



Exciting Technologies

Don Leader

Exciting Tech Team

Team Leader

Friday, June 1, 20xx

Business Insight Technologies

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Pullman, WA 99163

509.332.0603

COMPANY: Exciting Technologies

DATE: June 1, 2001

TEAM LEADER: Don Leader

Exciting Technologies Team

TEAM MEMBERS

Craig Bond

Wes Beaver

Andy Benson

Phil DeMuire

Betty Doing

Sam Edgy

Candice Circuit

Carl Gorman

Nanine Smith

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		9	2, 3, 4, 7	●, 8	5, 6, 10
Social	3, 10	●, 4, 6, 8	2, 5, 7	9	
Patience		●, 5, 8, 10	2, 7	3, 6, 9	4
Precision		9	●, 5, 7	6, 8	2, 3, 4, 10
Ambition	2, 3		●, 4, 7, 9	5, 6, 8, 10	
Positive Expectancy		3, 5	●, 4, 6, 8, 10	2, 7, 9	
Composure		6, 10	●, 2, 5, 7, 8, 9	3, 4	
Analytical		9	●, 4, 5, 6	2, 3, 7, 10	8
Results Orientation	9		2, 3, 4, 6	5, 7	●, 8, 10
Emotions	4	●, 2, 3, 8, 10	5, 6, 7	9	
Team Player		5	●, 2, 3, 6, 7, 8, 9, 10	4	
Quality Orientation		6, 9	3, 4, 7, 8, 10	●, 5	2

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

Participants Key

- Don Leader - Team Leader
- 2. Craig Bond
- 3. Wes Beaver
- 4. Andy Benson
- 5. Phil DeMuire
- 6. Betty Doing
- 7. Sam Edgy
- 8. Candice Circuit
- 9. Carl Gorman
- 10. Nanine Smith

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	
SOCIAL	
PATIENCE	
PRECISION	
AMBITION	
POSITIVE EXPECTANCY	
COMPOSURE	
ANALYTICAL	
RESULTS ORIENTATION	
EMOTIONS	
TEAM PLAYER	
QUALITY ORIENTATION	

This team has one or more team members with characteristics representing each of the twelve factors. This suggests that the team leader has available a good balance of characteristics in the team members to help accomplish the team's goals

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**Don Leader**

- May not display tact and diplomacy
- Sometimes does not seem to listen to team members
- Prefers firm guidance and coaching for the team
- Likes to initiate activity in team members

Characteristics of the Team Members**Phil DeMuire, Betty Doing, and Nanine Smith**

- Likes power and authority
- Can become impatient with others who do not share the same sense of urgency
- May be blunt and sarcastic with others
- May be overpowering to other team members

Candice Circuit

- Strong need to control and steer the direction of the team
- Tends to cause action
- Prefers minimal guidance and coaching from the team leader
- 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:

- Allow them to use their skills
- Ask specific questions
- Help them develop control over their environment
- Help them develop a greater sensitivity toward people

SOCIAL

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

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

Characteristics of the Team Leader

Don Leader

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

Carl Gorman

- Enjoys involving others in work tasks
- Able to fit in with all types of people
- Enjoys working with others on the team
- 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
- Provide opportunities for interactions with other team members
- Request specific feedback on their understanding of instructions
- Allow time for socializing

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

Don Leader

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

Andy Benson

- May not work well with multiple deadlines
- May yield to avoid controversy
- Will tend to wait for instructions before acting
- May become too involved with the problems of others

Wes Beaver, Betty Doing, and Carl Gorman

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

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:

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

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

Don Leader

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

Craig Bond, Wes Beaver, Andy Benson, and Nanine Smith

- Prefers order, methods, standards and definite accountabilities
- Good where critical thinking is needed
- Believes that responsibilities should be assigned in a systematic sequence
- A perfectionist, sometimes to a fault

Betty Doing and Candice Circuit

- Effective at establishing processes and procedures for getting work done
- Will follow standards
- Can be relied upon to handle details and perform with accuracy and effectiveness
- Usually organizes work efficiently

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:

- Provide situations where their logical approach will lead to success
- Set a time limit for their development of any new skill
- Present specifics, keep focused
- Give them logical and precise definitions of expectations

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

Don Leader

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

Phil DeMuire, Betty Doing, Candice Circuit, and Nanine Smith

- A very conscientious team member
- Can be relied upon to handle details and perform with accuracy and effectiveness
- Usually organizes work efficiently
- Will follow standards

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:

- Help them to identify with the team
- Ask "what" questions and not "how" questions
- May need an occasional shock
- Help them overcome problems that restrict their obtaining results

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

Don Leader

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

Craig Bond, Sam Edgy, and Carl Gorman

- Should establish positive relationships throughout the organization
- Tends to be a good mixer
- Can help reassure team members
- Motivates others on team toward goals

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:

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

COMPOSURE

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

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

Characteristics of the Team Leader

Don Leader

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

Wes Beaver and Andy Benson

- Seeks harmony in the workplace
- Tends to be cautious
- ComCircuitable with a low-key approach
- Typically listens to other team members

Considerations for Leading the Team

Individuals who score moderately high to high in this factor are typically relaxed and steady in their work. As you work with the above listed team members, the following ideas should be considered:

- Do not switch them from task to task
- Use written policies and procedures
- Wait before acting
- Seek a firm commitment without pressing too hard

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

Don Leader

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

Candice Circuit

- Relies on factual data and logic when making decisions
- Good with considering many variables, contributing factors and possible consequences while developing a solution
- Emphasizes the rational as opposed to a more emotional bases for solving problems
- May not delegate for fear that others will not do it correctly

Craig Bond, Wes Beaver, Sam Edgy, and Nanine Smith

- Has high standards for quality
- Usually effective at setting priorities and at estimating time required to complete a task
- Needs sufficient time to analyze and plan
- Usually very familiar with the rules and procedures

Considerations for Leading the Team

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

- Be conservative in your promises
- Approach them directly
- Emphasize accuracy and logic in procedures presented to them
- Be clear in setting priorities

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

Don Leader

- May appear impatient with the team members
- Decisive, quick to take action
- Needs to listen to team members who can calculate risks well
- May cause anxiety in the team with the pressure of a deadline

Characteristics of the Team Members

Candice Circuit and Nanine Smith

- May act as if the end does justify the means
- Tends to get immediate results
- May need to develop listening skills
- Needs to work with others who calculate risks

Phil DeMuire and Sam Edgy

- May have a casual interest in details and routine tasks
- Wants new and varied activities
- Tends to accept challenges easily
- Is capable of being an effective problem solver

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:

- Be clear and to the point in your communications
- Focus communication on their concern for reaching desired results
- Accept their bluntness
- Teach them listening skills

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

Don Leader

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

Carl Gorman

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

Considerations for Leading the Team

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

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

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

Don Leader

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

Andy Benson

- Enjoys the team environment
- Good listener
- ComCircuitable being a team member
- 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
- Start communications with personal comments
- Provide frequent opportunities for informal discussions
- Give them enough time to decide on changes

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

Don Leader

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

Characteristics of the Team Members

Craig Bond

- Can be critical of self and others
- Tends to be highly committed to quality and sets high standards
- Tends to be a perfectionist
- A conscientious personal producer

Phil DeMuire

- Has high standards for self and the team
- Shows a preference to do things correctly the first time
- Shows a sense of commitment to quality and accuracy
- Inclined to look for ways to improve the quality of the work being done

Considerations for Leading the Team

Individuals who score moderately high to high in this factor are generally disciplined and difficult to satisfy. They often demonstrate high personal standards. As you work with the above listed team members, the following ideas should be considered:

- Be persistent, but don't move too quickly
- Support any changes with detailed explanation
- Allow them physical space
- Listen to their ideas for solutions to problems

SECTION IV

Team Leader Action Summary**CONTROL**

Phil DeMuire, Betty Doing, Candice Circuit, and Nanine Smith 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

- Present the facts logically
- Help them develop a greater sensitivity toward people
- Use direct answers to their questions
- Don't let them resist participation as part of a team

SOCIAL

Carl Gorman 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

- Use open-ended questions to allow them to express their thoughts
- Have testimonials from those that they respect
- Put details in writing
- Be enthusiastic in your communications

PATIENCE

Wes Beaver, Andy Benson, Betty Doing, and Carl Gorman 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 an informal and methodical approach
- Be patient and listen carefully
- Recognize consistent performance
- Offer continuing support

PRECISION

Craig Bond, Wes Beaver, Andy Benson, Betty Doing, Candice Circuit, and Nanine Smith 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

- Let them have an occasion to be an expert and express their knowledge
- Provide situations where their logical approach will lead to success
- Always follow through on what you promise
- Set a time limit for their development of any new skill

AMBITION

Phil DeMuire, Betty Doing, Candice Circuit, and Nanine Smith 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

- Match with others who weigh pros and cons well
- Help them to relax more and pace themselves
- Show them the quickest way for them to become productive
- Ask "what" questions and not "how" questions

POSITIVE EXPECTANCY

Craig Bond, Sam Edgy, and Carl Gorman 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

- Give them recognition
- Talk about people more than facts
- Provide support for their intentions
- Help them develop goals and the action steps to reach them

COMPOSURE

Wes Beaver and Andy Benson scored moderately high or high in this factor. Such individuals are typically relaxed and steady in their work. As you work with them, the following ideas should be considered:

ACTION STEPS

- Use written policies and procedures
- Seek a firm commitment without pressing too hard
- Wait before acting
- Do not switch them from task to task

ANALYTICAL

Craig Bond, Wes Beaver, Sam Edgy, Candice Circuit, and Nanine Smith scored moderately high or high in this factor. Such individuals usually enjoy a logical and systematic approach to problem solving. As you work with them, the following ideas should be considered:

ACTION STEPS

- Emphasize accuracy and logic in procedures presented to them
- Approach them directly
- Be clear in setting priorities
- Be conservative in your promises

RESULTS ORIENTATION

Phil DeMuire, Sam Edgy, Candice Circuit, and Nanine Smith 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

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

EMOTIONS

Carl Gorman 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

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

TEAM PLAYER

Andy Benson 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
- Give them enough time to decide on changes
- Start communications with personal comments
- Provide frequent opportunities for informal discussions

QUALITY ORIENTATION

Craig Bond and Phil DeMuire scored moderately high or high in this factor. Such individuals are generally disciplined and difficult to satisfy. As you work with them, the following ideas should be considered:

ACTION STEPS

- Acknowledge their competence
- Support any changes with detailed explanation
- Be persistent, but don't move too quickly
- Set clear limits to their authority