PPI

Report designed for

My Team

Profiles Performance Indicator™
Team Analysis

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CONFIDENTIAL

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Introduction

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

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

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

Team Balance Table

My Team Members

- **Robert Sample - Team Leader**
2. Michelle Sample
3. Alisa Sample
4. Julie Sample
5. Elizabeth Sample
6. Leslie Sample

12 Factors	Low	Mod/Low	Moderate	Mod/High	High
Control	2, 4	•, 6	3, 5		
Social Influence			•, 2, 3, 4, 5	6	
Patience		•	5	3, 4, 6	2
Precision		4, 5	2	•, 6	3
Ambition		•, 2, 5, 6	3, 4		
Positive Expectancy			•, 3, 4	5, 6	2
Composure		5	3, 6	•	2, 4
Analytical			2, 5, 6	3, 4	•
Results Orientation		2, 6	•, 3, 4		5
Expressiveness	3	•	2, 4, 5	6	
Team Player		•		3, 4, 5	2, 6
Quality Orientation		2, 3, 6	4, 5	•	

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

Overall Team Balance

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

Well Represented	NOT Well Represented
Social Influence	Control
Patience	Ambition
Precision	Quality Orientation
Positive Expectancy	
Composure	
Analytical	
Results Orientation	
Expressiveness	
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

Control

- Needs to work with others who weigh pros and cons
- Likes power and authority
- Likes to initiate activity
- Makes decisions easily

Ambition

- Will cause action
- Wants the opportunity for individual accomplishment
- Will act independently or with the group
- May be inattentive to all steps in the process

Quality Orientation

- A conscientious personal producer
- Tends to be a perfectionist
- Inclined to look for ways to improve the efficacy of the work being done
- Shows a preference to do things correctly the first time

Behavioral Factors

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

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

Control

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

Low	Mod/Low	Moderate	Mod/High	High
2, 4	•, 6	3, 5		

Behavioral Considerations

Robert Sample (Score - Mod/Low)

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

Considerations for Leading the Team

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

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

Social Influence

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

Low	Mod/Low	Moderate	Mod/High	High
		•, 2, 3, 4, 5	6	

Behavioral Considerations

Robert Sample (Score - Moderate)

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

Leslie Sample (Score - Mod/High)

- Open with other group members
- Enjoys working with others on the team
- Likes to communicate in person
- Works well with team members to maintain quality standards

Considerations for Leading the Team

- Have testimonials from those that they respect
- Focus on people and action steps
- Praise their performance publicly
- Be enthusiastic in your communications

Patience

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

Low	Mod/Low	Moderate	Mod/High	High
	•	5	3, 4, 6	2

Behavioral Considerations

Robert Sample (Score - Mod/Low)

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

Michelle Sample (Score - High)

- Prefers to operate with a predictable routine and an established schedule
- May become too involved with the problems of others
- May not work well with multiple deadlines
- May yield to avoid controversy

Alisa Sample, Julie Sample and Leslie Sample (Score - Mod/High)

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

Considerations for Leading the Team

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

Precision

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

Low	Mod/Low	Moderate	Mod/High	High
	4, 5	2	•, 6	3

Behavioral Considerations

Robert Sample (Score - Mod/High)

- Usually accepts established standards
- Effective at establishing processes and procedures for the team
- Expects team members to handle details and perform with accuracy and effectiveness
- Generally an effective problem solver

Alisa Sample (Score - High)

- Prefers order, methods, standards and definite accountabilities
- Is uncomfortable making a mistake
- Might experience frustration when held accountable for quality results while having only limited control over those factors that directly impact quality
- May become too involved in data

Leslie Sample (Score - Mod/High)

- Can be relied upon to perform with effectiveness and according to standards
- Enjoys working with objective facts
- A very conscientious team member
- Takes the time to plan ahead and organize own work

Considerations for Leading the Team

- Provide situations where their logical approach will lead to success
- Use clear and factual statements to define the expected level of performance
- Be specific and accurate
- Let them have an occasion to be an expert and express their knowledge

Ambition

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

Low	Mod/Low	Moderate	Mod/High	High
	•, 2, 5, 6	3, 4		

Behavioral Considerations

Robert Sample (Score - Mod/Low)

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

Considerations for Leading the Team

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

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

Positive Expectancy

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

Low	Mod/Low	Moderate	Mod/High	High
		•, 3, 4	5, 6	2

Behavioral Considerations

Robert Sample (Score - Moderate)

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

Michelle Sample (Score - High)

- Good at creating a motivational environment
- Tends to have positive expectations regarding the outcome of problem solutions
- May need to guard against overselling ideas
- Quick to change and adapt to new ideas

Elizabeth Sample and Leslie Sample (Score - Mod/High)

- Generally makes a favorable impression
- Can help reassure team members
- Often has a positive outlook
- Tends to be a good mixer

Considerations for Leading the Team

- Talk about people more than facts
- Help them develop goals and the action steps to reach them
- Present facts and details slowly
- Provide them structure for dealing with complex tasks

Composure

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

Low	Mod/Low	Moderate	Mod/High	High
	5	3, 6	•	2, 4

Behavioral Considerations

Robert Sample (Score - Mod/High)

- Enjoys the sincere appreciation of the team

- Typically a good listener for the team members

- Tends to be cautious

- Comfortable with a low-key approach

Michelle Sample and Julie Sample (Score - High)

- Demonstrates few peaks and valleys in performance or work pace

- Prefers the status quo

- Requires time to adjust to change

- Uses a methodical approach to solving problems

Considerations for Leading the Team

- Use written policies and procedures

- Seek a firm commitment without pressing too hard

- Do not switch them from task to task

- Use a logical presentation delivered softly

Analytical

Analytical is defined as linking to identify and analyze problems.

Low	Mod/Low	Moderate	Mod/High	High
		2, 5, 6	3, 4	•

Behavioral Considerations

Robert Sample (Score - High)

- Prefers not to respond to others without first evaluating possible reactions and consequences

- Expects others to look for ways to improve the quality of the work being done

- May not delegate for fear that others will not do it correctly

- Tends to rely on factual data and logic when making decisions

Alisa Sample and Julie Sample (Score - Mod/High)

- Looks at a problem in depth and approaches work in a craftsperson-like manner

- Thinks analytically, weighing pros and cons

- Needs sufficient time to analyze and plan

- Usually very familiar with the rules and procedures

Considerations for Leading the Team

- Use an action plan with milestone dates

- Praise them individually for their performance

- Check key factors for understanding

- Emphasize accuracy and logic in procedures presented to them

Results Orientation

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

Low	Mod/Low	Moderate	Mod/High	High
	2, 6	•, 3, 4		5

Behavioral Considerations

Robert Sample (Score - Moderate)

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

Elizabeth Sample (Score - High)

- Takes the responsibility to start and follow through on tasks
- Tends to get immediate results
- Decisive, quick to take action
- May appear impatient to others

Considerations for Leading the Team

- Help them see how being a part of the team will help them get results
- Focus communication on their concern for reaching desired results
- Minimize socializing
- Accept their bluntness

Expressiveness

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

Low	Mod/Low	Moderate	Mod/High	High
3	•	2, 4, 5	6	

Behavioral Considerations

Robert Sample (Score - Mod/Low)

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

Leslie Sample (Score - Mod/High)

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

Considerations for Leading the Team

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

Team Player

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

Low	Mod/Low	Moderate	Mod/High	High
	•		3, 4, 5	2, 6

Behavioral Considerations

Robert Sample (Score - Mod/Low)

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

Michelle Sample and Leslie Sample (Score - High)

- Good at reconciling conflict among team members
- Actively participates in group problem solving efforts
- Good with follow through in tasks
- Works well for group incentives

Alisa Sample, Julie Sample and Elizabeth Sample (Score - Mod/High)

- Comfortable participating in teams
- Works best with team members who are cooperative and friendly
- Willing to extend self to do what is right
- Contributes insightful ideas and supports the exchange of ideas between team members

Considerations for Leading the Team

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

Quality Orientation

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

Low	Mod/Low	Moderate	Mod/High	High
	2, 3, 6	4, 5	•	

Behavioral Considerations

Robert Sample (Score - Mod/High)

- Has a high standard for the team's performance
- A leader who wants things done correctly the first time
- Usually expects the team members to be task-oriented
- Inclined to look for ways to improve the efficacy of the work being done

Considerations for Leading the Team

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