



TEAM REPORT

Strategies to help teams achieve
full potential

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AGENDA



- Why personality matters to team effectiveness
- Introducing the Hogan team report
- Hogan team report in action
- Practicalities of the Hogan team report
- Questions



WHAT IS A TEAM?

-  1 **A team has three or more people**
-  2 **Members are dependent on each other**
-  3 **They share a common goal**
-  4 **They share common leadership**
-  5 **They share success and failure with one another**

Too often, work groups are mistaken for teams. For a group to truly represent a team, there must be a degree of dependence upon one another to achieve success.

WHY FOCUS ON TEAMS?

**Personality and
performance are
linked**

Evidence suggests teams are effective about 50% of the time.

**Teams are becoming
more commonplace**

Surveys of the Fortune 1000 firms found that in 1987 28% of employees were in firms that used teams compared to 50-70% today.

**No one can
do it all**

54% of individuals spend at least 30% of their day in a team setting.

**Happiness does not
equal effectiveness**

Social cohesion alone doesn't produce success.

WHY PERSONALITY AND VALUES MATTER

- ❖ Success of a team is based on our psychological roles not on our functional roles
- ❖ Individuals' personalities and values play a significant role in determining team performance. In particular, they affect:
 - ❖ What *role* you have within the team
 - ❖ How you *interact* with the rest of the team
 - ❖ Whether your *values* align with the team's

WHY PERSONALITY AND VALUES MATTER

Research on Teams:

- ❖ **133 factory teams** - the most cohesive teams were high in interpersonal sensitivity, curiosity and emotional stability
- ❖ **Meta-study** - team members' personalities influence cooperation, shared cognition, information sharing and overall team performance
- ❖ **Astronauts** - Different natural sub-teams among crew members formed based on similar values

ASSESSING TEAMS USING THE HOGAN MODEL



HOGAN TEAM MODEL

- Deep dive into how personality impact on team dynamics
- Fosters awareness of strengths and weaknesses
- Encourages behavioural change at the individual and team level
- Diagnoses areas of productive conflict and unproductive friction
- Improve collaboration and communication in the team
- Creates a common language

HOGAN TOOLS WITHIN THE TEAM REPORT

HOGAN PERSONALITY INVENTORY (HPI)

The Bright Side

Assesses normal personality as it relates to success in a job or career

HOGAN DEVELOPMENT SURVEY (HDS)

The Dark Side

Assesses 11 patterns of behaviors that can lead to career derailment

MOTIVES, VALUES, PREFERENCES INVENTORY (MVPI)

The Inside

Assesses core values related to organisation and career fit and to the culture created by the leader

EFFECTIVE TEAM PERFORMANCE ENHANCED BY KNOWING:

- What mix of styles and approaches 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?
- The Team Report addresses these questions

TEAM ROLES OVERVIEW (HPI)

Most teams require at least five informal roles to be filled in order to reach optimum performance

These roles include:

- Results
- Pragmatism
- Innovation
- Process
- Relationships



TEAM ROLES

1

Results - People who organise work, clarify roles, coordinate and provide direction for others. They enjoy taking charge and pushing for results.

2

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.

3

Innovation - People who recognise 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.

4

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

5

Relationships - 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.

TEAM ROLES OVERVIEW

- The roles are assessed on a 0% to 100% scale based on the percentage of team members that fulfill a role
- A well-represented role - team strength
- A role that goes unfilled - team performance gap
- Roles that are over-represented may suggest a lack of diversity on a team that can also lead to a team performance gap



TEAM SCORES

RESULTS



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

PRAGMATISM



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INNOVATION



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PROCESS



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.

RELATIONSHIPS



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.

TEAM DERAILERS

Excitable	Moody, hard to please and a tendency to erupt emotionally
Sceptical	Alert, mistrustful and easily offended
Cautious	Seems unassertive, defensive and fearful of making mistakes
Reserved	Unconcerned about the feelings of others, aloof
Leisurely	Overtly cooperative, but privately irritable, stubborn, and uncooperative
Bold	Unusually self-confident with inflated views of competency
Mischievous	Socially skilled, carefree risk taking, and excitement seeking
Colourful	Dramatic and enjoys being the center of attention
Imaginative	Acts and thinks in creative sometimes odd or eccentric ways
Diligent	Meticulous, perfectionistic, compulsive, and conscientious
Dutiful	Eager to please, ingratiating, and reluctant to take action

Moving Away



Moving Against



Moving Towards



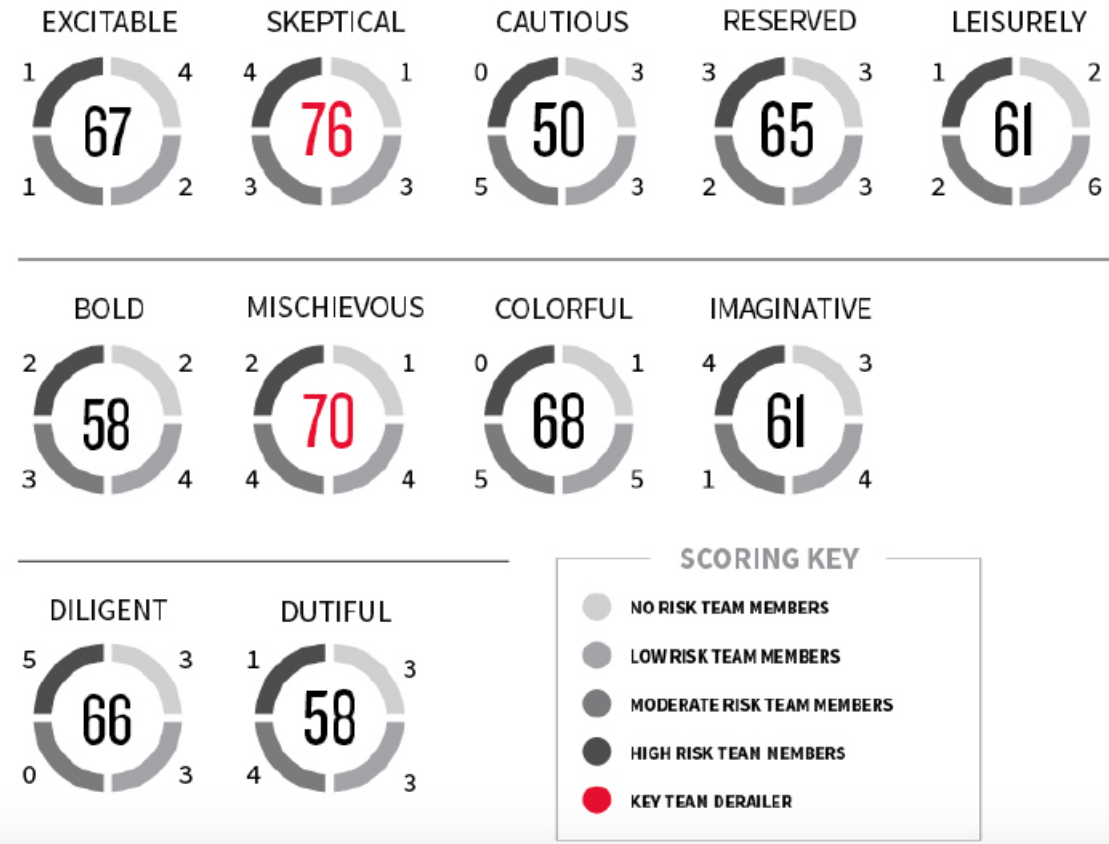
INTERPRETING TEAM DERAILER SCORES

• The scales are arranged according to three clusters:

- **Moving away** - Creating distance from and pushing others away
- **Moving against** - Managing situations by manipulating or controlling others
- **Moving toward** - Building alliances through followership behaviors

• The number in the middle is the team's average percentile score.

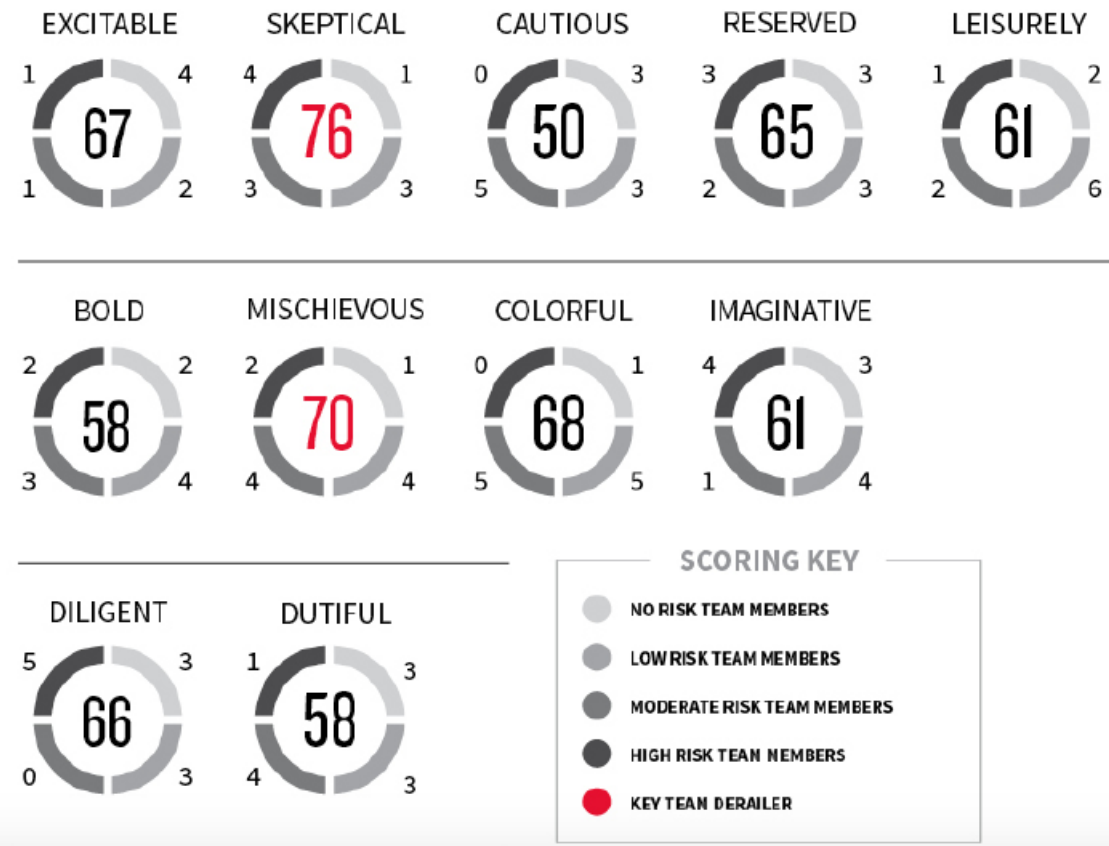
HDS SCALE



INTERPRETING TEAM DERAILER SCORES

- Percentile scoring highly are shaded in red to indicate that the derailer represents a high risk for the team.
- The numbers outside each circle represent the number of team members at each risk level on the derailer.
- Risk levels are divided into quartiles
 - 1st quartile - no risk (lightest shading)
 - 2nd quartile - low risk
 - 3rd quartile - moderate risk
 - 4th quartile - high risk (darkest shading)

HDS SCALE



TEAM CULTURE OVERVIEW (MVPI)



- Actions of team members are guided to a large extent by their values
- Team members may have limited awareness regarding the impact that values have on guiding their actions
- Anchors the team and increased likelihood of success
- 100% alignment is untenable - alignment on some key values is essential



TEAM CULTURE



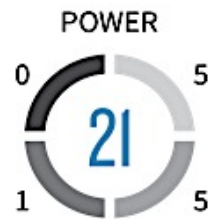
Recognition	Responsive to attention, approval, praise and recognition
Power	Desires success, accomplishment, status and competition
Hedonism	Motivated by fun, pleasure and good company
Altruistic	Concerned for the less fortunate and improving society
Affiliation	Enjoys frequent and varied social interaction
Tradition	Dedicated to established procedures and conservative values
Security	Desires certainty, predictability, order and control in their lives
Commerce	Interested in financial and business-related matters and money
Aesthetics	Interested in culture, good taste and attractive surroundings
Science	Desires knowledge and the pursuit of data

INTERPRETING TEAM CULTURE SCORES



- ❖ Values shared by at least two-thirds of team members are shaded in blue and represent Key Drivers.
- ❖ The numbers outside each circle represent the number of team members scoring in each quartile.
- ❖ The quartiles are divided by percentages shaded from light to dark
 - 1st quartile - 0-24% (lightest shading)
 - 2nd quartile - 25-49%
 - 3rd quartile - 50-74%
 - 4th quartile - 75-100% (darkest shading)

MVPI SCALE



SAMPLE REPORT



A report designed as a team effectiveness tool to help team members gain a holistic, personality-based understanding of team strengths, weaknesses, and culture.



TEAM REPORT IN ACTION



“I am able to control only
that of which I am aware.
That of which I am unaware
controls me.”

- John Whitmore, from *Coaching for Performance*

TEAM SCORES

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PROCESS

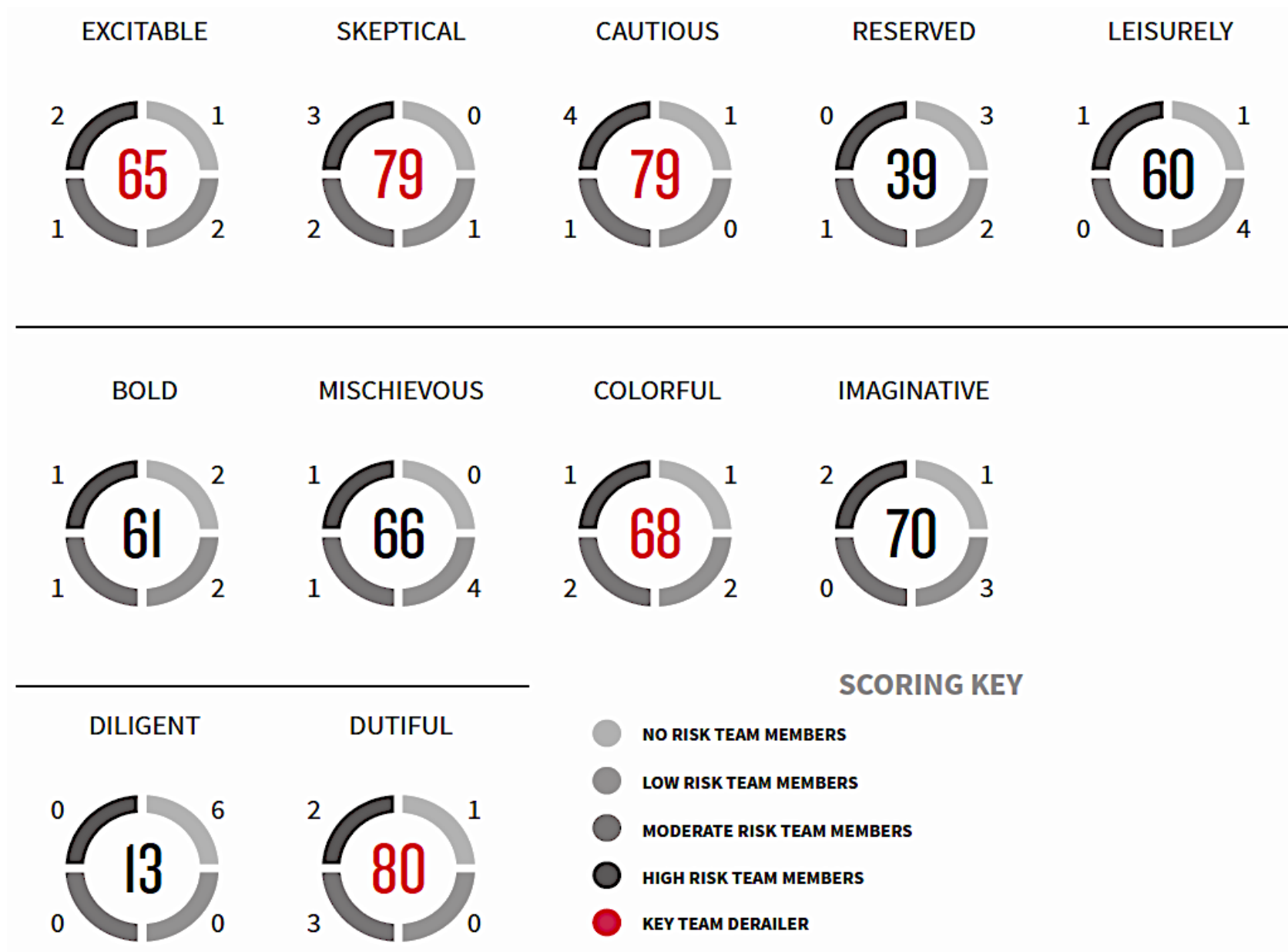


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RELATIONSHIPS



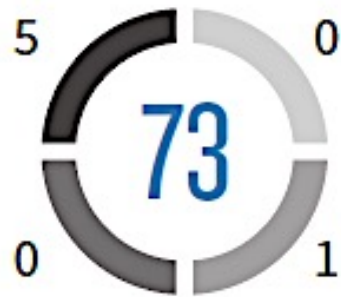
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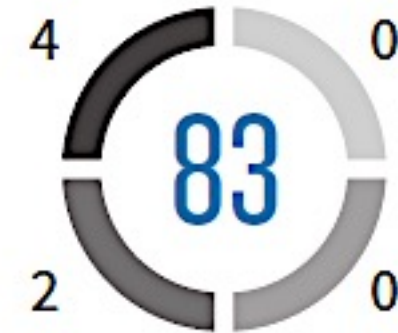
MVPI TEAM SHARED VALUES



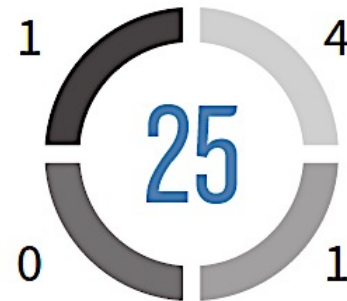
RECOGNITION



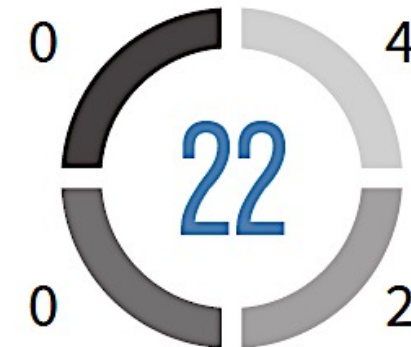
HEDONISM



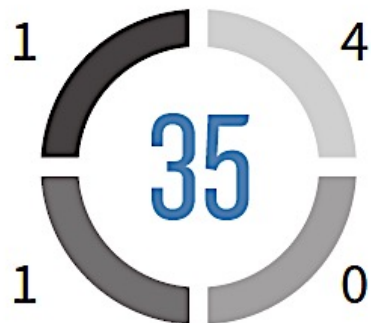
SCIENCE



TRADITION



SECURITY



TEAM DEVELOPMENTAL OUTCOMES

- More structured meetings - less talking and more action planning
- Set more specific team targets and ensure completion
- Understand that the rest of the business requires more data in order to communicate effectively
- Build on your strengths - business appreciates and responds well to the team's friendly and helpful approach
- Recognise gaps - need to be more commercially focused and push selves to be more process driven and attentive to the detail

PRACTICALITIES

- Need to be trained in the 3 Hogan tools to access the report
- Attend a free webinar to qualify to use the team report
- Receive a full set of workshop materials
- Report costs £1,025 + VAT
- Quote **team webinar 2017** - receive a 20% discount on Hogan team reports (£820 + VAT) when ordered by end May 2017
- Contact sarah@psychological-consultancy.com for more information

QUESTIONS?

