



Team Report

10-Member Team

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PEARSON

This report will help you and your team members apply your *Golden Personality Type Profiler* results to develop a:

- deeper understanding of your team's strengths and growth opportunities,
- better appreciation of team members' personal styles,
- greater awareness of how to effectively interact with team members, and a
- clearer picture of how your team can make the most of everyone's talents.

How to Use Results

Results should be considered within the context of your organization's culture and history, your team's mission or objectives, and the impact of subgroups within your team. It is also important to recognize that the results presented in this report are based on the scored results of each team member. It is best to allow team members time to review and confirm their individual results before reviewing the team report.

Organization of This Report

This report is divided into three sections:

- **Team Type Table** -- Allows you to see which personality types are most common and the level of similarity or difference within the team.
- **Team Tendencies** -- Likely strengths, potential blindspots, and suggestions for improvement are described for each of the five global dimensions: **Extraverting/Introverting**, **Sensing/iNtuiting**, **Thinking/Feeling**, **Adapting/organizing**, and **Tense/Calm**.
- **Team/Leader Similarity** -- Scores are shown for team members and the team leader(s) on each global and facet scale. The position of scores indicates the amount of similarity and diversity within the team on each scale.

Team Type Table

The Team Type Table shows the personality of individuals who compose your team. Keep in mind that there are no "good" or "bad" types. The Team Leader's name is displayed in blue. The shaded box represents the Team Type, which is the modal or composition pattern of all team members making up the group.

SA Efficient and Resourceful

ISTA Producing Team Leader Team Member 10	ISFA Performing
ESTA Promoting	ESFA Entertaining Team Member 4

NF Imaginative and Innovative

INEA Supporting	INFZ Foreseeing Team Member 3
ENFA Inspiring Team Member 8	ENFZ Mentoring

ESTZ Supervising	ESFZ Providing Team Member 1
ISTZ Maintaining Team Member 6	ISFZ Protecting Team Member 5

ENTZ Improvising Team Member 7	ENTZ Leading
INTA Inventing	INTZ Strategizing Team Member 2

SZ Responsible and Reliable

NT Competent and Visionary

Team Tendencies

Your team's global results indicate your team's level of preference for each of two opposite scales. A strong preference is not necessarily better than a slight preference, or vice versa – the preferences simply indicate how strongly your team favors certain behaviors versus others. A team made up of many diverse personalities may result in a team preference with little or no variation (e.g. Extraverting preferences and Introverting preferences combined may have a very close relationship resulting in a SLIGHT or NOT CLEAR preference).

Extraverting vs. Introverting

Your team has **4 Extraverting** team members. Extraverting team members direct energy externally toward people and things.

Your team has **6 Introverting** team members. Introverting team members direct energy inward toward thoughts and ideas.

Your results do not reveal a clear preference, but your team may prefer **Extraverting**.

	Not Clear	Slight	Clear	Strong	Very Strong
Extraverting					

Extraverting Team Strengths

- Exudes boundless energy and enthusiasm
- Is engaging and has lively discussions
- Agrees on direction and strategy; taking action and driving for results
- Thinks out loud, brainstorms and generates new ideas
- Welcomes, orients, and develops new team members

Extraverting Team Blind Spots

- Talks over people due to inadequate listening skills
- Inadequately plans before taking action
- Agrees too quickly to strategies and directions
- Ignores culturally important boundaries
- Burns out team members who prefer less action and noise

Performance Improvement for Extraverting Teams

- Evaluate pros and cons of all options before proceeding with action
- Take time to reflect on important matters
- Put strategies, plans and directions in writing
- Obtain input from all team members and stakeholders
- Expose and explore the importance of informal boundaries
- Reassess strategies and plans and evaluate results periodically
- Provide time for Introverting types to reflect and then require their involvement

Introverting Team Strengths

- Focuses on the topic or task at hand
- Demonstrates precision and thoroughness
- Is strong written communication
- Takes time before taking action
- Approaches tasks and goals patiently

Introverting Team Blind Spots

- Takes too much time to think and reflect
- Is overly cautious in approach to new ideas
- Fails to contribute in group discussions
- Team members keep important insights and ideas to themselves
- Over-utilizes written communication
- Loses energy through excessive interaction

Performance Improvement for Introverting Teams

- Seek increased face-to-face communication
- Engage in group discussions
- Repeat what has been stated and heard; verify your understanding verbally
- Recognize when action trumps reflection
- State what is obvious, but unspoken; ensure everyone is on the same page
- Develop deeper personal relationships with teammates
- Allow time for Extraverting types to discuss ideas and express opinions

Team Tendencies (cont'd)

Sensing vs. iNtuiting

Your team has **6 Sensing** team members. Sensing team members process information in an exact, detailed, and literal manner.

Your team has **4 iNtuiting** team members. It is typical for iNtuiting team members to process information in a symbolic and global fashion.

Overall, your team has a clear preference for **Sensing**.

	Not Clear	Slight	Clear	Strong	Very Strong
Sensing					

Sensing Team Strengths

- Commands attention to facts and details
- Relies on practical approaches
- Follows well-tested and reliable methods
- Moves beyond what is known and proven
- Maintains and honors important traditions

Sensing Team Blind Spots

- Distrusts theories, hypotheses, and assumptions
- Fails to use new methods when old ones no longer work as well
- Thinks "inside-the-box" when innovative approaches are needed
- Honors outdated traditions simply because they exist
- Restrains creative energy and innovation

Performance Improvement for Sensing Teams

- Remain open to novel and creative approaches
- Find meaning and value in theories and models
- Brainstorm new ideas and methods
- Allow time for creativity and imagination
- Consult with iNtuiting types for innovative and creative ideas

iNtuiting Team Strengths

- Conceptualizes and thinks "out-of-the-box"
- Builds creativity into the process
- Generates new ideas and strategies
- Applies theories and models to common problems
- Is future focused and visionary

iNtuiting Team Blind Spots

- Overlooks details and facts
- Devalues commonly used methods
- Miscalculates the effectiveness and time requirements of new approaches
- Overlooks simple and effective solutions or methods
- Misses opportunities in the present

Performance Improvement for iNtuiting Teams

- Double check and identify missing facts and details
- Limit innovation when time is scarce
- Focus on the present, rather than the long-term or future
- Identify when existing methods work well enough to get the job done
- Seek input of Sensing types who offer practical and conservative balance

Team Tendencies (cont'd)

Thinking vs. Feeling

Your team has **5 Thinking** team members. Thinking team members make decisions based on logic and rationality.

Your team has **5 Feeling** team members. Feeling team members make value-based decisions based on empathy and compassion.

Your results do not reveal a clear preference, but your team may prefer **Feeling**.

	Not Clear	Slight	Clear	Strong	Very Strong
Feeling					

Thinking Team Strengths

- Applies logic and reason to problems and decisions
- Maintains personal distance from the decisions being made
- Attends to the tasks at hand
- Strives to make the single best decision available
- Provides objectivity and analytical thinking
- Works independently toward group goals and objectives

Thinking Team Blind Spots

- Is overly impersonal and tough minded
- Fails to recognize that more than one correct answer to a problem exists
- Avoids communicating values and feelings
- Fails to notice body language and emotional reactions
- Argues points of view for the sake of debating and winning
- Overlooks subjective perspectives; disregards spontaneous ideas

Performance Improvement for Thinking Teams

- Examine multiple solutions to problems and decisions
- Pay attention to what lies behind what is said and done
- Explore values and beliefs surrounding each decision
- Strive for consensus and engage others cooperatively toward achievement of goals and objectives
- Consult **Feeling** types about the impact of decisions on people

Feeling Team Strengths

- Expresses emotions and feelings about decisions and problems at hand
- Focuses on relationships, cooperation, and consensus-building
- Senses emotional reactions and state-of-mind of others
- Mediates conflict and helps those in need
- Brings dissimilar people together as a team to work toward goals

Feeling Team Blind Spots

- Underestimates task and goal requirements
- Lets emotions prevent the identification of the best solution
- Places individual needs over group achievement
- Personalizes criticism and failure
- Shuts down conversations and closes debate when emotions are high

Performance Improvement for Feeling Teams

- Apply logic and reason to the decisions and problems at hand
- Determine the best means to desired ends
- Set aside specific times to express concerns and clarify expectations
- Develop a greater appreciation for negative critiques and evaluation
- Learn to maintain composure and mask emotional reactions
- Run decisions by **Thinking** types to get their impersonal judgments

Team Tendencies (cont'd)

organizing vs. Adapting

Your team has **5 organizing** team members. It is typical for organizing team members to approach life with a planned, organized, and orderly approach.

Your team has **5 Adapting** team members. Adapting team members approach life with an open-ended, flexible, and emergent approach.

Overall, your team has a clear preference for **Adapting**.

	Not Clear	Slight	Clear	Strong	Very Strong
Adapting					

organizing Team Strengths

- Creates and follows plans, routines, and schedules
- Breaks down plans into manageable tasks and reaches closure
- Builds and maintains a predictable and stable environment
- Starts early, anticipates contingencies, and gets things done in order
- Meets deadlines and fulfills obligations on time

organizing Team Blind Spots

- Ignores evidence that plans are flawed and change is warranted
- Adheres to plans, deadlines, and schedules too strictly
- Becomes agitated when plans don't unfold as they should
- Avoids taking risk when the benefits are clear
- Fails to enjoy free time and relax when there is downtime

Performance Improvement for organizing Teams

- Recognize that despite the best laid plans, some events are beyond control
- Adapt plans and strategies when change is necessary and real
- Set aside team time to relax and have fun
- Take calculated risks when conditions warrant
- Look for the positive side of change
- Ask Adapting types to identify new directions and alternatives for the team

Adapting Team Strengths

- Adapts to change as events unfold
- Finds novel approaches and new techniques
- Takes risks and tries creative techniques
- Exerts great energy as deadlines approach
- Works around rules and procedures to accomplish tasks

Adapting Team Blind Spots

- Waits until the last minute and does not take deadlines seriously
- Takes expedient approaches to task assignment and accomplishment
- Tries new methods when old routines save time
- Attempts too many things at one time; takes multitasking too far
- Fails to set meaningful goals and plans in motion

Performance Improvement for Adapting Teams

- Develop and implement plans and schedules
- Pursue tasks to completion
- Reach closure and finish work as assigned
- Recognize that schedules and routines are necessary at times
- Recognize that deadlines are not the time to begin working
- Allow organizing types to set realistic and long-term plans in motion for the team

Team Tendencies (Cont'd)

When discussing the Tense/Calm scale, it is important to respect confidentiality of results for individual team members. Focus on scores for the group rather than scores of individual team members.

Tense vs. Calm

Your team has **1 Tense** team members. Tense team members are unsure, cautious, and concerned.

Your team has **9 Calm** team members. Calm team members are optimistic, self-confident, and relaxed.

Overall, your team has a strong preference for **Calm**.

	Not Clear	Slight	Clear	Strong	Very Strong
Calm					

Tense Team Strengths

- Turns worry and anxiety into action and results
- Dislikes unpredictability, which drives team members to create plans and strategies
- Fears failure, which ultimately may prevent it

Tense Team Blind Spots

- Sees the negative side first
- Personalizes criticism
- Worries about things they can't change
- Expends energy towards unproductive outcomes
- Avoids conflict and difficult actions
- Fails to obtain critical resources

Performance Improvement for Tense Teams

- Develop a greater appreciation for the team's past and future contributions
- Recognize individual team member gifts and strengths
- Take time to build more effective team strengths
- Seek out formal and informal leaders to build team capabilities
- Add relaxed, optimistic, and confident teammates

Calm Team Strengths

- Views tasks and goals with optimism and positive energy
- Welcomes risk, the unpredictable, and change
- Remains unaffected by external views and opinions
- Believes the team can accomplish any task or goal
- Confronts stress and conflict with confidence
- Acts decisively and expeditiously

Calm Team Blind Spots

- Suppresses the impact of mistakes and failure
- Recognizes that some actions and decisions warrant more concern
- Acts too cavalier, not taking other people's concerns seriously
- Fails to recognize high stress levels that influence the team
- Denies constructive criticism as irrelevant

Performance Improvement for Calm Teams

- Consider the consequences of poor decisions and mistakes in advance
- Identify sources of stress and the effect on team processes and outcomes
- Measure and evaluate team stress and conflict more objectively
- Obtain feedback from internal and external customers and stakeholders
- Recognize when self-doubt and concerns exist in some team members

Team/Leader Similarity for Extraverting vs. Introverting

These graphs show the scores of individual team members and the team leader(s) in relation to the team average. Scores that cluster tightly around the team average indicate more similarity on a scale; scores that are more dispersed in relation to the team average indicate more diversity on a scale.

Extraverting

Focuses attention on the outer world of people and things

Introverting

Focuses attention on the inner world of ideas and concepts

Talkative

Verbally expressive, forthright and lively

Quiet

Verbally contained, silent and serene

Socially Bold

Socially bold, easy to know and willing to take initiative

Reserved

Socially hesitant, hard to get to know and prefers to be approached

Outgoing

Enjoys numerous friendships and being around lots of people

Intimate

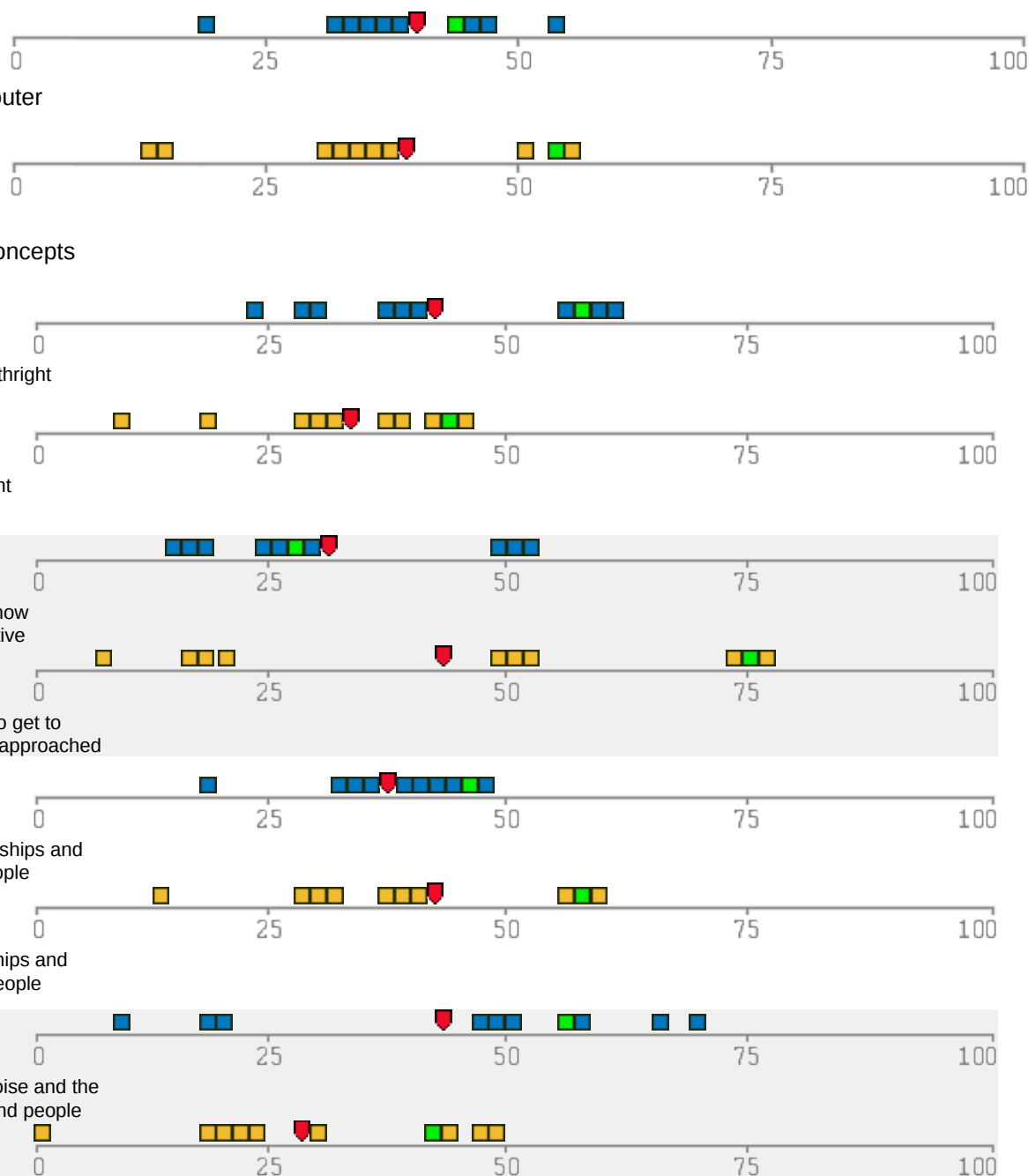
Enjoys lasting relationships and interacting with fewer people

Participative

Needs social activity, noise and the energy from being around people

Reflective

Needs to be alone; private time with space and freedom from distracting noise



Red square -- Team Average

Green square -- Team Leader

Blue or Yellow square -- Team Member

Team/Leader Similarity for Sensing vs. iNtuiting

Sensing

Gathers information in a factual and detailed manner using existing methods

iNtuiting

Interprets information globally using imagination and innovative approaches

Concrete

Focuses on specific facts and details using common sense approaches

Abstract

Focuses on theories and ideas that emphasize the use of imagination

Practical

Inclined to find existing methods that work

Innovative

Prizes introducing new concepts and creating better methods

Conventional

Values customary ways of doing things and following set practices

Visionary

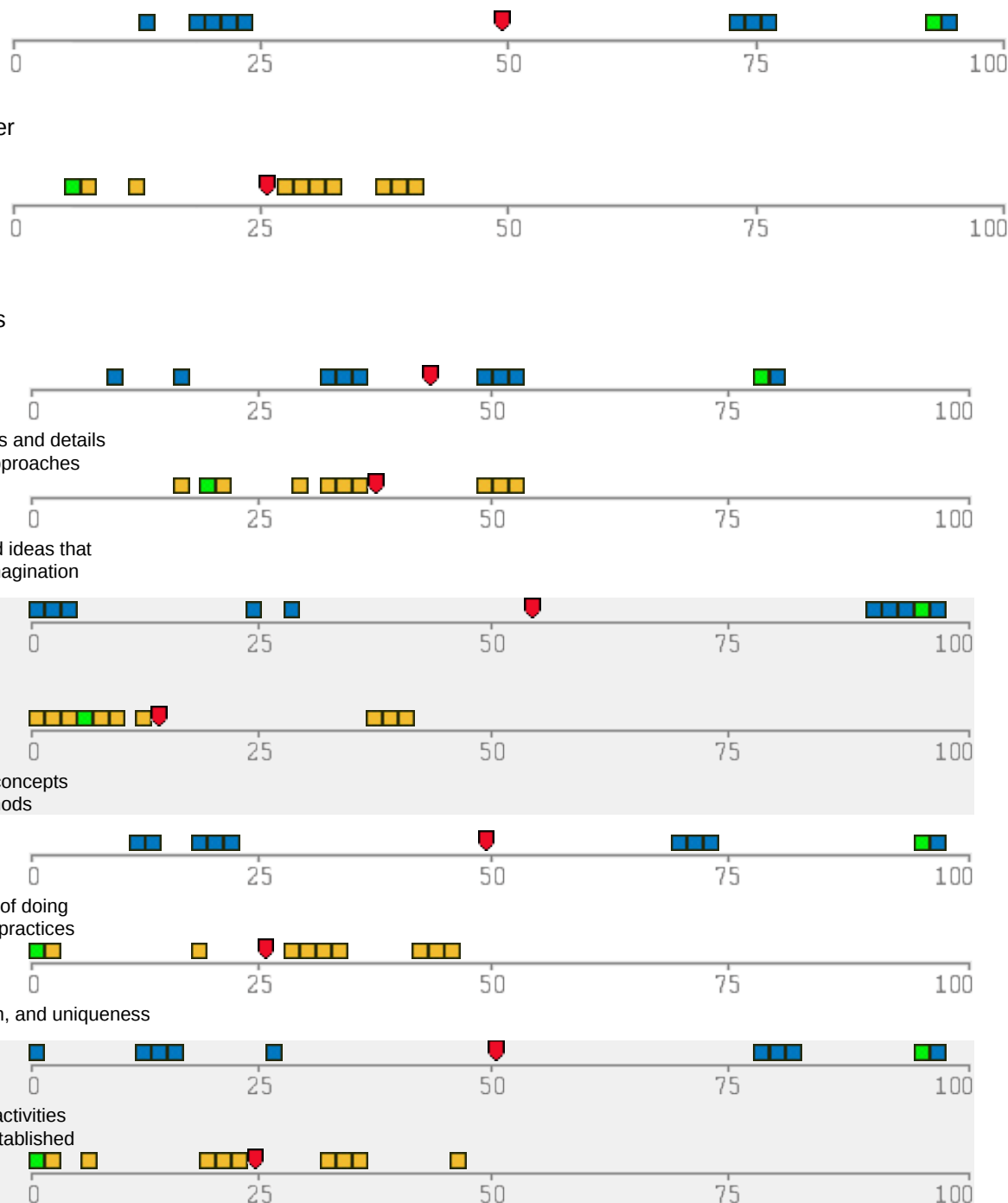
Values vision, inspiration, and uniqueness

Traditional

Prefers work and other activities to be predictable and established

Trendsetting

Prefers work and other activities to be intellectually stimulating and novel



Red Shield -- Team Average

Green Square -- Team Leader

Blue or Yellow Square -- Team Member

Team/Leader Similarity for Thinking vs. Feeling

Thinking

Makes decisions based upon logic and rationality

Feeling

Makes value-based decisions that emphasize empathy and compassion

Rational

Relies primarily on impersonal analysis and reason to make decisions

Empathetic

Relies primarily on empathy and personal sentiment to make decisions

Autonomous

Operates objectively and independently; relatively unaffected by the emotional currents created by others

Compassionate

Affected by and concerned about the feelings, beliefs, and needs of others

Analytic

Values logic and scientific principles in decision making

Warm

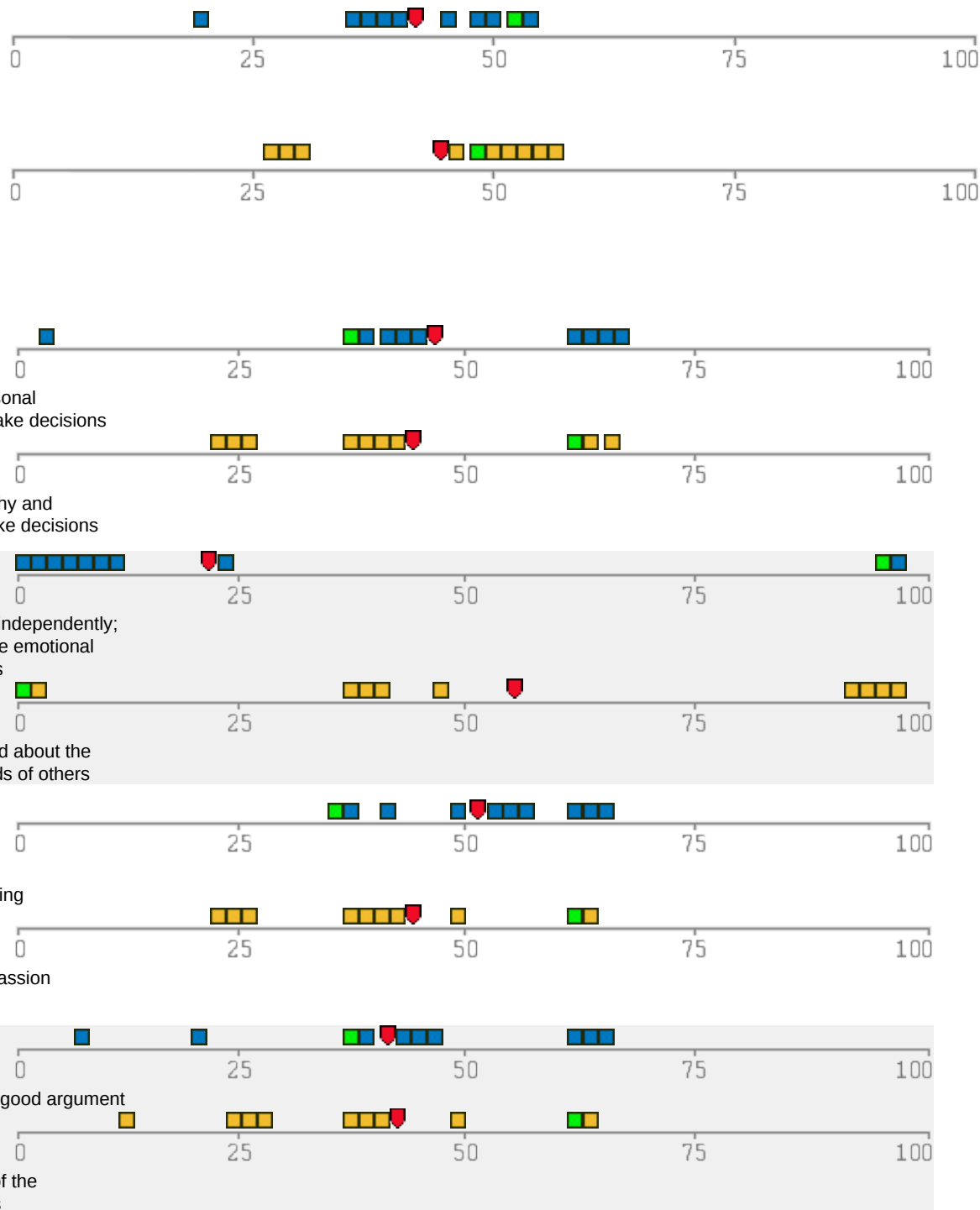
Values warmth and compassion in decision making

Competitive

Enjoys competition and a good argument

Nurturing

Values being supportive of the emotional needs of others



Red shield -- Team Average

Green square -- Team Leader

Yellow or Blue square -- Team Member

Team/Leader Similarity for organiZing vs. Adapting

organiZing

Prefers an orderly, organized, and planned lifestyle

Adapting

Prefers a flexible, open-minded, and emergent lifestyle

Planned

Likes having all loose ends tied up and plans settled

Open-ended

Prefers not to plan and to work things out as they unfold

Reliable

Values being prompt and dutiful; tries to get an early start and meet deadlines

Casual

Prefers flexible deadlines; tends to start late and to let work pile up as attention is diverted elsewhere

Deliberate

Prefers to be exact and cautious; methodically approaches daily demands

Spontaneous

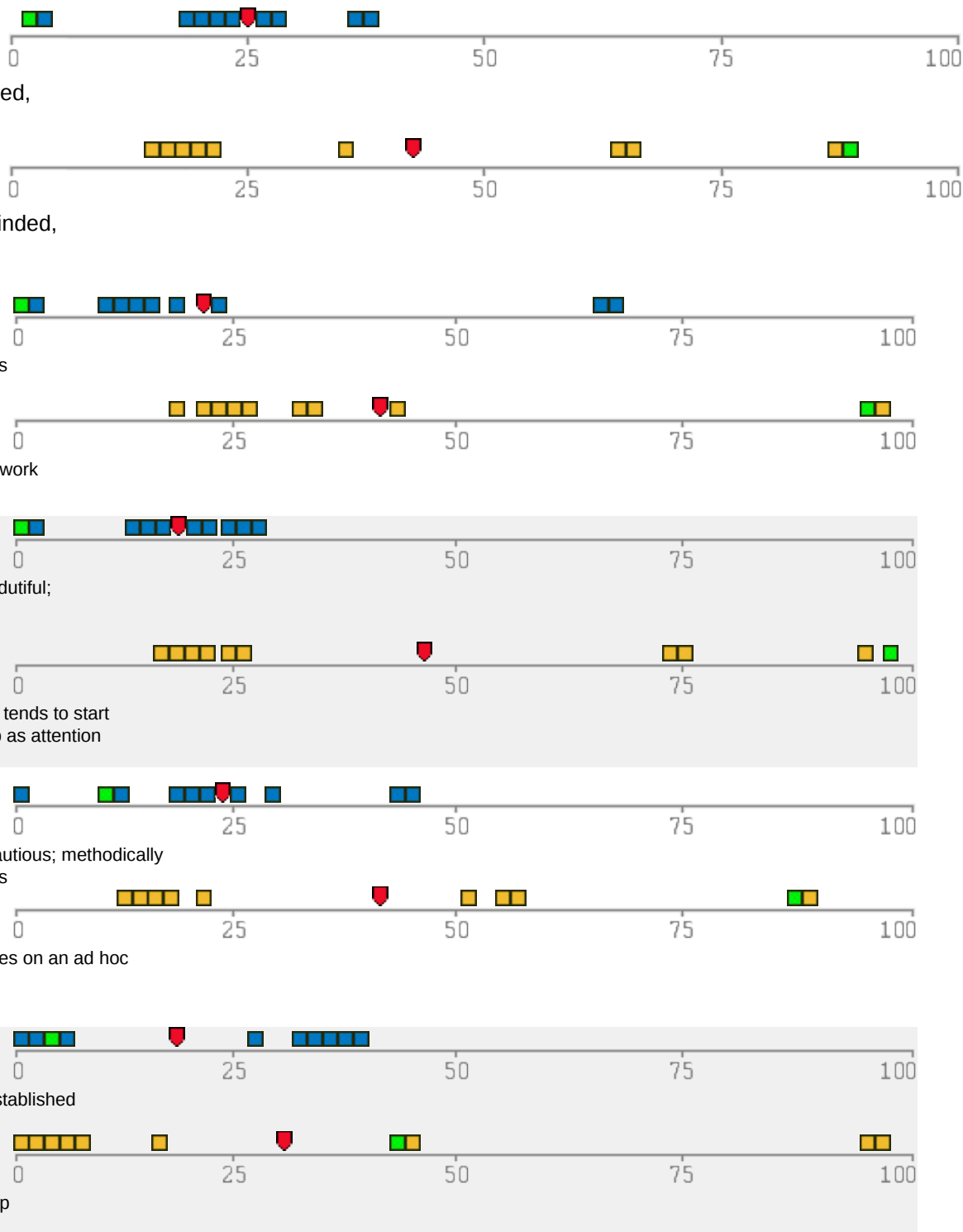
Enjoys impulsiveness; relies on an ad hoc approach to meeting daily demands

Conforming

Prefers to follow clearly established rules and goals

Nonconforming

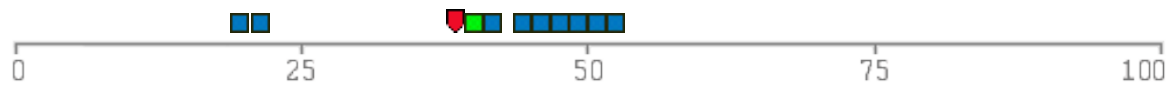
Prefers freedom to develop own rules and goals



Team/Leader Similarity for Tense vs. Calm

Tense

Unsure, cautious, and concerned



Calm

Optimistic, self-confident, and relaxed



Concerned

Worries about the future and unpredictable events; takes insensitive remarks personally



Optimistic

Comfortable being in unfamiliar or unpredictable situations; shrugs off insensitive comments



Unsure

Hesitant, easily embarrassed, and relatively concerned about what others may think



Confident

Decisive, confident, and relatively unconcerned about what others may think



Team Average

Team Leader

Team Member