A majority of your team score in the middle area on E2, which suggests that the tendency to call meetings depends on the situation. Your team contains no one scoring high on E2, which suggests that your team is seldom very sociable, and is unlikely to spend much time in meetings."

E3: ACTIVITY MODE

"Your team contains a balance of persons scoring lower and higher on E3, which suggests that, while your team typically is energetic and physically active, a substantial number of members are also comfortable with desk work. A majority of your team score in the middle area on E3, which suggests

that the the balance of desk work and more physically active work depends on the situation. Your team contains no one scoring high on E3, which suggests that your team shows a preference for more sedentary work, resisting more physically active roles."

E4: TAKING CHARGE

"Your team contains a balance of persons scoring lower and higher on E4, which suggests that, while your team has abundant leadership resources, some members are less comfortable with the leadership role. Your team contains a significant number of persons scoring in the middle area on E4, which suggests that the tendency to take charge is situational, with some taking charge at some times, and others at other times. A majority of your team score high on E4, which suggests that your team is comprised mostly of leaders--insure responsibilities are clear to minimize conflict."

E5: TRUST OF OTHERS

"A majority of your team scores low on E5, which suggests that most of the team tends to be more skeptical. Take care to build trust through good accountability and communication. Your team contains no one scoring in the middle range of E5, which suggests that your team is comprised of extremes--either extremely trusting or extremely skeptical, or both. Somewhere around one-third of your team score high on E5, which suggests that your team has a balance of more trusting members and more skeptical ones. Build trust through good accountability and communication."

E6: TACT

"A majority of your team scores low on E6, which suggests that a minority of your team is tactful, with most members being rather blunt and forthright. Take precautions when speaking with outsiders, and check for hurt feelings. Your team contains no one scoring in the middle range of E6, which suggests that your team is comprised of extremes--either extremely blunt or extremely tactful, or both. Somewhere around one-third of your team score high on E6, which suggests that your team has a balance of more tactful and more blunt members. Be sure to check for hurt feelings and correct meanings."

O1: IMAGINATION

"Your team contains a balance of members scoring lower and higher on O1, which suggests that your team exhibits a balance of new ideas as well as what is practical and doable. A majority of your team score in the middle area on O1, which suggests that the level of creativity depends on the situation. Your team contains no one scoring high on O1, which suggests that your team is extremely no-nonsense and unlikely to be particularly creative in addressing issues. "

O2: COMPLEXITY

"A majority of your team scores low on O2, which suggests that, when your team is approaching a situation, there is a tendency to simplify and eliminate complicating factors--just make sure you don't simplify too much. Your team contains a significant number of persons scoring in the middle area on O2, which suggests that the level of comfort with complex problems and issues will depend on the situation. Somewhere around one-third of your team score high on O2, which suggests that, when discussing important problems and issues, you have a healthy tension between making it more complex and keeping it manageably simple."

O3: CHANGE

"Your team contains a balance of members scoring lower and higher on O3, which suggests that your team exhibits a balance of members who embrace change and those who prefer the status quo. A majority of your team score in the middle area on O3, which suggests that the level of comfort with change depends on the situation. Somewhere around one-third of your team score high on O3, which suggests that your team has some members who embrace change, while most resist. Involve the resisters in planning change to increase acceptance."

O4: SCOPE

"Your team contains no one scoring low on O4, which suggests that your team underattends the details. With a preference for the big picture, establish procedures that insure that details don't slip between the cracks: proofreading, cross-checking, and so forth. A majority of your team score in the middle area on O4, which suggests that the level of attention to detail will depend on the situation. Somewhere

around one-third of your team score high on O4, which suggests that your team exhibits a balance of attending to the details and looking at the big picture."

A1: OTHERS' NEEDS

"Your team contains a balance of lower and higher A1, such that team discussions likely entail both more selfish and more altruistic expressions of need. Insure that the more selfish do not dominate, and that the more selfless get taken care of. A majority of your team score in the middle area on A1, which suggests that most team members have a "Negotiator" outlook and are able to keep all team members' needs in mind. Your team contains no one scoring high on A1, which suggests that your team members tend to argue for their personal needs, perhaps with insufficient consideration of overall team needs. Consider asking your highest scoring member to facilitate."

A2: AGREEMENT

"Your team contains a balance of lower and higher A2, such that team discussions will involve members with strong points of view as well as members who tend to defer. Insure that all points of view get expressed, that no one dominates. A majority of your team score in the middle area on A2, which suggests that most team members have a "Negotiator" outlook and are able to keep all team members' points of view in mind. Somewhere around one-third of your team score high on A2, which suggests that your team has a balance with respect to conflict style, with some more prone to conflict, others more averse. Facilitate to insure neither domination nor submission."

A3: HUMILITY

"Your team contains a balance of lower and higher A3, such that the team has both proud and humble members. Insure that the humble get appropriate recognition--the proud can take care of themselves! Your team contains a significant number of persons scoring in the middle area on A3, which suggests that strong egos do not dominate the group. Insure that all who deserve it get recognized. A majority of your team score high on A3, which suggests that your team is normally characterized by humility and low need for recognition. Insure that those who deserve it get recognized."

A4: RESERVE

"Your team contains a balance of lower and higher A4, such that team discussions will involve both more assertive and more reserved participants. Insure that the latter take a chance to express views on critical issues. A majority of your team score in the middle area on A4, which suggests that some discussions may be more thorough than others. Insure that all have input on critical issues. Somewhere around one-third of your team score high on A4, which suggests that your team has a balance of more assertive and less assertive members. Insure that the latter take a chance to express views on critical issues."

C1: PERFECTIONISM

"A majority of your team scores low on C1, which suggests that most of your team are casual about standards, with fewer having a more perfectionistic orientation. Insure that the latter are used appropriately. Your team contains no one scoring in the middle range of C1, which suggests that your team is comprised of extremes--either extremely perfectionistic or extremely casual about standards, or both. Use your resources accordingly. A majority of your team score high on C1, which suggests that your team has a strong tendency to be perfectionistic. For the sake of efficiency, identify areas that do not require perfectionism."

C2: ORGANIZATION

"Your team contains a balance of lower and higher C2 scores, which suggests that your team has some members who are natural organizers, and some who are more comfortable with lack of structure and organization. Deploy accordingly. Your team contains a significant number of persons scoring in the middle area on C2. These members tend to be situational with respect to organization and structure. Insure that they attend to the priorities that require structure and organization. A majority of your team score high on C2, which suggests that many on your team has a natural preference for order and structure. For the sake of efficiency, identify areas that do not require such organization."

C3: DRIVE

"A majority of your team scores low on C3, which suggests that most of your team are not motivated by the need for achievement. Insure that all buy in to the team's goals, and manage accordingly. A majority of your team score in the middle area on C3. These persons tend to be somewhat situational in their ambition--insure that their goals are clear, and are consistent with team goals. Your team contains no one scoring high on C3, which suggests no one is motivated by a strong need to achieve. Focus on team goals and manage accordingly."

C4: CONCENTRATION

"A majority of your team scores low on C4, which suggests that most members are spontaneous and easily distracted. Insure that tasks requiring concentration are in the hands of those who concentrate more naturally. Your team contains no one scoring in the middle range of C4, which suggests that your team is comprised of extremes--either extremely spontaneous and easily distracted, or able to concentrate with distraction. Deploy these resources appropriately. A majority of your team score high on C4, which suggests that your team is comprised of members who find it natural to concentrate for extended periods and who are not easily distracted. Insure that you take time to explore unanticipated opportunities."

C5: METHODICALNESS

"Your team contains a balance of lower and higher C5 scores, which suggests that your team has some members who are very planful and methodical, while others are more the "jump right in" kind. Insure that you match the right temperament to the right task. A majority of your team score in the middle area on C5, which suggests that most on your team are situational with respect to methodicalness. Insure that those tasks requiring methodicalness are identified and assigned to members willing to adhere to the plan. Somewhere around one-third of your team score high on C5, which suggests that your team has a balance of more methodical and planful members, along with members who are more of the "jump right in" kind. Insure that tasks requiring plans or methods are assigned to persons with the best temperament for such."

Table of Individual Trait Scores

	Person 2, Sample	Person 3, Sample	Person 4, Sample	Person, Sample
N	65	52	54	38
E	41	34	51	49
O	44	34	47	59
A	57	55	48	51
C	35	44	53	62
N1	51	45	41	35
N2	59	59	63	51
N3	58	46	49	40
N4	80	47	57	37
E1	63	27	56	36
E2	34	50	42	46
E3	46	29	52	46
E4	34	47	56	63
E5	44	34	63	44
E6	33	33	41	62
O1	39	46	50	54
O2	38	30	50	62
O3	46	21	49	61
O4	61	55	46	49
A1	51	37	47	51
A2	63	54	52	38
A3	58	51	44	69
A4	41	70	53	50
C1	31	44	56	56
C2	45	34	62	59
C3	42	30	48	48
C4	33	73	39	73
C5	40	48	55	66

Overall Team Mix - Homogeneity versus Heterogeneity

INTRODUCTION

Much research over the past half century addressed the question: Are teams comprised of more similarly traited members (e.g., all more extraverted) more effective than teams comprised of more diverse traits (e.g., some more introverted, some more extraverted, some more ambiverted)? The answer: it depends on the purpose of the team. Teams that require members to engage in the more strategic aspect of work--complex problem-solving, planning, and decision-making--tend to perform better with a more heterogeneous mix, while teams that engage in the more tactical aspect of work--simpler implementation of plans requiring relatively repetitive work--tend to perform better with a more homogeneous mix, one that matches the nature of the work itself.

In the analysis below, we look at the average standard deviation (sd) for your team. The sd is a number that describes how closely everyone in a groups scores to the average score for that group. So, for a team with a small sd on extraversion, that would suggest that most team members score close to the average for the group. For a team with a large sd on extraversion, that would suggest that the team has a mixture of much more extraverted along with much more introverted members. A perfectly homogeneous team would have a score of zero (0), which would indicate that all team members have identical scores on each of the traits. The highest possible score is approximately 35, which would suggest that the team is polarized with half the team scoring the highest extreme (80) and the other half scoring the lowest extreme (20).

YOUR TEAM'S ANALYSIS

	Score	Interpretation
Mean Standard Deviation:	10.85	Moderately Heterogeneous (Optimum Balance)

Guide

0-4.99:	Extremely Homogeneous ('Clones')
5-9.99:	Moderately Homogeneous
10-19.99:	Moderately Heterogeneous (Optimum Balance)
20-29.99:	Extremely Heterogeneous
30+:	Polar Opposites

RESOURCES FOR FURTHER INFORMATION

- Belbin, M. (1911). Team Roles at Work. Oxford: Butterworth-Heinemann.

Chart of Team Names for Supertrait Distribution

Low (0-44; 31%)	Mid (45-55; 38%)	High (56-100; 31%)
RESILIENT (N-)		
<i>Typically free of stress</i>		
38 Person, Sample	52 Person 3, Sample 54 Person 4, Sample	65 Person 2, Sample
INTROVERT (E-)		
<i>More solitary & quiet</i>		
34 Person 3, Sample 41 Person 2, Sample	49 Person, Sample	51 Person 4, Sample
PRESERVER (O-)		
<i>More tactical</i>		
34 Person 3, Sample 44 Person 2, Sample	47 Person 4, Sample	59 Person, Sample
CHALLENGER (A-)		
<i>More challenging</i>		
	48 Person 4, Sample	51 Person, Sample 55 Person 3, Sample
FLEXIBLE (C-)		
<i>Parallel processor</i>		
35 Person 2, Sample 44 Person 3, Sample	53 Person 4, Sample	62 Person, Sample
RESPONSIVE (N=)		
<i>Moderately susceptible to stress</i>		
AMBIVERT (E=)		
<i>Sometimes solitary & quiet; sometimes more active</i>		
EXTRAVERT (E+)		
<i>In thick of the action</i>		
MODERATE (O=)		
<i>Sometimes tactical; sometimes strategic</i>		
EXPLORER (O+)		
<i>More strategic</i>		
NEGOTIATOR (A=)		
<i>Balance of challenging and deferring</i>		
ADAPTER (A+)		
<i>More deferring</i>		
BALANCED (C=)		
<i>Sometimes parallel; sometimes serial</i>		
FOCUSED (C+)		
<i>Serial processor</i>		

Low (0-44; 31%)

Mid (45-55; 38%)

High (56-100; 31%)

Note: Bolded names/scores indicate extremes (below 35 or above 65)

Chart of Team Names for N Subtrait Distribution

Low (0-44; 31%)	Mid (45-55; 38%)		High (56-100; 31%)
N1: WORRY			
<i>Not worriers</i>	<i>Degree of worry depends on the situation</i>		<i>Worriers</i>
35 Person, Sample 41 Person 4, Sample	45 Person 3, Sample	51 Person 2, Sample	
N2: INTENSITY			
<i>Not easily angered</i>	<i>Degree of temper depends on the situation</i>		<i>Easily angered</i>
		51 Person, Sample	59 Person 3, Sample 59 Person 2, Sample 63 Person 4, Sample
N3: INTERPRETATION			
<i>More optimistic</i>	<i>Neither totally optimistic nor pessimistic--realistic</i>		<i>More pessimistic</i>
40 Person, Sample	46 Person 3, Sample 49 Person 4, Sample		58 Person 2, Sample
N4: REBOUND TIME			
<i>Bounce back quickly</i>	<i>Speed of recovery depends on the situation</i>		<i>Take time to recover</i>
37 Person, Sample	47 Person 3, Sample		57 Person 4, Sample 80 Person 2, Sample
Low (0-44; 31%)	Mid (45-55; 38%)		High (56-100; 31%)

Note: Bolded names/scores indicate extremes (below 35 or above 65)

Chart of Team Names for E Subtrait Distribution

Low (0-44; 31%)	Mid (45-55; 38%)	High (56-100; 31%)
E1: WARMTH		
<i>Quieter, somewhat cool</i>	<i>Level of enthusiasm depends on the situation</i>	<i>Enthusiastic, warm</i>
27 Person 3, Sample 36 Person, Sample		56 Person 4, Sample 63 Person 2, Sample
E2: SOCIABILITY		
<i>More solitary</i>	<i>Prefer a balance of solitude and being around people</i>	<i>More sociable</i>
34 Person 2, Sample 42 Person 4, Sample	46 Person, Sample 50 Person 3, Sample	
E3: ACTIVITY MODE		
<i>More sedentary</i>	<i>Level of activity depends on the situation; likes a balance</i>	<i>More physically active</i>
29 Person 3, Sample	46 Person 2, Sample 52 Person 4, Sample 46 Person, Sample	
E4: TAKING CHARGE		
<i>Prefer not taking charge</i>	<i>Comfort taking charge depends on the situation</i>	<i>Naturally take charge</i>
34 Person 2, Sample	47 Person 3, Sample	56 Person 4, Sample 63 Person, Sample
E5: TRUST OF OTHERS		
<i>More skeptical</i>	<i>Level of trust depends on the situation</i>	<i>More trusting</i>
34 Person 3, Sample 44 Person 2, Sample 44 Person, Sample		63 Person 4, Sample
E6: TACT		
<i>Tend not to use spin</i>	<i>Level of directness or tact depends on the situation</i>	<i>Tend to use spin</i>
33 Person 3, Sample 33 Person 2, Sample 41 Person 4, Sample		62 Person, Sample
Low (0-44; 31%)	Mid (45-55; 38%)	High (56-100; 31%)

Note: Bolded names/scores indicate extremes (below 35 or above 65)

Chart of Team Names for O Subtrait Distribution

Low (0-44; 31%)	Mid (45-55; 38%)		High (56-100; 31%)
O1: IMAGINATION			
<i>More literal, here-and-now</i>	<i>Level of imagination depends on the situation</i>		<i>More imaginative</i>
39 Person 2, Sample	46 Person 3, Sample	50 Person 4, Sample 54 Person, Sample	
O2: COMPLEXITY			
<i>Prefer simplicity</i>	<i>Comfort with complexity depends on the situation</i>		<i>Comfortable w/ complexity</i>
30 Person 3, Sample 38 Person 2, Sample		50 Person 4, Sample	62 Person, Sample
O3: CHANGE			
<i>Prefer the familiar</i>	<i>Comfort with change depends on the situation</i>		<i>Comfortable with change</i>
21 Person 3, Sample	46 Person 2, Sample 49 Person 4, Sample		61 Person, Sample
O4: SCOPE			
<i>Comfortable with details</i>	<i>Prefer a balance of details and the big picture</i>		<i>Prefer the big picture</i>
	46 Person 4, Sample 49 Person, Sample	55 Person 3, Sample	61 Person 2, Sample
Low (0-44; 31%)	Mid (45-55; 38%)		High (56-100; 31%)

Note: Bolded names/scores indicate extremes (below 35 or above 65)

Chart of Team Names for A Subtrait Distribution

Low (0-44; 31%)	Mid (45-55; 38%)		High (56-100; 31%)
A1: OTHERS' NEEDS			
<i>Focused on self</i>	<i>Whether focused on self or others depends on the situation</i>		<i>Focused on others</i>
37 Person 3, Sample	47 Person 4, Sample	51 Person 2, Sample 51 Person, Sample	
A2: AGREEMENT			
<i>Competitive, need to win</i>	<i>Level of competitiveness depends on the situation</i>		<i>Prefer harmony to winning</i>
38 Person, Sample		52 Person 4, Sample 54 Person 3, Sample	63 Person 2, Sample
A3: HUMILITY			
<i>More proud</i>	<i>Level of pride depends on the situation</i>		<i>More humble</i>
44 Person 4, Sample		51 Person 3, Sample	58 Person 2, Sample 69 Person, Sample
A4: RESERVE			
<i>Speak their minds, assertive</i>	<i>Level of assertiveness depends on the situation</i>		<i>Tend to hold back</i>
41 Person 2, Sample		50 Person, Sample 53 Person 4, Sample	70 Person 3, Sample
Low (0-44; 31%)	Mid (45-55; 38%)		High (56-100; 31%)

Note: Bolded names/scores indicate extremes (below 35 or above 65)

Chart of Team Names for C Subtrait Distribution

Low (0-44; 31%)	Mid (45-55; 38%)	High (56-100; 31%)
C1: PERFECTIONISM		
<i>Casual about standards</i>	<i>Level of perfectionism depends on the situation</i>	<i>Perfectionistic</i>
31 Person 2, Sample 44 Person 3, Sample		56 Person 4, Sample 56 Person, Sample
C2: ORGANIZATION		
<i>Comfortable with clutter</i>	<i>Level of organization depends on the situation</i>	<i>Naturally organized</i>
34 Person 3, Sample	45 Person 2, Sample	59 Person, Sample 62 Person 4, Sample
C3: DRIVE		
<i>OK w/ current achievement</i>	<i>Will to achieve depends on the issue</i>	<i>Strong will to achieve</i>
30 Person 3, Sample 42 Person 2, Sample	48 Person 4, Sample 48 Person, Sample	
C4: CONCENTRATION		
<i>Easily distracted</i>	<i>Level of concentration depends on the situation</i>	<i>Resist distractions</i>
33 Person 2, Sample 39 Person 4, Sample		73 Person 3, Sample 73 Person, Sample
C5: METHODOCALNESS		
<i>More spontaneous</i>	<i>Need for/comfort with a plan depends on the situation</i>	<i>Planful, methodical</i>
40 Person 2, Sample	48 Person 3, Sample 55 Person 4, Sample	66 Person, Sample
Low (0-44; 31%)	Mid (45-55; 38%)	High (56-100; 31%)

Note: Bolded names/scores indicate extremes (below 35 or above 65)

Capacity for Strategic and Tactical Thinking

INTRODUCTION

We once heard an American Management Association seminar leader define "strategy" as a "major pattern of resource allocation." What he meant was that strategic thinking involved seeing the big picture, looking at the interrelations among different technologies, functions, markets, products, services, supply channels, competition--in short, mentally grappling with every force that bears on the successful execution of one's mission. This grappling takes place in such a way that one can identify new ways of making connections--hooking up a new technology with an old product, for example. Such strategy formation calls on a different set of capacities than its opposite, or complement--tactical implementation. Strategy versus tactics. Strategists dream it up, and tacticians make it work. People with lots of natural energy for strategy typically abhor implementation--they prefer continuing to think at the strategic level. Conversely, folks with lots of natural energy for tactical implementation typically are impatient with, even skeptical of, spending time with what they may regard as so much idle speculation. But, you can't have one without the other: without strategy, we have nothing to implement, and without tactical implementation, our best strategies gather dust on the shelf.

So, what are the natural traits associated with these complementary work requirements? Clearly the most important trait with respect to the strategy-tactics continuum is Originality. Higher O is associated with imagination, big picture, comfort with variety and change, and a broad range of interests, all of which provide energy for strategic thinking. Lower O, on the other hand, is associated with practicality, here-and-now, narrower range of interests, comfort with repetition and the status quo, and attention to detail, all of which provide energy for tactical implementation. Secondly, Extraversion provides energy for this continuum, with higher E being associated with comfort being in the thick of the action and collecting data through observation, conversation, and relationship building, and lower E being associated with solitary, skeptical, churning-it-out production. The former high E qualities support strategizing, while the latter low E qualities support tactical implementation.

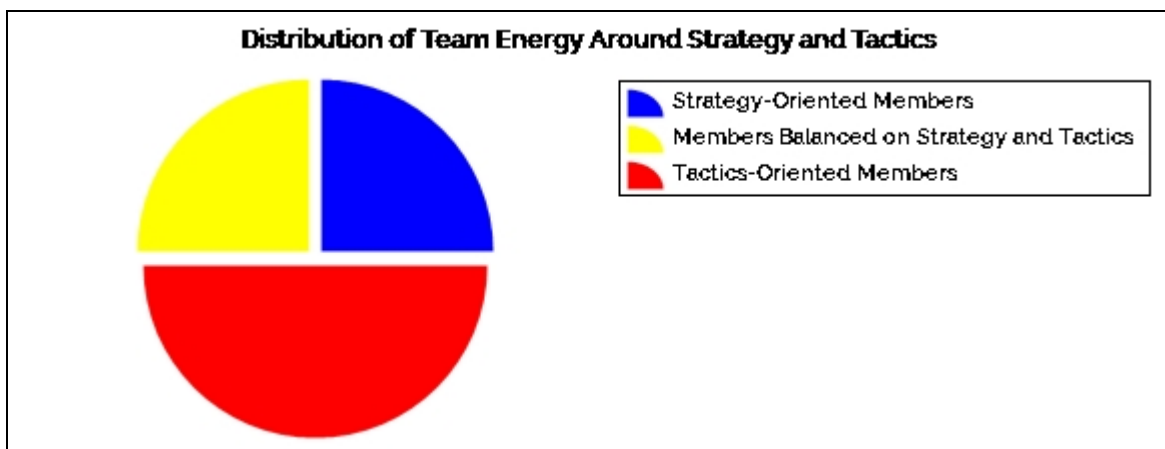
Below, you will see how your team's Big Five scores support strategic versus tactical behavior, how the team's energy is likely divided between the two, and a narrative interpretation of what your team's scores likely mean.

YOUR TEAM'S ANALYSIS

Average Score for Your Team	45
Interpretation	Balance of Energy for Strategy and Tactics
Average Standard Deviation for Your Team	9.1
Consistency of Your Team's Members	Consistent

Legend

Average		Standard Deviation	
<34.5	Very High Energy for Tactical Implementation	<5	High Consistency
<44.5	High Energy for Tactical Implementation	<10	Consistent
<55.5	Balance of Energy for Strategy and Tactics	<20	Inconsistent
<65.5	High Energy for Strategy	<30	Very Inconsistent
>65.49	Very High Energy for Strategy	=>30	Highly Inconsistent



INTERPRETATION OF RESULTS

"Your team averages in the mid range on Originality, which should provide the team with a balance of energy for strategic thinking, analysis, and planning on the one hand, and tactical implementation on the other hand, even though the team's Extraversion score is more extreme, and may tend to be more supportive of one mode than of the other."

Your Individual Team Members' Scores

Name	Score	Interpretation
Person 2, Sample	43	High Energy for Tactical Implementation
Person 3, Sample	34	Very High Energy for Tactical Implementation
Person 4, Sample	49	Balance of Energy for Strategy and Tactics
Person, Sample	56	High Energy for Strategy

Strategy-Oriented Members: 1
Members Balanced on Strategy and Tactics: 1
Tactics-Oriented Members: 2

RESOURCES FOR FURTHER INFORMATION

- Chapter on Leadership in Howard, P.J., & Howard, J.M. (2001). *The Owner's Manual for Personality at Work, 2nd Edition*. Austin TX: Bard Press.

Comfort with & Appreciation for Diversity

INTRODUCTION

We are using the term "diversity" in a broad sense. A diverse group of people, according to our usage, would include the complete continuum for a variety of personal characteristics: personality traits (i.e., more introverted persons, more extraverted persons, as well as ambiverts), ethnicity, religion (from fundamentalist to progressive, from Muslim to Christian, and so forth), politics, nationality, ages, upbringing, socioeconomic status, intelligence, talent, first language, dialect, sexual identity/orientation, and so forth. A truly diverse group would contain a variety within each of these sets of characteristics, while a non-diverse group would have members who exhibited the same value within each set: all white, all Baptist, all heterosexual, all from rural Utah, all football players, and so forth. With this module, we are interested in determining the amount of natural energy that team members have for being comfortable with, and even appreciating, diversity. In other words, we want to know how natural it is for team members to be comfortable with and to accept other team members, as well as persons outside the team, who exhibit personal characteristics that are different than their own.

The personality traits that provide the most natural energy for thriving in the midst of such diversity are traits that drive curiosity, love of variety, acceptance, comfort with change, nonjudgment, and optimism. With the Big Five, that means these:

N3: Interpretation--The lower the N3 score, the more optimistic, more likely to see the positive aspect of persons with characteristics different than yours; the higher the N3 score, the more pessimistic, more likely to emphasize the negative aspects of persons different than you.

E5: Trust--The higher the E5 score, the more likely one is to accept the words, promises, commitments of others, even persons who are different; the lower the score, the more likely one is to be skeptical, doubting, and not giving others much room to operate alone.

O2: Complexity--The higher the O2 score, the greater the intellectual curiosity across a wider variety of topics, even topics unfamiliar to us; the lower the score, the narrower the interests.

O3: Change--The higher the O3 score, the stronger the preference for variety in all things; the lower the score, the stronger the preference for the familiar, the status quo.

A1: Service--The higher the A1 score, the more one is oriented towards valuing and deferring to the needs and agendas of others; the lower the score, the more one values one's own agenda.

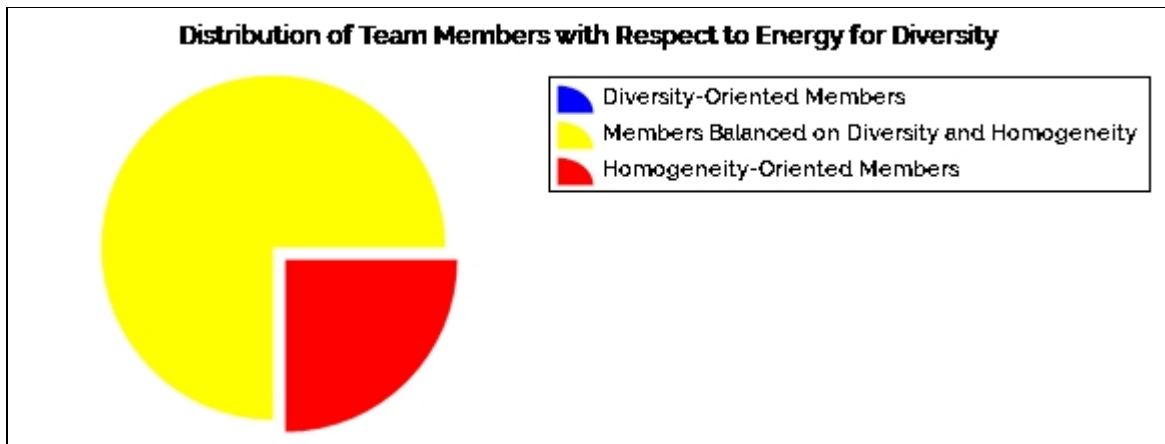
A2: Agreement--The higher the A2 score, the more likely one is to submit to others in a conflict or disagreement; the lower the score, the more competitive and stubborn one will be in holding out for one's views.

YOUR TEAM'S ANALYSIS

Average Score for Your Team	48
Interpretation	Balance of Energy for Diversity and Homogeneity
Average Standard Deviation for Your Team	11.2
Consistency of Your Team's Members	Inconsistent

Legend

Average		Standard Deviation	
<34.5	Very High Energy for Homogeneity	<5	High Consistency
<44.5	High Energy for Homogeneity	<10	Consistent
<55.5	Balance of Energy for Diversity and Homogeneity	<20	Inconsistent
<65.5	High Energy for Diversity	<30	Very Inconsistent
>65.49	Very High Energy for Diversity	=>30	Highly Inconsistent



INTERPRETATION OF RESULTS

"Your team averages in the mid level across all six traits, suggesting that the team has a balance of energy for handling either diversity or homogeneity. The team, as a whole, is likely uncomfortable with extremes in either direction, either too much homogeneity or too much heterogeneity, and will endeavor to maintain a balance of the two."

Your Individual Team Members' Scores

Name	Score	What This Score Means in a Nutshell
Person 2, Sample	47	Balance of Energy for Diversity and Homogeneity
Person 3, Sample	38	High Energy for Homogeneity
Person 4, Sample	52	Balance of Energy for Diversity and Homogeneity
Person, Sample	53	Balance of Energy for Diversity and Homogeneity
Diversity-Oriented Members:		0
Members Balanced on Diveristy and Homogeneity		3
Homogeneity-Oriented Members:		1

RESOURCES FOR FURTHER INFORMATION

- Ekehammar, B., Akrami, N., Gylje, M., & Zakrisson, I. (2004). What matters most to prejudice: Big five personality, social dominance orientation or right-wing authoritarianism? *European Journal of Personality*, 18(6), 463-482.
- Butler, J.C. (2000). Personality and emotional correlates of right-wing authoritarianism. *Social Behavior and Personality*, 28(1), 1-14.
- Altemeyer, B. (2004). Highly dominating, highly authoritarian personalities. *The Journal of Social Psychology*, 144(4),421-447.
- Heaven, P.C.L., & Bucci, S. (2001). Right-wing authoritarianism, social dominance orientation and personality: an analysis using the IPIP measure. *European Journal of Personality*, 15, 49-56.
(Note: These references were provided by CentACS Master Trainer Cris Wildermuth.)

Conflict Proneness

INTRODUCTION

Conflict occurs when two or more persons contend for something that cannot be easily divided. For example, two colleagues contend for a finite amount of new budget money, two managers contend for the time of a worker with a unique set of skills, or, two salespeople contend for limited inventory to meet their customer's needs. Haim Ginott's classic solution--let one child break the cookie in half, and let the other choose which half--works to resolve conflict in some cases, but unfortunately is too simplistic for most. Conflict in itself is regarded as undesirable by traditional Confucian cultures--conflict destroys harmony, and nothing good can come of it. However, in the rest of the world, conflict in itself is neither good nor bad, and conflict can often be the source of creative innovation. Without some degree of conflict, all we have is groupthink. When conflict does occur, what matters is how we manage it. Do we let it fester, or do we try to resolve it? This analysis examines the degree to which your team is likely to experience conflict, and, once it occurs, how the team might manage it. All five supertraits affect conflict, each in a somewhat different way.

Need for Stability. The higher the N score, the more likely one is to feel some degree of conflict. Proneness to anxiety, anger, and sadness are the first responses to disagreement over division of resources. The lower the N score, the less likely one is to feel the emotions of conflict, but can be just as determined to get one's share of resources, but more through problem solving than through emoting.

Extraversion. The higher the E score, the more likely one is to bring the conflict out into the open, to express and talk about it. The lower the E score, the more likely one is to hold the views on conflict inside, under the surface. Groups composed of higher Es and lower Es are likely to experience conflict simply based on their innately conflicted needs for solitude and society.

Originality. The higher the O score, the more likely one is to see new relationships and opportunities that can lead both to conflict and to conflict resolution, while the lower the O score the more likely conflict is to be centered over maintaining the status quo.

Accommodation. The higher the A score, the more likely one is to approach conflict with a "lose-win" attitude, or, to defer or submit to others. High A scorers tend to give in, to surrender, to go along with others, and, as a result, can build up resentments over time if around others who continually pursue the same resources. Lower A scores tend to approach conflict with a "win-lose" attitude, or to get one's way without that much regard for others' needs. Mid-level scores are more likely to approach conflict with a "win-win" attitude, in which both parties in conflict deserve to find a way to get their needs met.

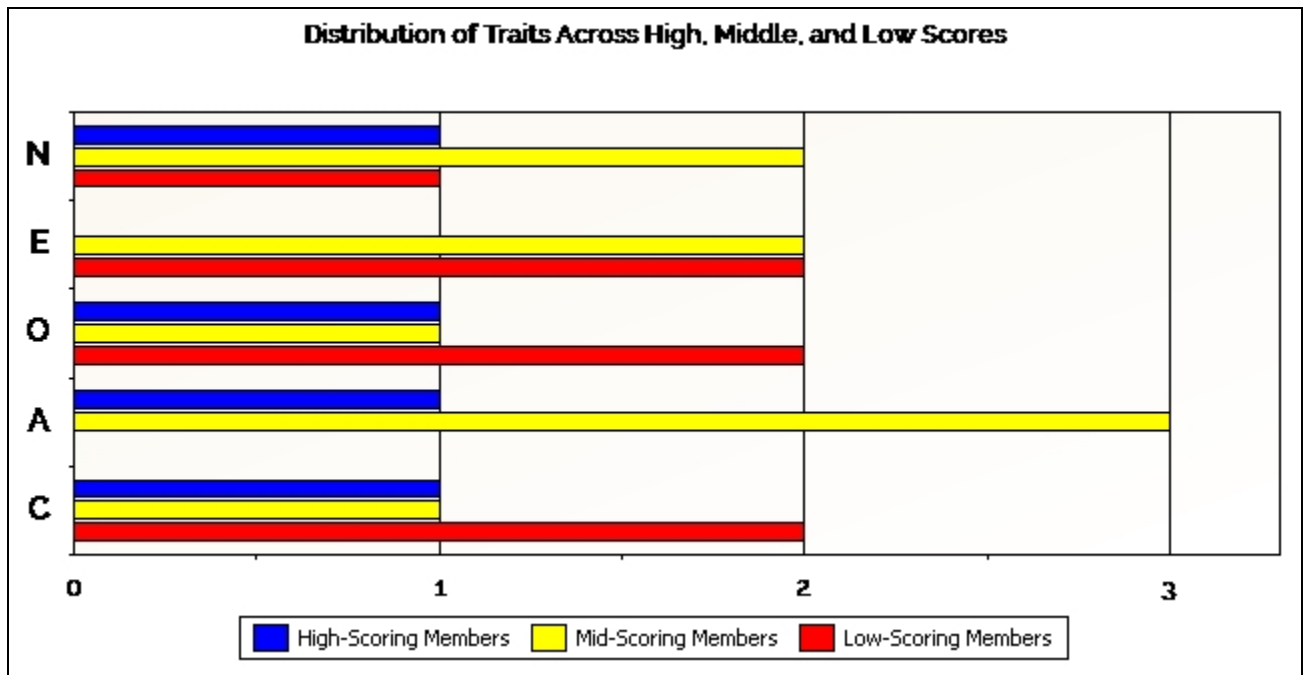
Consolidation. The higher the C score, the more insistent one is likely to be to get the conflict resolved, while lower C scores are more likely to allow conflict to remain open, either through avoidance, distraction, or prolonged troubleshooting.

The following page shows how the five traits are distributed on your team.

YOUR TEAM'S ANALYSIS

	N	E	O	A	C
Team's Mean	52.3	43.8	46	52.8	48.5
Interpretation	Mod Emotion	Hold In	Moderates	Win-Win	Mod Closure
Standard Deviation	11.1	7.8	10.3	4	11.6
Consistency	Inconsistent	Consistent	Inconsistent	High Consistency	Inconsistent

Legend	Very Low	Low	Medium	High	Very High
N	Very Calm	Calm	Mod Emotion	High Emotion	Ext Emotion
E	Ext Hold In	Hold In	Mod Open	High Open	Ext Open
O	Ext Status Quo	Staus Quo	Moderates	Ideators	Ext Ideators
A	Ext Win-Lose	Win-Lose	Win-Win	Lose-Win	Ext Lose-Win
C	Ext Prolong	Prolong	Mod Closure	Closure	Ext Closure
St. Deviation	< 5	< 10	< 20	< 30	=> 30
	High Consistency	Consistent	Inconsistent	Very Inconsistent	High Inconsistency



INTERPRETATION OF RESULTS

"Your team contains a balance of persons scoring lower and higher on N, which suggests that, while your team typically shows emotion when conflict emerges, there is a significant presence on the team that is able to proceed with problem solving. A majority of your team score in the middle area on N, which suggests that the overt expression of emotion during conflict will be situational. When all appears quiet during a disagreement, be sure to check with all members to insure that unexpressed feelings get on the table. Somewhere around one-third of your team score high on N, and these members typically show emotion when in conflict. These higher scoring members tend to be the 'conscience of the team.'"

"A majority of your team scores low on E, which suggests that a minority of your team is expressive during conflict. Be careful that the opinions of all are expressed before beginning problem solving. If you don't know what the lower Es are thinking, it may be because you haven't asked them. A majority of your team score in the middle area on E, which suggests that the overt expression of opinion, information, and feelings during conflict will be situational. When all appears quiet during a disagreement, be sure to check with all members to insure that unexpressed data gets on the table. Your team contains no one scoring high on E, which suggests that your team is seldom highly expressive or talkative during conflict. Make it a standard practice to check with members before problem solving, in order that their opinions can guide problem solving."

"A majority of your team scores low on O, which suggests that, when your team is in conflict, there is a stronger tendency to protect the status quo than there is to try new approaches. Do not reject new ideas outright, but evaluate them responsibly. Your team contains a significant number of persons scoring in the middle area on O, which suggests that the tendency towards new ideas, as opposed to preserving the status quo, during conflict will be situational. Somewhere around one-third of your team score high on O, which suggests that, when in conflict, your team shows a balance of both generating lots of new ideas as well as protecting the status quo."

"Your team contains no one scoring low on A, which suggests that you rarely have strong challengers when in conflict, and members tend to defer to the wishes of the most dominant point of view--a "lose-win" atmosphere. As a result, conflicts may not be resolved with the benefit of all relevant information--be sure to encourage all members to air their personal points of view on the issue as part of conflict resolution. A majority of your team score in the middle area on A, which suggests that most team members have a "win-win" outlook and are able to keep all team members' points of view in mind. Somewhere around one-third of your team score high on A, which suggests that your team has a balance of higher and lower scorers on A. Be certain that you designate a facilitator during conflict--either a mid-A team member or an outsider--to make sure that all points of view get heard and represented."

"A majority of your team scores low on C, which suggests that your team has relatively few members who are focused, organized, and methodical when experiencing conflict. As a result, and because of the dominant tendency to be spontaneous and diffused in focus, conflict situations can end up being volatile, protracted, or even unresolved, unless the team puts itself in the hands of a disciplined facilitator. Your team contains a significant number of persons scoring in the middle area on C, which suggests that your team has both extreme tendencies of spontaneity and discipline represented in a conflict situation. If in fact, either high Cs or low Cs are missing from your team, you should use these mid-scoring Cs to represent the missing extreme. Somewhere around one-third of your team score high on C, which suggests that your team has a balance of more disciplined and methodical members and others who are more spontaneous and prone towards data gathering. If you find conflict situations become prolonged, ask a member with a higher C score to facilitate your process in a more disciplined manner."

Your Individual Team Members' Scores

Name	N	E	O	A	C
Person 2, Sample	65	41	44	57	35
Person 3, Sample	52	34	34	55	44
Person 4, Sample	54	51	47	48	53
Person, Sample	38	49	59	51	62
	N	E	O	A	C
High Scoring Members:	1	0	1	1	1
Mid Scoring Members:	2	2	1	3	1
Low Scoring Members:	1	2	2	0	2

RESOURCES FOR FURTHER INFORMATION

- Antonioni, D. (1998). Predicting approaches to conflict resolution from big five personality. *International Journal of Conflict Management*, 9(4), 336-355.
- Moberg, P.J. (1998). Predicting conflict strategy with personality traits: Incremental validity and the five factor model. *International Journal of Conflict Management*. 9(3), 258-285.

Energy Level

INTRODUCTION

The kind of energy one has is directly related to the kind of work one performs most naturally. On the typical team, one kind of energy and its associated work may predominate, or there may be a mixture. For example, for a team of traveling salespeople, all of the team needs to have energy for a high level of physical activity, for work that involves being "out and about." On the other hand, a team of bookkeepers needs the opposite energy--for sedentary activity--more mental energy than physical energy, and a temperament that is content staying in one place, typically sitting, for extended periods.

Extraversion is the best overall indication of this kind of "up and about" energy level--not mental energy, but moving about, physically active energy. Subtrait E3: Energy Mode is the best single indicator of this kind of energy. The higher the score, the more one prefers being up and about, the lower the score, the more one prefers stationary activity, while mid-range scores prefer either a balance of the two, or work that is neither sedentary nor physically active--work that involves something in-between, such as assembly--mostly standing, but otherwise not much moving about.

In the ideal team, each individual is able to engage in the kind of work activity that reflects his or her natural energy level. In this analysis, we present the team's overall average, plus each team member's level.

YOUR TEAM'S ANALYSIS

	Score	Interpretation
Energy Level	43	Low
Consistency	10	Some Members More Energetic than Others

<i>Legend</i>			
Energy Level		Consistency	
<34.5	Extremely Low	0-4.99	Extremely Consistent
<44.5	Low	5-9.99	Consistent throughout the Team
<55.5	Normal	10-19.99	Some Members More Energetic than Others
<65.5	High	20-29.99	Some Members Much More Energetic than Others
>65.49	Unusually High	30+	Extreme Variations in Energy among Members

INTERPRETATION OF RESULTS

"A minority of team members score low on E3: Activity Mode. Consequently, if more positions than that require sedentary work, either bring in more sedentary members, or else divide the work among two or more members who are average on E3. A majority of members score in the middle range on E3. This is fine if your team requires jobs that are a balance of sedentary and active work. For extremely active or sedentary positions, use members with scores closest to the desire range, or recruit. No team members score in the high range on E3. This is fine if all team jobs entail sedentary work. However, if some jobs require more physical activity, either recruit persons with high E3 scores, or use members with scores closest to the high range."

Your Individual Team Members' Scores

Name	Score	Interpretation
Person 2, Sample	46	Preference for Moderate Activity, or a Balance
Person 3, Sample	29	Strong Preference for Sedentary Activity
Person 4, Sample	52	Preference for Moderate Activity, or a Balance
Person, Sample	46	Preference for Moderate Activity, or a Balance

High Physical Activity Members: 0

Members Balanced on Active and Stationary: 3

Stationary/Sedentary Members: 1

RESOURCES FOR FURTHER INFORMATION

No specific resources are available, other than the normal explanations of the specific trait involved. You may read about E3 in the WorkPlace Big Five Professional Manual, or about its corollary, E4: Activity, in the NEO PI-R Professional Manual.

Innovation versus Efficiency

INTRODUCTION

Innovation and efficiency are in many ways opposite urges that compete for resources: innovators typically like to spend money, while the efficient like to save; innovators dream, the efficient do; innovators explore, the efficient mine; spontaneous versus disciplined; open-ended versus driven to closure, and so forth. The meaning of this analysis depends on the mission of your team. Teams with an innovative mission, however, do not necessarily need all innovative members--they may require someone on the team to counterbalance their free-wheelingness. And, teams with the purpose for being highly efficient sometimes need an innovator to solve problems and suggest process improvements. This section of the report will help in identifying which members of the team are ideally suited for these various assignments. You will need to determine how the balance of temperaments on the part of your team members compares with the balance of innovation and efficiency expected of your team.

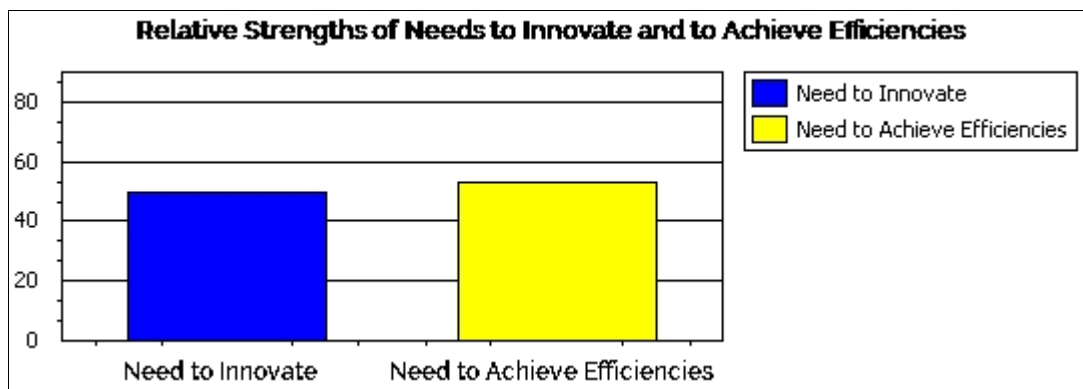
Innovation is characterized by spontaneity (C-), creativity (O+), and optimism (N3-), while efficiency is characterized by orderliness (C+), attention to detail (O-), and quiet attentiveness (E-). This scale estimates the team's tendency, as well as the level of consistency within the team.

YOUR TEAM'S ANALYSIS

	Score	Interpretation
Innovation Level	50	Moderate Need for Innovation
Efficiency Level	53	Moderate Need for Efficiency
Consistency	9	Consistent throughout the Team

Legend

Need Level		Consistency	
<34.5	Extremely Low	0-4.99	Extremely Consistent
<44.5	Low	5-9.99	Consistent throughout the Team
<55.5	Normal	10-19.99	Some Members More Inn/Eff than Others
<65.5	High	20-29.99	Some Members Much More Inn/Eff than Others
>65.49	Unusually High	30+	Extreme Variations in Inn/Eff among Members



INTERPRETATION OF RESULTS

"A minority of team members show a strong preference for efficiency. Consequently, if a position requires attention to achieving efficiency, either bring in another member who is naturally efficient, or else divide the work among two or more members. A majority show balance in innovation and efficiency. This is fine if your team involves jobs that require such a balance. If your team has jobs that are primarily innovative or primarily efficient, you may need to recruit, or to divide the work. No team members show high need for innovation. This is fine if all team jobs entail achieving efficiencies. However, if some jobs involve more innovation, either recruit innovative persons, or divide the work among the more moderate scorers."

Your Individual Team Members' Scores

Name	Score	What This Scores Means in a Nutshell
Person 2, Sample	48	Balanced Needs for Innovation and Efficiency
Person 3, Sample	44	Moderate Need for Achieving Efficiencies
Person 4, Sample	49	Balanced Needs for Innovation and Efficiency
Person, Sample	52	Balanced Needs for Innovation and Efficiency

High Innovation Members: 0

Members Balanced on Innovation and Efficiency 3

High Efficiency Members: 1

RESOURCES FOR FURTHER INFORMATION

- You might try reading material related to the Kirton Adaption-Innovation Inventory, which deals with a similar concept.
- As this is a construct developed by CentACS, you might try reading the descriptions of N3, E, O, and C in the WorkPlace Big Five Profile Professional Manual.

Leadership within the Team - Kotter's 13 Leadership Factors

INTRODUCTION

John Kotter teaches at Harvard University's Business School. A globally respected authority on leadership, change, and career development, Kotter has identified 13 factors that appear to account for effective leadership. Some of these factors represent skills, others represent bodies of knowledge, while many represent a combination of knowledge and ability. It is possible for an individual to excel in all 13 factors regardless of his or her Five-Factor Model (FFM) profile. However, certain personality profiles are more conducive to specific leadership factors than others. The scores on the next sheet are meant to assess this trait "infrastructure" for leadership energy, not necessarily one's leadership performance. These scores should not be interpreted as indicators of the actual behaviors, but rather as estimates of the infrastructure that would normally be expected to make development of that behavior more natural. Definitions of the 13 factors follow.

The 13 Leadership Factors (with Associated FFM Traits) and their Definitions

- 1. Organization Knowledge (O+C+).** Possesses knowledge of the organization's history, culture, systems, and key players.
- 2. Industry/Field Knowledge (O+C+).** Possesses knowledge of the industry/field in which the company/organization participates.
- 3. Organization Relationships (N-E+A+).** Has built broad and solid (positive) relationships within the company/organization.
- 4. Industry/Field Relationships (N-E+A+).** Has built broad and solid (positive) relationships within the industry/field (customers and vendors).
- 5. External Relationships (N-E+A+).** Has built broad and solid (positive) relationships within the community.
- 6. Reputation (N-A+C+).** Enjoys a reputation respected by people in the company/organization.
- 7. Mental Skills (N-O+C+).** Demonstrates keen mental abilities.
- 8. Interpersonal Skills (N=E=O=A=C=).** Is able to communicate with all types of people.
- 9. Value for Diversity (E+O+A+).** Genuinely seeks out and values the diverse ideas and contributions of others.
- 10. Energy Level (E+E3+C+).** Demonstrates a high energy level.
- 11. Drive to Lead (N-E+O+A-C+).** Is personally driven to create positive change.
- 12. Level of Realism (N=E=A=C+).** Exhibits neither extremely pessimistic nor extremely optimistic expectations of self's and/or others' ability to get the job done.
- 13. Lifelong Learner (N-E+O+).** Mental habits that support it: risk taking, humble self-reflection, solicitation of opinions, careful listening, openness to new ideas.

YOUR TEAM'S ANALYSIS

Factor	Score	Brief Interpretation
Organization Knowledge	47	Somewhat Natural for the Team
Industry/Field Knowledge	47	Somewhat Natural for the Team
Organization Relationships	48	Somewhat Natural for the Team
Industry/Field Relationships	48	Somewhat Natural for the Team
External Relationships	48	Somewhat Natural for the Team
Reputation	47	Somewhat Natural for the Team
Mental Skills	47	Somewhat Natural for the Team
Interpersonal Skills	68	Energizing for the Team
Value for Diversity	48	Somewhat Natural for the Team
Energy Level	45	Somewhat Natural for the Team
Drive to Lead	47	Somewhat Natural for the Team
Level of Realism	63	Natural for the Team
Lifelong Learner	46	Somewhat Natural for the Team

<i>Legend</i>	
> 65.49	Energizing
> 55.49	Natural
> 44.49	Somewhat Natural
> 34.49	Draining
< 34.5	Outside Comfort Zone

Your Team's Average Score on the 13 Factors, Sorted from Most Natural to Least Natural

Factor	Score
Interpersonal Skills	68
Level of Realism	63
Value for Diversity	48
Industry/Field Relationships	48
External Relationships	48
Organization Relationships	48
Drive to Lead	47
Organization Knowledge	47
Industry/Field Knowledge	47
Mental Skills	47
Reputation	47
Lifelong Learner	46
Energy Level	45

Your Individual Team Members' Scores

Individual Profiles:	Organization Knowledge	Industry Knowledge	Organization Relationships	Industry Relationships	External Relationships	Reputation	Mental Skills	Interpersonal Skills	Value for Diversity	Energy Level	Drive to Lead	Level of Realism	Lifelong Learner
Person 2, Sample	40	40	44	44	44	37	38	55	47	41	40	52	40
Person 3, Sample	39	39	46	46	46	42	42	57	41	36	41	60	39
Person 4, Sample	50	50	49	49	49	50	49	70	49	52	50	70	48
Person, Sample	61	61	54	54	54	58	61	61	53	53	56	62	57
High Scoring #:	1	1	0	0	0	1	1	3	0	0	1	3	1
Mid Scoring #:	1	1	3	3	3	1	1	1	3	2	1	1	1
Low Scoring #:	2	2	1	1	1	2	2	0	1	2	2	0	2

RESOURCES FOR FURTHER INFORMATION

- Kotter, J. (1988). *The Leadership Factor*. Free Press.
- Kotter, J. (1996). *Leading Change*. Harvard Business School Press.

The SEA Model

INTRODUCTION

Leadership is a behavior that permeates the learning landscape: whether personal leadership, in which an individual learner exhibits leadership qualities in the design and implementation of learning strategies, or whether with cooperative learning groups, in which leadership qualities help to guide the group to a high quality experience. The SEA leadership model was developed by Pierce and Jane Howard at the request of Ty Boyd, whose book, *Visions*, profiles dozens of leaders. Ty asked us to build a model based on the anecdotes about his featured leaders, who represent a variety of contexts, from coaching to bank presidency. After careful study of his book, we created this change-based definition of leadership: "Leadership occurs when someone takes responsibility for effecting a necessary change." Such a change-based approach to leadership entails a three-phase recurring cycle of leadership behavior. First, a leader discovers opportunities for change by continually scanning the environment, then evaluates the results of the scan, and finally acts on the results of the evaluation by implementing without allowing plans to fall between the cracks. Clearly these three behaviors do not need to reside in a single person. However, all three do need to occur in order for effective leadership to have occurred.

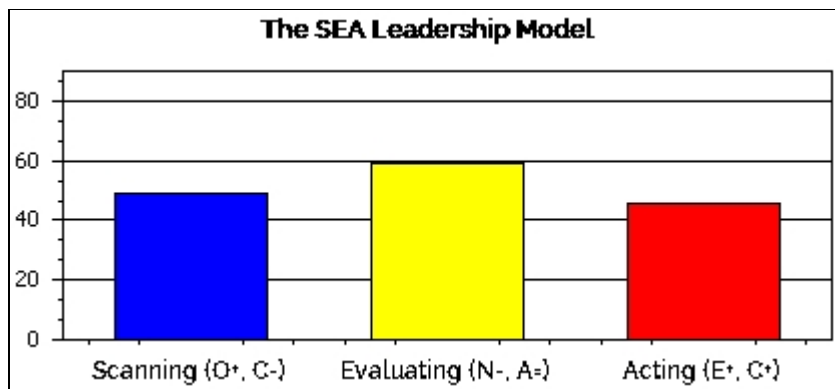
DEFINITION

- **Scanning.** Identifying aspects of one's situation that need to be changed through listening, observing, questioning, reading, attending conferences, and so forth
- **Evaluating.** Taking time through meetings, analysis, dialog, and so forth, to evaluate and prioritize the opportunities for change.
- **Acting.** Once the priorities are identified, following them through to completion.

YOUR TEAM'S ANALYSIS

Behavior	Score	Degree of Support
Scanning (O+, C-)	49	Somewhat Natural
Evaluating (N-, A=)	59	Natural
Acting (E+, C+)	46	Somewhat Natural

Legend	
> 65.49	Energizing
> 55.49	Natural
> 44.49	Somewhat Natural
> 34.49	Draining
< 34.5	Outside Comfort Zone



INTERPRETATION OF RESULTS

"Your team averages in the middle range for Scanning. Hopefully, this means that you exhibit a balance between scanning and the other leadership functions—make sure this is the case. In addition, your team's high average on Evaluating suggests that you find it natural to engage in a process of patient, rational evaluation aimed at a win-win solution. Make sure someone has the roles of Scanning and Acting covered. Finally your team averages in the middle range for Acting. Hopefully, this means that you exhibit a balance between acting and the other leadership functions—make sure this is the case."

Your Individual Team Members' Scores

Name	Scanning	Evaluating	Acting
Person 2, Sample	54	48	38
Person 3, Sample	45	56	39
Person 4, Sample	47	59	52
Person, Sample	48	67	56

	Scanners	Evaluators	Actors
High Scoring #:	0	3	1
Mid Scoring #:	4	1	1
Low Scoring #:	0	0	2

RESOURCES FOR FURTHER INFORMATION

- Ty Boyd, *Visions*. 1991
- Center for Applied Cognitive Studies, Charlotte NC, has developed several handouts for use with this leadership model.

Meredith Belbin's Nine Team Roles

INTRODUCTION

Meredith Belbin conducted a series of management exercises at his retreat on the banks of the river Thames near Henley, Oxfordshire, England. He used the 16PF and the Watson-Glaser Critical Thinking Appraisal in order to determine if there were any personality or intelligence issues that were consistently associated with the levels of performance of the teams. The outcome of this research was his landmark book *Management Teams: Why They Succeed or Fail* (1981; 2003), in which he identified nine team roles that, when all were present, were associated with highest team performance. To the degree that some of the roles were missing, performance dropped commensurately. In 1997, with the publication of the manual of the Rapid Personality Questionnaire by the Test Agency (also located in Henley), Belbin and the test authors translated the earlier results to the Five-Factor Model. The RPQ manual contains the specific loadings of the team roles on the Big Five. We have changed the names of the roles to fit a more global usage.

DEFINITION

(Adapted from Belbin (1993) and the RPQ Manual; for more detailed information, consult Belbin's more recent book, *Team Roles at Work* (1993), published by Butterworth-Heinemann in Oxford, England.)

Action Roles:

1. **Driver** (N-,E+,O+,A-). Challenges traditions and assumptions; courage to overcome barriers; can step on others' feelings.
2. **Organizer** (N=,O-,A+,C++). Dependable, conservative, practical, can manage others, calmer than Deliverer; slow to change.
3. **Deliverer** (N+,E-,O--,A+,C+). Painstaking, but on time, eye for error, quiet, attentive to quality, systematic, worrier, can nit-pick.

People Roles:

4. **Facilitator** (N-,E=,O=,A=,C+). Good delegator, moves toward closure, calm, a good chairperson; may be seen as manipulative.
5. **Team Player** (N+,E=,O-,A+). Cooperative, tactful, a listener, avoids conflict, a peacemaker; more easily influenced, indecisive.
6. **Investigator** (N-,E+,O+,A+,C-). Outgoing, good communicator, networker; can be overly optimistic.

Cerebral Roles:

7. **Innovator** (N-,E=,O+,C-). Thinks out of the box, likes problem-solving; tends to overlook the details.
8. **Analyzer** (N=,E=,O=,A=,C=). Impartial, objective, good judgement, strategic; can be too critical, not particularly inspirational.
9. **Specialist** (N-,E+,O-,A+,C+). Narrowly focused, takes the initiative in defined technical area of expertise, dedicated to the role.

YOUR TEAM'S ANALYSIS

Factor	Score	Brief Interpretation
Driver	46	Somewhat Natural for the Team
Organizer	55	Somewhat Natural for the Team
Deliverer	53	Somewhat Natural for the Team
Facilitator	59	Natural for the Team
Team Player	55	Somewhat Natural for the Team
Investigator	48	Somewhat Natural for the Team
Innovator	51	Somewhat Natural for the Team
Analyzer	68	Energizing for the Team
Specialist	49	Somewhat Natural for the Team

Legend	
> 65.49	Energizing
> 55.49	Natural
> 44.49	Somewhat Natural
> 34.49	Draining
< 34.5	Outside Comfort Zone

Your Team's Average Score on the 9 Roles, Sorted from Most Natural to Least Natural

Factor	Score
Analyzer	68
Facilitator	59
Team Player	55
Organizer	55
Deliverer	53
Innovator	51
Specialist	49
Investigator	48
Driver	46

Your Individual Team Members' Scores

Individual Profiles:	<u>Action</u>			<u>People</u>			<u>Cerebral</u>		
	Driver	Organizer	Deliverer	Facilitator	Team Player	Investigator	Innovator	Analyzer	Specialist
Person 2, Sample	41	46	57	51	59	48	50	55	45
Person 3, Sample	40	56	58	49	54	45	45	57	49
Person 4, Sample	49	55	49	62	57	48	53	70	50
Person, Sample	55	54	43	65	51	52	58	61	53
High Scoring #:	0	1	2	2	2	0	1	3	0
Mid Scoring #:	2	3	1	2	2	4	3	1	4
Low Scoring #:	2	0	1	0	0	0	0	0	0

RESOURCES FOR FURTHER INFORMATION

- Belbin, M. (1981; 2003). Management Teams: Why They Succeed or Fail. 2nd Ed. Oxford, England: Butterworth-Heinemann.
- Belbin, R. M. (2010). Team Roles at Work, 2nd ed. Oxford, UK: Butterworth Heinemann.
- Rapid Personality Questionnaire (RPQ) Technical Manual. (1997). The Test Agency Limited: Henley-on-Thames, Oxon, England.
- Belbin, R. M. (2000) Beyond The Team. Oxford, UK: Butterworth Heinemann

Lencioni's Five Dysfunctions of Teams

INTRODUCTION

Patrick Lencioni, in *The Five Dysfunctions of a Team* (Jossey-Bass, 2002), has written a leadership fable in which the effective, cohesive team must exhibit five functions: trust, unfiltered conflict around ideas, commitment to decisions and action plans, holding each other accountable, and focusing on collective results. All five must be present in order for the team to function properly. When a function is not executed, it is a dysfunction. Below, we define each of the five dysfunctional states, define each state's Big Five associated traits, and then estimate the degree to which the team's trait infrastructure predisposes the team towards each specific dysfunction. To the degree that a team's trait infrastructure does not match the ideal for a specific function, then the team will be described as lacking natural energy for that function. That does not mean that a team cannot perform the function, but rather that the function does not come as naturally as it might were the infrastructure a closer match. Close matches provide the maximum natural energy for a function.

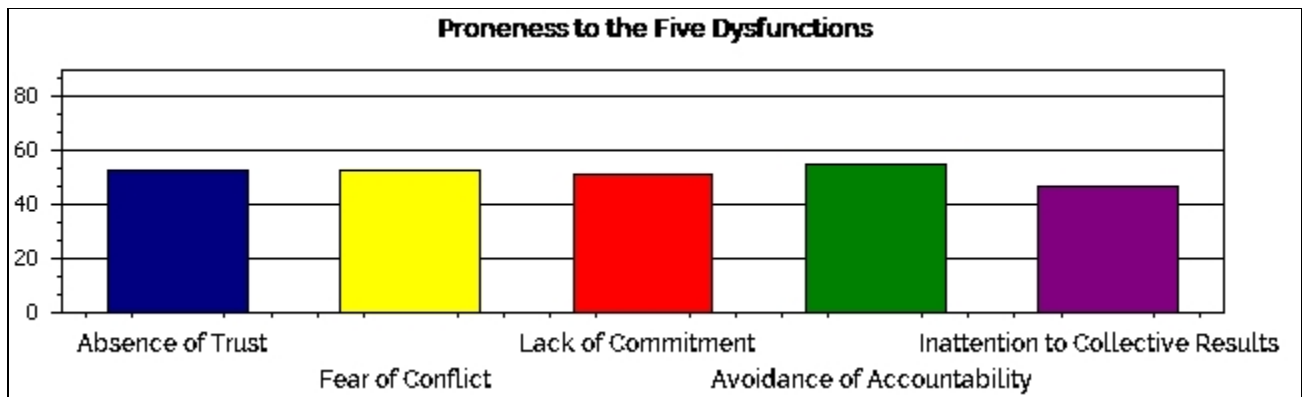
- 1. Absence of Trust (N+,E5-).** Members of the team do not disclose their inner feelings, opinions, or mistakes, either out of a natural reticence or reserve on members' parts, or because members feel unsafe because of the past history of harsh judgments by other members.
- 2. Fear of Conflict (E12-,O123-,A124+).** The healthy team needs to engage in the full, unrestrained debate of ideas. Lack of such debate can result from absence of trust, or from a history of indifferent receptivity to new ideas and opinions.
- 3. Lack of Commitment (N34+,O3-,A123-).** "Buy-in" tends to build on individual participation in the development of decisions and plans. When fear of conflict breeds low participation, such buy-in tends to result, as members are less likely to buy in when decisions are imposed, rather than negotiated.
- 4. Avoidance of Accountability (E234-,A4+,C13-).** A sense of accountability is typically missing when individuals are not committed to the plan. The greater the individual commitment to a plan or decision, the more likely individuals will hold themselves and each other accountable for results.
- 5. Inattention to Collective Results (A123-,C3+).** When individuals are more concerned about their personal needs, agendas, and results, they are less likely to focus on the overall team's collective results. In the effective team, individuals subordinate their individual egos to the mission of the overall team.

In the remainder of this section, we present your team's average scores on the five dysfunctions, a brief interpretation of the scores likely meaning, and finally estimates for each of your team members, so that you might see which members have the infrastructure associated with the potential for engaging in one of the five dysfunctions.

YOUR TEAM'S ANALYSIS

The Dysfunctions	Score	Interpretation
Absence of Trust	53	Possibly Prone
Fear of Conflict	53	Possibly Prone
Lack of Commitment	51	Possibly Prone
Avoidance of Accountability	55	Possibly Prone
Inattention to Collective Results	47	Possibly Prone

Legend	
< 34.5	Highly Unlikely to be Prone
< 44.5	Unlikely to be Prone
< 55.5	Possibly Prone
< 65.5	Moderately Prone
> 65.49	Highly Prone



INTERPRETATION OF RESULTS

"Your team's mid-range average on "Absence of Trust" makes it likely that trust and calm rationality are situational, with some individuals on some occasions exhibiting either distrust or reactivity."

"Your team's mid-range average on "Fear of Conflict" makes it likely that members' tendencies to engage in conflict and open disagreements are situational. Be careful on key issues that all members express their opinions."

"Your team's mid-range average on "Lack of Commitment" makes it likely that members' calmness, comfort with change, and deference to others would be situational. Take care that all members have input when negotiating."

"Your team's mid-range average on "Avoidance of Accountability" suggests that their sociability, competitiveness, and ambition are situational, resulting in an erratic sense of accountability. Review individual contributions with team."

"Your team's mid-range average on "Inattention to Collective Results" suggests that members' attention to team results is somewhat situational, with selfishness occasionally evident. Emphasize interdependence of team members and individual goals."

Your Individual Team Members' Scores

Individual Profiles:	Absence of Trust	Fear of Conflict	Lack of Commitment	Avoidance of Accountability	Inattention to Collective Results
Person 2, Sample	61	54	53	59	43
Person 3, Sample	59	61	55	62	47
Person 4, Sample	45	51	52	50	51
Person, Sample	47	48	43	48	48
High Scoring Members:	2	1	0	2	0
Mid Scoring Members:	2	3	3	2	3
Low Scoring Members:	0	0	1	0	1

RESOURCES FOR FURTHER INFORMATION

- Patrick Lencioni. (2002). *The Five Dysfunctions of a Team*. Jossey-Bass

McIntosh-Fletcher's Six Elements

INTRODUCTION

This profile is based on the work of William Crockett as reported in Donna McIntosh-Fletcher's Teaming by Design (Irwin, 1996). In one sense, this is the complement to Lencioni's five dysfunctions--these are six "functional" qualities. To the degree that each of these elements is present, according to the writer, relationships among team members tend to be more healthy, productive, cohesive, and cooperative.

Definitions of the Six Elements

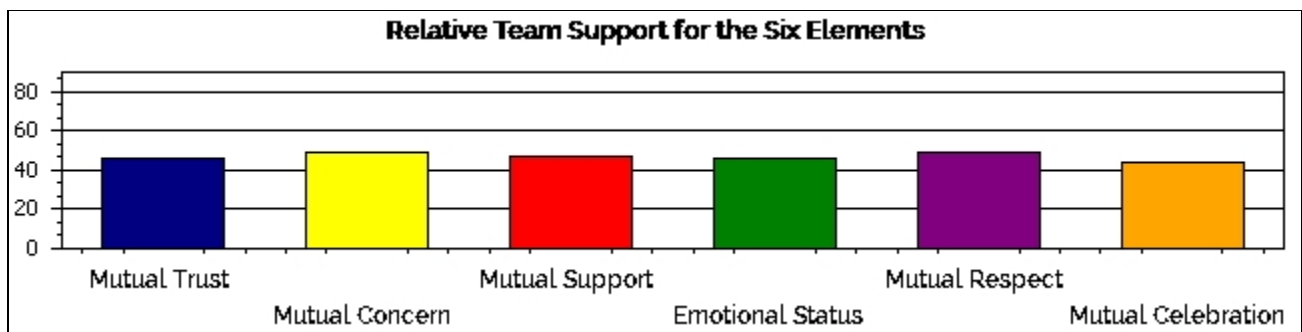
- 1. Mutual Trust (E5+).** The degree to which team members are naturally disposed towards trusting others' intentions, words, promises, and so forth.
- 2. Mutual Concern (O+,A+).** The degree to which team members are curious about and naturally sympathetic with others' concerns, needs, interests, agendas.
- 3. Mutual Support (A1+).** The degree to which team members actively encourage others through listening and attentiveness.
- 4. General Emotional Status of Members (N-,E+).** The degree to which the negative emotions are minimized and the positive emotions are maximized.
- 5. Mutual Respect (C+).** The degree to which members show respect through discipline, caution, and attention to the quality of team results.
- 6. Mutual Celebration (E+).** The degree to which members exhibit the positive emotions of warmth, enthusiasm, and excitement.

The estimates below suggest how naturally the team as a whole (and the members as individuals) tends to exhibit each of these six elements based on the presence of traits that are naturally associated with them.

YOUR TEAM'S ANALYSIS

	Score	Brief Interpretation
Mutual Trust	46	Possibly Likely to Exhibit this Element
Mutual Concern	49	Possibly Likely to Exhibit this Element
Mutual Support	47	Possibly Likely to Exhibit this Element
General Emotional Status of Members	46	Possibly Likely to Exhibit this Element
Mutual Respect	49	Possibly Likely to Exhibit this Element
Mutual Celebration	44	Possibly Unlikely to Exhibit this Element

Legend	
< 34.5	Strongly Unlikely to Exhibit
< 44.5	Possibly Unlikely to Exhibit
< 55.5	Possibly Likely to Exhibit
< 65.5	Highly Likely to Exhibit
> 65.49	Extremely Likely to Exhibit



INTERPRETATION OF RESULTS

"Your team's mid-range average on "Mutual Trust" suggests that members are situational with respect to their trust of each other—more trusting of others' commitments and abilities in some situations and with some members than in and with others."

"Your team's mid-range average on "Mutual Concern" suggests that members are somewhat situational with respect to their concern about others' needs for change. Insure that all individuals have a fair chance to present and justify their concerns."

"Your team's mid-range average on "Mutual Support" suggests that members are situational with regard to focusing on their own personal agendas versus listening to or being concerned with the needs of others. Insure that all members express their needs."

"Your team's mid-range average on "Emotional Status" suggests that members are situational with regard to being anxious, temperamental, and expressing enthusiasm and warmth. Work to allay concerns and to recognize and celebrate individual accomplishments."

"Your team's mid-range average on "Mutual Respect" suggests that members are situational with regard to discipline and ambition, with members occasionally feeling low respect from each other. Take time to celebrate individual accomplishments."

"Your team's low average on "Mutual Celebration" suggests that most members are somewhat quiet, solitary, and independent. Find low-key ways to build a sense of community, such as email lists and

book clubs."

Your Individual Team Members' Scores

Individual Profiles:	Mutual Trust	Mutual Concern	Mutual Support	General Emotional Status of Members	Mutual Respect	Mutual Celebration
Person 2, Sample	44	50	51	38	35	41
Person 3, Sample	34	45	37	41	44	34
Person 4, Sample	63	48	47	49	53	51
Person, Sample	44	55	51	56	62	49
High Scoring Members:	1	0	0	1	1	0
Mid Scoring Members:	0	4	3	1	1	2
Low Scoring Members:	3	0	1	2	2	2

RESOURCES FOR FURTHER INFORMATION

- Donna McIntosh-Fletcher. (1996). *Teaming by Design: Real Teams for Real People*. New York: Irwin.

Tuckman's Five Stages of Team Formation

INTRODUCTION

Most of us are familiar with the original four stages of team formation: forming, storming, norming, and performing. Based on the trait composition of the team, each team will have particular stages to which it is partial. That is, the trait infrastructure of a team predisposes it to linger in or regress to one or more stages that are natural expressions of the team's trait infrastructure. The phases tend to be cyclical, with a team going through each of the four phases many times during its history. The longer the history, the more cycling. Incidentally, the four phases were first presented by Bruce Tuckman in a 1965 article in Psychological Bulletin. His original research was done with therapy groups and "T-groups." He warned about over-generalization, but apparently the model has been embraced as applicable to many work team settings and to ways of handling each topic on a meeting agenda. In 1977, "adjourning" was added as a fifth stage by Tuckman and Mary Ann Jensen. It acknowledges the need to recognize issues related to the dissolution of a team, whether due to completion of its mission or to its termination by management.

DEFINITION

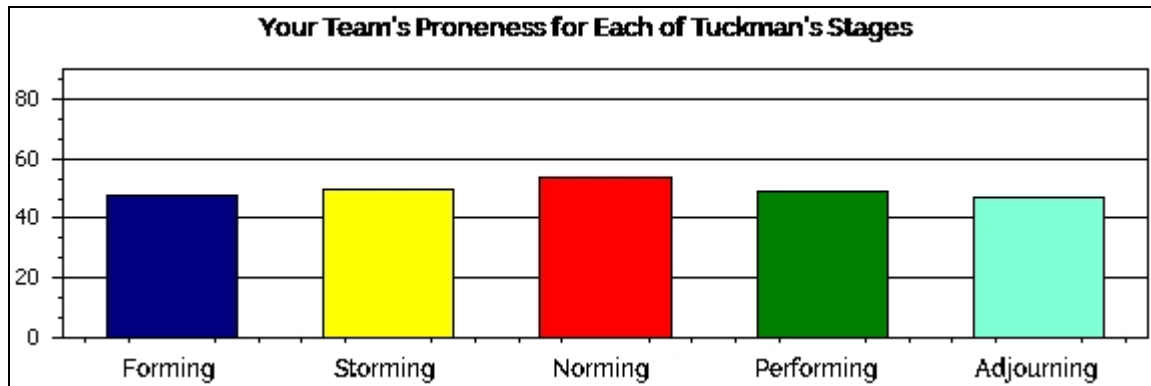
- 1. Forming** (N-,E+,A+). Initial experience of a team needs to be characterized by getting to know one another. This stage is characterized by positive emotionality and a genuine interest in the needs and interests of others.
- 2. Storming** (N+,A-,C-). Once formed, members tend, and need, to stake out their individual territory and let their needs, interests, and limits be known to others. This stage is often characterized by ego, spontaneous activity, and conflict.
- 3. Norming** (N-,O+,A=). Now that all the cards are out on the table, the team need to establish norms, objectives, procedures, policies, and standards. This stage is characterized by logic, idea generation, and negotiation.
- 4. Performing** (C+). The first three stages culminate in the team's accomplishing its mission by reaching its objectives with minimal distraction, disruption, error, or waste. This stage is characterized by discipline, caution, methodicalness, and a focus on the team's goal(s).
- 5. Adjourning** (N-O+). Not all teams experience this phase. However, when a team completes its mission and is disbanded, or when management simply decides to eliminate the team for whatever reason, some members find it difficult to let go of their roles and goals and to move on to new work challenges. Resilience and curiosity about the future help one to adjourn with minimal stress.

The table below indicates which stages this team is prone to emphasize. Teams should develop strategies that compensate for phases it has a tendency to over- or under-emphasize.

YOUR TEAM'S ANALYSIS

	Mean	Brief Interpretation
Forming	48	Normal Tendency
Storming	50	Normal Tendency
Norming	54	Normal Tendency
Performing	49	Normal Tendency
Adjourning	47	Normal Tendency

Legend	
Under 34.5	Extremely Avoidant
< 44.5	Somewhat Avoidant
< 55.5	Normal Tendency
< 65.5	Somewhat Prone
> 65.49	Extremely Prone



INTERPRETATION OF RESULTS

"Your team's mid-range average on "Forming" suggests that your team is situational with regard to needing ways of getting to know each other. Insure minimal camaraderie by occasional community building, such as coffee and doughnuts."

"Your team's mid-range average on "Storming" suggests that the team's tendencies toward conflict and differences of opinion are situational—sometimes confrontive, sometimes avoidant. Identify individual concerns to avoid groupthink or premature decisions."

"Your team's mid-range average on "Norming" suggests that the team is situational with regard to planning and analyzing—sometimes taking time to analyze, sometimes not. Remember—time spent in planning is saved in execution."

"Your team's mid-range average on "Performing" suggests that members are situational with regard to spontaneity and discipline—focusing some of the time and not at other times. To minimize errors and missed deadlines, use formal procedures as necessary."

"Your team's mid-range average on "Adjourning" suggests that your members are neither all defensive of the status quo nor all enthusiastic to take on new challenges. Be especially attentive to members who are less resilient and more likely to hold on to the status quo--debrief them on the necessity to let go and become engaged in planning for new challenges."

Your Individual Team Members' Scores

Name:	Forming	Storming	Norming	Performing	Adjourning
Person 2, Sample	44	58	47	35	39
Person 3, Sample	46	51	49	44	41
Person 4, Sample	49	51	55	53	47
Person, Sample	54	42	65	62	60
High Scoring Members:	0	1	1	1	1
Mid Scoring Members:	3	2	3	1	1
Low Scoring Members:	1	1	0	2	2

RESOURCES FOR FURTHER INFORMATION

- Richard Daly & David Nicoll. (1997). Accelerating a Team's Developmental Process. *OD Practitioner*, 29(4). Available at: http://www.oeinstitute.org/articles/Accelerating_Team_Development.pdf
- Bruce W. Tuckman. (1965). Developmental Sequences in Small Groups. *Psychological Bulletin*, 63, pp. 384-399.
- Tuckman, Bruce W., & Jensen, Mary Ann C. (1977). 'Stages of small group development revisited', *Group and Organizational Studies*, 2, 419-427.

Paradigm's Competencies--Individual and Team Means

INTRODUCTION

Paradigm Personality Labs uses 54 competencies in its current performance model. While a person's trait profile does not dictate, or even determine, that person's performance level for a competency, it certainly influences the amount of energy a person has for a particular competency. For example, I can be a perfectly good proofreader, regardless of my Extraversion score. However, the lower my E score, the more natural proofreading would be for me, all other things being equal. In addition, I could be a perfectly good proofreader regardless of my Originality score. However, the lower my O score, the more natural proofreading would be.

In the table below, we provide a summary of individual team members' capacity scores, as well as the means and standard deviations for the team as a whole. Only the competencies requested for the Trait Capacitor will be found on this report. A complete explanation of the 1-to-10 point scale is available in the Trait Capacitor report. If your team has more than ten members, you will find their scores on subsequent pages. In order to keep this report readable, and because of the potential for an extensive amount of information involved, we unfortunately must break the table into smaller sections.

The individual competency scores may differ from an individual's WorkPlace Trait Capacitor scores by one point because of rounding issues based on the different systems doing the calculations.

YOUR TEAM'S ANALYSIS

Competencies:	Mean	Standard Deviation	Person 2, Sample	Person 3, Sample	Person 4, Sample	Person, Sample
Action Orientation	3.3	0.5	4	3	3	3
Basic Leadership Orientation	3.8	2.4	2	2	4	7
Competitiveness	4	1.8	2	3	5	6
Humor	3	0.8	3	2	3	4
Responsibility Acceptance	4.5	3.1	2	3	4	9
Technical Learning	4.5	1.7	3	4	4	7

RESOURCES FOR TEAMS

Books and Journal Articles

- Altemeyer, B. (2004). Highly dominating, highly authoritarian personalities. *The Journal of Social Psychology*, 144(4), 421-447.
- Antonioni, D. (1998). Predicting approaches to conflict resolution from big five personality. *International Journal of Conflict Management*, 9(4), 336-355.
- Belbin, M. (1981; 2003). *Management Teams: Why They Succeed or Fail*. 2nd Ed. Oxford, England: Butterworth-Heinemann.
- Belbin, M. (1993). *Team Roles at Work*. Oxford, England: Butterworth-Heinemann.
- Boyd, Ty. (1991). *Visions*.
- Butler, J.C. (2000). Personality and emotional correlates of right-wing authoritarianism. *Social Behavior and Personality*, 28(1), 1-14.
- Ekehammar, B., Akrami, N., Gylje, M., & Zakrisson, I. (2004). What matters most to prejudice: Big five personality, social dominance orientation or right-wing authoritarianism? *European Journal of Personality*, 18(6), 463-482.
- Heaven, P.C.L., & Bucci, S. (2001). Right-wing authoritarianism, social dominance orientation and personality: an analysis using the IPIP measure. *European Journal of Personality*, 15, 49-56.
- Howard, P.J., & Howard, J.M. (2001). *The Owner's Manual for Personality at Work*. Austin TX: Bard Press. Chapters on Leadership (pp. 115-126) and Teams (pp. 163-172).
- Kotter, J. (1988). *The Leadership Factor*. Free Press.
- Kotter, J. (1996). *Leading Change*. Harvard Business School Press.
- Lencioni, Patrick. (2002). *The Five Dysfunctions of a Team*. Jossey-Bass.
- Levi, D. (2007). *Group Dynamics for Teams*. 2nd Ed. Thousand Oaks CA: Sage Publications.
- McIntosh-Fletcher, Donna. (1996). *Teaming by Design: Real Teams for Real People*. New York: Irwin.
- Moberg, P.J. (1998). Predicting conflict strategy with personality traits: Incremental validity and the five factor model. *International Journal of Conflict Management*. 9(3), 258-285.
- Tuckman, Bruce W. (1965). Developmental Sequences in Small Groups. *Psychological Bulletin*, 63, pp. 384-399.

Web Sites

- Meredith Belbin's Web Site: www.belbin.info
- Richard Daly & David Nicoll. (1997). Accelerating a Team's Developmental Process. *OD Practitioner*, 29(4). Available at: http://www.oeinstitute.org/articles/Accelerating_Team_Development.pdf
- Section Three of "The Big Five Quickstart," which may be found on Paradigm website at: <http://www.ParadigmPersonality.com/quickstart.htm>

This standard Teamer™ report comprises the most popular team analyses in Paradigm suite. Other analyses are available on special request, and may be used in designing a customized Teamer report for your team's use. Incidentally, when we analyze a model developed elsewhere than Paradigm (such as Lencione), we are not assessing your actual performance in that model, but rather we are assessing the degree to which your Big Five scores would tend to provide natural energy for those models, based upon published definitions of the terms used in the models. Here are some of the additional team analyses that are available but not included in this report:

- Production vs. Quality
- Academic/Work Achievement Mode
- Executives vs. Workers
- Decision-Making Tendency
- Learning Style (Content)
- Learning Style (Interactive)
- Problem-Solving Styles
- Safety Index
- Sparing Use of Resources
- Use of Time in Meetings
- Vocational Preference
- Work Habits
- Keirsey-Bates Leadership Styles
- Kouzes and Posner Styles
- Situational Leadership
- The FIRO-B Model
- SYMLOG
- Human Synergistics
- Larson & Lafasta
- Glenn Parker
- Woodcock

SUGGESTIONS ON HOW TO USE THIS REPORT

FOR THE PROFESSIONAL

As a general rule, this report contains more information than the typical end user can benefit from. Consequently, be selective. Print only those pages for immediate sharing with a client--leave the others until later. To leave pages with a client who does not have the professional qualification/experience to interpret them, is the interpersonal version of a hit-and-run accident. We are ethically obligated to be available to help our clients make meaning out of these reports, to help them form action plans, and to prioritize the implementation of these plans.

So, again, be selective. And, for each part of the report you share with your client, commit to helping them form an action plan. Here are suggested ingredients for such a plan:

1. Identify a concept on the page that is important to them, for whatever reason. (e.g., a manager might find the concept of "follow-through" important, as s/he has received feedback on a 360° survey that suggested it needed improvement)
2. You can identify such concepts in one of two ways: by reading through relevant sections of the "Overview" section with them, and/or reading through a specific section of the report.
3. Discuss how their trait scores explain their behavior with respect to that concept. (e.g., with regard to the example "follow-through", a low score on C would suggest lack of natural energy for organization and methodicalness, while a low score on O would support the need to focus on the here-and-now)
4. Determine which Human Resource Optimization (HRO) strategy would be most helpful in optimizing them with respect to the concept: develop, develop with support, compensate, caution, capitalize. (e.g., to compensate for low C, the manager could develop a system with his/her associate to provide periodic reminders)
5. Formulate one or more specific activities to implement the strategy for that concept.
6. Repeat steps 1-5 as needed. Then, prioritize elements of the action, with target dates and special requirements/resources identified for each. We recommend the "Act III" format: Do What? By When? What's needed? (arranged in three columns)
7. Provide for future "touch base" sessions to determine progress towards goals, and any additional resources needed to be successful.
8. Remember to emphasize throughout the process that scores in these reports do not describe "performance," but rather describe the natural energy available to support such performance. For example, one can perform well in "follow-through" without being naturally organized (i.e., high C2), but follow-through comes more easily, more naturally, when one has the traits (i.e., high C2) that support it.

FOR THE END USER

If you are using this report without the aid of someone trained in its content, then we can only assume that you consider that you have sufficient background to understand, evaluate and benefit from its contents. If this is the case, then you could use the same guidelines that have been outlined above for trained professionals. Otherwise, we recommend that you first read *The Owner's Manual for Personality at Work* by Pierce and Jane Howard, and then read your *WorkPlace Big Five Profile*.

If you should experience any concern or puzzlement from the content of this report, then we recommend you ask for assistance from a member of Paradigm Personality Labs' Big Five Consulting Network. You can find a person near you by searching the Consultant's Directory on our website. Or, feel free to e-Mail us at info@ParadigmPersonality.com or telephone us with a referral request for consulting help. Should you decide to retain a consultant, you would need to discuss what fees might be involved.

If you would like to undergo certification in order to understand this and other of our reports, please contact Paradigm for information on our options for becoming certified in the Big Five, either by e-Mail, telephone, or by visiting our website (contact information is provided at the end of this report).

Other Paradigm Personality Labs' Products and Services

Paradigm maintains a wide variety of materials and services that could help you deepen or extend your understanding of the material contained in this report. Ask us about any that seem potentially helpful to you:

Anyone may purchase these Products or Services:

- The Big Five Certification Program (in-class and/or on-line)
- Consulting Services: validity studies, team building, coaching
- Speaker Bureau: Big Five, Human Resource Optimization, Brain Research, Happiness
- Books: *The Owner's Manual for Personality at Work*, 2nd Edition, *The Owner's Manual for the Brain*, *Professional Manual for the WorkPlace Big Five Profile*, *Professional Manual for the SchoolPlace Big Five Profile*, *OpTips* (over 500 pages of optimization strategies)

You must be certified or qualified by Paradigm Personality Labs to purchase any of the following:

- Special Reports: *The Career Guider*, *The Leader*, *The Learner*, *The Partner*, *The Projector*, *The Seller*, *The Composer* (about happiness)
- Train-the Trainer Programs: Specialized *WorkPlace Application Programs* (SWAPs, such as *Leadership*, *Career Planning*, *Selection*, *Team Building*), *The Next Chapter* (a workshop on happiness)
- Workbooks: *The Big Five Workbook* (three versions: *WorkPlace*, *SchoolPlace*, and *NEO*),
- Miscellaneous: *Interview Guide*, *The Job Profiler*, various card sorts

ABOUT PARADIGM PERSONALITY LABS

OUR BUSINESS

We are in business because we're passionate about optimizing people at work and at school. Our goal is to provide state-of-the-art personality assessment, reports, and systems applications for businesses, schools, and organizations through a global network of internal and external consultants and international affiliate companies who use the Five-Factor Model of Personality and related brain research in their work. Through the Internet, training programs, annual learning conference, and publishing, Paradigm Personality Labs provides high quality products, cutting edge information, and support services.

HISTORY

- Originally established The Center for Applied Cognitive Studies (CentACS) in 1986 by Jane Mitchell Howard, MBA, and Pierce J. Howard, PhD, and provided clients with a full array of organizational and managerial consulting services.
- In 1992 with the writing and publication of the first edition of *The Owner's Manual for the Brain*, changed business focus from consulting to research, training and support of the Five-Factor Model of Personality, with an emphasis on work-related applications.
- In 2001, the company launched the Center's-developed Workplace Big Five Profile™, especially for use by working adults in workplace environments.
- In 2004, the Center launched version 3.0 of the Workplace and subsequently launched the SchoolPlace Big Five Profile™ in 2005 for use with 12-22 year olds.
- In 2009, the company launched a major new version, the Workplace Big Five Profile 4.0™
- In July 2017, CentACS became the new Paradigm Personality Labs

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