



Widget Manufacturing Company

Barbara Sample

Quality Control Team

Team Leader

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Profiles International, Inc.

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Waco, Texas 76710

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COMPANY: Widget Manufacturing Company

DATE: January 26, 2001

TEAM LEADER: Barbara Sample

Quality Control Team

TEAM MEMBERS

Bill Sample

Bob Sample

Darrell Sample

Ed Sample

Judy Sample

Kerry Sample

Sharon Sample

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

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

SECTION I

Team Balance Table

12 FACTORS	LOW	MOD.LOW	MODERATE	MOD.HIGH	HIGH
Control	●		2, 6, 7, 8	4, 5	3
Social			●, 2	4, 5, 6, 7, 8	3
Patience		2, 4, 5	3, 7, 8	●, 6	
Precision		3, 4, 5	2, 8	●, 6, 7	
Ambition	●	6, 7		2, 4, 5	3, 8
Positive Expectancy		2	6, 7, 8	●, 3, 4, 5	
Composure		2, 3, 4, 5, 8	6, 7	●	
Analytical	3	●, 2, 4, 5	6, 7, 8		
Results Orientation			3, 6, 7	●, 2	4, 5, 8
Emotions		●, 6, 8	3, 4, 5, 7	2	
Team Player		2	3, 4, 5, 6, 8	●, 7	
Quality Orientation	4, 5	3	●, 2, 6, 7, 8		

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

Participants Key

- Barbara Sample - Team Leader
- 2. Bill Sample
- 3. Bob Sample
- 4. Darrell Sample
- 5. Ed Sample
- 6. Judy Sample
- 7. Kerry Sample
- 8. Sharon Sample

SECTION II

Overall Team Balance

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

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

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

Characteristics Missing from Your Team

COMPOSURE

- Sensitive to the established methods and procedures
- Can be relied upon to handle details and perform with accuracy and precision
- Typically listens to other team members
- Seeks harmony in the workplace

ANALYTICAL

- Takes pride in staying calm and in being analytical in high pressure situations
- Relies on factual data and logic when making decisions
- Has high standards for quality
- Tends to be systematic in communications, using logic and data to persuade

QUALITY ORIENTATION

- Can be critical of self and others
- Tends to criticize other's performance
- Shows a sense of commitment to quality and accuracy
- Inclined to look for ways to improve the quality of the work being done

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

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

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

Characteristics of the Team Leader**Barbara Sample**

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

Characteristics of the Team Members**Bob Sample**

- May be overpowering to other team members
- May be blunt and sarcastic with others
- Decisive and self-assured with a tendency to make quick decisions
- Usually responds to challenges

Darrell Sample and Ed Sample

- May fear close supervision
- Makes decisions easily
- May lack tact and diplomacy
- Likes to initiate activity

Considerations for Leading the Team

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

- Help them develop a greater sensitivity toward people
- Ask specific questions
- Use direct answers to their questions
- Be clear and firm in setting limits

SOCIAL

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

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

Characteristics of the Team Leader

Barbara Sample

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

Characteristics of the Team Members

Bob Sample

- Moves toward people to enlist their assistance with problem resolution
- Likes to participate with others and bounce ideas off of team members
- Seeks social recognition
- Enjoys motivating the group and networking with contacts

Darrell Sample, Ed Sample, Judy Sample, Kerry Sample, and Sharon Sample

- Enjoys involving others in work tasks
- Likes to communicate in person
- Comfortable in an informal setting
- Works well with team members to maintain quality standards

Considerations for Leading the Team

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

- Put details in writing
- Be enthusiastic in your communications
- Give them freedom to speak
- Show them how improving their performance will gain them recognition from the team

PATIENCE

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

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

Characteristics of the Team Leader

Barbara Sample

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

Characteristics of the Team Members

Judy Sample

- Empathetic with team members
- Works well with structure
- Generally prefers traditional procedures
- Generally performs with an unhurried approach

Considerations for Leading the Team

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

- Use an informal and methodical approach
- Recognize consistent performance
- Offer continuing support
- Ask specific questions about how things will happen

PRECISION

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

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

Characteristics of the Team Leader

Barbara Sample

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

Characteristics of the Team Members

Judy Sample and Kerry Sample

- Enjoys working with objective facts
- Can be relied upon to handle details and perform with accuracy and effectiveness
- Usually organizes work efficiently
- A very conscientious team member

Considerations for Leading the Team

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

- Let them have an occasion to be an expert and express their knowledge
- Provide adequate information when discussing new ideas
- Be specific and accurate
- Be well prepared before initiating communications with them

AMBITION

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

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

Characteristics of the Team Leader

Barbara Sample

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

Characteristics of the Team Members

Bob Sample and Sharon Sample

- May experience frustration when team members do not get much accomplished
- Seeks prestige and authority
- Tends to question the status quo
- Needs to develop a good understanding of people

Bill Sample, Darrell Sample, and Ed Sample

- Enjoys working with objective facts
- Effective at establishing processes and procedures for getting work done
- Can be relied upon to handle details and perform with accuracy and effectiveness
- An effective problem solver

Considerations for Leading the Team

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

- Be organized and have facts when you initiate communications
- Be brief and to the point
- Match with others who weigh pros and cons well
- Help them to relax more and pace themselves

POSITIVE EXPECTANCY

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

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

Characteristics of the Team Leader

Barbara Sample

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

Characteristics of the Team Members

Bob Sample, Darrell Sample, and Ed Sample

- Should establish positive relationships throughout the organization
- Has a desire to help others on the team
- Can help reassure team members
- Often optimistic

Considerations for Leading the Team

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

- Provide concrete ideas rather than dreams
- Give them recognition
- Provide support for their intentions
- Help them develop goals and the action steps to reach them

COMPOSURE

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

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

Characteristics of the Team Leader

Barbara Sample

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

Characteristics of the Team Members

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

Considerations for Leading the Team

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

ANALYTICAL

Analytical is defined as liking to identify and analyze problems.

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

Characteristics of the Team Leader

Barbara Sample

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

Characteristics of the Team Members

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

Considerations for Leading the Team

This is not a factor with characteristics particularly typical of you or any of your team members. Please refer to Section II of this report to see what characteristics may be missing from your team.

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

RESULTS ORIENTATION

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

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

Characteristics of the Team Leader

Barbara Sample

- Emphasizes getting the job done
- Enjoys accepting challenges
- Focuses primarily on results
- Tends to be less concerned with how it is done than with getting it done

Characteristics of the Team Members

Darrell Sample, Ed Sample, and Sharon Sample

- Tends to get immediate results
- May need to develop listening skills
- May appear impatient to others
- May act as if the end does justify the means

Bill Sample

- Tends to accept challenges easily
- Focuses on results
- Tends to be more results-oriented than process-oriented
- Enjoys getting it done

Considerations for Leading the Team

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

- Present change in terms of its positive impact on their goals
- Help them see how being a part of the team will help them get results
- Give them challenging tasks to complete
- Be clear and to the point in your communications

EMOTIONS

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

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

Characteristics of the Team Leader

Barbara Sample

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

Characteristics of the Team Members

Bill Sample

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

Considerations for Leading the Team

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

- Establish a democratic relationship with them
- Provide ideas for achieving action
- Be casual in your communications
- Allow them the chance to verbalize their feelings

TEAM PLAYER

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

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

Characteristics of the Team Leader

Barbara Sample

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

Characteristics of the Team Members

Kerry Sample

- Willing to extend self to do what is right
- Comfortable being a team member
- Good listener
- Contributes insightful ideas and supports the exchange of ideas between team members

Considerations for Leading the Team

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

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

QUALITY ORIENTATION

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

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

Characteristics of the Team Leader

Barbara Sample

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

Characteristics of the Team Members

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

Considerations for Leading the Team

This is not a factor with characteristics particularly typical of you or any of your team members. Please refer to Section II of this report to see what characteristics may be missing from your team.

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

SECTION IV

Team Leader Action Summary**CONTROL**

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

ACTION STEPS

- Give them a target and let them choose their own methods
- Allow them to use their skills
- Be clear and firm in setting limits
- Stick to business in your communications

SOCIAL

Bob Sample, Darrell Sample, Ed Sample, Judy Sample, Kerry Sample, and Sharon Sample scored moderately high or high in this factor. Such individuals are generally entertaining and make friends easily. As you work with them, the following ideas should be considered:

ACTION STEPS

- Give them freedom to speak
- Praise their performance publicly
- Focus on people and action steps
- Don't appear too businesslike

PATIENCE

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

ACTION STEPS

- Use a structured, low-pressure plan for developing their performance
- Offer continuing support
- Use an informal and methodical approach
- Recognize consistent performance

PRECISION

Judy Sample and Kerry Sample scored moderately high or high in this factor. Such individuals are generally thorough individuals who are patient with details. As you work with them, the following ideas should be considered:

ACTION STEPS

- Use clear and factual statements to define the expected level of performance
- Always follow through on what you promise
- Set a time limit for their development of any new skill
- Give them logical and precise definitions of expectations

AMBITION

Bill Sample, Bob Sample, Darrell Sample, Ed Sample, and Sharon Sample scored moderately high or high in this factor. Such individuals are generally persistent in pursuing a personal goal. As you work with them, the following ideas should be considered:

ACTION STEPS

- Help them to relax more and pace themselves
- Help them to identify with the team
- Don't offer assurances without discussing probabilities for success
- Ask "what" questions and not "how" questions

POSITIVE EXPECTANCY

Bob Sample, Darrell Sample, and Ed Sample scored moderately high or high in this factor. Such individuals are generally accepting and encouraging of others. As you work with them, the following ideas should be considered:

ACTION STEPS

- Provide support for their intentions
- Provide concrete ideas rather than dreams
- Give them recognition
- Offer immediate incentives for taking risks

COMPOSURE

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

ANALYTICAL

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

RESULTS ORIENTATION

Bill Sample, Darrell Sample, Ed Sample, and Sharon Sample scored moderately high or high in this factor. Such individuals generally accept challenges easily. As you work with them, the following ideas should be considered:

ACTION STEPS

- Present change in terms of its positive impact on their goals
- Provide them with the chance to work on their own and win
- Give them challenging tasks to complete
- Teach them listening skills

EMOTIONS

Bill Sample scored moderately high or high in this factor. Such individuals are often expressive to others with how they feel. As you work with them, the following ideas should be considered:

ACTION STEPS

- Establish a democratic relationship with them
- Provide ideas for achieving action
- Be casual in your communications
- Ask for their opinion

TEAM PLAYER

Kerry Sample scored moderately high or high in this factor. Such individuals are generally supportive and considerate of others. As you work with them, the following ideas should be considered:

ACTION STEPS

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

QUALITY ORIENTATION

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