



***Team Analysis Report***

***for***

**Acme Brick**

**Production Team**

**James Smith - Team Leader**

Saturday, May 8, 2010

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COMPANY: Acme Brick

DATE: May 8, 2010

## TEAM ANALYSIS REPORT

TEAM LEADER: James Smith

Production Team

### This Report has four sections:

**Section I - *Team Balance Table*** - A visual representation of the distribution of the 12 factors essential to team success, indicating your team's strengths and where the team may be lacking.

**Section II - *Overall Team Balance Table*** - Lists of factors that are (1) well represented and (2) not well represented on your team. Characteristics missing from your team are described to increase your awareness of possible problems.

**Section III - *Behavioral Factors*** - This section describes the characteristics of team members and suggests considerations for leading the team.

**Section IV - *Team Leader Action Summary*** - This summary provides a convenient point of reference to remind you which team members have strengths you can call on as you lead the team to the successful attainment of its purpose.

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The ability of a team to work effectively is greatly influenced by the compatibility of the team members. While any team can adjust to accommodate compatibility issues, the fewer the adjustments, the more efficiently the team will function. In managing a team, the more data available to help understand the characteristics of the Team Leader and the Team Members, the more focused the management of that team.

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**NOTE:** These results provide an important contribution to the team management process; however, decisions should not be made based exclusively on these results.

## SECTION I Team Balance Table

12 FACTORS	LOW	MOD.LOW	MODERATE	MOD.HIGH	HIGH
Control		3	●, 2, 4, 5		
Social		2	4, 5	●, 3	
Patience		5	●, 2	4	3
Precision			4, 5	3	●, 2
Ambition	3, 4		●, 2, 5		
Positive Expectancy			●, 2, 4, 5	3	
Composure		5	●, 2	4	3
Analytical		3, 5	●, 2, 4		
Results Orientation		3	4, 5	●, 2	
Emotions		●, 2, 4	3		5
Team Player	5		2, 4	●, 3	
Quality Orientation		3	●, 2, 4	5	

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

### Team Member Key

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>● James Smith - Team Leader</li> <li>2. Don Smith</li> <li>3. Jennifer Smith</li> </ul> | <ul style="list-style-type: none"> <li>4. John Smith</li> <li>5. Tony Smith</li> </ul> |
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## SECTION II Overall Team Balance

Team balance is important. When each of the twelve factors has at least one team member who is strong in that factor, the team is well balanced.

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<u>Well Represented</u>	<u>NOT Well Represented</u>
SOCIAL	CONTROL
PATIENCE	AMBITION
PRECISION	ANALYTICAL
POSITIVE EXPECTANCY	
COMPOSURE	
RESULTS ORIENTATION	
EMOTIONS	
TEAM PLAYER	
QUALITY ORIENTATION	

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Not all twelve factors are well represented on this team. When a factor is NOT well represented, the team leader should constantly be aware of this and compensate for it

## Characteristics Missing from Your Team

### **CONTROL**

- Usually responds to challenges
- Confident of own judgment, even over the team's
- Is sometimes a poor listener
- Likes to initiate activity

### **AMBITION**

- Self-motivated
- Enjoys a competitive situation
- Will act independently or with the group
- May keep the team going when others are tempted to back off

### **ANALYTICAL**

- Tends to be a careful decision-maker, gathering information and assessing possible risks before making decisions
- Prefers not to respond to others without first evaluating possible reactions and consequences
- Needs sufficient time to analyze and plan
- Develops work methods that contribute to greater efficiency

## **SECTION III Behavioral Factors**

### **CONTROL**

**Control is defined as the tendency to take charge, to be assertive, and/or to take control of a situation.**

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

#### **Characteristics of the Team Leader**

##### **James Smith**

This is not a factor with characteristics particularly typical of you.

#### **Characteristics of the Team Members**

This characteristic is not well represented on this team. You, as Team Leader, will need to be sure that this does not have an adverse impact on team performance.

#### **Considerations for Leading the Team**

This is not a factor with characteristics particularly typical of you or any of your team members. Please refer to Section II of this report to see what characteristics may be missing from your team.

Because these characteristics are not well represented on this team, the team leader will need to be particularly careful the team performance does not suffer as a result.

## **SOCIAL**

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

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

### **Characteristics of the Team Leader**

#### **James Smith**

- Usually will be open with team members
- Tends to use an informal setting for the team
- Promotes the benefits of teamwork
- Likes face-to-face communication

### **Characteristics of the Team Members**

#### **Jennifer Smith**

- Promotes the benefits of teamwork
- Able to fit in with all types of people
- Likes to communicate in person
- Comfortable in an informal setting

### **Considerations for Leading the Team**

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

- Put details in writing
- Allow time for socializing
- Be enthusiastic in your communications
- Have testimonials from those that they respect

## **PATIENCE**

**Patience is defined as the tendency to be patient, tolerant and understanding of others.**

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

### **Characteristics of the Team Leader**

#### **James Smith**

This is not a factor with characteristics particularly typical of you. For this reason, input from the team members below can be particularly important in this area.

### **Characteristics of the Team Members**

#### **Jennifer Smith**

- May yield to avoid controversy
- May not work well with multiple deadlines
- May become too involved with the problems of others
- Likes to work with a specific plan for how things are going to be done, including a "To Do" list

#### **John Smith**

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

### **Considerations for Leading the Team**

Individuals who score moderately high to high in this factor are generally cooperative and good-natured. As you work with the above listed team members, the following ideas should be considered:

- Offer continuing support
- Use an informal and methodical approach
- Ask specific questions about how things will happen
- Use a structured, low-pressure plan for developing their performance

## **PRECISION**

**Precision is defined as the concern for accuracy, details, and exactness.**

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

### **Characteristics of the Team Leader**

#### **James Smith**

- Expects the team to focus on details and may be uncomfortable with casual mistakes made by team members
- Remains aware of detail and thoroughness
- May become too involved in data
- A perfectionist who may sometimes expect too much precision from the team

### **Characteristics of the Team Members**

#### **Don Smith**

- Good where critical thinking is needed
- Prefers order, methods, standards and definite accountabilities
- Is uncomfortable making a mistake
- May become too involved in data

#### **Jennifer Smith**

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

### **Considerations for Leading the Team**

Individuals who score moderately high to high in this factor are generally thorough individuals who are patient with details. As you work with the above listed team members, the following ideas should be considered:

- Use clear and factual statements to define the expected level of performance
- Provide situations where their logical approach will lead to success
- Provide adequate information when discussing new ideas
- Be specific and accurate

## **AMBITION**

**Ambition is defined as the tendency to be competitive, to have a desire to win, and to be aggressive.**

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

### **Characteristics of the Team Leader**

#### **James Smith**

This is not a factor with characteristics particularly typical of you.

### **Characteristics of the Team Members**

This characteristic is not well represented on this team. You, as Team Leader, will need to be sure that this does not have an adverse impact on team performance.

### **Considerations for Leading the Team**

This is not a factor with characteristics particularly typical of you or any of your team members. Please refer to Section II of this report to see what characteristics may be missing from your team.

Because these characteristics are not well represented on this team, the team leader will need to be particularly careful the team performance does not suffer as a result.

## **POSITIVE EXPECTANCY**

**Positive Expectancy is defined as the tendency to have a positive attitude regarding people and outcomes.**

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

### **Characteristics of the Team Leader**

#### **James Smith**

This is not a factor with characteristics particularly typical of you. For this reason, input from the team members below can be particularly important in this area.

### **Characteristics of the Team Members**

#### **Jennifer Smith**

- Often optimistic
- Motivates others on team toward goals
- Can help reassure team members
- Tends to be a good mixer

### **Considerations for Leading the Team**

Individuals who score moderately high to high in this factor are generally accepting and encouraging of others. As you work with the above listed team members, the following ideas should be considered:

- Provide concrete ideas rather than dreams
- Provide them structure for dealing with complex tasks
- Help them develop goals and the action steps to reach them
- Present facts and details slowly

## COMPOSURE

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

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

### Characteristics of the Team Leader

#### James Smith

This is not a factor with characteristics particularly typical of you. For this reason, input from the team members below can be particularly important in this area.

### Characteristics of the Team Members

#### Jennifer Smith

- Performs in a deliberate and predictable manner
- Generally moves at a relaxed pace
- Requires time to adjust to change
- Service-oriented

#### John Smith

- Generally flexible and open-minded
- Tends to be cautious
- Comfortable with a low-key approach
- Typically listens to other team members

### Considerations for Leading the Team

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

- Help them develop assertive skills
- Do not switch them from task to task
- Seek a firm commitment without pressing too hard
- Use written policies and procedures

## **ANALYTICAL**

**Analytical is defined as liking to identify and analyze problems.**

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

### **Characteristics of the Team Leader**

#### **James Smith**

This is not a factor with characteristics particularly typical of you.

### **Characteristics of the Team Members**

This characteristic is not well represented on this team. You, as Team Leader, will need to be sure that this does not have an adverse impact on team performance.

### **Considerations for Leading the Team**

This is not a factor with characteristics particularly typical of you or any of your team members. Please refer to Section II of this report to see what characteristics may be missing from your team.

Because these characteristics are not well represented on this team, the team leader will need to be particularly careful the team performance does not suffer as a result.

## RESULTS ORIENTATION

**Results Orientation is defined as the concern for timely results and the tendency to be quick to take action.**

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

### Characteristics of the Team Leader

#### James Smith

- Enjoys accepting challenges
- Emphasizes getting the job done
- Tends to be less concerned with how it is done than with getting it done
- May seem to have only a casual interest in details and routine tasks

### Characteristics of the Team Members

#### Don Smith

- Likes to work with a wide scope of operations
- Emphasizes getting the job done
- Is capable of being an effective problem solver
- Does what is necessary to get the job done

### Considerations for Leading the Team

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

- Teach them listening skills
- Help them see how being a part of the team will help them get results
- Accept their bluntness
- Minimize socializing

## EMOTIONS

**Emotions is defined as the tendency to show emotions, to share feelings.**

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

### Characteristics of the Team Leader

#### James Smith

This is not a factor with characteristics particularly typical of you. For this reason, input from the team members below can be particularly important in this area.

### Characteristics of the Team Members

#### Tony Smith

- May become unrealistic under stress
- Good at inspiring the team
- May be a situational listener
- May need assistance in setting goals

### Considerations for Leading the Team

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

- Provide ideas for achieving action
- Allow them the chance to verbalize their feelings
- Be casual in your communications
- Establish a democratic relationship with them

## TEAM PLAYER

**Team Player is defined as a preference to be a part of the team and to work with others.**

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

### Characteristics of the Team Leader

#### James Smith

- Team members will enjoy the leader's good listening skills
- Willing to share information with others
- Enjoys working in a team situation
- Works best with members of a cooperative and friendly team

### Characteristics of the Team Members

#### Jennifer Smith

- Willing to share resources and information
- Works best with team members who are cooperative and friendly
- Good listener
- Willing to extend self to do what is right

### Considerations for Leading the Team

Individuals who score moderately high to high in this factor are generally supportive and considerate of others. As you work with the above listed team members, the following ideas should be considered:

- Start communications with personal comments
- Give them enough time to decide on changes
- Provide frequent opportunities for informal discussions
- Use sincere statements to help build a relationship

## QUALITY ORIENTATION

**Quality Orientation is defined as a concern for standards and high quality work.**

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

### Characteristics of the Team Leader

#### James Smith

This is not a factor with characteristics particularly typical of you. For this reason, input from the team members below can be particularly important in this area.

### Characteristics of the Team Members

#### Tony Smith

- Shows a preference to do things correctly the first time
- A craftsperson
- Inclined to look for ways to improve the quality of the work being done
- Task-oriented

### Considerations for Leading the Team

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

- Listen to their ideas for solutions to problems
- Be persistent, but don't move too quickly
- Allow them physical space
- Set clear limits to their authority

## SECTION IV

### Team Leader Action Summary

#### CONTROL

This characteristic is not well represented on this team. You, as Team Leader, will need to be sure that this does not have an adverse impact on team performance.

#### SOCIAL

**Jennifer Smith** scored moderately high or high in this factor. Such individuals are generally entertaining and make friends easily. As you work with them, the following ideas should be considered:

##### ACTION STEPS

- Give the opportunity to help others
- Be enthusiastic in your communications
- Request specific feedback on their understanding of instructions
- Give them freedom to speak

#### PATIENCE

**Jennifer Smith and John Smith** scored moderately high or high in this factor. Such individuals are generally cooperative and good-natured. As you work with them, the following ideas should be considered:

##### ACTION STEPS

- Recognize consistent performance
- Ask specific questions about how things will happen
- Offer continuing support
- Use an informal and methodical approach

## PRECISION

**Don Smith and Jennifer Smith** scored moderately high or high in this factor. Such individuals are generally thorough individuals who are patient with details. As you work with them, the following ideas should be considered:

### ACTION STEPS

- Use clear and factual statements to define the expected level of performance
- Be well prepared before initiating communications with them
- Provide situations where their logical approach will lead to success
- Be specific and accurate

## AMBITION

This characteristic is not well represented on this team. You, as Team Leader, will need to be sure that this does not have an adverse impact on team performance.

## POSITIVE EXPECTANCY

**Jennifer Smith** scored moderately high or high in this factor. Such individuals are generally accepting and encouraging of others. As you work with them, the following ideas should be considered:

### ACTION STEPS

- Present facts and details slowly
- Provide them structure for dealing with complex tasks
- Talk about people more than facts
- Help them develop goals and the action steps to reach them

## COMPOSURE

**Jennifer Smith and John Smith** scored moderately high or high in this factor. Such individuals are typically relaxed and steady in their work. As you work with them, the following ideas should be considered:

### ACTION STEPS

- Show a sincere interest in them
- Do not switch them from task to task
- Use written policies and procedures
- Seek a firm commitment without pressing too hard

## ANALYTICAL

This characteristic is not well represented on this team. You, as Team Leader, will need to be sure that this does not have an adverse impact on team performance.

## RESULTS ORIENTATION

**Don Smith** scored moderately high or high in this factor. Such individuals generally accept challenges easily. As you work with them, the following ideas should be considered:

### ACTION STEPS

- Give them challenging tasks to complete
- Provide them with the chance to work on their own and win
- Accept their bluntness
- Help them see how being a part of the team will help them get results

## EMOTIONS

**Tony Smith** scored moderately high or high in this factor. Such individuals are often expressive to others with how they feel. As you work with them, the following ideas should be considered:

### ACTION STEPS

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

## TEAM PLAYER

**Jennifer Smith** scored moderately high or high in this factor. Such individuals are generally supportive and considerate of others. As you work with them, the following ideas should be considered:

### ACTION STEPS

- Use sincere statements to help build a relationship
- Give them enough time to decide on changes
- Be appreciative of their efforts
- Provide frequent opportunities for informal discussions

## QUALITY ORIENTATION

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

### ACTION STEPS

- Be persistent, but don't move too quickly
- Be sure to explain how the pieces of a project fit into the total project
- Set clear limits to their authority
- Look at all sides of a problem with them