select
develop
lead

Team Report

Strategies to help teams achieve their full potential

VERSION 1.0

Marketing Team

THE SCIENCE OF PERSONALITY

ABOUT THIS REPORT

INTRODUCTION

In order to perform effectively, teams and their leaders need to answer such questions as: What is the right mix of skills for this team to be successful? Who will work best together? What motives and values do we share? What problems might the team have and how can we deal with them? What will we do about poor performance or team discord? Based on the assessment of individual personalities, this report provides insights and recommendations to improve team performance.

CONFIDENTIALITY

This document contains sensitive information regarding individual assessment results. The organization or individuals involved should understand that it will be kept in a secure location with restricted access. Should the relationship between the group and the organization cease, this report should be either stored securely or destroyed.

THIS REPORT INCLUDES:

OVERVIEW

An overview or snapshot of the team at its best and worst.

TEAM ROLES

People typically adopt informal roles in a team. For example, some people are concerned with maintaining team harmony and cohesion. Others are more concerned with achieving team goals. At least five informal roles need to be filled in order for a team to be successful. These roles are Results, Relationships, Process, Innovation, and Pragmatism.

TEAM DERAILERS

All teams have issues that inhibit their effectiveness. These issues rarely emerge in the initial stages of team formation; they appear later, when the team is under pressure, or when team members' dark sides begin to appear. This section highlights potential team issues and provides suggestions for dealing with them.

TEAM CULTURE

Effective teams are composed of individuals with a range of expertise and skills, but some consensus about values. Because values are the basis for team norms, culture, and decision making, shared values can advance team performance. This section highlights shared team values.

INDIVIDUAL PROFILES AND PERSPECTIVES

The Individual Profiles and Individual Perspectives sections provide a detailed view of the similarity of each person compared to the rest of the group. The Individual Profiles use a summary graphic to compare individuals on a scale level, noting differences in behavior, derailers and values. A more detailed look at the individual is provided in the Individual Perspectives.

© 2012 HOGAN ASSESSMENT SYSTEMS, INC.

OVERVIEW

NAME
Marketing Team

DESCRIPTION
Marketing Team

MEMBERS
Adam Johnson
James Williams
John Davis
Laura Taylor
Liz Brown
Maria Miller
Robert Anderson
Sara Smith

SNAPSHOT
The following snapshot summarizes how the team may appear at its best and worst based on the team's combined assessment results. When team members share characteristics, it can enhance team performance but may also pose some risks depending on the environment in which the team operates.

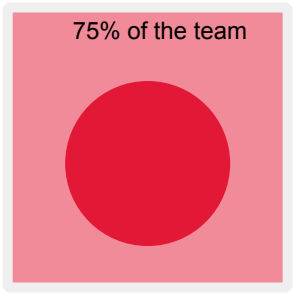
AT BEST
- Concerned about its performance but stable mood
- Confident and proactive
- Good at both listening and talking
- Cooperative but willing to take a stand
- Balances process rules with flexibility
- Openminded, big-picture approach
- Stays up to date with industry developments
- Fun-loving and informal culture

AT WORST
- Competes with one another
- Low tolerance for routine tasks
- Strategic, not tactical
- Moody and volatile
- Mistrustful of one another
- Doesn't communicate under pressure
- Stubborn and inflexible under pressure
- Overly confident and aggressive
- Makes risky and impulsive decisions
- Prone to dramatic displays
- Succumbs to paralysis by analysis under pressure
- Ignores boring or uninteresting tasks

© 2012 HOGAN ASSESSMENT SYSTEMS, INC.

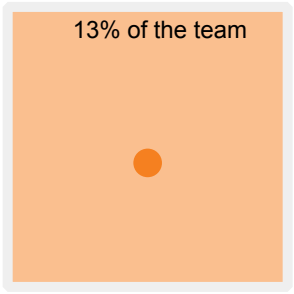
TEAM ROLES

Team members play two distinct roles. The first is the functional role defined by their job description. The second is the informal or psychological role they play on the team. Both roles are important for team success, and individuals vary in the extent to which they fulfill them. In informal roles, some people focus on the social life of the team, while others may encourage the team to pay attention to detail and quality.



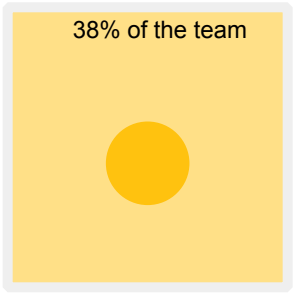
Results

People who organize work, clarify roles, coordinate effort, and provide direction for others. They enjoy taking charge and pushing for results.



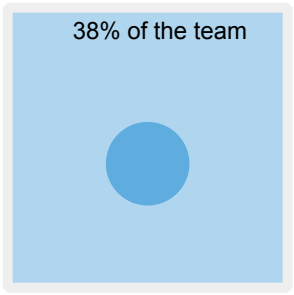
Relationships

People who are concerned about morale and how team members get along. They are positive and optimistic, attuned to people's feelings, and good at building cohesive relationships.



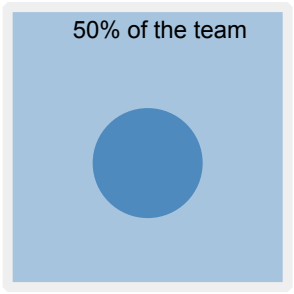
Process

People who are concerned with implementation, the details of execution, and the use of process and systems to complete tasks. They are reliable, organized, and conscientious about following procedures.



Innovation

People who recognize when conditions have changed and when the team needs to adapt. They spot trends and patterns quickly, enjoy solving problems, and generating creative solutions.



Pragmatism

People who provide practical, hard-headed evaluations of ideas and proposals. They advocate pragmatic solutions and their views are not influenced by the need to maintain harmony. They are direct and grounded in reality.

TIP

Look for balance across the roles and pay particular attention to any unfilled roles or too many people occupying the same role.

This symbol indicates too few team members occupy a certain role.

© 2012 HOGAN ASSESSMENT SYSTEMS, INC.

HIGH-PERFORMANCE GUIDELINES

The behavior of the people listed below may be suitable for one or more of the informal team roles. Some team members may not fit any role, but it does not mean they do not contribute to the team. In fact, these individuals often provide a vital technical or specialist perspective, although they may play a smaller role in the day-to-day dynamics of the team.

Results

Adam Johnson
John Davis
Laura Taylor
Maria Miller
Robert Anderson
Sara Smith

Ensure this team balances its strong results orientation with an ability to manage relationships, both inside the team and with outside stakeholders. Sometimes a strong results orientation can create a short-term focus. Make sure results are placed in a strategic perspective and aligned with longer-term direction.

Relationships

Adam Johnson

This seems to be a no-nonsense team unafraid to give one another feedback. This team also seems to have a limited awareness of the value of relationships and may pay insufficient attention to social bonds. It is important to take time to celebrate success, socialize, and develop relationships with important stakeholders outside of the team.

Process

Maria Miller
Robert Anderson
Sara Smith

This team seems able to develop good processes and follow through, and therefore should be productive, organized, and good at following plans. This team should consistently finish projects on time.

Innovation

Adam Johnson
Liz Brown
Sara Smith

This team seems able to develop an appropriate vision and longer-term strategy. This team is also probably aware of changing conditions and how those changes impact how the team does its work. This team also seems able to deal with novel, unexpected problems and react appropriately.

Pragmatism

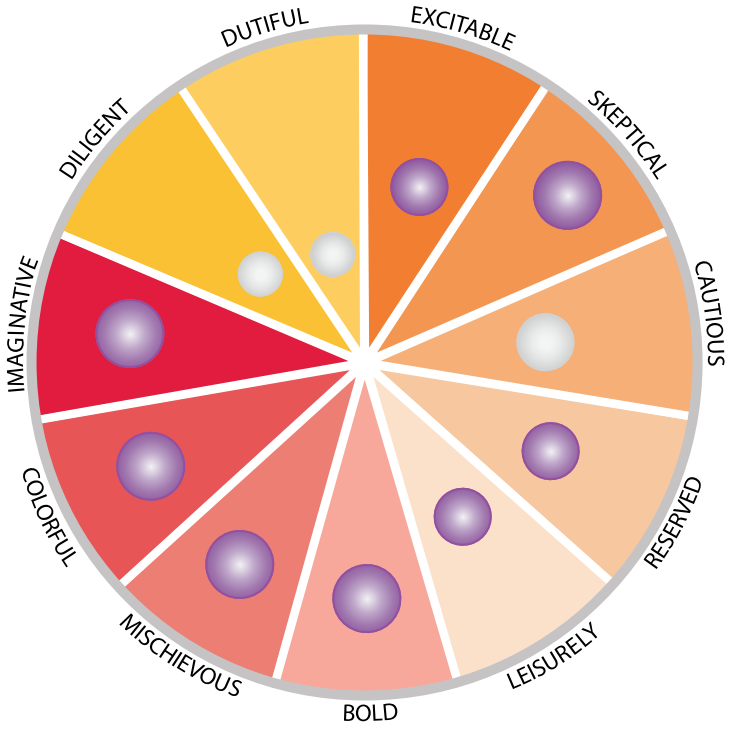
James Williams
John Davis
Laura Taylor
Robert Anderson

This team seems able to evaluate new ideas appropriately and table them when required. This team should ensure other team members are able to inject ideas and they are not automatically derailed by pragmatists who find reasons for why things won't work.

© 2012 HOGAN ASSESSMENT SYSTEMS, INC.

TEAM DERAILERS

Some team members will have certain characteristics that can undermine their performance when they are under pressure. These behaviors can be assessed using the 11 derailers in the Hogan Development Survey (HDS). If a majority of team members have the same tendency, it will amplify the dysfunctional behavior within the group and may become a team derailer or blind spot. Derailers tend to undermine a team's ability to move into high-performance mode and typically emerge when a team is under pressure or when its members begin feeling complacent.



TIP

It is ideal if there are no team derailers, but most teams have one or more. Pay particular attention when several team derailers appear in the same zone.

This symbol indicates emergent derailers for the team.

Agitating I C M B

These people seem arrogant or excessively self-confident, impulsive, and attention-seeking. They crave excitement, break rules, and test limits.

Acquiescing D D

These people pay excessive attention to detail. They are perfectionistic, reluctant to take unauthorized risks or chances, and unwilling to deviate from established plans.

Distancing E S C R L

These people are moody, alert for threats and betrayal, fearful of making mistakes, withdrawn and distant, and have little enthusiasm for people or projects.

© 2012 HOGAN ASSESSMENT SYSTEMS, INC.

HIGH-PERFORMANCE GUIDELINES

The individuals listed below contribute to one or more of the emergent derailers for the team. These people should behave in ways that are characteristic of each derailer category. Some team members may have other derailers, but if they don't contribute to a team derailer, they are ignored in this section.

Agitating I C M B

Bold
Adam Johnson
John Davis
Liz Brown
Maria Miller
Sara Smith

This team is overly confident and should focus on developing humility, self-awareness, and methods for tracking and correcting errors (e.g., lessons-learned sessions). To correct its overconfidence, this team needs to learn to listen to feedback and criticism and solicit outside input into its decision making.

Mischievous
Adam Johnson
James Williams
John Davis
Laura Taylor
Maria Miller
Robert Anderson
Sara Smith

This team's mischievous anchor can lead it to ignore processes, rules, and protocols. Members should adopt a risk register and develop worst case scenarios. They should slow down decision making and use a pause-and-reflect period before leaping into action. This team should place the welfare of the organization and the performance of the team ahead of their own fun and excitement.

Colorful
Adam Johnson
John Davis
Laura Taylor
Robert Anderson
Sara Smith

When this team becomes stressed, it should regroup and focus on the basics. Restate the team's priorities and consciously resist the impulse to chase exciting, but low-value, pieces of work. This team should discipline itself to pay close attention to the basics when pressure mounts.

Imaginative
Adam Johnson
James Williams
John Davis
Laura Taylor
Liz Brown
Maria Miller
Robert Anderson

This team can develop impractical agendas, so it should keep the team mission and practical deliverables firmly in mind. Members should test reactions to new team agendas before taking action, and ask trusted colleagues or outsiders to challenge the team's thinking and test its logic. This team should be aware that others may not understand its intuitive leaps of insight, so it should develop ways to explain links between data, new ideas, and expected outcomes.

Acquiescing D D

Distancing E S C R L

Excitable
James Williams
John Davis
Laura Taylor
Liz Brown

This team needs to develop ways to detect when the pressure is getting to be too much and relationships are becoming strained. This team should also develop a team charter for member behavior and be prepared to confront poor emotional control. This team should create protocols for handling disagreements and be clear about how the decisions will be reached. If the pressure builds, take time out and separate the team members. Members should practice using breakdowns in performance and relationships as learning opportunities, and make an effort to keep spirits up when times are tough.

Skeptical
Adam Johnson
James Williams
John Davis
Laura Taylor
Liz Brown
Maria Miller
Robert Anderson

Suspiciousness or cynicism may cause this team to miss opportunities. This team should explore the positive-side team members' suggestions and practice having fun and celebrating small achievements. Pressure will make this team hyper vigilant, so slow conversations down, check facts and assumptions and build a no-blame, no-fault culture.

© 2012 HOGAN ASSESSMENT SYSTEMS, INC.

Reserved
James Williams
Liz Brown
Robert Anderson
Sara Smith

Leisurely
Adam Johnson
James Williams
John Davis
Laura Taylor
Maria Miller

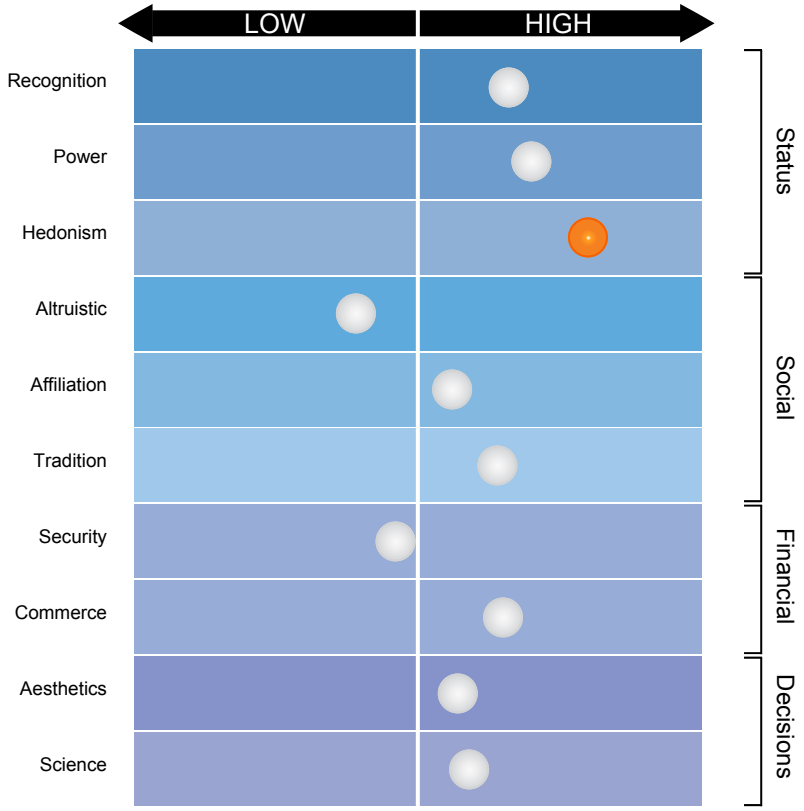
Under pressure the members of this team withdraw and stop communicating, thereby risking team failure. This team should develop a charter to specify how it will handle dissent. As pressure mounts, members should communicate more frequently and challenge excuses for avoiding contact. Using an external facilitator may help with challenging conversations.

The degree to which this team sets its own agenda and timeframes may frustrate others. This team should adopt protocols for being responsive and internal measures of speed of response. This team should avoid cynical comments about the expectations of people outside the team and beware of smug, all-knowing attitudes. Members should use the 80/20 rule when stuck, which happens when individuals become dogmatic and stubborn about insignificant points.

© 2012 HOGAN ASSESSMENT SYSTEMS, INC.

TEAM CULTURE

Team members have their own individual values and drivers that guide their actions and priorities. Their values can be measured using the Motives, Values, Preferences Inventory (MVPI). When a majority of team members share the same values, either high or low, the team will bond more easily. Team values are a powerful force for uniting and driving the team toward attaining its perceived priorities. Therefore, when team values are aligned with defined business strategy and objectives, the team will have a high degree of fit with the context in which it operates.



TIP

Look for agreement on at least one or two team values, which will indicate shared direction and focus. If no agreement exists, the team may clash over priorities. However, too much agreement on values may lead to groupthink.

This symbol indicates cultural anchors for the team.

Status R P H

These people are concerned with standing out and being noticed for their achievements, accomplishments, progress, and status.

Social A A T

These people are concerned about their relationships with other people; they want to be liked and accepted, to maintain positive relations with others, and to be sure that others are treated with respect.

Financial S C

These people are concerned with commercial issues; they seek stable and reliable methods for maximizing financial gain.

Decisions A S

These people enjoy ideas, innovation, style and elegance; they are willing to challenge tradition, and they prefer to make data-based decisions.

© 2012 HOGAN ASSESSMENT SYSTEMS, INC.

HIGH-PERFORMANCE GUIDELINES

The individuals listed below have values that contribute to one or more of the emerging cultural anchors for the team. These people can be expected to drive focus around each cultural theme. Individuals on the team may well have other values, but unless they contribute to a team cultural anchor, they are ignored in this section.

Status R P H

Hedonism
Adam Johnson
John Davis
Laura Taylor
Liz Brown
Maria Miller
Robert Anderson

High Hedonism teams are informal and fun. They want to enjoy their work, and have a "work hard and play hard" attitude. They may sometimes lose focus because they can be impulsive and easily distracted. They create a work environment with opportunities to have a good time, and others may think that they emphasize entertainment over results, perhaps because they are jealous.

Social A A T

Financial S C

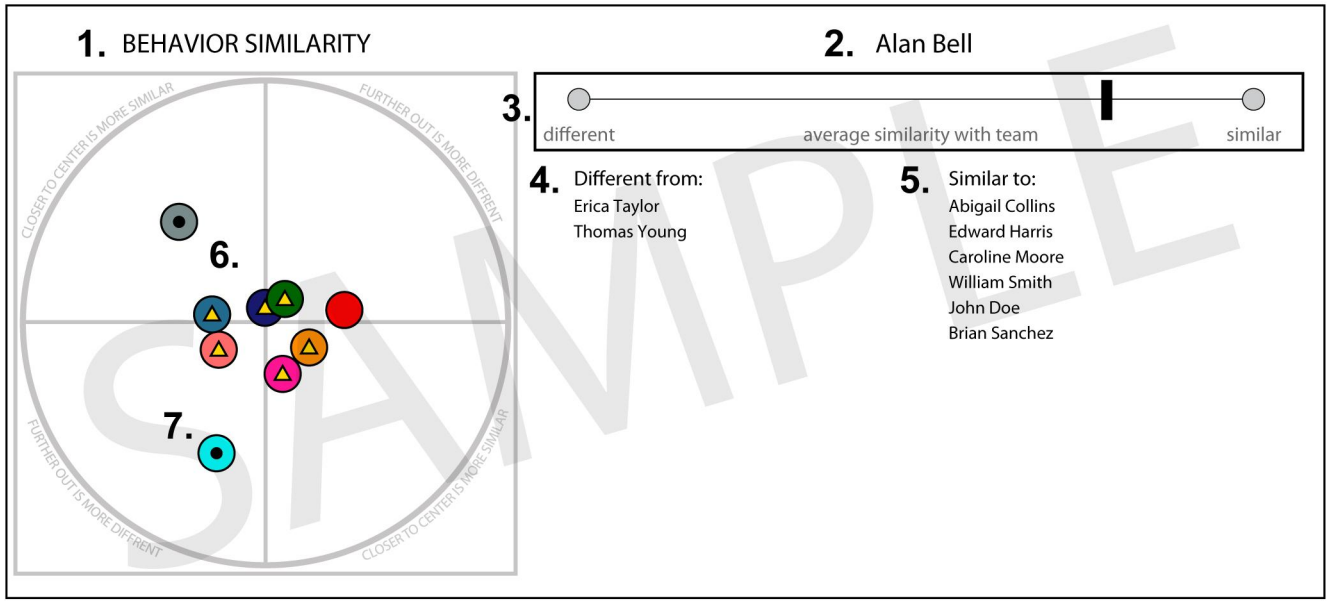
Decisions A S

© 2012 HOGAN ASSESSMENT SYSTEMS, INC.

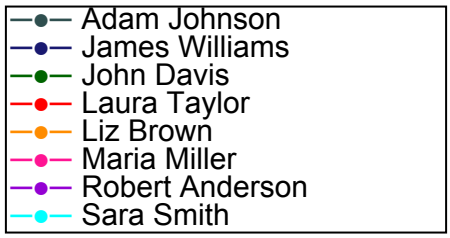
INDIVIDUAL PROFILES AND PERSPECTIVES

The Individual Profiles and Individual Perspectives sections provide a detailed view of the similarity of each person compared to the rest of the group. The Individual Profiles use a summary graphic to compare individuals on a scale level, nothing differences in behavior, derailers, and values. A more detailed look at the individual is provided in the Individual Perspectives.

The section graphics may be interpreted using the example below.



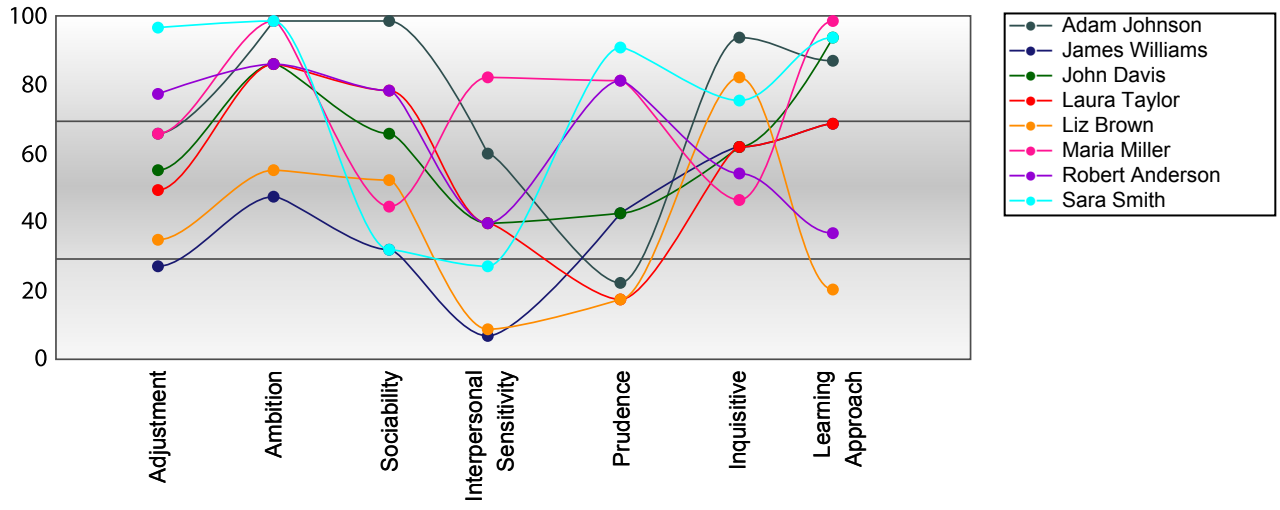
1. Type of similarity
2. Name of individual
3. A slider graphic denotes the individual's overall similarity to team members
4. List of team members who are most different from the individual
5. List of team members who are most similar to the individual
6. Team members are depicted using circles; circles closer to the center indicate increasing similarity
7. Team members may be identified by color, using the legend below



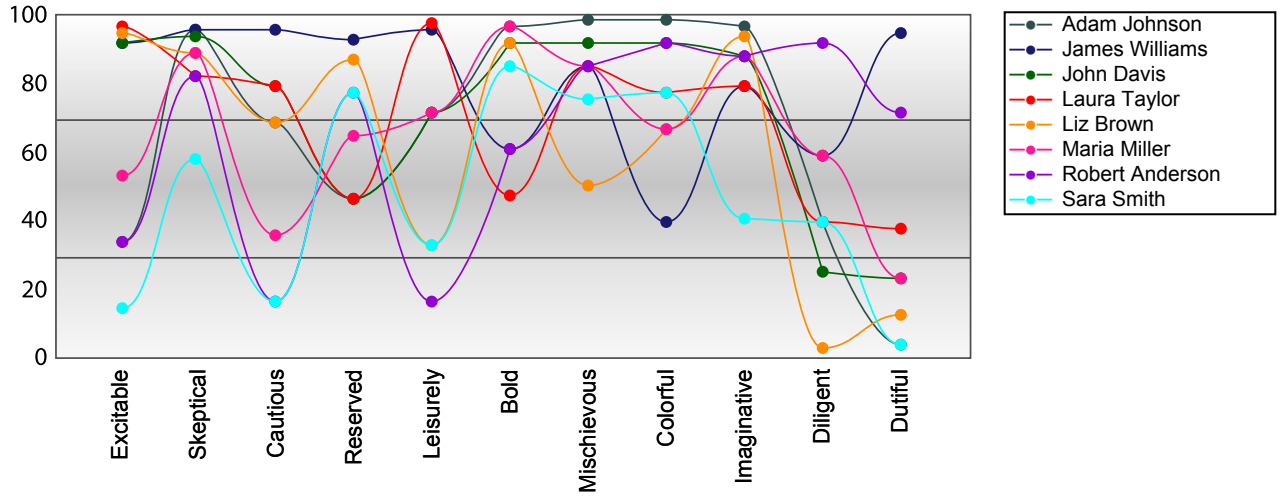
© 2012 HOGAN ASSESSMENT SYSTEMS, INC.

INDIVIDUAL PROFILES

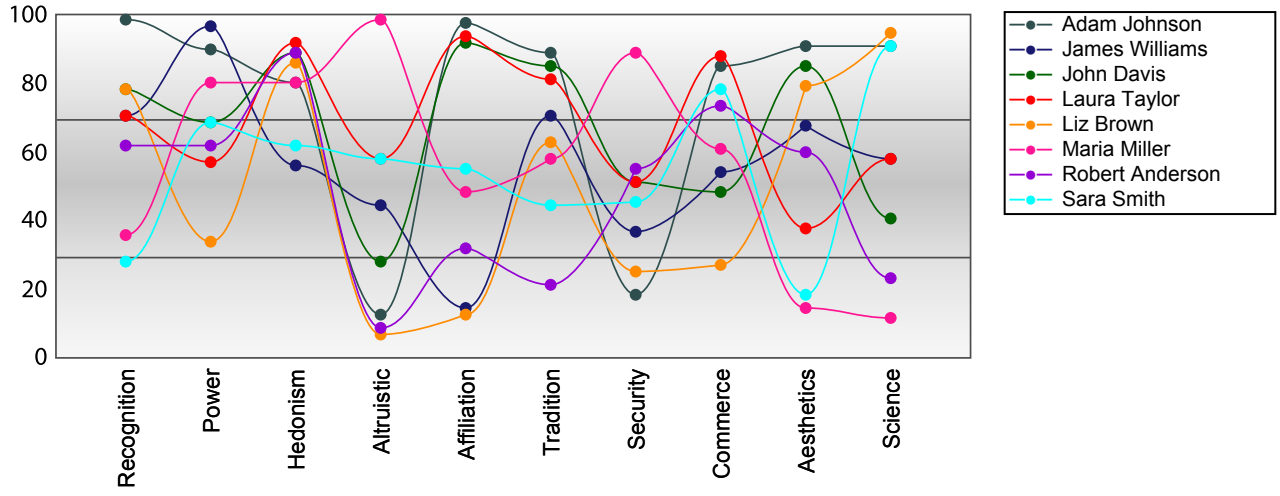
HOGAN PERSONALITY INVENTORY



HOGAN DEVELOPMENT SURVEY



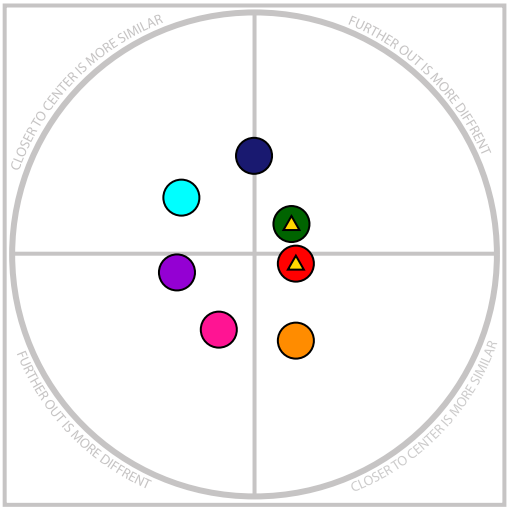
MOTIVES, VALUES, PREFERENCES INVENTORY



© 2012 HOGAN ASSESSMENT SYSTEMS, INC.

INDIVIDUAL PERSPECTIVES

BEHAVIOR SIMILARITY



Adam Johnson

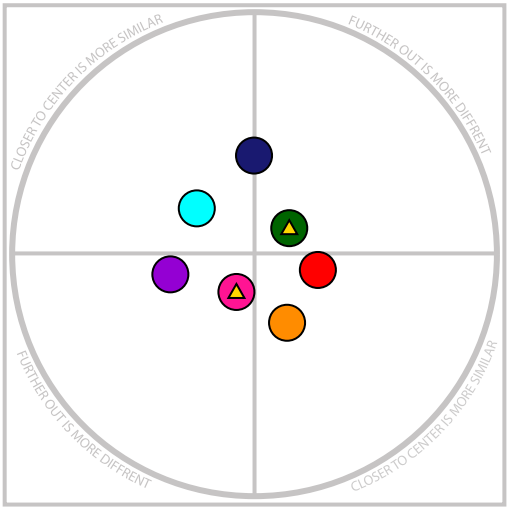
different — average similarity with team — similar

Different from:

Similar to:

- John Davis
- Laura Taylor

DERAILER SIMILARITY



Adam Johnson

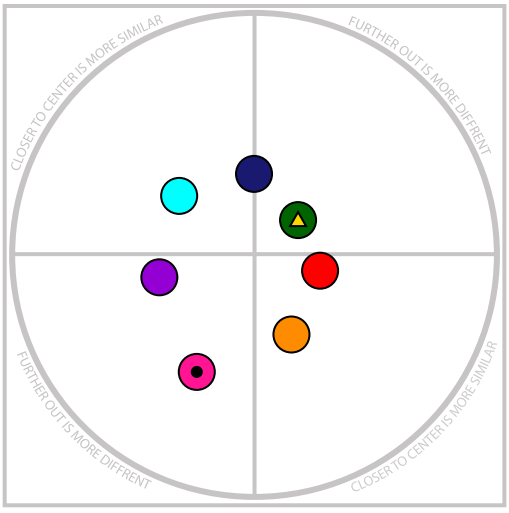
different — average similarity with team — similar

Different from:

Similar to:

- John Davis
- Maria Miller

VALUES SIMILARITY



Adam Johnson

different — average similarity with team — similar

Different from:

- Maria Miller

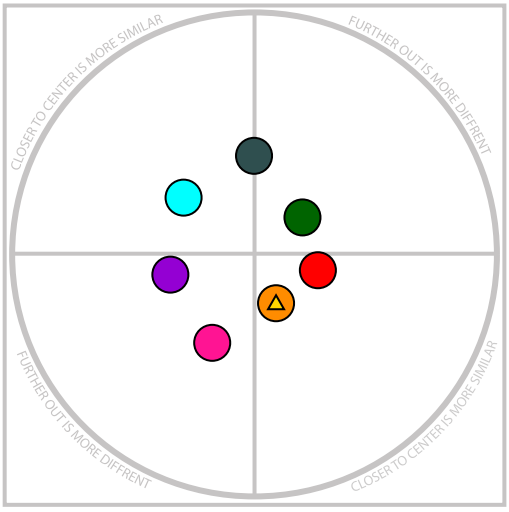
Similar to:

- John Davis

© 2012 HOGAN ASSESSMENT SYSTEMS, INC.

INDIVIDUAL PERSPECTIVES

BEHAVIOR SIMILARITY



James Williams

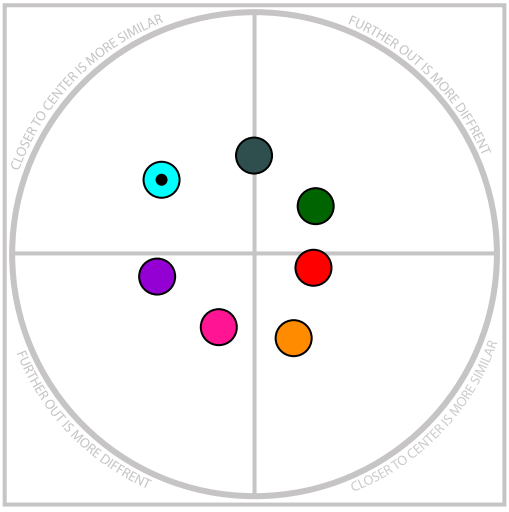
different — average similarity with team — similar

Different from:

Similar to:

△ Liz Brown

DERAILER SIMILARITY



James Williams

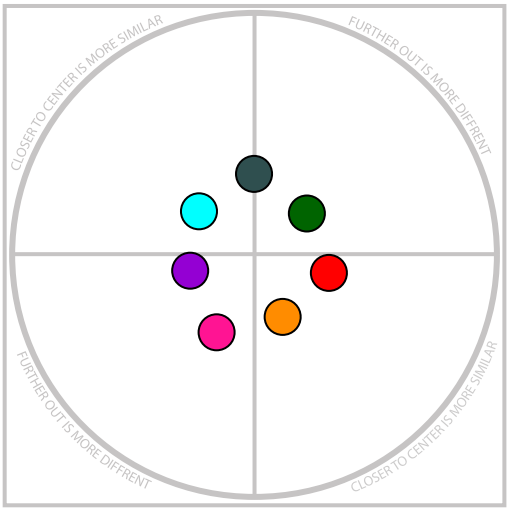
different — average similarity with team — similar

Different from:

● Sara Smith

Similar to:

VALUES SIMILARITY



James Williams

different — average similarity with team — similar

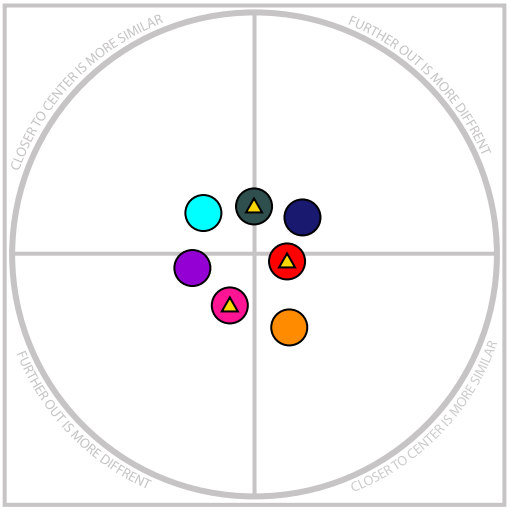
Different from:

Similar to:

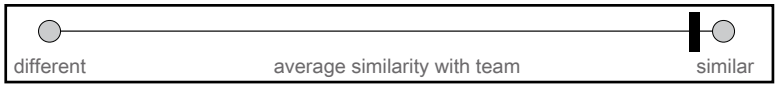
© 2012 HOGAN ASSESSMENT SYSTEMS, INC.

INDIVIDUAL PERSPECTIVES

BEHAVIOR SIMILARITY



John Davis

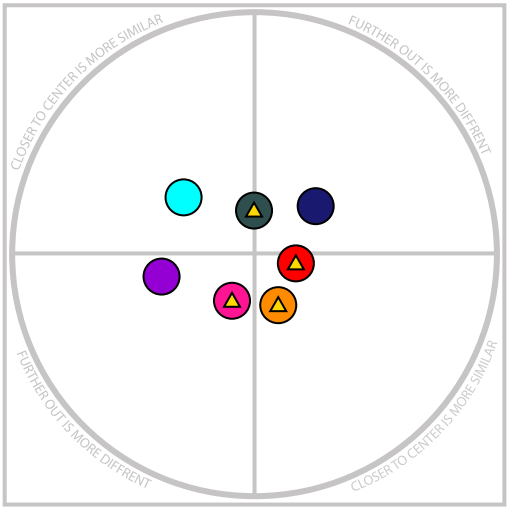


Different from:

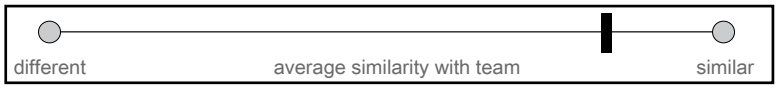
Similar to:

- Adam Johnson
- Laura Taylor
- Maria Miller

DERAILER SIMILARITY



John Davis

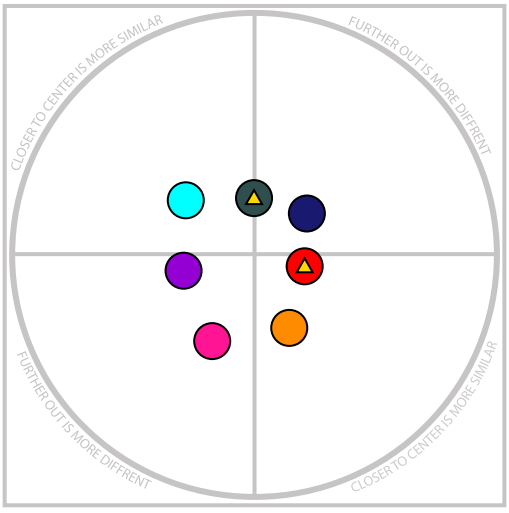


Different from:

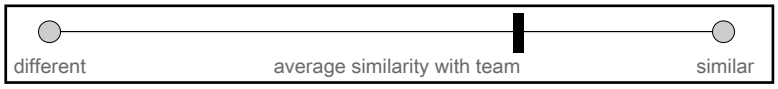
Similar to:

- Adam Johnson
- Laura Taylor
- Liz Brown
- Maria Miller

VALUES SIMILARITY



John Davis



Different from:

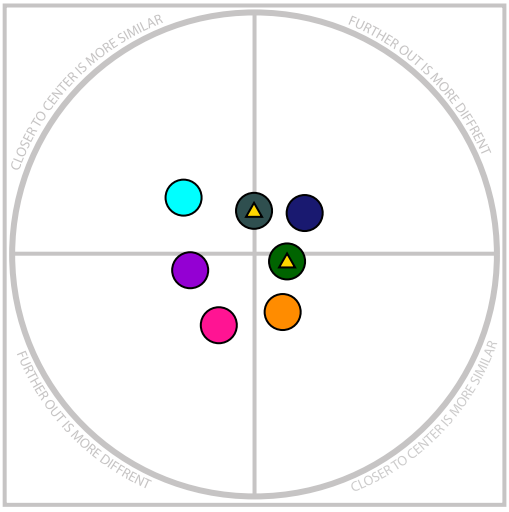
Similar to:

- Adam Johnson
- Laura Taylor

© 2012 HOGAN ASSESSMENT SYSTEMS, INC.

INDIVIDUAL PERSPECTIVES

BEHAVIOR SIMILARITY



Laura Taylor

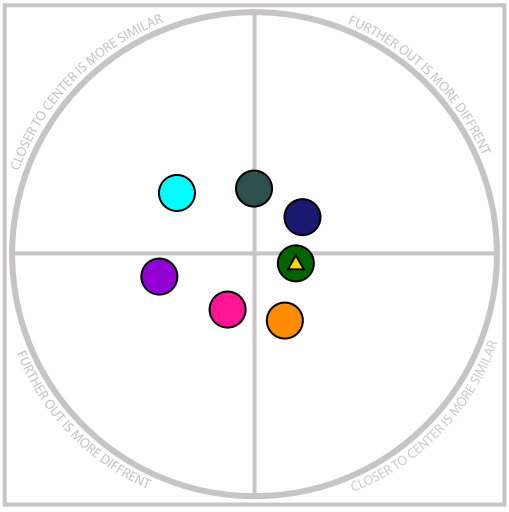
different — average similarity with team — similar

Different from:

Similar to:

- Adam Johnson
- John Davis

DERAILER SIMILARITY



Laura Taylor

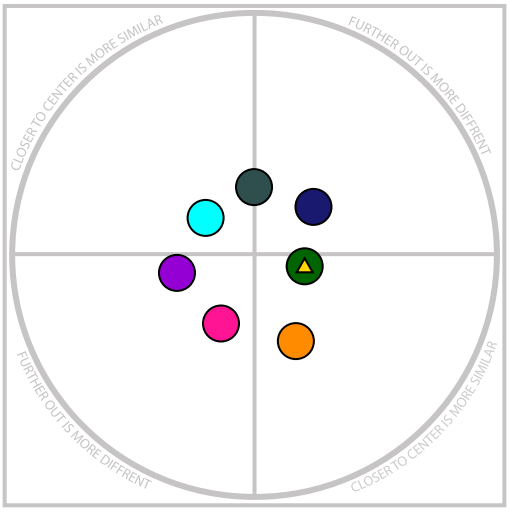
different — average similarity with team — similar

Different from:

Similar to:

- John Davis

VALUES SIMILARITY



Laura Taylor

different — average similarity with team — similar

Different from:

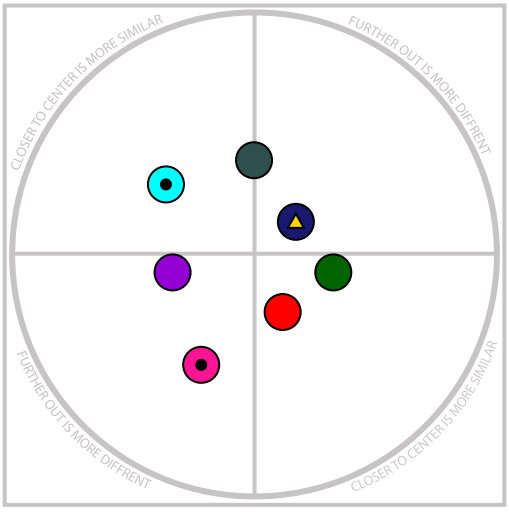
Similar to:

- John Davis

© 2012 HOGAN ASSESSMENT SYSTEMS, INC.

INDIVIDUAL PERSPECTIVES

BEHAVIOR SIMILARITY



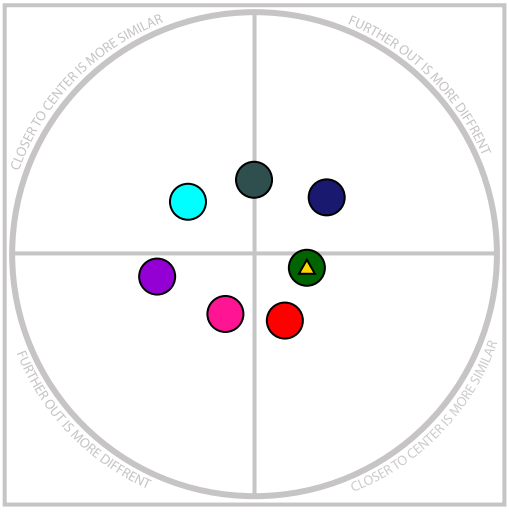
Liz Brown

different — average similarity with team — similar

Different from:
- Maria Miller
- Sara Smith

Similar to:
- James Williams

DERAILER SIMILARITY



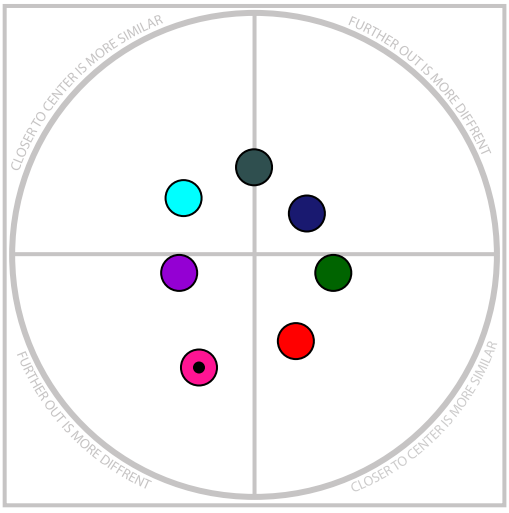
Liz Brown

different — average similarity with team — similar

Different from:

Similar to:
- John Davis

VALUES SIMILARITY



Liz Brown

different — average similarity with team — similar

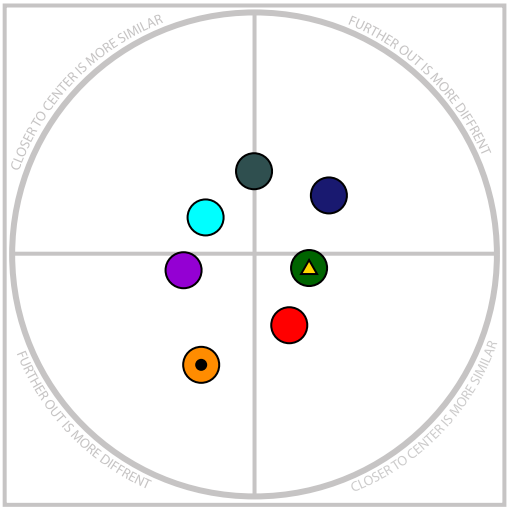
Different from:
- Maria Miller

Similar to:

© 2012 HOGAN ASSESSMENT SYSTEMS, INC.

INDIVIDUAL PERSPECTIVES

BEHAVIOR SIMILARITY



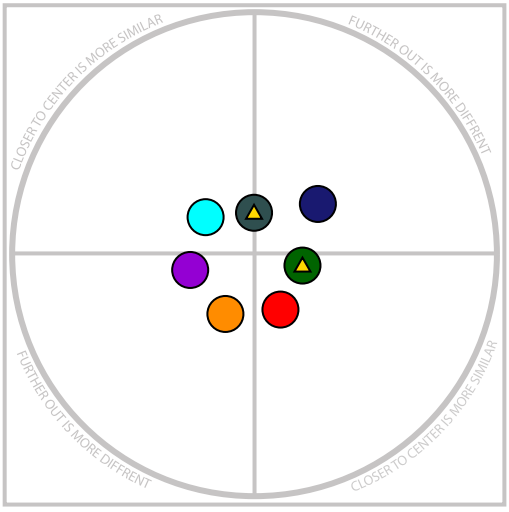
Maria Miller

different — average similarity with team — similar

Different from:
- Liz Brown

Similar to:
- John Davis

DERAILER SIMILARITY



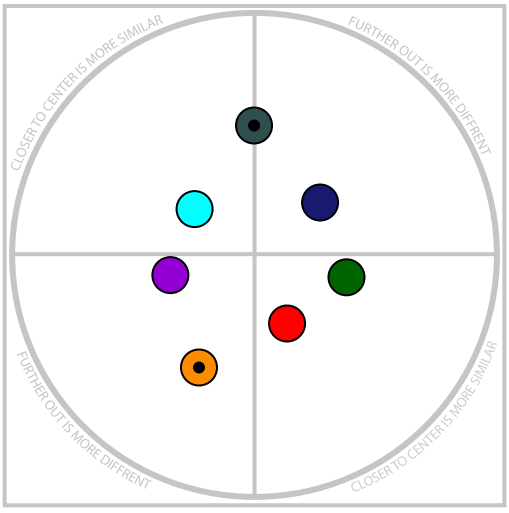
Maria Miller

different — average similarity with team — similar

Different from:

Similar to:
- Adam Johnson
- John Davis

VALUES SIMILARITY



Maria Miller

different — average similarity with team — similar

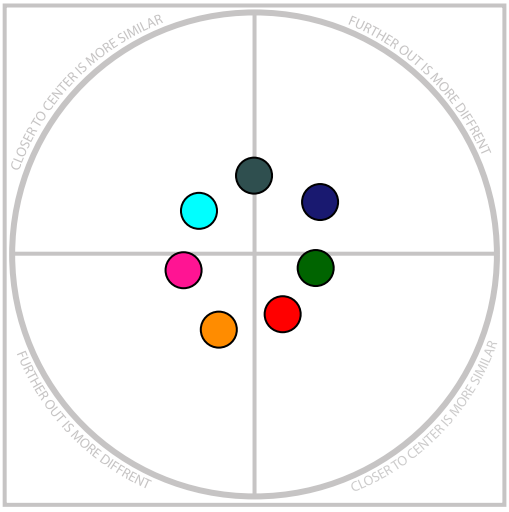
Different from:
- Adam Johnson
- Liz Brown

Similar to:

© 2012 HOGAN ASSESSMENT SYSTEMS, INC.

INDIVIDUAL PERSPECTIVES

BEHAVIOR SIMILARITY



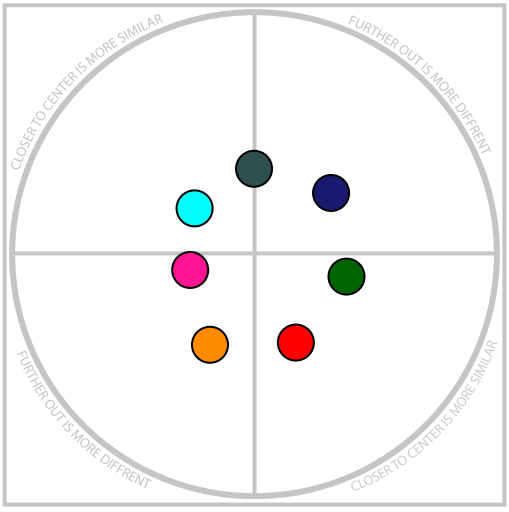
Robert Anderson

different — average similarity with team — similar

Different from:

Similar to:

DERAILER SIMILARITY



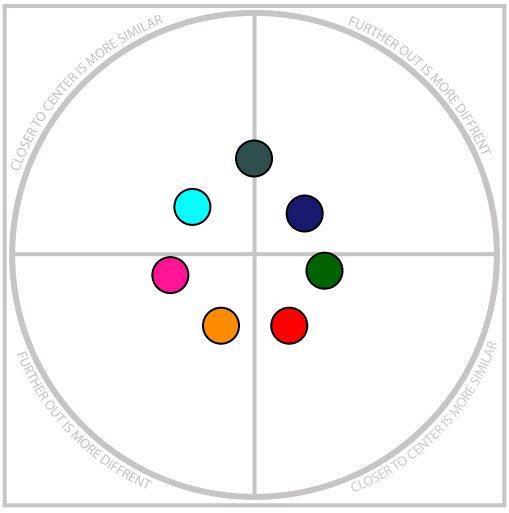
Robert Anderson

different — average similarity with team — similar

Different from:

Similar to:

VALUES SIMILARITY



Robert Anderson

different — average similarity with team — similar

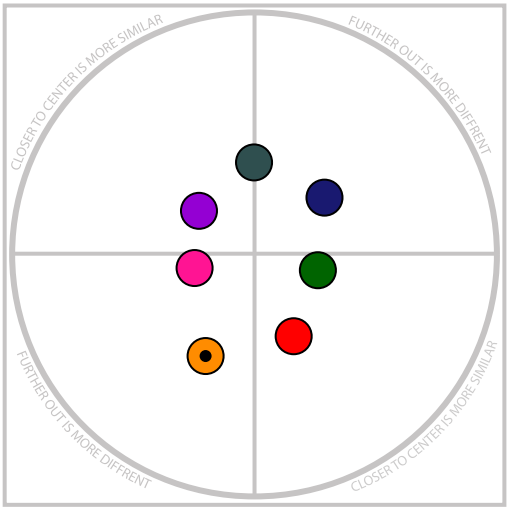
Different from:

Similar to:

© 2012 HOGAN ASSESSMENT SYSTEMS, INC.

INDIVIDUAL PERSPECTIVES

BEHAVIOR SIMILARITY



Sara Smith

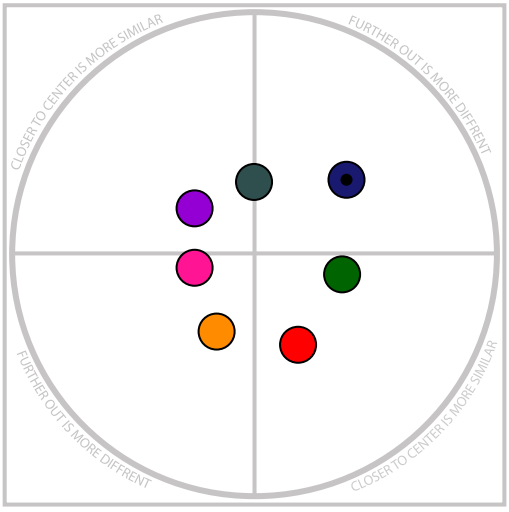
different — average similarity with team — similar

Different from:

- Liz Brown

Similar to:

DERAILER SIMILARITY



Sara Smith

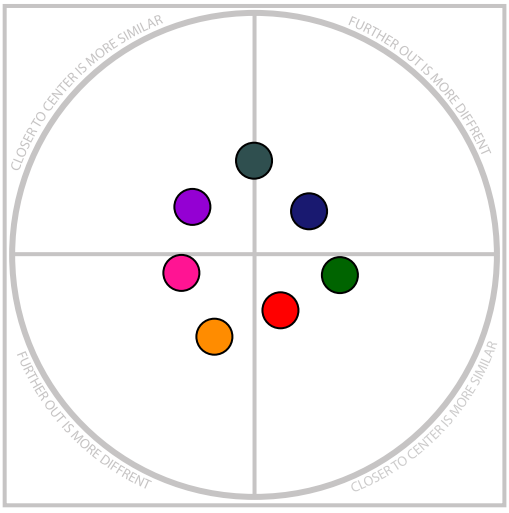
different — average similarity with team — similar

Different from:

- James Williams

Similar to:

VALUES SIMILARITY



Sara Smith

different — average similarity with team — similar

Different from:

Similar to:

© 2012 HOGAN ASSESSMENT SYSTEMS, INC.