HOGAN

TEAM REPORT

TRAINING GUIDE

Strategies to help teams achieve full potential

TEAM REPORT TRAINING GUIDE

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INTRODUCTION

Achieving the right mix of people in terms of skills, experience, and personality is key to ensuring a productive team and contented workforce. Get that mix wrong, by even just one individual, and the result can be ruinous.

High-performing teams provide companies with an undeniable advantage over their competitors. However, they rarely perform at their maximum capacity.

Although most of the models devoted to creating high-performing teams focus on achieving the proper mix of skills and experience, they ignore the influence of personality.

Hogan has developed a tool to help teams understand their internal dynamics in a way never before possible. The Hogan Team Report helps teams:

- Understand the team skill mix, strengths, and weaknesses
- Highlight potential team fracture lines
- Identify team culture

PERSONALITY AND TEAMS

Humans evolved as group-dwelling animals. Therefore, we are by nature social beings – belongingness is a basic need. Not belonging is threatening. In all primate societies, elaborate rules and rituals have developed to ensure that members of that society can coexist. Humans are extremely sensitive to threats of rejection or exclusion from others, as in the ancestral environment, rejection meant death[1].

Living in groups has brought about competing priorities. We all seek to get along with other members of the group, but also to get ahead within the group.

Groups are our natural work unit. We can achieve more in a group than we can alone, so it's important to get along with others within the group and maintain those relationships. However, competition within the group for resources such as food and mates makes it clear that getting ahead also matters.

All primate groups, including humans, display status hierarchies and show measurable differences in the degree to which they want to compete or advance. Personality evolved as a way of managing these different priorities. We vary on these fundamental approaches to life, and these variations determine how we act, think, feel, and relate to others.

WHAT IS A TEAM?

Most teams can be defined by having:

- Three or more people
- Common goal
- Dependent on each other
- Share common leadership
- Share success and failure

A real team is more than the sum of its parts. In other words, it has synergy. Synergy is achieved when the team outperforms its best member. A good team won't always matter, and good teams are more important in some situations than others (e.g., senior teams). While a good team can make a positive impact on outcomes, bad teams definitely undermine performance.

WHY IS PERSONALITY IMPORTANT?

As work becomes more complex, so do the abilities required by the individuals who perform the work. It is no longer just about the knowledge, skills, and abilities someone needs to do the work, but also an individual's personality and values that predict how they will approach the work and how they will interact with other members of the team. These two factors are reflected in the two types of roles a person can play within a team:

Functional roles – these are formal, technical roles defined by a person's position title (e.g., chief executive, human resources manager, or accountant).

Psychological roles – these are the informal roles that a person gravitates toward, based upon his or her personality.

Different tasks require different interactions and have implications for psychological roles. Certain personality characteristics will make people a natural fit with particular psychological roles as much as they do with particular functional roles. Some functional roles require certain personal characteristics to for optimum performance and therefore some people are better suited to fill them than others (e.g., don't put shy people in sales or insensitive people in management)[2]. Beyond functional roles, personality influences how an individual behaves and interacts within the team (e.g., Conscientiousness and Extraversion impact the propensity of individuals to make effective task and social inputs, respectively)[3].

Personality affects team performance in three ways:

- How an individual will approach his or her role within the team
- How an individual interacts with the rest of the team
- How an individual's values align with the rest of the team

Therefore, the right mix of personalities is critical to team harmony, productivity, and stability. High-performing teams have a balance of people in various psychological roles, an absence of dysfunctional personalities, and shared values to anchor the team. High-performing team members have functional roles that match their psychological roles, and the team has an awareness of their composition and any gaps or blind spots, both individual and collective.

TEAM SIMILARITY AND DIVERSITY

In terms of team composition, teams need:

- Complementary fit, to span the various roles needed for successful team functioning
- Similarity fit, to have enough people who share roles to provide a critical mass for each role's purpose and values to bind the team together

Complementary fit is necessary because it is impossible for any one person to fill all the roles that a great team needs. However, collectively a team can have every psychological role covered. The best teams are ones where each person adds unique attributes that are necessary for the team to be successful[4]. Evidence suggests that having a balance of roles in a team is helpful to performance, and an absence of one or more roles may inhibit performance[5].

Similarity fit is also essential for team functioning. Part of the concept of balanced team roles is that it may not be enough to have just one person who carries the burden of that particular role. For example, it is

well-established that the greater collective Conscientiousness a team has, that is – where many or most team members have higher Prudence scores – the better the team does. Too much dissimilarity can also be problematic. Too much team dissimilarity on certain personality traits (notably Conscientiousness) is linked not only with lower satisfaction with the team[6], but also decreased team performance[7]. Team similarity increases the stability of a team. Individual dissimilarity with other team members predicts individual turnover, while team dissimilarity predicts team turnover[8]. Specifically, it is important that teams share common values. Research has found that value diversity decreases team satisfaction and commitment and increases intentions to turnover[9].

DEVELOPMENT OF THE TEAM REPORT

Factor analyses have found that team roles can be presented in terms of the five-factor model (FFM). The FFM is a broad, commonly shared framework, and it can be used to interpret many personality systems. It is a validated approach to describing and categorizing people. The Hogan Personality Inventory (HPI), a five-factor model of personality created and validated for working adults, is used as the basis for the Hogan Team Roles.

There are several team roles that are consistently identified by both researchers[10] and practitioners[11]:

Someone who takes on the role of looking after the team, making sure everyone knows what he or she should be doing, and that tasks are broken up into manageable actions, assigned, and outcomes evaluated. We call this a Results role.

Someone with a focus on relationships, personal involvement, and social perspective. They will be the ones striving for harmony and cooperation within the team. They may also be the champions for the customer and stakeholders, and empathize with those outside the team. We call this a Relationships role.

Someone with a focus on structure and tasks, ensuring that there is a process for implementation. They will be the conscientious and detail-focused team members. We call this a Process role.

Someone who is a strategist or visionary, who can picture the team's future. They have a focus on change, vision, and ideas. We call this an Innovation role.

Someone who will be an enforcer, who can say, "We've stared at this issue long enough. We're not going to stare at it anymore. We're going to do something about it. We're going to make a decision. We're going to deal with whatever conflict we have." We call this a Pragmatist role.

TEAM ROLES

The Hogan Team Roles are each defined by scores on one or a combination of scales on the Hogan Personality Inventory.

The Team Report displays the percentage of the team that plays each role and identifies each person. The report also displays a focus warning, which highlights role gaps in the team. Interpretive descriptions are included below for teams with high, moderate, or low levels of each role, along with areas for development (high and low levels of Team Roles only).

Results

Team members who naturally focus on results tend to organize work, clarify roles, coordinate the team, and provide direction for others. They will want to guide work for others, are comfortable taking charge, and are very active in the attainment of results. Results people are needed to communicate ideas, work processes, individual contributions, progress, and problems to the team. Too many Results people can lead to conflict over issues such as leadership.

This role is defined by a high score on HPI Ambition (65th percentile or higher). High Ambition people are, as leaders, socially self-confident, leader-like, competitive, and energetic. They seek leadership roles, and as the leader, they drive others towards business goals and are focused on achieving results. However, they may be overly competitive with their peers or subordinates, and are not inclined to seek others' input.

Relationships

Team members who naturally focus on relationships are concerned about how team members feel and how well they get along. They are often upbeat, attuned to people's feelings, and good at building cohesion and positive relationships.

This role is defined by above-average scores on HPI Interpersonal Sensitivity scale (50th percentile or higher) and moderate or high scores on the HPI Sociability scale (35th percentile or higher). People who are average or high on both Interpersonal Sensitivity and Sociability are gregarious, outgoing, and talkative, and are seen as warm, friendly, approachable, and charming by others. They are perceptive, thoughtful, and cooperative team members who listen to others and foster trust and respect from peers and staff. However, they risk focusing too much on others and getting along, and not enough on performance.

Process

Team members who naturally focus on process are concerned with implementation, the details of execution, and the use of processes and systems to complete tasks. They are reliable, organized, and conscientious about following procedures.

This role is defined by a high score on HPI Prudence (65th percentile or higher). High Prudence people are procedurally driven, organized, and attentive to details and implementation. They hold high standards for both their own and others' performance. However, they may be seen as rigid and inflexible, and may miss the big picture.

Innovation

Team members who naturally focus on innovation anticipate problems, recognize when conditions have changed, and when the team needs to adapt. They spot trends and patterns quickly, enjoy solving problems, and generate creative solutions.

This role is defined by an above-average score on HPI Inquisitive (50th percentile or higher) and a moderate or high score on HPI Ambition scale (35th percentile or higher). High Inquisitive people are imaginative and often creative, curious, and open-minded thinkers, who are focused on the bigger picture and bring a variety of ideas and solutions to the table. However, they may have difficulty with practicality, and prefer ideas and conceptualizing over implementation.

Pragmatism

Team members who naturally focus on pragmatism are practical, somewhat hard-headed challengers of ideas and theories. They promote realistic approaches and aren't easily swayed by the need to preserve harmony or innovation for its own sake.

This role is defined by low or average scores on HPI Interpersonal Sensitivity (64th percentile or lower) and by below-average scores on HPI Inquisitive (49th percentile or lower). People who are average or lower on both Interpersonal Sensitivity and Inquisitive are practical and level-headed, cautious to accept new ideas, with a hands-on approach to problem-solving. They are not easily swayed by emotions, and are comfortable confronting conflict, but may be seen as ignoring people's feelings as well as the big picture.

TEAM ROLES

Team members play two distinct types of roles. The first are formal or functional roles defined by their job descriptions. The second are the informal or psychological roles they play on the team. Both roles are important for team success, and individuals vary in the extent to which they fulfill them. With informal roles, some people focus on the social life of the team, whereas others may encourage the team to pay attention to detail and quality. At least five informal roles need to be filled in most teams for them to be optimally successful, and an unfilled role may lead to a gap in the team's functioning. These roles are Results, Pragmatism, Innovation, Process, and Relationships. The following numbers represent the percentage of the team that fulfills each informal role on your team. Because each team member may fulfill multiple roles, percentages may not sum to 100%. Particularly high or low percentages for these roles will likely influence the team's functioning and the team's reputation. Fifty percent or higher is considered a high concentration in a given role, and 20% or lower is considered a low concentration.

TEAM SCORES

RESULTS	PRAGMATISM	INNOVATION	PROCESS	RELATIONSHIPS
36	73	27	18	18
People who organize work, clarify roles, coordinate, and provide direction for others. They enjoy taking charge and pushing for results.	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.	People who recognize when conditions have changed and when the team needs to adapt. They spot emerging trends and patterns quickly, enjoy solving problems, and generate creative solutions.	People who are concerned with implementation, the details of execution, and the use of processes and systems to complete tasks. They are reliable, organized, and conscientious about following procedures.	People who are concerned about morale and how team members are getting along. They are positive and optimistic, attuned to people's feelings, and good at building cohesive relationships.

HIGH PERFORMANCE GUIDELINES FOR TEAM ROLES

Results

HIGH	MODERATE	LOW
Ensure that the strong results orientation for this team is balanced by the ability to manage relationships, both inside the team and with stakeholders outside. Sometimes a strong results focus can drive a short-term focus. Make sure that results are placed in perspective, and are aligned with longer-term direction.	The team has enough members to ensure suitable focus on results in line with other objectives. The team is likely to be clear about goals and priorities, roles and responsibilities, and performance standards without these driving too much of a short-term focus.	Accountability is vital for this team – establish clear goals, timeliness, and deliverables and measure these publicly. Hold individual members accountable for their commitments. Since the team may drift from goals over time, hold sessions in which the team reconfirms targets, or sets stretch goals. From time-to-time, encourage external critique of your performance. Have someone external to the team play devil's advocate and challenge the team to define its goals and measures.

Relationships

HIGH	MODERATE	LOW
This team should be warm and supportive, but it may be too soft. Members may spend more time being nice to each other-than getting the job done. Review the team's achievements objectively and make public the team's performance. Practice giving each other clear feedback; ask for and provide measurable commitments.	The team has enough members to ensure adequate attention is given to relationships within and outside of the team. The team is likely to be supportive and cohesive, with the members having a strong sense of being in it together, but able to challenge and give feedback in a constructive way.	The good news is that this can be a no-nonsense team, unafraid of giving each other feedback. With limited awareness of the value of relationships, the team may pay insufficient attention to social bonds. Make time to celebrate success, and spend time socializing. Keep track of important stakeholders outside of the team. Are you delivering to their needs?

● **Process**

HIGH	MODERATE	LOW
Although great at detail, operational issues may predominate for this team, and it lacks tactical agility when required. Discuss the application of the 80/20 rule to reprioritize the team's activities. The team should remind itself that sometimes it is okay to compromise process to deliver greater value or doing things faster. Practice your skill at this by workshopping scenarios in which the time or resources available are halved. What would the team let go of?	The team has enough members to ensure a focus around good process and follow through. The team is likely to be productive, organized, and good at following plans. The team is consistent about finishing projects on time.	The team will lack sufficient self-discipline and good process. Develop clear protocols and project plans for work in progress. Make a commitment to following up activities and tasks to ensure completion. Check and double-check details and quality.

● **Innovation**

HIGH	MODERATE	LOW
This team should be good at being creative and developing a vision. Be careful to balance the time spent discussing ideas with implementation and action. Ensure that the group's creativity is matched by developing good plans. Ground the team's thinking against the organization's needs; don't be so blue skies that no one can see where you are going.	The team has enough members to ensure there is an appropriate focus on vision and longer term strategy. The team is likely to be aware of changing conditions and implications for how the team does its work. The team is also capable of dealing with novel and unexpected problems.	This team may lack a unifying purpose or mission for its work. Take the time to explore how the task fits with the organization's mission. Discuss how you want outsiders to regard the team. What are the values you want to convey? Define what it is that unites the team.

● **Pragmatist**

HIGH	MODERATE	LOW
This team may be too critical and insufficiently open to allow ideas to develop. The team may need to devote time and effort to developing creativity and allowing ideas to mature and evolve. Try to avoid the word "but" being used too often.	The team has sufficient members to suggest a sensible and practical approach and to table ideas when required. Ensure other team members inject ideas and aren't derailed by pragmatists picking up on why things won't work.	Because few team members play this role, seemingly great ideas or decisions may go unchallenged by team members regarding the realistic ability to implement effectively. Ensure systems and members present the team with a real-world view. Develop and practice routines to ensure pragmatic solutions and grounded ideas.

Case Study Example

On an engineering team at a high technology firm whose innovations were quickly evolving, the Relationships role was occupied by the fewest number of team members. In addition, few members occupied the Results role. On this team, it was imperative that members contribute to discussions with straightforwardness and conviction, so as not to miss a fast-moving opportunity or fail to convince the team of a winning idea. Thus, the Results role became the team's developmental priority (in accordance with the Team Success Profile), even though the Results role was not the smallest percentage of the team's makeup.

TEAM DERAILERS

The Team Derailer section of the report is derived from the Hogan Development Survey (HDS), which identifies characteristics that can derail individual performance under pressure. These dispositions emerge when individuals are not actively managing their public image, for example, when they are excited, over-burdened, tired, or when they let down their guard.

Psychologically, these characteristic behaviors have useful antecedents – they help people manage stress or difficult situations. However, they are risks when the behavior is used too frequently or is an exaggerated response.

If a majority of team members show the same derailers, a specific problematic behavior may become a team derailer. These behaviors can interfere with the ability to build relationships with others and maintain cohesive, goal-oriented teams. The shared derailers can come to be regarded as normal, as the team may lack insight into their collective behavior. Teams with significant derailers may run heightened risks of poor performance and behavior.

The team report displays key derailers when 50% or more of the group is at moderate or high risk (70th percentile or higher) for a derailer.

KEY DERAILERS

Below are the key team derailers, those that are shared by half or more of the team. Although individual team members may exhibit additional derailers, the derailers below represent the most likely—and potentially most problematic—behaviors that may emerge in your team during stressful situations.

If no key derailers are listed below, then your team has no shared derailers. In other words, although each team member still has individual derailers to manage, specific derailers are not shared across the group. In this case, it may be most productive to provide personalized feedback regarding derailers to each individual team member to help him/her to effectively manage reactions to stress.

SCALE	IMPLICATION
SKEPTICAL 4 1 **76** 3 3	Teams with a shared Skeptical derailer may react to stress with suspicion or cynicism, causing the team to miss potential opportunities. Such teams may spend too much time on political maneuvering and may need to adopt processes that allow them to explore each other's suggestions and feedback. Pressure may make this team hyper vigilant and wary of others' intentions, so members may need to check facts and assumptions and avoid blaming, especially under stressful conditions. Team members who do not share this derailer may be frustrated by the lack of trust and open, honest discussion in team meetings or by the political maneuvering they see on the team. Teams with this shared derailer that also have a low proportion of members who fulfill
MISCHIEVOUS 2 1 **70** 4 4	Teams with a shared Mischievous derailer may react to stress by ignoring processes, rules, or protocols. Members of such teams may be careless with what they say or may develop a reputation for being excessively impulsive. They may need to develop a process for uncovering, considering, and mitigating risks in each decision they make. These teams often benefit from adopting a pause-and-reflect period before moving into action or making consequential decisions. Team members who do not share this derailer may find it difficult to get their teammates to focus on core issues and may perceive them as ignoring the longer-term implications of words and actions. Low proportions of team members who fulfill the Pragmatism or Process roles may multiply the effect

Potential derailers fall into three groups: Distancing, Agitating, and Acquiescing.

Moving Away or Distancing derailers – These behaviors help individuals manage anxiety or pressure by maintaining distance and pushing others away. Distancing derailers include: Excitable (moodiness), Skeptical (hypersensitivity to betrayal and threat), Cautious (fear of making mistakes), Reserved (withdraw and increase distance from others) and Leisurely (loss of enthusiasm for people or projects).

Moving Against or Agitating derailers – These behaviors are an offensive rather than defensive response to pressure. They help individuals manage situations by manipulating or controlling others. Agitating derailers include: Bold (arrogance or excessive self-confidence), Mischievous (impulsivity), Colorful (attention-seeking), and Imaginative (seeking excitement, breaking rules, and limit-testing).

Moving Toward or Acquiescing derailers – These behaviors help individuals manage their anxiety and stress by building alliances with others. Acquiescing derailers include: Diligent (excessive attention to detail and perfectionism) and Dutiful (reluctance to take unauthorized risks or changes, reluctance to deviate from the plan).

Shared derailers can lead to three broad effects:

Shared blind spots. Members who have a common derailer may be unable to provide feedback to each other. Not noticing or feeling comfortable with dark side responses may cause the team to ignore valuable clues to derailment. For example, a team with shared Leisurely may not provide constructive criticism to each other, each member continuing to advance their own agenda and time frame, or alternatively furthering the team agenda without taking into account external considerations.

Multiplication effects. Judgments about situations or people that trigger dark side responses may be reinforced or exacerbated by identical reactions in teammates. For example, a team with shared Colorful may work each other up and get distracted chasing exciting but low-value work.

Competitive responses. Team members who share dark side anchors may trigger a dark-side arms race of derailment in each other by responding in the very manner that triggers further dark-side behavior. Imagine, for example, two managers with high Skeptical scores: "Why did you ask about that?", "You seem pretty defensive about that", "Well, you're accusing me of something!" For example, a team with shared Bold may never listen to each other; another team with different members sharing Colorful and Reserved may push each other's buttons for more or less interaction, respectively.

HIGH PERFORMANCE GUIDELINES FOR TEAM DERAILERS

● **Excitable**

IMPLICATIONS	DEVELOPMENT TIPS
Individuals who are high Excitable are seen by others as volatile, quick tempered, and easily riled. Teams weighted with high Excitable members can be intense and energetic environments. They develop strong enthusiasms and throw themselves deeply into projects or tasks, only to become frustrated and disappointed. Colleagues and others who have to work with this team will find it moody and easily thrown. Members may vent their frustrations internally.	The team needs to develop indicators when the pressure is getting too much or relationship strain is emerging. Take time before reacting. Monitor pressure and moods and learn to argue without getting emotional. Develop a team charter for team member behavior, and be prepared to call out poor emotional control. When under pressure, build in time out and time away from each other. Create protocols for handling disagreements and be very clear about how decisions will be reached. Practice debriefing after disappointments to extract learning.

● **Skeptical**

IMPLICATIONS	DEVELOPMENT TIPS
Skeptical teams can be insightful and perceptive. However, members may overreact to shifts in the politics surrounding the team. These teams may have trouble forming trusting relationships – both internally and externally. Being suspicious or cynical can blind the team to opportunity. As individuals, team members may be edgy and prone to fault-finding.	Consciously develop trust in each other. Operate on the 80/20 principle with regard to expectations. Pressure causes this team to become hyper-vigilant; actually slow conversations down, check facts, and check assumptions. Gather data and listen before forming opinions. Take co-workers' actions at face value. Always match a criticism with a positive plan for improvement. The team could usefully practice having fun and celebrating even small achievements. Try to build a "no blame" culture.

● Cautious

IMPLICATIONS	DEVELOPMENT TIPS
Cautious teams are overly careful, slow to act, and reluctant to commit. Members on these teams are hypersensitive to criticism and risk tends to be magnified, causing the team to be inclined to stick too rigidly to policy. Working with such teams may be frustrating because they seem indecisive or prone to endless analysis.	This team needs to learn to stop procrastinating or obsessing over what might go wrong. Consciously end worrying or fretting conversations and support each other to take risks. Focus on benefits as much as risks; embrace it as opportunity unrealized. Undertake more experiments and pilot ideas more frequently. Learn to see mistakes as a chance to improve. Set time limits for making decisions. Restrict the number of meetings held to drive effectiveness.

● Reserved

IMPLICATIONS	DEVELOPMENT TIPS
Reserved teams are task-oriented; the feelings and workloads of others are of minor interest. These teams may be very good at tuning out news or information they don't want to hear. Internally, communications between members will be functional, and the spirit of teamwork may be missing. Externally, these teams may not establish good relations, and may come across as socially insensitive and preoccupied. Such teams run the risk of fracturing under pressure as members tune each other out, withdraw, or snipe at each other.	Ensure team goals are shared. As a group, ensure protocols exist for handling dissent; a team charter will be useful. Keep communicating when under pressure. As pressure mounts, ensure individuals attend sessions together; challenge avoidance excuses and draw introverts closer. Actively work on social connection. Allow time for individual work, but insist on participation at team meetings. Ensure people are not enabled to withdraw from the team. Engaging a facilitator may help deal effectively with tough conversations.

● **Leisurely**

IMPLICATIONS	DEVELOPMENT TIPS
Individuals with high scores on this scale tend to express emotions in indirect ways – especially anger. Leisurely teams overvalue independence, and can be stubborn and resistant to feedback. Internal dynamics may prove disrespectful and uncooperative. Relations with other groups may suffer because these teams dislike being told what to do. Others may be frustrated by the degree to which this team sets its own agenda and time frames.	Build in protocols for being responsive, and set measurements for stakeholder engagement. The team should learn to employ the 80/20 rule when stuck; members can become dogmatic and stubborn about insignificant points. Maintain a steady focus on the competition. Stick to commitments and deliverables. Focus on tangible tasks and hard data, and limit time spent justifying opinions. Use an importance/urgency grid; team leaders need to limit discussions and move decisions forward. Beware cynical comments about those outside the team and check smug "we know best" conversations.

● **Bold**

IMPLICATIONS	DEVELOPMENT TIPS
High Bold teams are composed of individuals who are confident, visionary, ambitious, and assertive. These teams suffer from three major risks: they have extreme difficulty remaining cohesive; they are arrogant, and they may overestimate their talents and overreach themselves. Interpersonally, team members are likely to be socially skilled and confident, but are unlikely to care about each other's success and may compete.	This team needs to learn humility and grace; overconfidence can bring the team down. Build risk assessment into its planning and take time to review risks formally. The team needs to learn to listen to criticism and to consult, allowing outside voices into decision-making. Gather feedback on team performance and reputation. Methods for tracking and correcting errors (like lessons-learned-sessions) will be vital. Acknowledge mistakes immediately and formally.

● Mischievous

IMPLICATIONS	DEVELOPMENT TIPS
Mischievous teams can be risky, erratic, and loose. Buoyed by members' confidence, they may seek short-term gains without considering consequences. Although such teams will be intuitive, playful, and enjoy testing rules, they may gain a reputation for being unfocused and irresponsible. While these teams may have some spectacular wins, in the long run they may fail to profit from experience. The Mischievous anchor can lead teams to ignore process and protocols.	Consciously act as role models. Curb individual excess and reckless behavior. Members should develop a risk register and develop worst-case scenarios (which are fun to do). Slow down decision-making and build in a pause-and-reflect period before leaping into action. Pause and consider second order consequences before acting on intuitions. Make a religion of process and commitments. The team needs to place the good of the organization and the well-being of the team over their own fun and excitement. Regularly review actions.

● Colorful

IMPLICATIONS	DEVELOPMENT TIPS
Colorful teams are sociable, easily bored, and will move easily from issue to issue. However, they will have trouble staying organized, keeping on top of tasks, and delivering. They may mistake the urgent for the important. Observers will notice they are unfocused, easily distracted, and over-committed. These teams may create factions or competition for attention.	Under pressure, the team should regroup and come back to basics. The team should discipline itself to knuckle down and deliver when the pressure mounts. Keep clear priorities and consciously check the impulse to chase exciting, but low-value, pieces of work. Recast existing goals in new ways to sustain interest. Listen to members who emphasize substance over style and delivery over promises. Tie rewards and recognition to completion and delivery.

● **Imaginative**

IMPLICATIONS	DEVELOPMENT TIPS
Imaginative teams are at best open to seeing things in new ways and being innovative. They are not always logical, so creative ideas may be way off the mark and impractical. These teams may prove intellectually quick and insightful, but have trouble getting their ideas across and remaining focussed enough to ensure delivery. They may be confused about their goals, directions, or intentions. Colleagues will see them as self-absorbed and insensitive to feedback. Such teams can be impractical and out of touch.	The team needs to ensure it keeps the mission and deliverables firmly focus it. Keep goals and directions succinct. Take the time to test reactions to team ideas before actioning them. To do this, employ a trusted colleague or outsider as devil's advocate to challenge your thinking and test your logic. Be aware others may not follow the team's intuitions or leaps of insight – develop methods of explaining the links between data, ideas, and outcomes. Engage the organization's pragmatists to keep grounded. Test communication for understanding and rehearse. Always discuss implementation and delivery. Benchmark to stay grounded.

● **Diligent**

IMPLICATIONS	DEVELOPMENT TIPS
Teams dominated by high Diligent individuals are conscientious, planned, and meticulous. However, these teams are likely to have too many priorities, becoming obsessed and derailed from their main effort. Inside these teams, more effort will go toward the task at the expense of relationships and the team environment. Colleagues working with such teams may find them perfectionistic and fussy, or overly concerned with standards and procedures.	Rigidity over process or standards can inhibit this team's effectiveness. Members should identify when they are becoming picky, overly precise, or inflexible. Encourage more spontaneous and elastic responding to situations. As a group, recognize that perfect is unattainable; near enough is often good enough. Apply the 80/20 rule to decisions. Keep the goal in the forefront of discussions. Solicit alternatives. Practice delegation and create sub-teams. Set goals and deadlines.

● **Dutiful**

IMPLICATIONS	DEVELOPMENT TIPS
High Dutiful teams are prone to acquiesce to all demands. Dissent is avoided on these teams, and individuals are prone to defer to the judgments of others. Discussion may be muted or tortuous, as members attempt to ensure cordial relationships. These teams may be too obliging and conforming, ending up with a reputation for indecisiveness and reluctance to act. They will avoid controversial or political decisions, or make incremental non-decisions that do little to advance the interest of the organization.	Benefit from skills training in dialogue and decision-making.

Value autonomous ideas and recognize that an independent stand will enhance credibility.

Develop methods of critiquing external views and challenging assumptions.

Stand up for the team in accepting tasks.

Develop a range of responses to demands or requests to the team, and ensure one of those responses is "no."

Formalize a devil's advocate role.

Impose a time limit on discussions and flag those derailed by defensiveness. |

Case Study Example

Members of a finance team for an established multinational manufacturing company all had high scores on derailers Diligent and/or Dutiful. Although a black-and-white/deferential view of business and process was helpful for team members' task execution and upholding compliance, these characteristics became overused strengths when serving internal customers. Team members were overlooking internal customers' needs for flexibility and creative thought when there was no clear-cut process or precedent for addressing a unique request. Many times the team would collectively decide against a unique request. It was rare that a team member piped up to suggest an alternative perspective. Team members were caught by surprise when other teams gave them unfavorable reviews on how they executed their collective role within the organization. The new norm created within the team by members having elevated scores on the same or thematically similar scales led to a collective blind spot. In this case the thematically similar scales were Diligent/Dutiful (rule-following); however other examples of thematically similar derailers besides the moving away, moving against, and moving toward clusters include Cautious/Reserved (fearful), Skeptical/Leisurely (private resent), and Bold/Colorful (dominant).

TEAM CULTURE/KEY DRIVERS

We measure values using the Hogan Motives, Values, and Preferences Inventory (MVPI). Team members all have their own individual values and drivers that guide self-focus and priorities. When a majority of team members share the same value, the team bonds more easily. Values form the basis for team norms, culture, and decision-making. Culture is the sum of what we are drawn towards and value, and the bias values give our decisions and preferences powerfully influence those around us. Little by little, we create norms and standards that accrue into a culture – the way we do things around here.

The team report displays a key driver when more than 50% of the individuals in a team have an MVPI scale score at the 76th percentile or higher (high driver) or at the 25th percentile or lower (low driver).

KEY DRIVERS

Below are values shared by at least two-thirds of team members. Although team members may share other values as well, those listed below represent the strongest shared values that are most likely to shape the team's culture. Teams with several shared values typically find it easier to bond with each other and create a cohesive culture. Note that a team can share a value in the high range or in the low range; they all may be highly motivated by a certain value or quite indifferent to it.

If no key drivers are listed below, then team members may be motivated by many different things. If each individual's values lead him/her to advocate for different team activities and goals, this may pose challenges to forming a coherent team culture and maintaining it over time. Because of that, it may be particularly important to take time during the team's formation to reach consensus on the team's charter and key deliverables.

SCALE	IMPLICATION
POWER 7　1 **72** 2　1	Teams that value Power often enjoy influence and accomplishment. Such teams typically evaluate themselves in terms of what they are able to get done and whether their efforts are successful. These teams often create environments where there is pressure to get ahead, achieve, and succeed. Members of such teams may fight and argue, but tend to do so openly and honestly because their collective goal is success. They can, however, be overly internally competitive, particularly if many members fulfill the Results role or if a shared team derailer on Bold is present.
HEDONISM 9　0 **81** 1　1	Teams that value Hedonism are often informal and fun. Such teams want to enjoy their work, set their own priorities, and have a "work hard, play hard" attitude. These teams typically create work environments with opportunities to have a good time. However, the team may lose focus if it allows entertainment to distract from productivity. Others may believe the team emphasizes amusement over results, especially if it shares a high Aesthetics value or has few members who fulfill the Pragmatism and Results roles.
SCIENCE 0　8 **12** 0　3	Teams that place little value on Science are often practical, pragmatic, and focused on solving problems quickly and moving on. Such teams may prefer to solve problems based on their experience and intuition rather than fine-grained analysis of data. These teams may also be impatient with research and data analysis, preferring "good enough" answers instead of perfect ones. Members of these teams often create work climates that emphasize common sense, quick decisions, and intuitive judgment, and this particularly may be true if many team members fulfill the Pragmatism role.

Summarizing the internal climate of a group constitutes a significant innovation. Hogan posited a link between shared group values (termed "value anchors") and the group's internal climate.

Research by Hogan and others confirms this link, and shows that group cohesion is higher in senior leadership groups who have shared values. Conversely, in groups with no anchors, the group cohesion was lower, and the group reported itself as less effective from a process perspective.

When it comes to values, birds of a feather really do flock together, and people who are not in the flock are likely to leave. Less stable teams simply don't perform as well. Teams where core values diverge don't gel, conflict gets personal, and turnover is less stable.

Shared team values have three main impacts on the team:

1. *Makes working in the team more enjoyable and cohesive.*

   Having values in common encourages team bonding and makes working with colleagues easier and more enjoyable.

   Holding the same things as worth pursuing denotes implicit acceptance, whereas holding very different values on what the team should be doing implies disapproval[10].

   Conflict tends to be more productive on teams with congruent values, focusing more on substantive, technical, or professional differences, and less likely to cause interpersonal friction. Hogan research found that having shared team values contributes to higher team cohesion in senior leadership groups. Conversely, teams with no value anchors had lower group cohesion.

2. *Contributes to greater team efficiency and effectiveness.*

   Congruent values are an essential component in the development of high-performing teams[11]. Our own research suggests that shared values help with efficiency of team development – teams get up to speed faster, skipping over the long storming phase before reaching effective performance. Teams that did not share value anchors reported being less effective from a process perspective. Other research has shown that along with increased satisfaction with team processes, team performance improved.

   The mechanisms by which this happens include:

   Being on the same page with regard to tasks and situations, which promotes high-level performance. For example, if all members value innovation and challenging the status quo, members are more likely to contribute and accept new ideas, increasing both the quantity and quality of team innovation.

   Understanding team members' needs increases the likelihood and ease of getting required support and assistance. This enhances team efficiency and timeliness as well as quality of work outcomes.

   Increased levels of interpersonal trust, which again contribute to improved efficiency and quality of work produced. Shared work values also contribute to team members' satisfaction with cooperation received from other members.

3. *Helps to stabilize the team and reduce team turnover.*

As discussed in the previous section on similarity fit, shared team values increases the stability of a team. A lack of shared values, indicating that team members are working at conflicting purposes, decreases members' satisfaction with their team, their commitment to that team, and increases their intentions to turnover. Stability is linked to performance and turnover in several ways:

The team's ability to coordinate with one another increases as they spend more time together and develop a shared knowledge base of team processes. High turnover in a team disrupts the ability of members to draw upon a shared memory of what to do.

Team stability conveys a motivational advantage. Members need to adopt a long-term perspective on their team membership in order to put team interests above their personal interests. Members who stay longer with a team become more psychologically connected and more prepared to engage in activities and make decisions that benefit the team.

Teams tend to reject those that don't fit. This pattern follows a model known as the attraction-selection-attrition (ASA) framework, where people self-select organizations that seem to have similar values, are selected in the recruitment process for having similar values, and leave if values turn out not to be similar[13].

When team values are in line with business strategy and objectives, a high degree of fit will be observed for the team. Look for at least one or two team values to indicate shared direction and focus. If the team does not share any values, it may struggle to agree on priorities. However, a team with too many shared values may have issues with groupthink.

The Hogan MVPI classifies values into one of four broad groups:

Status values are those concerned with standing out from the crowd, being noticed, achievements, progression, and position. Status values include Recognition (personal and organizational branding), Power (results), and Hedonism (a "work hard, play hard" ethos).

Social values are those concerned with a focus on people, being gregarious and/or altruistic, and having certain expectations of how to behave towards each other. Social values include Altruism (caring about others), Affiliation (teamwork and social interaction), and Tradition (hierarchy and conformity).

Financial values are those concerned with prioritizing commercial issues, seeking stability, or maximizing financial gain. Financial values include Security (risk willingness) and Commerce (profitability).

Decision values are those concerned with ideas, style and presentation, and/or focus on data and analysis for making decisions. Decision values include Aesthetics (style, appearance, and quality) and Science (data and accuracy).

HIGH PERFORMANCE GUIDELINES FOR TEAM VALUES

● Recognition

LOW SCORE ≤ 25%	HIGH SCORE ≥ 76%
Teams with a low anchor on the Recognition scale tend to be quiet, restrained, and modest. To staff they may appear reserved, uncommunicative, and avoid calling attention to the organization. Members of these teams are indifferent to personal recognition, and do not mind working by themselves in behind-the-scenes roles. They may shun celebration, which is an important part of organizational life.	Teams with a high anchor on the Recognition scale care deeply about profile and attention for their organization. They may enter award competitions. They will emphasize big projects and have a flair for the grand gesture. These teams can be imaginative, self-confident, and dramatic, but also unpredictable. They prefer collaborative work and brainstorming. They may have trouble admitting mistakes, or be reluctant to share credit. They will attract individuals who enjoy high profile projects, networking and attention. They will create a climate that values celebration and acclaim.

● Power

LOW SCORE ≤ 25%	HIGH SCORE ≥ 76%
Teams with a low anchor on the Power scale are perceived as reluctant to lead. They prefer consensus and dislike competition or disagreement. Paradoxically they can create a lot of politicking because members do not discuss difficult issues openly. They are usually more reactive than they are strategic. Low Power teams value getting along, following more than leading, and not being responsible for the performance of others. Staff may believe the team tolerates poor performers, and is not serious about achievement.	Teams with a high anchor on the Power scale are perceived as leader-like, assertive, and driven to attain results. They value achievement and accomplishment, and evaluate staff in terms of what they are able to get done. These teams create environments where there are opportunities to get ahead, achieve, and succeed. They are ambitious, energetic, visionary, and willing to disagree with each other. These teams may fight and argue, but openly.

● Hedonism

LOW SCORE ≤ 25%	HIGH SCORE ≥ 76%
Teams with a low anchor on the Hedonism scale are liable to be self-disciplined and formal. They tend to be reserved and to work in a restrained and task-focused environment. They will create a climate that emphasizes devotion to duty. These teams may be reluctant to relax with each other and consequently miss chances to bond.	Teams with a high anchor on the Hedonism scale are perceived as lively, informal, and fun. Focus may suffer as the team can be impulsive and lack discipline. They will create a work environment with opportunities to have a good time and that emphasizes enjoyment over results. Team members may be easily bored and unconcerned with details. Staff may grow impatient as the team lacks follow through.

● Altruistic

LOW SCORE ≤ 25%	HIGH SCORE ≥ 76%
Teams with a low anchor on the Altruistic scale are perceived as tough and somewhat materialistic – indifferent to social good. As a group they tend to be assertive, forceful, and willing to confront people-related problems. The individuals in the team can filter out unnecessary demands and will not be distracted by the crises and emotional storms of others. The team will create a task-oriented work environment. On the downside, they may be more concerned with productivity than staff morale or development. They tend not to be interested in helping the less fortunate citizens of society.	Teams with a high anchor on the Altruistic scale are perceived as sympathetic and concerned about others. The team may prove highly idealistic and care about social justice. As a group they will listen well, be sensitive to staff and client needs, but may not be very forceful. They will create a climate that fosters open communication and development, and encourage people to work together. At times, however, they may attend more to problems than opportunities or lose sight of essential goals in a mass of other concerns.

● Affiliation

LOW SCORE ≤ 25%	HIGH SCORE ≥ 76%
Teams with a low anchor on the Affiliation scale are insular and formal in interaction. They are likely to meet infrequently and channel work through individuals. They create a climate that is uncommunicative and where people mind their own business and solve their own problems. These teams are quiet, self-restrained, and not easily swayed. They are most comfortable with work environments that are steady state.	Teams with a high anchor on the Affiliation scale are perceived as energetic, outgoing, and communicative. They tend to be spontaneous and work primarily in team sessions. They will build relationships and develop strategic alliances. They will create an environment that is approachable, trusting, and open. At times, however, these teams may lose sight of key objectives or be easily distracted. They may confuse style with substance.

● Tradition

LOW SCORE ≤ 25%	HIGH SCORE ≥ 76%
Teams with a low anchor on the Tradition scale are unconventional, independent, and prepared to challenge established procedures. Staff may be frustrated, as they change directions quickly and value change at the expense of continuity. They will create an environment that appreciates diverse viewpoints and appears modern, dynamic, and flexible. These teams will be willing to take risks.	Teams with a high anchor on the Tradition scale are perceived as mature, rational, and responsive to advice. They follow established procedures, are careful about experimenting, and tend toward conservative decision-making. These teams create formal environments and value rules, standards, and predictable work environments. They care about maintaining tradition, custom, and socially acceptable behavior. While they are even-handed and good-natured, they may be set in their ways and resistant to change.

Security

LOW SCORE ≤ 25%	HIGH SCORE ≥ 76%
Teams with a low anchor on the Security scale are perceived as outgoing, assertive, and adventurous. They are comfortable taking risks and testing limits. These teams will thrive in circumstances of ambiguity and uncertainty, but will tend to spend time exploring complexity. These individuals accept leadership roles, are independent, and open to risks. They will create environments where risk-taking, innovation, and taking the initiative are rewarded.	Teams with a high anchor on the Security scale are perceived as cautious in decision-making and orthodox in style. They care deeply about safety and avoiding mistakes. These teams create a controlled and predictable work environment that promises good job security. They will value attention to detail, punctuality, and conformity. The team will not be good at building and sustaining networks. They may be resented by staff for avoiding opportunities and avoiding all risk.

Commerce

LOW SCORE ≤ 25%	HIGH SCORE ≥ 76%
Teams with a low anchor on the Commerce scale tend to be more interested in ideas and concepts than in money or success. As individuals, these teams will be sympathetic, loyal to their employees, and value relationships over profitability. Consequently, these teams may be well-liked, but won't push people for results. These teams may allow important financial data to pass them by, or run the business imprudently.	Teams with a high anchor on the Commerce scale are ambitious, active, and energetic. They create an environment that is hardworking, task-oriented, and mature. They will expect others to be serious about their work, attentive to detail, businesslike and focused on the bottom line. They will expect the organization to care deeply about monetary matters, success, and they are likely to use income as a form of self-evaluation. These teams will pay close attention to budgets and financial issues.

Aesthetics

LOW SCORE ≤ 25%	HIGH SCORE ≥ 76%
Teams with a low anchor on the Aesthetics scale will be steady, businesslike, and practical. At work, they will create a grounded, practical atmosphere that has no time for creative self-expression. They will value staff who are stable, level-headed, and dependable. These teams are unlikely to be demonstrative, will keep their emotions under control, and use a practical approach to problem-solving. They may neglect quality issues or the appearance of work products. They will tend to be uninterested in innovation and may even resist it.	Teams with a high anchor on the Aesthetics scale are perceived as spontaneous and creative. They use their imagination, and are happiest in work environments that allow experimentation, exploration, and discussion. They will create a work environment that values innovation and the aesthetic appearance of work products. As a team, at times their enthusiasm for the new and the interesting may cause them to ignore routine and process, or they may sacrifice momentum and production for the sake of an interesting idea. Others may see them as disorganized and reluctant to delegate.

● **Science**

LOW SCORE ≤ 25%	HIGH SCORE ≥ 76%
Teams with a low anchor on the Science scale have practical interests and focus on immediate goals. They are likely to be intuitive and spontaneous in their approach to problem-solving, but as a team will want to see action—not analysis. They are more comfortable working with people than technology. They will create a work climate that emphasizes attention to detail, being responsible, and being responsive to criticism.	Teams with a high anchor on the Science scale are curious, analytical, and technology- or science-oriented. They enjoy analyzing problems, understanding how things work, and getting below the surface noise to get to the truth. This may cause teams to get lost in the details and not respond quickly. Also, teams like this are often made up of technical experts, which can lead to disharmony or turf-wars. These individuals tend to be bright and well-organized, but may lack leadership skills. These teams will create an environment characterized by rationality and analysis. The organization may seem fractious or argumentative to outsiders.

Case Study Example

A group of VP/general managers, each overseeing a country business unit, all reported to the global CEO of a chemical company (the team leader). All of the GMs had begun their careers in R&D roles and had gradually advanced within the organization to their current positions. The CEO was an external hire whose background was in business administration. Out of the 20 individuals making up this team, 19 scored high on the Science scale. The remaining individual scored quite low. Once the CEO/team leader's profile was presented, it was discovered he was the low-scoring individual. A GM announced his conclusion: "No wonder he doesn't read my emails that provide all the data…" A discussion on communication effectiveness within the team and down the hierarchy ensued. The results of this discussion were integrated with the Team Development Plan.

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TEAM REPORT

Strategies to help teams achieve full potential

Team Name Sample Team
Participant ID HA123456
Date 02.23.2015

INTRODUCTION

To perform effectively, teams and their leaders need to answer questions such as: What mix of skills would help this team be successful? Who will work best together? What motives and values do we have in common? What shared challenges might the team face and how can we best address them? Based on the assessment of individual personalities and values, this report provides insights and recommendations to answer these questions and facilitate team performance.

TEAM NAME
Sample Team

DESCRIPTION
Associates

TEAM MEMBERS
Member 1
Member 2
Member 3
Member 4
Member 5
Member 6
Member 7
Member 8
Member 9
Member 10
Member 11

ABOUT THIS REPORT

TEAM ROLES

In teams, people play informal roles based on personality and values. There are five such roles: Results, Pragmatism, Innovation, Process, and Relationships. Some teams work best when members fill a few key roles; others work best when most roles are represented. If critical roles go unfilled, they may represent gaps for the team to manage.

TEAM DERAILERS

All teams have issues that hinder their effectiveness. These issues rarely emerge in the initial stages of team formation. Instead, they appear later when the team is under pressure or when team members become more comfortable and monitor themselves less during interactions. This section highlights shared barriers to the team's success, particularly when they are under pressure to deliver.

TEAM CULTURE

The most effective teams include individuals with a range of expertise and skills, but some shared values that create a distinctive culture. Because values provide a foundation for team norms, culture, and goal alignment, shared values can facilitate team performance. This section highlights the team's shared values.

INDIVIDUAL SCORES

The Individual Scores section provides summary graphics to illustrate how team members contribute to team roles, key derailers, and key drivers. Use this section to explore the roles team members are most likely to fulfill, which team members are most likely to display key derailers under pressure, and how each team member's key values align with shared team values.

TEAM ROLES

Team members play two distinct types of roles. The first are formal or functional roles defined by their job descriptions. The second are the informal or psychological roles they play on the team. Both roles are important for team success, and individuals vary in the extent to which they fulfill them. With informal roles, some people focus on the social life of the team, whereas others may encourage the team to pay attention to detail and quality. At least five informal roles need to be filled in most teams for them to be optimally successful, and an unfilled role may lead to a gap in the team's functioning. These roles are Results, Pragmatism, Innovation, Process, and Relationships. The following numbers represent the percentage of the team that fulfills each informal role on your team. Because each team member may fulfill multiple roles, percentages may not sum to 100%. Particularly high or low percentages for these roles will likely influence the team's functioning and the team's reputation. Fifty percent or higher is considered a high concentration in a given role, and 20% or lower is considered a low concentration.

TEAM SCORES

RESULTS	PRAGMATISM	INNOVATION	PROCESS	RELATIONSHIPS
36	73	27	18	18
People who organize work, clarify roles, coordinate, and provide direction for others. They enjoy taking charge and pushing for results.	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.	People who recognize when conditions have changed and when the team needs to adapt. They spot emerging trends and patterns quickly, enjoy solving problems, and generate creative solutions.	People who are concerned with implementation, the details of execution, and the use of processes and systems to complete tasks. They are reliable, organized, and conscientious about following procedures.	People who are concerned about morale and how team members are getting along. They are positive and optimistic, attuned to people's feelings, and good at building cohesive relationships.

Tip | Consider your team's purpose and function within the organization and consider the ideal balance across these roles. Some roles may need to be weighted more heavily for optimal team performance.

TEAM ROLES

TEAM SCORE	TEAM ROLE IMPLICATION

RESULTS

36

This team has a moderate percentage of members who fulfill the Results role, suggesting they may be more driven, competitive, and willing to take charge, whereas others may naturally follow along. At their best, such teams can balance results, priorities, and performance standards without losing sight of the strategic perspective. At other times, however, tension may emerge over differences in individual efforts or commitments. The team may need to get different perspectives in the open and reach clear agreements about goals and accountability. It may be especially important for the team to assign formal leaders for sub-projects or initiatives so it is clear who is accountable for them.

PRAGMATISM

73

This team includes a high percentage of members who fulfill the Pragmatism role, suggesting that they value practical, real-world thinking. At their best, such teams tend to carefully evaluate whether proposed actions are supported by appropriate resources and realistic timelines. At their worst, however, these teams may need to devote time and energy to fostering creativity and allowing ideas to mature and evolve before rejecting them because they challenge the status quo. The team may need to invite outside experts to provide new ideas, especially if the team also has few members fulfilling the Innovation role.

INNOVATION

27

This team has a moderate percentage of members who fulfill the Innovation role, suggesting that it will be able to balance creative vision and long-term strategic perspective with more practical concerns related to implementation of those ideas. At their best, such teams are attuned to changing conditions and how they impact the team's approach to work. At their worst, however, members of these teams may frustrate each other by seeming either negative in the face of good ideas or wildly impractical. Both positions are useful, and the team may need to institute a method to ensure that both views are heard.

PROCESS

18

This team has a low percentage of members who fulfill the Process role, suggesting it will be flexible and adapt quickly to changing business conditions. At their best, such teams may be able to embrace changes and create new approaches as needed. At their worst, however, these teams may lack the self-discipline needed to follow the processes required to execute their plans. Members of such teams may find details boring and planning unnecessary, which may cause the team to seem poorly organized, inefficient, or undisciplined. This may be especially true if the team also has a high percentage of members who fulfill the Innovation role.

RELATIONSHIPS

18

This team has a low percentage of members who fulfill the Relationships role, suggesting that it may seem task-focused and less concerned about the feelings and needs of others. At their best, such teams can approach difficult tasks and discussions in a no-nonsense manner because they are typically unafraid of providing straightforward feedback. At their worst, however, these teams may lack personal cohesion. The team may need to take steps to ensure it is building appropriate support, alignment, and open communication both internally and externally.

TEAM DERAILERS

All team members have at least a few 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). When a majority of team members has the same counterproductive tendency, it may become a team derailer or shared 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 to feel complacent.

The numbers in the middle of the circles below represent your team's average percentile scores for each HDS scale. The numbers outside each circle represent the number of team members at each risk level on the derailer. The lightest shading represents no risk, with darker shading representing low, moderate, and high levels of risk, respectively.

SCALE CLUSTER

MOVING AWAY
When stressed, people with these derailers may be moody, sensitive to perceived slights, fearful of making mistakes, or mistrusting of others.

MOVING AGAINST
When stressed, people with these derailers may destabilize teams by dominating agendas, testing limits, or distracting colleagues.

MOVING TOWARD
When stressed, people with these derailers may pay excessive attention to detail or to the needs and directives of their supervisors.

HDS SCALE
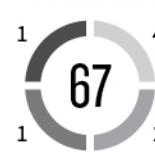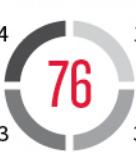
EXCITABLE	SKEPTICAL	CAUTIOUS	RESERVED	LEISURELY
1 / 4	4 / 1	0 / 3	3 / 3	1 / 2
67	**76**	**50**	**65**	**61**
1 / 2	3 / 3	5 / 3	2 / 3	2 / 6
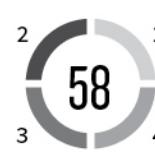
BOLD	MISCHIEVOUS	COLORFUL	IMAGINATIVE
2 / 2	2 / 1	0 / 1	4 / 3
58	**70**	**68**	**61**
3 / 4	4 / 4	5 / 5	1 / 4

DILIGENT	DUTIFUL
5 / 3	1 / 3
66	**58**
0 / 3	4 / 3
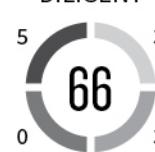
SCORING KEY
- NO RISK TEAM MEMBERS
- LOW RISK TEAM MEMBERS
- MODERATE RISK TEAM MEMBERS
- HIGH RISK TEAM MEMBERS
- KEY TEAM DERAILER

Tip | All teams deal with the idiosyncrasies of their members. However, these potential derailers may become blind spots when shared by members of a team. These tendencies may trigger a spiral of disruptive behavior when the going gets tough or may emerge when colleagues become more comfortable and informal with each other.

KEY DERAILERS

Below are the key team derailers, those that are shared by half or more of the team. Although individual team members may exhibit additional derailers, the derailers below represent the most likely—and potentially most problematic—behaviors that may emerge in your team during stressful situations.

If no key derailers are listed below, then your team has no shared derailers. In other words, although each team member still has individual derailers to manage, specific derailers are not shared across the group. In this case, it may be most productive to provide personalized feedback regarding derailers to each individual team member to help him/her to effectively manage reactions to stress.

SCALE

IMPLICATION

SKEPTICAL

4 | 1

76

3 | 3

Teams with a shared Skeptical derailer may react to stress with suspicion or cynicism, causing the team to miss potential opportunities. Such teams may spend too much time on political maneuvering and may need to adopt processes that allow them to explore each other's suggestions and feedback. Pressure may make this team hyper vigilant and wary of others' intentions, so members may need to check facts and assumptions and avoid blaming, especially under stressful conditions. Team members who do not share this derailer may be frustrated by the lack of trust and open, honest discussion in team meetings or by the political maneuvering they see on the team. Teams with this shared derailer that also have a low proportion of members who fulfill

MISCHIEVOUS

2 | 1

70

4 | 4

Teams with a shared Mischievous derailer may react to stress by ignoring processes, rules, or protocols. Members of such teams may be careless with what they say or may develop a reputation for being excessively impulsive. They may need to develop a process for uncovering, considering, and mitigating risks in each decision they make. These teams often benefit from adopting a pause-and-reflect period before moving into action or making consequential decisions. Team members who do not share this derailer may find it difficult to get their teammates to focus on core issues and may perceive them as ignoring the longer-term implications of words and actions. Low proportions of team members who fulfill the Pragmatism or Process roles may multiply the effect

TEAM CULTURE

Team members' actions and priorities are guided by their individual values, which are measured using the Motives, Values, Preferences Inventory (MVPI). Values influence choices or decisions and thus shape team cultures. Because values are subconscious, a team's awareness of their impact may be quite limited. Nonetheless, values represent a powerful force for uniting and driving the team toward key outcomes. Therefore, the degree to which a team's values are aligned with the broader organization's business strategy and objectives often can impact the team's productivity.

The numbers in the middle of the circles below represent your team's average percentile scores for each values scale. The numbers outside each circle represent the number of team members scoring in each quartile; the lightest shading represents percentiles 0-24%, with progressively darker shading representing 25-49%, 50-74%, and 75-100%.

SCALE CLUSTER

MVPI SCALE

STATUS
People who take the lead, drive results, and focus on their achievements, accomplishments, progress, and status.

RECOGNITION
2   2
61
7   0

POWER
7   1
72
2   1

HEDONISM
9   0
81
1   1

SOCIAL
People who focus on relationships with others. They want to be liked, maintain positive relations with others, and make sure others are treated with respect and dignity.

ALTRUISTIC
3   4
46
2   2

AFFILIATION
4   2
60
3   2

TRADITION
1   2
47
4   4

FINANCIAL
People concerned with commercial issues, minimizing risks, and seeking reliable methods to maximize gains.

SECURITY
1   4
35
1   5

COMMERCE
3   4
49
3   1

DECISIONS
People who approach decisions using their intuition, data and facts, or both. They prefer to work in environments where ideas are key to decisions.

AESTHETICS
4   1
56
2   4

SCIENCE
0   10
12
1   0

SCORING KEY
- ⚪ LOW SCORE TEAM MEMBERS
- ⚫ LOW MODERATE SCORE TEAM MEMBERS
- ⚫ MODERATE SCORE TEAM MEMBERS
- ⚫ HIGH SCORE TEAM MEMBERS
- 🔵 KEY TEAM DRIVER

Tip | Look for agreement on at least one or two team values, which would indicate shared direction and focus. If the team has no shared values, it may clash over priorities or drivers held by individual team members. Too many shared values may lead to groupthink if the group shares a collective bias for some things over others.

KEY DRIVERS

Below are values shared by at least two-thirds of team members. Although team members may share other values as well, those listed below represent the strongest shared values that are most likely to shape the team's culture. Teams with several shared values typically find it easier to bond with each other and create a cohesive culture. Note that a team can share a value in the high range or in the low range; they all may be highly motivated by a certain value or quite indifferent to it.

If no key drivers are listed below, then team members may be motivated by many different things. If each individual's values lead him/her to advocate for different team activities and goals, this may pose challenges to forming a coherent team culture and maintaining it over time. Because of that, it may be particularly important to take time during the team's formation to reach consensus on the team's charter and key deliverables.

SCALE

IMPLICATION

POWER

7   1
72
2   1

Teams that value Power often enjoy influence and accomplishment. Such teams typically evaluate themselves in terms of what they are able to get done and whether their efforts are successful. These teams often create environments where there is pressure to get ahead, achieve, and succeed. Members of such teams may fight and argue, but tend to do so openly and honestly because their collective goal is success. They can, however, be overly internally competitive, particularly if many members fulfill the Results role or if a shared team derailer on Bold is present.

HEDONISM

9   0
81
1   1

Teams that value Hedonism are often informal and fun. Such teams want to enjoy their work, set their own priorities, and have a "work hard, play hard" attitude. These teams typically create work environments with opportunities to have a good time. However, the team may lose focus if it allows entertainment to distract from productivity. Others may believe the team emphasizes amusement over results, especially if it shares a high Aesthetics value or has few members who fulfill the Pragmatism and Results roles.

SCIENCE

0   8
12
0   3

Teams that place little value on Science are often practical, pragmatic, and focused on solving problems quickly and moving on. Such teams may prefer to solve problems based on their experience and intuition rather than fine-grained analysis of data. These teams may also be impatient with research and data analysis, preferring "good enough" answers instead of perfect ones. Members of these teams often create work climates that emphasize common sense, quick decisions, and intuitive judgment, and this particularly may be true if many team members fulfill the Pragmatism role.

INDIVIDUAL SCORES

| TEAM MEMBERS | TEAM ROLES | | Key Contributor | | | |

	RESULTS 36	PRAGMATISM 73	INNOVATION 27	PROCESS 18	RELATIONSHIPS 18
Member 1					
Member 2					
Member 3					
Member 4					
Member 5					
Member 6					
Member 7					
Member 8					
Member 9					
Member 10					
Member 11					

INDIVIDUAL SCORES

TEAM MEMBERS   KEY DERAILERS

Key Derailer

	SKEPTICAL 76	MISCHIEVOUS 70
Member 1		
Member 2		
Member 3		
Member 4		
Member 5		
Member 6		
Member 7		
Member 8		
Member 9		
Member 10		
Member 11		
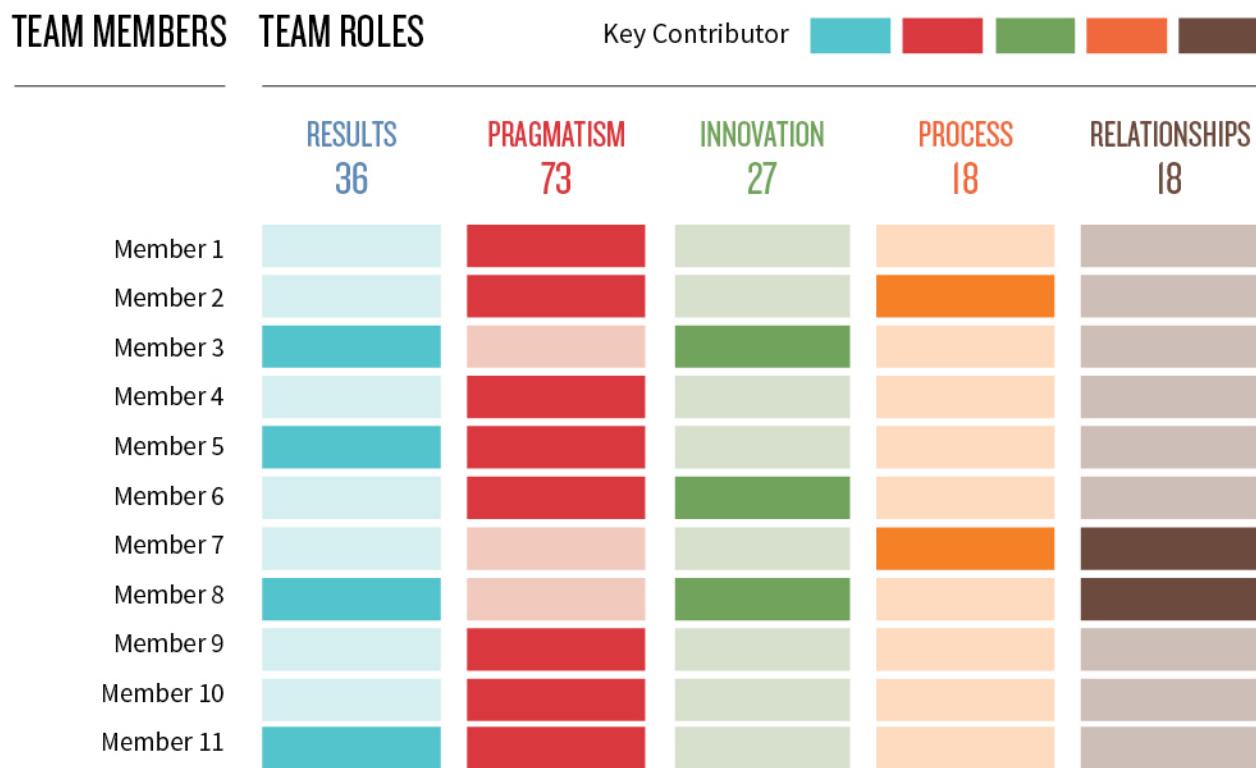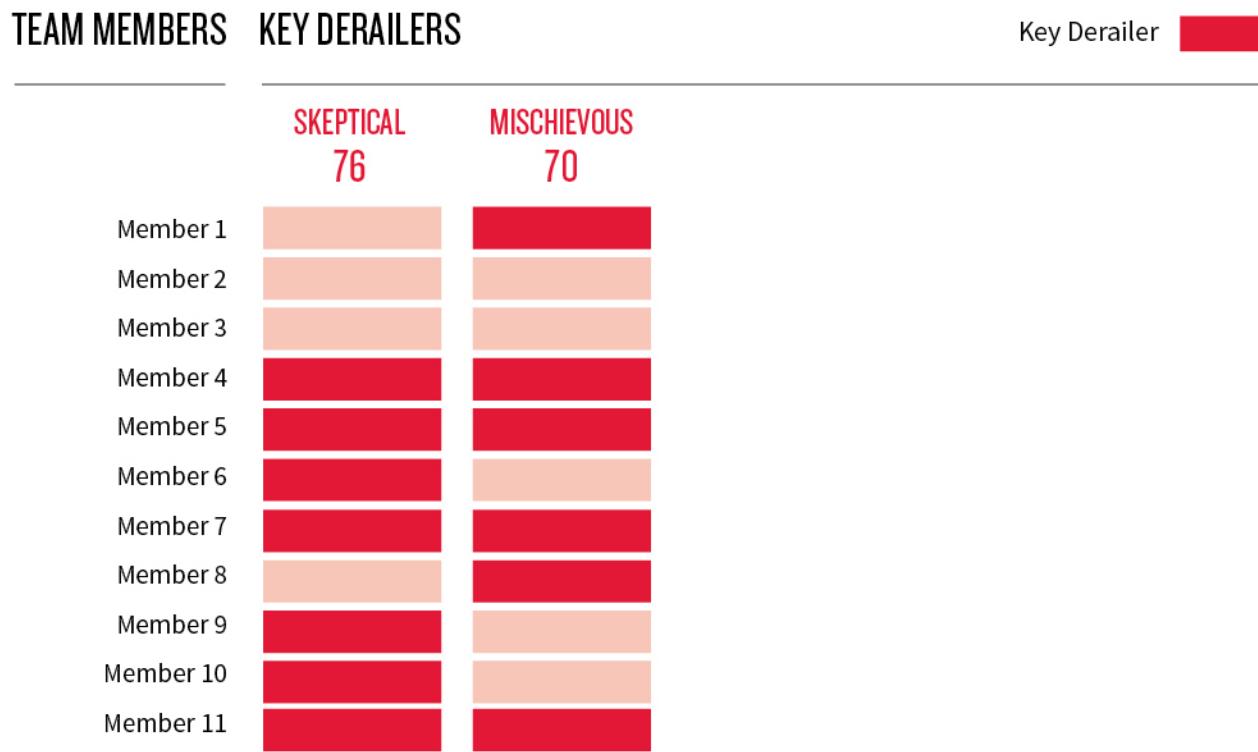
INDIVIDUAL SCORES

TEAM MEMBERS **KEY DRIVERS**   Key Driver ▬

	POWER 72 ↑	HEDONISM 81 ↑	SCIENCE 12 ↓
Member 1			
Member 2			
Member 3			
Member 4			
Member 5			
Member 6			
Member 7			
Member 8			
Member 9			
Member 10			
Member 11			