HOGAN

TEAM REPORT

Website Sample Team Report

TEAM NAME Website Sample Team Report
Date 7.17.2017
Norm: Global

HOGAN

INTRODUCTION

TEAM NAME

Website Sample Team
Report

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.

ABOUT THIS REPORT

DESCRIPTION

TEAM MEMBERS

David Smith
Don Doe
Douglas Test
Pam Tester
Robert Doe

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
40	20	40	60	60
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 SCORES

TEAM ROLE IMPLICATION

RESULTS

40

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

20

This team has a low percentage of members who fulfill the Pragmatism role, suggesting that members may not challenge ideas that, although interesting or creative, may be highly impractical to implement. At their best, such teams may be willing to stretch the status quo and consider unusual solutions. At their worst, however, such teams may become enamored with abstract solutions that will not work in practice. Such teams often need to find ways to ensure that their plans and solutions are realistic, particularly if the team also has many members who fulfill the Innovation role.

INNOVATION

40

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

60

This team has a high percentage of members who fulfill the Process role, suggesting it will seem conscientious and cautious. At their best, such teams are highly effective at completing detailed tasks on time and budget because they focus on planning and efficient execution. At their worst, however, these teams may also lack tactical agility when needed. It may be useful for the team to take a step back to occasionally review changes in the environment and the implications of those changes for the team's projects.

RELATIONSHIPS

60

This team has a high percentage of members who fulfill the Relationships role, suggesting it will appear outgoing, supportive of its members, and connected to the broader organization. At their best, such teams create inclusive and communicative environments. However, if the team spends a lot of time in discussions, outsiders may perceive it as unfocused or overly sociable. At their worst, such teams may struggle to demonstrate that their highly interactive approach produces tangible results, especially if the team also has a low percentage of members who fulfill the Results role. The team may need to monitor – and perhaps limit – the amount of time spent in discussions unless they can demonstrate that such meetings produce clear outcomes.

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 at 0-39%, with successively darker shading representing low risk at 40-69%, moderate risk at 70-89%, and high risk at 90-100%, respectively. A Key Team Derailer emerges when half of the team or more is moderate or high risk on a certain derailer.

SCALE CLUSTER	HDS SCALE

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

EXCITABLE	SKEPTICAL	CAUTIOUS	RESERVED	LEISURELY
5 ... 0	3 ... 0	1 ... 0	1 ... 0	4 ... 0
96	**90**	**84**	**80**	**91**
0 ... 0	2 ... 0	4 ... 0	3 ... 1	1 ... 0
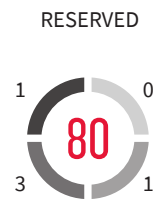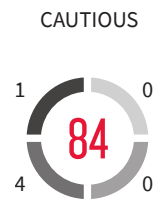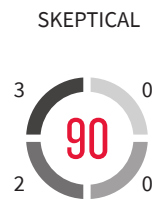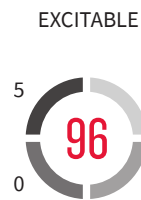
MOVING AGAINST
When stressed, people with these derailers may destabilize teams by dominating agendas, testing limits, or distracting colleagues.

BOLD	MISCHIEVOUS	COLORFUL	IMAGINATIVE
0 ... 4	0 ... 2	1 ... 0	1 ... 0
33	**43**	**63**	**79**
1 ... 0	0 ... 3	0 ... 4	3 ... 1
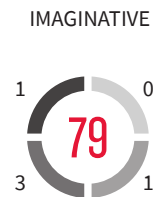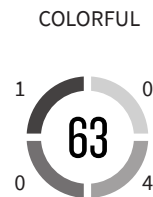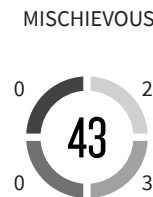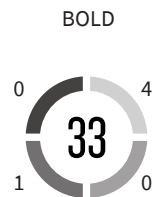
MOVING TOWARD
When stressed, people with these derailers may pay excessive attention to detail or to the needs and directives of their supervisors.

DILIGENT	DUTIFUL
0 ... 3	0 ... 2
35	**36**
0 ... 2	0 ... 3
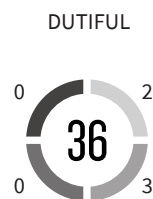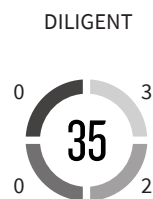
SCORING KEY

- ⬤ 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.
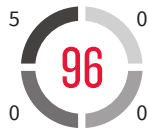
KEY DERAILERS

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.
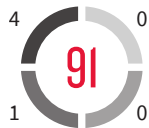
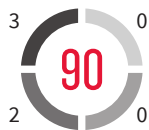| SCALE	IMPLICATION
EXCITABLE 5 0 **96** 0 0	Teams with a shared Excitable derailer may experience emotionally intense reactions and a loss of perspective in response to stress. Such teams may seem reactive, moody, or unpredictable to outsiders. The team should be attentive to what triggers these reactions and may benefit from committing to productive emotional control. They may need outside help to handle especially emotional decisions or disagreements. Members should practice using breakdowns in performance and relationships as learning opportunities and make an effort to keep spirits up when times are tough. Team members who do not share this derailer tendency may find it difficult to wade through the team's emotion-driven atmosphere and seeming inability to get past emotional reactions to talk about facts and practical or more rational matters. This may especially be true of teams that share this derailer and that have a low proportion of team members who fulfill the Pragmatism role.
LEISURELY 4 0 **91** 1 0	Teams with a shared Leisurely derailer may become overly focused on setting or adhering to their own agendas and timeframes in response to stress. Such teams may develop a practice of publicly agreeing with others' input and coaching but privately and strongly adhering to their own plans. The team often may seem amenable to outside input and make public displays of agreement with it. However, within the team, members may feed off of each other's commitment to sticking to their agenda despite outsiders' protests. Team members who do not share this derailer may find it difficult to discern why words and actions of other team members do not seem to align, which can erode their willingness to trust them. Teams with high proportions of members in the Relationships role combined with low proportions of members in the Results role may be especially prone to the negative effects of this shared derailer.
SKEPTICAL 3 0 **90** 2 0	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 hypervigilant 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 the Relationship role may experience stronger negative effects of this shared derailer.

KEY DERAILERS (CONTINUED)

SCALE

## IMPLICATION

CAUTIOUS

1   0
84
4   0
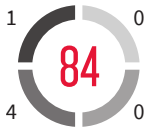
Teams with a shared Cautious derailer may seem slow to act because of a fear of negative judgment and a resulting tendency to reassess and rework plans and proposals. To outsiders, such teams may appear indecisive and paralyzed by ambiguity. These teams often need to learn to stop procrastinating or obsessing over what might go wrong. Instead, working to shift the team's perspective towards viewing mistakes as opportunities to improve can help it act quicker and more decisively. These teams often need to focus on making the best, not the least risky, decision, and team members who do not share this derailer may become frustrated by its slow decision-making process and unwillingness to take risks. Teams with high proportions of members who fulfill the Process and Pragmatism roles may experience accelerated impact from this shared derailer.

RESERVED

1   0
80
3   1
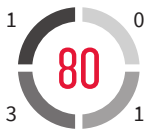
Teams with a shared Reserved derailer may be seen as distant, apathetic towards others' needs, or uncommunicative. Under pressure, the members of such teams may be inclined to withdraw, communicate less, or perhaps become overly tough-minded about each other's problems and difficulties. This can be quite frustrating for members who do not share the derailer; they may be looking for more communication and more collaboration, especially during stressful or difficult times. Members of these teams may need to practice communicating more frequently during times of stress and conflict to avoid creating a culture of "every person for him/herself." As pressure mounts, these teams should meet more often and may benefit from an external facilitator's assistance. A low proportion of team members who fulfill the Relationships role may multiply the effects of this derailer.

IMAGINATIVE

1   0
79
3   1
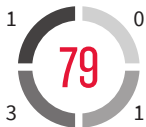
Under stress, teams with a shared Imaginative derailer may seem impractical, eccentric, or unorthodox in their collective thinking or processes. Such teams should remain aware that outsiders may not understand their intuitive leaps of insight, so they should develop ways to explain links between data, new ideas, expected outcomes, and problems the team is chartered to solve. Team members who do not share this derailer may find the team to be unfocused or to become too enamored with unique or unusual, instead of realistic, ideas and innovations. Look for a low proportion of team members fulfilling the Pragmatism role or a high proportion of team members fulfilling the Innovation role as a multiplier for this derailer.

TEAM CULTURE

Team members' actions and priorities are guided by their individual values, which can be measured using the Motives, Values, Preferences Inventory (MVPI). When a majority of team members share common values, the team may find it easier to bond with each other. Values also influence choices or decisions and thus shape team cultures. Because values can operate subconsciously, 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.

Information about your team's values is organized below in 4 broad clusters, with individual values listed for each. 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 0-25%, with progressively darker shading representing 26-50%, 51-75%, and 76-100%.

SCALE CLUSTER	MVPI SCALE

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

RECOGNITION
1   0
57
2   2
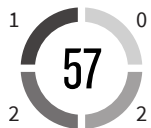
POWER
2   0
70
2   1
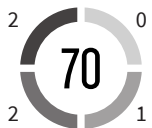
HEDONISM
0   0
55
3   2
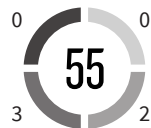
SOCIAL
People who focus on relationships with others. They want to be liked, maintain positive relations with others, and make sure others are treated with respect and dignity.

ALTRUISTIC
4   0
78
0   1
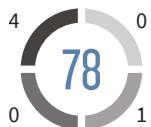
AFFILIATION
2   0
61
1   2
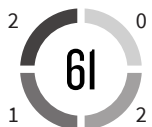
TRADITION
1   1
42
0   3
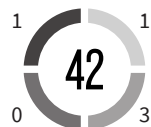
FINANCIAL
People concerned with commercial issues, minimizing risks, and seeking reliable methods to maximize gains.

SECURITY
1   2
47
2   0
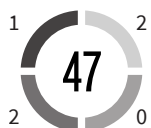
COMMERCE
2   1
65
2   0
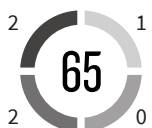
DECISIONS
People who approach decisions using their intuition, data and facts, or both. They prefer to work in environments where ideas are key to decisions.

AESTHETICS
2   1
58
2   0
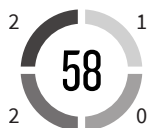
SCIENCE
0   0
49
2   3
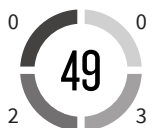
SCORING KEY
- LOW SCORE TEAM MEMBERS
- LOW MODERATE SCORE TEAM MEMBERS
- MODERATE SCORE TEAM MEMBERS
- HIGH SCORE TEAM MEMBERS
- KEY TEAM DRIVER

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 sometimes clash over priorities or drivers held by individual team members. However, 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 more than half the 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.

SCALE

ALTRUISTIC

4   0

78

0   1
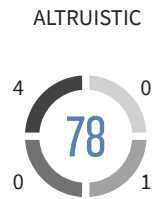
IMPLICATION

Teams that value Altruistic are often concerned about social justice, fair play, and staff morale. Such teams may be highly idealistic and worry about the welfare of the less powerful. Members of these teams may be sensitive to staff and client needs but may have difficulties confronting issues with poor performance, particularly if there is also a shared value for low Power and a low proportion of members who fulfill the Results role. These teams typically create a culture that fosters open communication and encourages people to work together.

INDIVIDUAL SCORES

Key Contributor

TEAM MEMBERS

TEAM ROLES

	RESULTS	PRAGMATISM	INNOVATION	PROCESS	RELATIONSHIPS
	40	20	40	60	60
David Smith					
Don Doe					
Douglas Test					
Pam Tester					
Robert Doe					

INDIVIDUAL SCORES

Key Derailer

TEAM MEMBERS   KEY DERAILERS

	EXCITABLE 96	LEISURELY 91	SKEPTICAL 90	CAUTIOUS 84	RESERVED 80
David Smith					
Don Doe					
Douglas Test					
Pam Tester					
Robert Doe					

INDIVIDUAL SCORES

Key Derailer

TEAM MEMBERS   KEY DERAILERS

IMAGINATIVE
79

David Smith	
Don Doe	
Douglas Test	
Pam Tester	
Robert Doe	

INDIVIDUAL SCORES

Key Driver

TEAM MEMBERS | KEY DRIVERS

ALTRUISTIC
78

David Smith

Don Doe

Douglas Test

Pam Tester

Robert Doe