



MetaSkills
CONSULTING GROUP

SAMPLE
EXECUTIVE TEAM

TEAM-BASED ASSESSMENT REPORT

APRIL 2006

SAMPLE TEAM

TEAM-BASED ASSESSMENT REPORT

The personality characteristics and core values of the **SAMPLE** Executive Team contribute to the Team's effectiveness, ability to accomplish its strategic goals, and the overall team-based work environment. The **SAMPLE** Executive Team's characteristic response styles and actions can have intended and unintended effects on the Team's performance and the work environment they create and work within. The Hogan assessments, described briefly below, provide key insight regarding personal characteristics and values that are related to job performance regardless of industry or hierarchy level.

Hogan Personality Inventory (HPI). The HPI is the industry standard for measuring normal personality; it has been used for 25 years to predict employee performance and help organizations reduce negative (and increase positive) performance indicators.

Hogan Development Survey (HDS). The HDS evaluates eleven behavioral tendencies that can derail careers. The HDS is the only business-related inventory that provides insight regarding barriers to career and leadership success.

Motives, Values, Preferences Inventory (MVPI). The MVPI assesses an individual's core values and is used to (a) evaluate the fit between an individual's values and an organization's culture and (b) predict occupational success and satisfaction.

The following pages summarize the **SAMPLE** Executive Team's key strengths, development opportunities, and predominant values in terms of Team members' ability to work as a team, maintain healthy team relations, and demonstrate maximal performance. The statements found in the remainder of this report are based on the **SAMPLE** Executive Team's aggregate HPI, HDS, and MVPI results.

The Hogan Assessments are used by numerous Fortune 200-type organizations world-wide as part of their own individual and team development programs. Understanding team strengths, potential blind spots, and predominant values can help members of the **SAMPLE** Executive Team use their strengths to achieve new goals and ensure that potential shortcomings do not impede the Team's success. The feedback presented on the following pages should facilitate this process and is comprised of four sections: (a) Key Strengths, (b) Key Development Opportunities, (c) Predominant Values, and (d) Recommendations for Team Success.

KEY STRENGTHS

Individual Differences. The **SAMPLE** Executive Team, as a whole, has a broad range of scores across most of the individual assessment scales. This pattern suggests (a) diversity in terms of how individual team members approach others and work and (b) that very few broad generalizations can be drawn about all group members. This diversity can be considered a strength because each team member brings a very different set of work characteristics and styles to the table. It is up to the group to understand each team member's style, strengths, development needs, desires, and motivations in order to maximize performance at the team level.

Handling Adversity & Change. The **SAMPLE** Team can cope with adversity and work effectively when workloads are heavy and pressure is high; in these scenarios, Team members tend to remain calm, even-tempered, and results-focused. Team members likely are perceived as optimistic and resilient; they will maintain their composure when others around them may become tense and worrisome. The Team's calmness under pressure likely can be attributed to a tendency to plan work and create detailed contingency plans for when setbacks occur and changes in plans are required. These are very valuable characteristics in fast-paced and ever-changing environments.

Action & Results Focused. Members of the **SAMPLE** Executive Team push themselves for results and are energetic, driven, and willing to proactively assume challenging work. The team is comprised of self-confident individuals who focus on positive outcomes and are determined to produce results. Team members will strive to accomplish lofty goals, exceed expectations, and surpass high personal performance standards. Although team members are very ambitious, confident, and outspoken, they also are (a) very mindful of the impact that their actions and words have on others and (b) concerned with building and maintaining strong relationships with one another and other members of the organization. As such, Team members likely will not foster a competitive work environment or intimidate less-seasoned colleagues. Armed with almost boundless energy, this group will have an ability to fix almost any problem by formulating a plan, pushing themselves to "work" the plan, and putting in longer hours in order to produce the desired results.

Vision & Implementation Balance. The **SAMPLE** Executive Team's assessment results suggest three different styles associated with being visionary and focusing on implementation issues. First, a portion of the team thinks strategically in terms of the big picture, makes connections between seemingly-unrelated pieces of information, and devises innovative approaches to recurring problems. A second group evaluates strategic ideas in terms of practicality and feasibility, and subsequently translates these ideas into workable solutions, while a third group focuses on the details and processes associated with implementing these solutions and plans in order to produce tangible results. In sum, if the team capitalizes on members' unique and varying strengths in terms of strategic thinking and implementation, they will have the potential to produce meaningful and wide-reaching results.

Collegiality. Although strong-willed and, at times, outspoken, the **SAMPLE** Executive Team is comprised of individuals who will be perceived by others as warm, friendly, empathic, and diplomatic. Despite varying with respect to the degree to which they are perceived as outgoing and extroverted, nearly all Team members consider working with others, collaboration, and building relationships to be motivating aspects of their jobs. As a result, team members likely will (a) seek one another out, (b) maintain frequent communication, whether in-person or via email or phone, and (c) be concerned with maintaining upbeat and collegial working relationships that facilitate their ability to collectively produce results in a maximally-effective fashion.

KEY DEVELOPMENT OPPORTUNITIES

The following sections highlight characteristics that may impede **SAMPLE** Executive Team's performance under non-routine (i.e., adverse) work conditions *or* when Team members acclimate to one another. When reviewing the following statements, keep in mind the following: (a) characteristics that typically facilitate performance can, at times, *impede* performance when exacerbated and (b) individuals and teams can manifest characteristic response styles that conflict with one another and, as a result, create strain, impede relationships, and hinder performance.

Building & Following Rules. Members of the **SAMPLE** Executive Team are very detail-oriented and hold themselves and others accountable to high standards of performance. These characteristics will enable the Team to create comprehensive implementation plans around visionary ideas; however, when under stress, these characteristics may lead Team members to (a) focus more attention on process as opposed to strategy, (b) create rules and structures when they are, perhaps, unnecessary, and (c) create a work environment that may stifle strategic risk taking and creativity. Coexisting with the Team's relatively-uniform desire to avert problems by creating decision rules is variation with respect to their likelihood of actually acting in accordance with the guidelines they create. Although all Team members likely will provide overt support for Team-generated standard operating procedures, some Team members may unobtrusively work around these guidelines (considering them constraining, but not voicing these opinions) to meet their objectives without "creating waves." Over time, these competing tendencies likely will strain the Team's relations and unnecessarily consume time.

Responding to Conflict. The **SAMPLE** Executive Team is comprised of individuals who possess two strong performance-enhancing characteristics; however, in tandem these characteristics can work in opposition, to the detriment of the team, when potentially conflict-inciting issues must be addressed. On one hand, the Team is comprised of individuals who are self-assured, driven, and achievement-oriented; Team members likely are confident in their abilities to formulate and share ideas, strategies, or plans. However, coexisting with the Team's results-orientation is both a desire and a tendency to avoid overt conflict and maintain highly collegial work relations. Although the Team's performance likely will not be negatively impacted by overt displays of competitiveness or contention (due to Team members' diplomacy), in an effort to maintain a low-conflict work environment, Team members will tend to seek consensus before making key decisions (despite often having strong personal opinions), tend to "water-down" their critiques of others' work or ideas, avoid holding one another accountable, and be unlikely to champion a strongly-held stance if it has the potential to create conflict. As a result of these tendencies, the Team may not be able to fully capitalize on its members' ideas and input.

Asserting Leadership Influence. Although described by others as leader-like (e.g., self-assured, driven, persistent), the **SAMPLE** Executive Team, as a whole, is not particularly motivated by leading and proactively managing others, particularly when leadership status requires them to make tough calls, address non-performance issues, or be the bearer of unpleasant news. Many Team members appear to be more interested in developing or helping others as opposed to actively and directly managing their performance. Many Team members' relative indifference towards asserting leadership influence likely stems a strong desire to maintain alliances and intimacy as a leadership group. Team members are highly motivated to serve their constituents, positively impact others in one form or another, and reduce flux within the current work environment; however, they may struggle to sustain the motivation necessary to achieve the preceding if the means to these ends involves making decisions that do not favorably impact all involved.

PREDOMINANT VALUES

Diverse Value System. The **SAMPLE** Executive Team, as a whole, has a broad range of scores across the values scales. This pattern of scores suggests that individual group members are motivated by a diverse set of interests and drivers, allowing each member to champion values that correspond to their particular role within the group while also *not* providing a specific value that is motivating to all group members. As a result, the team likely creates a well-rounded, as opposed to a more focused, environment and culture. On the other hand, the group should be aware of circumstances where values have the potential to work in opposition (e.g., Altruistic and Commercial *or* Power and Affiliation motivations), and make efforts to insure that values can, to the greatest extent possible, work in tandem in order to create a work environment that allows the **SAMPLE** Executive Team to accomplish its diverse goals.

Bottom-Line & Altruistic Orientations. The **SAMPLE** Executive Team values staying directly involved with decisions that impact the organization's bottom-line yet also is very concerned with social issues and serving others. Team members are motivated to find ways to yield successful financial outcomes, evaluate plans and projects in terms of return on investment, and value financial planning and organizing business strategies around financial models. Concurrent with the Team's strong bottom-line focus; however, is a strong focus on facilitating others' well-being and serving constituents. Although challenging, the Team likely will strive to make decisions in a manner that will enable them to concurrently maximize these values.

Tradition. The **SAMPLE** Executive Team will defend time-honored procedures, champion established values, and maintain close but professional relationships with each other and their associates. They will value using **ORGANIZATION's** established vision and mission as a basis for making decisions and will evaluate potential innovations and plans in terms of how they correspond to the organization's ideals. These values-based anchors can be used to facilitate the Team's ability to make decisions relatively quickly and with confidence. As leaders, the Executive Team will work hard to support and maintain **ORGANIZATION's** values and mission; however, these same strongly-held values also may stifle the Team's willingness to break from convention, innovate, and wholeheartedly consider new ideas that could potentially impact the organization's future.

Polarized Security. The individuals who comprise the **SAMPLE** Executive Team are polarized with respect to (a) their attitudes towards change and risk and (b) the degree to which they value working in an environment that is either very established, predictable, and risk-free or, conversely, fast-paced and characterized by a need to quickly manage novel issues that emerge often unexpectedly. While approximately half of Team members will be eager to charge ahead into uncharted territory, incite change, and deviate from the norm, the other half will be eager to manage risk, maintain the status quo, and avoid ambiguity. On one hand, these discrepant values will negatively impact Team members' abilities to see eye-to-eye at times; however, they likely also will ensure that change and risk is pursued in a moderated fashion.

Visibility & Authority. Although all very driven, achievement-oriented, and leader-like members of the **SAMPLE** Executive Team vary considerably with respect to the degree to which they are motivated by (a) day-to-day people leadership responsibilities and their ability to manage others and (b) the degree to which they are able to play a large and visible role in the organization. The Team's balance with respect to members' desire to lead initiatives, maintain responsibility for managing others' performance, and serve as spokespeople for the Executive Team likely will facilitate the Team's performance, as members of high-performing Teams must (and will) be willing to share the spotlight and leadership responsibility.

RECOMMENDATIONS FOR TEAM SUCCESS

This Group Report presents a great deal of information and many different uses of the data have emerged. Given the information highlighted by the **SAMPLE** Executive Team's Hogan assessment results, we suggest the following four activities to enhance the Team's performance

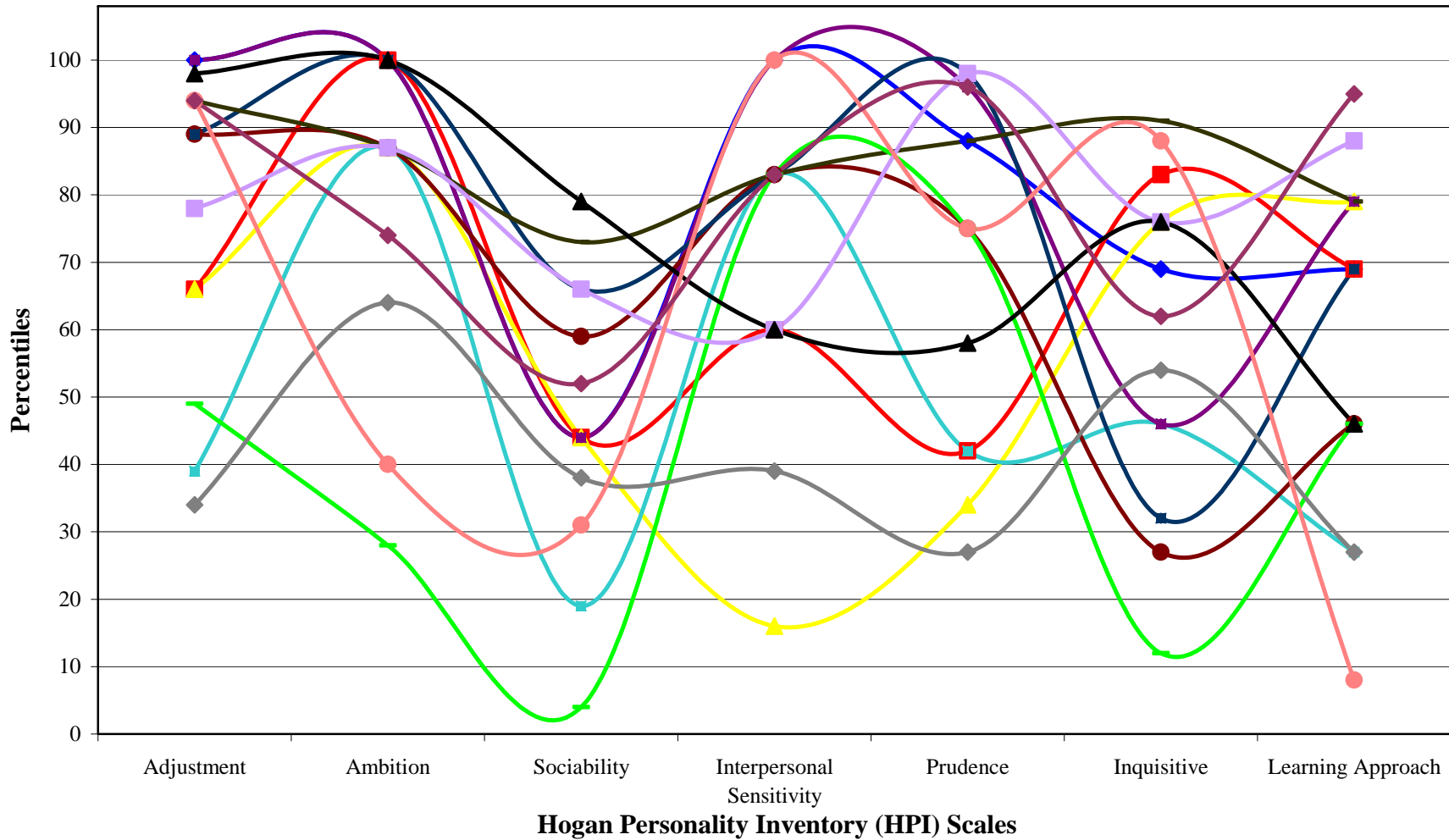
Embrace Diversity. The **SAMPLE** Executive Team has a fairly diverse personality profile across all three of the assessments. There are few places where group members' scores converge. The diversity highlighted by the assessment results can facilitate performance so long as two things occur. First, the group should make an effort to understand each others' profiles with respect to duties, goals, and objectives – the Team Retreat will provide a good starting point for facilitating this understanding. Second, the group should actively discuss the most advantageous ways to allocate work and maximize team performance based on team members' unique strengths and development needs.

Implementation Strategy. The **SAMPLE** Executive Team should realize that some members are more apt to be visionary while others are more apt to excel at application and implementation. The team needs both. Diversity in terms of implementation strategy can facilitate team performance as long as two things occur. First, the group should make an effort to understand each others' strengths with respect to strategizing and implementation. Second, the group should actively discuss the most advantageous ways to allocate responsibility and maximize performance based on members' respective strengths. When faced with pressure-laden or stressful work conditions, the team is oriented toward focusing on details, process-related matters, and ensuring that all initiatives are mapped-out to the greatest extent possible. The team should recognize that these characteristics will facilitate success with respect to many performance dimensions (e.g., critically-evaluating ideas, focus, and delivery upon expectations); however, in some scenarios, a concerted effort will need to be made in order to ensure that they do not lose sight of the strategy and bigger picture they also are very capable of seeing.

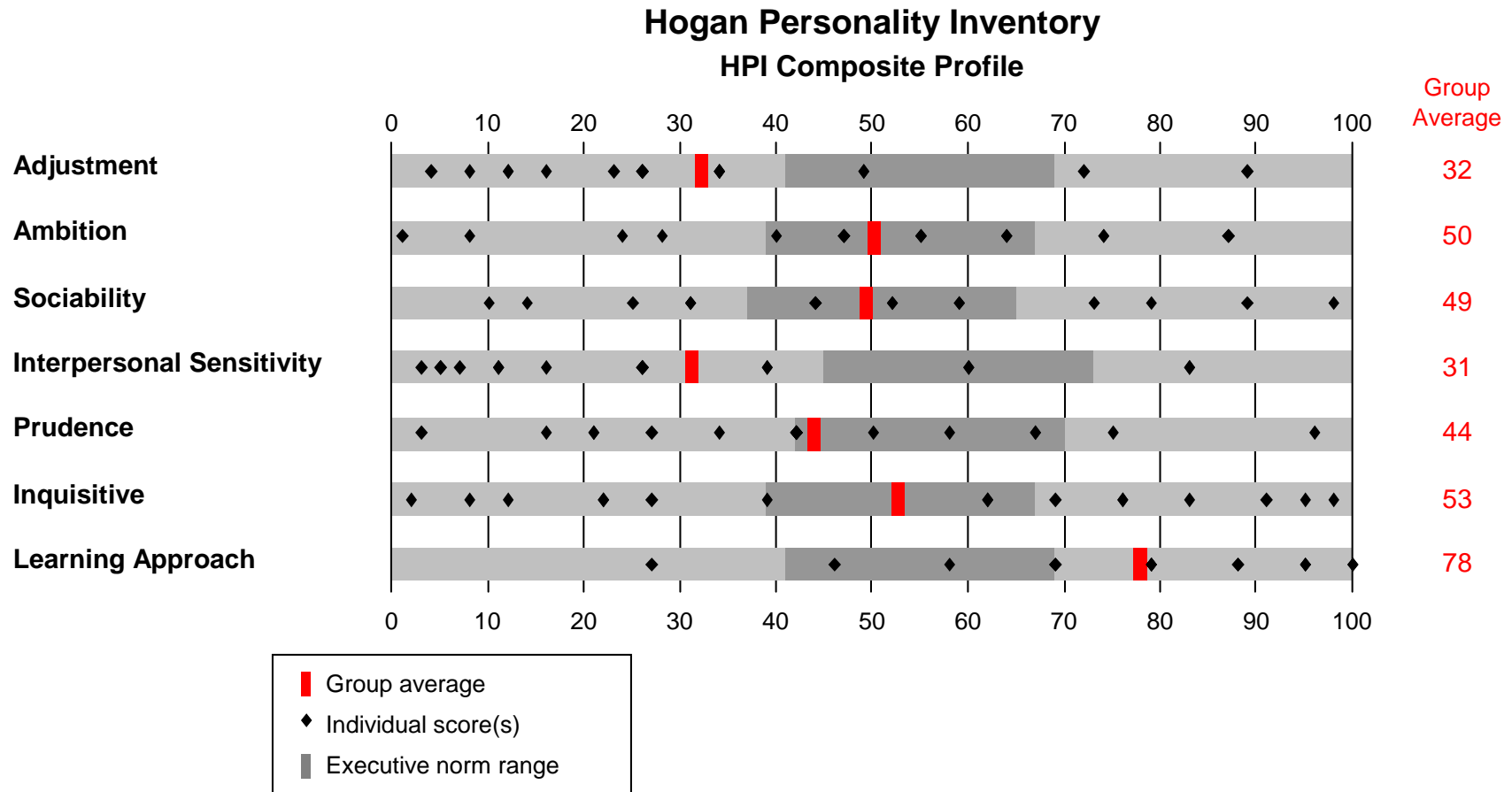
Presenting Opinions. The **SAMPLE** Executive Team is comprised of individuals who have strong opinions but also possess characteristics that will facilitate their ability to maintain strong, collegial relationships with one another and constituents across the organization. Team members, however, dislike confronting others or otherwise providing others bad news. As such, when their opinion is sought at important and opportune times, and the organization really needs their input, they may try to overly emphasize the positive and neglect accurate negatives. Team members will need to make a concerted effort to maintain their strong levels of diplomacy and tact, while strategically employing a more direct and forthcoming interactional style when necessary.

Innovation & Strategic Risk Taking. Members of the **SAMPLE** Executive Team are playful, organized, and very focused on details. As such, they will excel at evaluating ideas in terms of whether they are practical and feasible, creating and implementing timelines around initiatives, and thinking through consequences before initiating new strategies. Conversely, this strong degree of detail-orientation and pragmatism likely will detract from the team's ability and willingness to take the strategic risks necessary to achieve their objectives. In addition, although many team members have real strengths in terms of "big picture" thinking, these individuals also are highly focused on details. The group will need to recognize when it needs to make a concerted effort to (a) "get out of the weeds" (i.e., focus predominantly on details), (b) capitalize team members' ability to brainstorm, and (c) recognize how strategic risk and change can actually enhance **SAMPLE** mission.

HOGAN PERSONALITY INVENTORY¹
SAMPLE EXECUTIVE TEAM-BASED ASSESSMENT REPORT

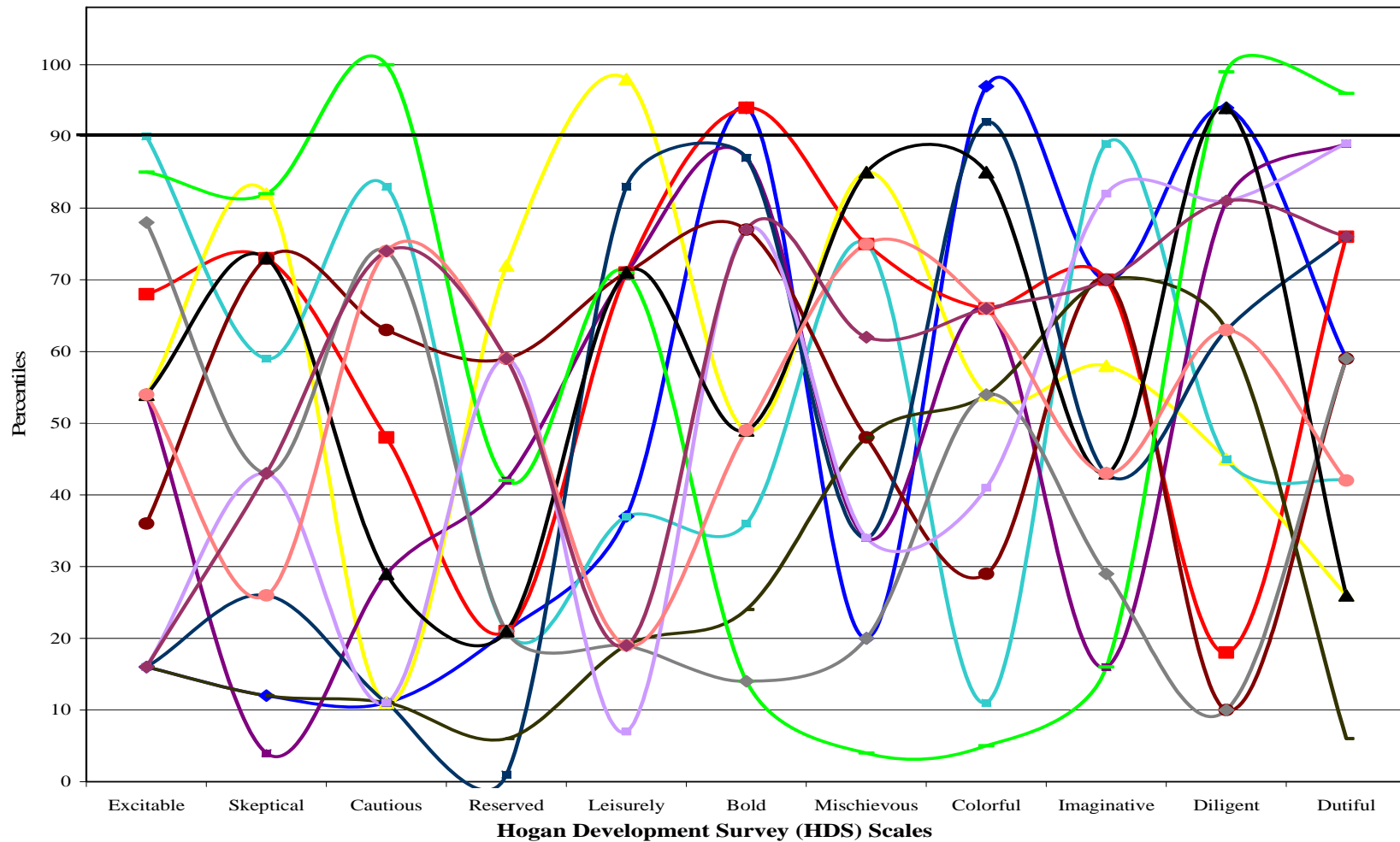


HOGAN PERSONALITY INVENTORY²
SAMPLE EXECUTIVE TEAM-BASED ASSESSMENT REPORT



² The HPI or Hogan Personality Inventory is concerned with how a person is seen by others, with his or her distinctive interaction style or reputation. The focus of the HPI is upon characteristics that appear in social interaction and that facilitate or inhibit a person's ability to get along with others and to achieve their personal goals. HPI scores are designed to predict how others will describe a person.

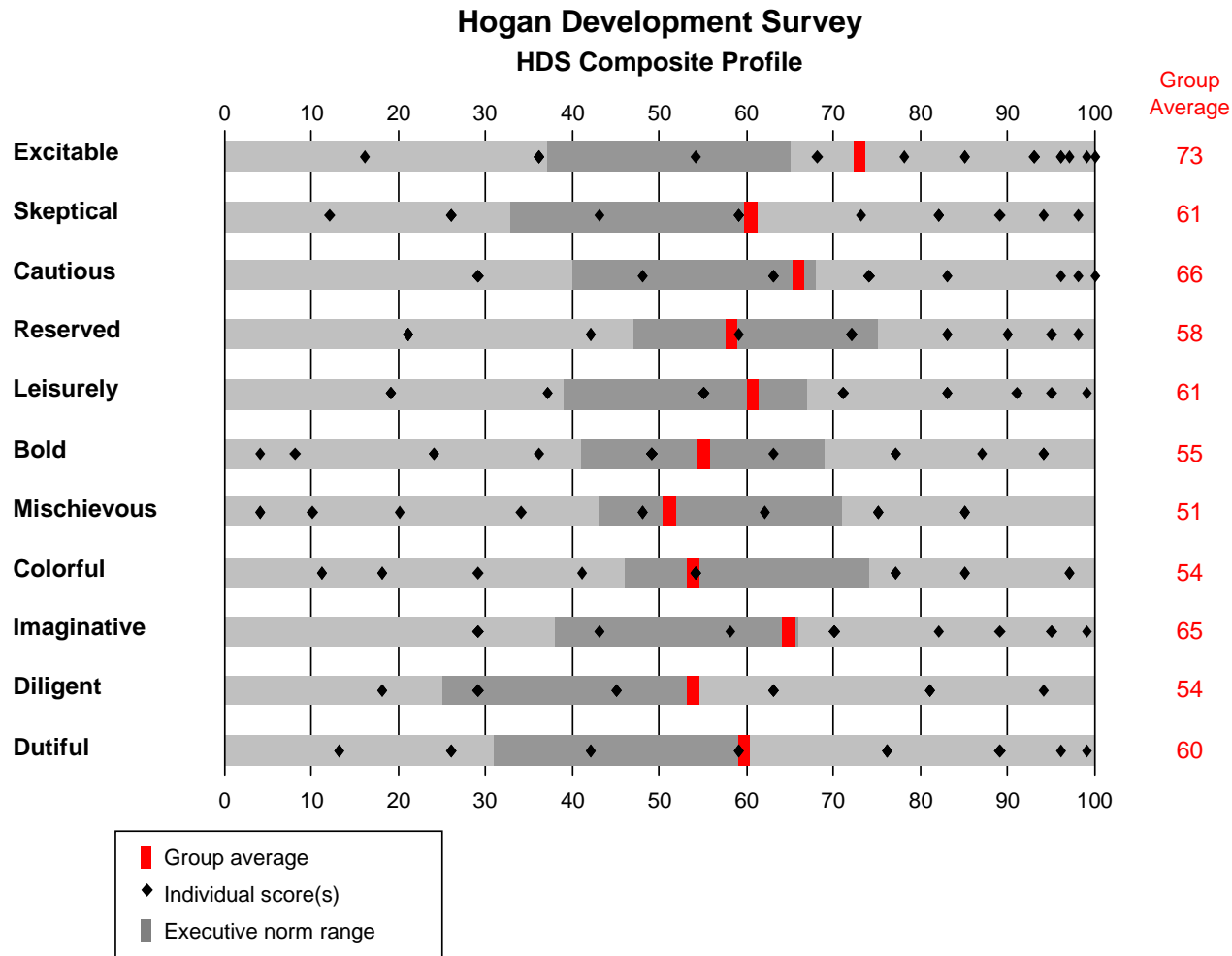
HOGAN DEVELOPMENT SURVEY³
SAMPLE EXECUTIVE TEAM-BASED ASSESSMENT REPORT



³ The HDS or Hogan Development Survey is designed to measure interpersonal behavior that may appear during times of stress or heavy workloads. These tendencies can disrupt relations with others and/or interfere with a person's career goals. When considering HDS data, there are a couple of things to keep in mind. First, virtually everyone needs to improve some aspect of their social performance and the HDS indicates areas where improvement may be needed. Second, research shows that persons with lower scores on the HDS tend to have fewer problems at work. Lastly, because people are often unaware of the aspects of their interpersonal behavior that need improvement, the HDS provides an efficient and reliable way to highlight these issues so that one can learn to manage them.

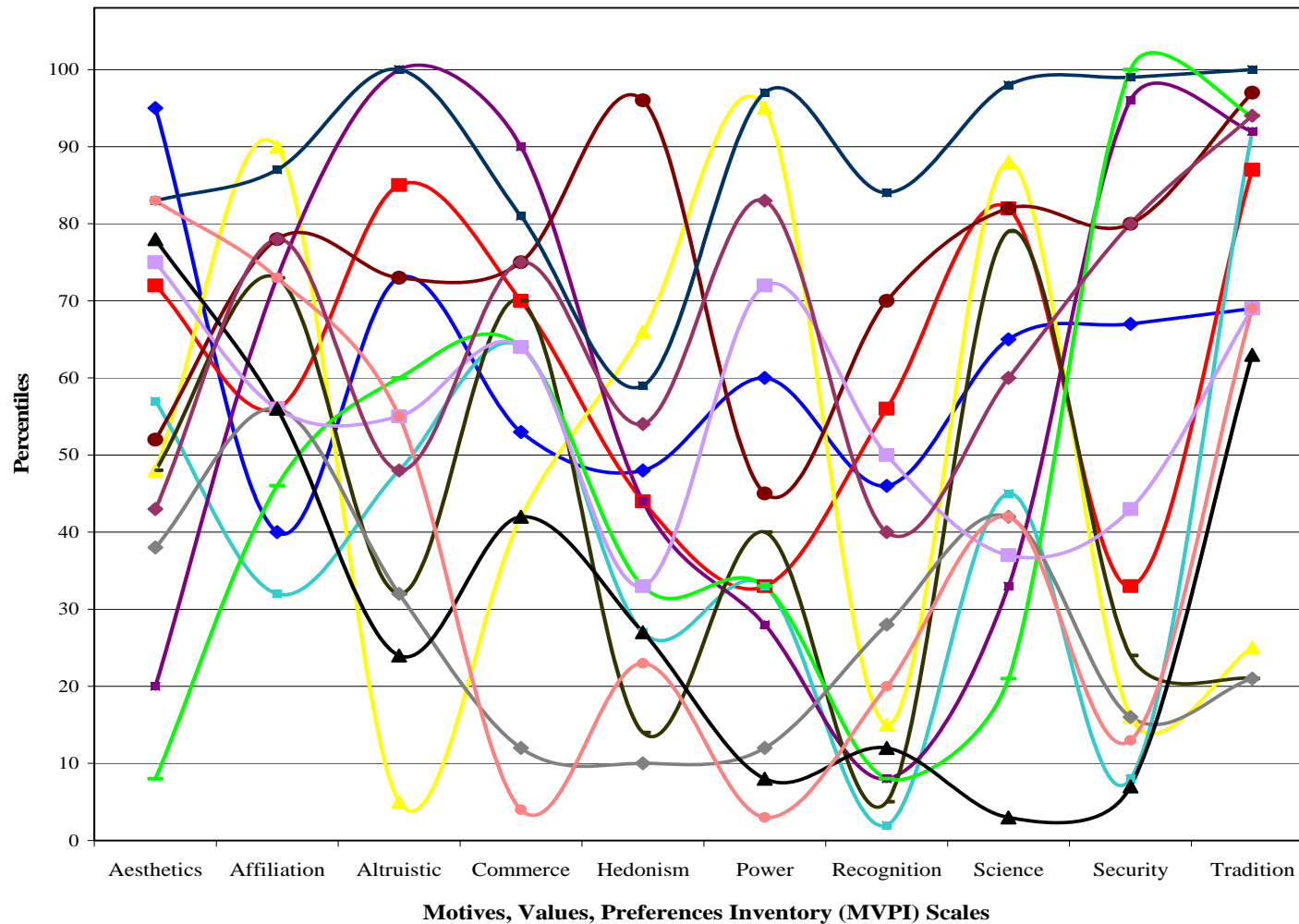
HOGAN DEVELOPMENT SURVEY⁴

SAMPLE EXECUTIVE TEAM-BASED ASSESSMENT REPORT



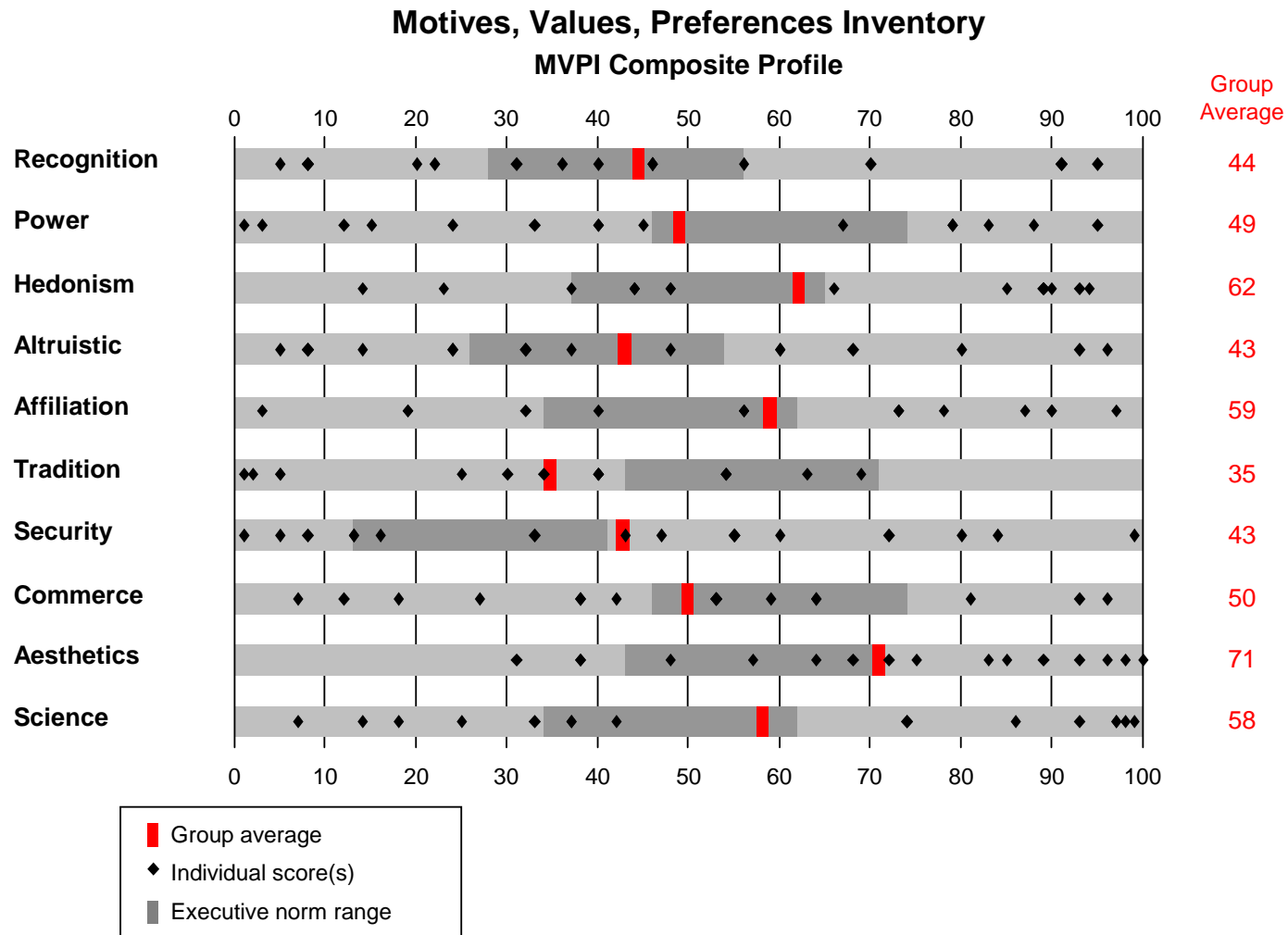
⁴ The HDS or Hogan Development Survey is designed to measure interpersonal behavior that may appear during times of stress or heavy workloads. These tendencies can disrupt relations with others and/or interfere with a person's career goals. When considering HDS data, there are a couple of things to keep in mind. First, virtually everyone needs to improve some aspect of their social performance and the HDS indicates areas where improvement may be needed. Second, research shows that persons with lower scores on the HDS tend to have fewer problems at work. Lastly, because people are often unaware of the aspects of their interpersonal behavior that need improvement, the HDS provides an efficient and reliable way to highlight these issues so that one can learn to manage them.

MOTIVES, VALUES, PREFERENCES INVENTORY⁵
SAMPLE EXECUTIVE TEAM-BASED ASSESSMENT REPORT



⁵ Motives, values and preferences are all motivational concepts differing primarily in terms of their generality – values are the most broad and abstract kind of motive and interests are the most narrow and specific kind of motive. These motivational concepts tell about a person’s desires and plans and they explain the long-term themes and tendencies in a person’s life. Finally, motives, values and preferences are remarkably stable; they tend to change very little as a person grows older. In short, the MVPI or Motives, Values, Preferences Inventory is designed to directly assess a person’s motives.

MOTIVES, VALUES, PREFERENCES INVENTORY⁶
SAMPLE EXECUTIVE TEAM-BASED ASSESSMENT REPORT



⁶ Motives, values and preferences are all motivational concepts differing primarily in terms of their generality – values are the most broad and abstract kind of motive and interests are the most narrow and specific kind of motive. These motivational concepts tell about a person’s desires and plans and they explain the long-term themes and tendencies in a person’s life. Finally, motives, values and preferences are remarkably stable; they tend to change very little as a person grows older. In short, the MVPI or Motives, Values, Preferences Inventory is designed to directly assess a person’s motives.