



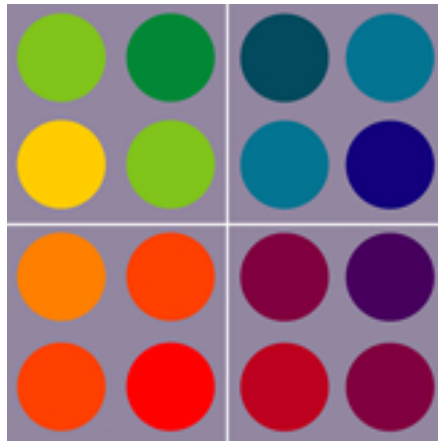
TeamScape

Jennifer Strider

Date of administration: 30.10.2001

Project: Call Centre Operators

Company: Facet Demonstration Client



consultingtools 
PERSONALITY ASSESSMENT

Summary

Call Centre Operators

Demonstration of operator selection process.

Team Members

Name	Staff No.	Group Id
Sharp, Doug		
Davies, Gerry		Norfolk CSA - not a good fit #1
Strider, Jennifer	Business Manager	ABC Co
Carpenter, John		Norfolk CSA - a good fit
Smithson, Ken		Sample
Wallis, Martine		Norfolk CSA - not a good fit #2
Jones, Marylin		

Introduction

The following pages of the report show the styles adopted by this team when approaching problems at work and their preferred styles when faced with conflict or disagreement. The report has 2 sections:

1. Work Styles
2. Conflict resolution strategies

To get a fully rounded perspective TeamScope looks at both the natural tendencies highlighted by a person's Facet5 profile and the perceptions of other members of the team. This combination allows you to see:

- Your "natural" predisposition and
- The way your contribution is seen by others.

TeamScope also allows people to illustrate their ratings with comments and examples. These are presented in unedited form. The principles underlying TeamScope are shown on the following pages.

Work Styles

Most people work in teams. It may be a team of two or a team of 10 but in each case the team has unique attributes including:

- leadership is shared
- people have individual and mutual accountability
- there is a specific team objective which the team itself delivers
- the output of the team is the result of collective work
- there is open ended discussion and active problem solving
- performance is measured directly by assessing collective work products
- the team discusses, decides then does real work together

Teams form for various reasons. They launch a product, review a process or manage a project. Whatever a team's purpose, it spends its time creating ideas, evaluating alternatives, making decisions and implementing them. It is possible to think of this process as a circular one with four phases:



To get the best decisions each phase must be taken, preferably in sequence. If a phase is left out the quality of the problem solving will suffer. Decisions without Analysis or Actions without Ideas (looking at alternatives) are risky. People handle each of the phases in their own way using the Working Styles (protocols) with which they feel most comfortable. Some are unhappy making a decision unless they really have all the data to hand while others are happy to take a risk with incomplete data. Some get frustrated with theories and concepts, preferring to get their teeth into something practical.

The predisposition of people for each of these protocols reflects their own personal style. This is the concept sometimes called "thinking", "learning" or working styles: i.e. people differ in the way that they go about their work. These differences are consistent over time and reflect individual preferences and personalities. Each style has its strengths and risks. The four different Work Styles or protocols used here are on the following pages:

Phase 1 - Ideation - protocols at work here are

Practicalities

Teams that work this way are quick thinking and analytical, pragmatic and keen to get to the point. They are able to cut through complexity to get to the core of the issue and they like discussions that are focused and precise. They are keen to understand the practical implications and then turn their attention to something else. They risk prejudging issues, can be too focused and may fail to take broader issues into account. They can be dismissive and sceptical of views that do not coincide with their own.

Possibilities

This protocol encourages people listen to others ideas. Problems are looked at from all angles, and possibilities discussed. Ideas are preferred ahead of practicalities and defended on the basis of a sense of what is "right". Some ideas may seem utopian and a little impractical. This leads to creative and imaginative ideas but may seem rather idealistic. All issues are covered and the implications are explored in a very positive way. The process contributes well to a group, encouraging people to take a broad view.

Phase 2 - Analysis - protocols at work here are

Revolution

This approach is more radical, encouraging alternative ideas and strategies. People challenge the status quo and take risks. Concepts are preferred to details and people get bored easily. A lot of ideas are produced ideas but the approach is rather unfocussed. Details are skipped and routine avoided. Suggestions may be supported just because they are "different". They encourage others to be different. Reasoning is innovative and thinking tries to "break the mould". Concepts are created but detail left to others. Recommendations may be exciting but risky.

Evolution

People with this style like to look at problems logically moving from one issue to the next. They need to see the background, the implications and what outcomes are expected. They will want to know the details and like evaluating alternatives. Solutions will be well thought through and rational and are more likely to be based on precedent than a radical new approach. They are more conservative than revolutionary. Reasoning is deductive and thinking adapts to fit the situation. Ideas are converted to practical plans. Recommendations are logical and professional.

Phase 3 - Decision Making - protocols at work here are

Reflecting

This protocol is more reflective. The preference is for listening to others' ideas before forming an opinion. The idea is to collect all the information and to base decisions on a careful analysis of the data. People with this approach are accommodating and adaptable and are able to fit in with others in a group. They approach problems carefully and analyse all aspects before committing. Some may feel they over-analyse and are slow to make a decision.

Deciding

People make up their mind quickly (perhaps on the basis of personal view rather than objective evaluation) and defend their position with conviction. They tend to take charge of events and impose their will. Opinions are clear and well expressed but others viewpoints are ignored. People who do this naturally look for the broad concepts and try to link in to existing theories. May need help to see alternative points of view. Can seem too dogmatic. They are very quick to form an opinion and slow to change.

Phase 4 - Implementation - protocols at work here are

Understanding

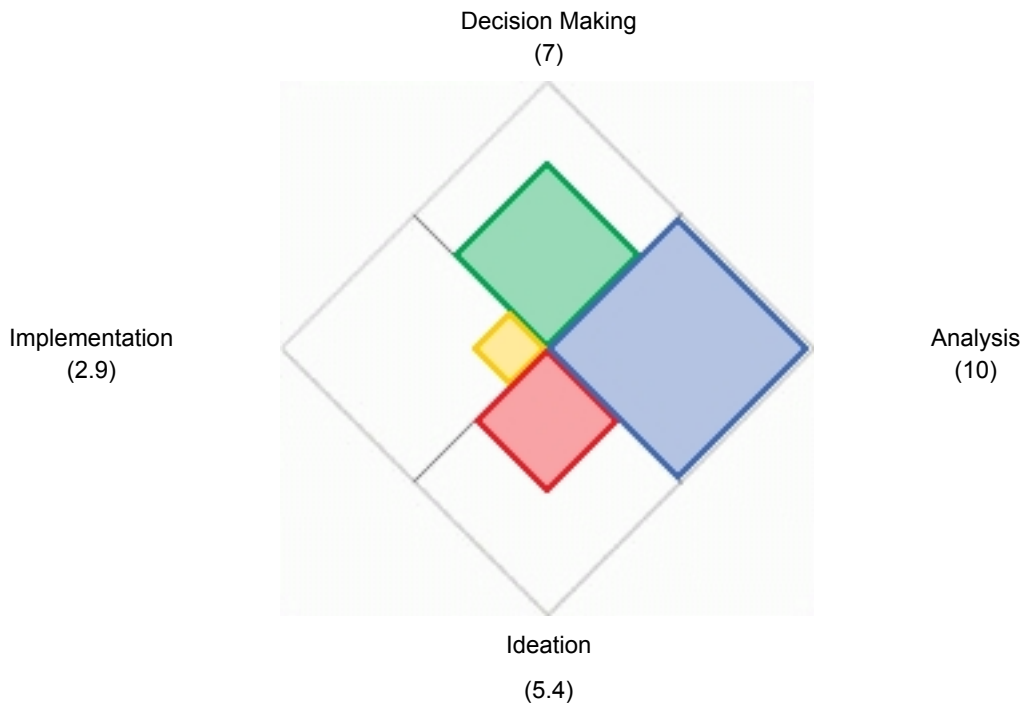
This protocol is much more considered and careful, thinking things through before committing, and if possible to spending some time in private research before having to state a position. People prefer to read about a particular approach and try to understand it fully before taking any action. They do not like surprises and may appear to some to be rather unadventurous and risk averse. However, the private reflection often pays off since flaws are identified and problems avoided.

Acting

This is a very involved and active approach. People with a natural tendency this way are very involved in the group process. Things are tried just to see what happens. Buttons are pressed and alternatives explored. People start experimenting enjoying taking risks and the excitement of new possibilities. Learning is through trial and error and concepts talked through with others. People are quite prepared for failure, They will just try again from a different approach.

Your Working Style

The size of the box indicates the Style you will turn to first: your preferred approach. The larger the box, the more you will tend to adopt that style first. The smaller the box, the less likely you are to use that style.



Natural Style (predicted from Facet5)

Contribution: (these are the capabilities that you naturally bring to the team)

- takes decisions confidently and quickly
- highly practical
- ideas are well thought-through and clear
- highlights simple solutions
- organised

May be seen to: (these are areas where you may be less effective.)

- fails to perceive or consider high risk solutions
- unwilling to enter into discussion
- blindness to wider implications

Comments from Colleagues

Things people feel you do well and that help the team

Areas where people feel you could improve

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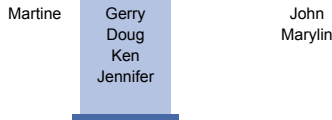
Compared To Your Team

The chart below shows how this team approaches work and where they will focus their attention. Each column represents one of the Work Style protocols. People with similar scores are grouped together on the same line. The further apart people are in a column, the more dissimilar they are in their approach. The blue shaded boxes show where you naturally fit in compared to others in the team.

Practicalities

- Get to the point quickly
- Identify advantages clearly
- Find simple solutions
- Save time
- Oversimplify issues
- Blind to broader impact
- Short term solutions

1 2 3 4 5 6 7 8 9 10



Ideation

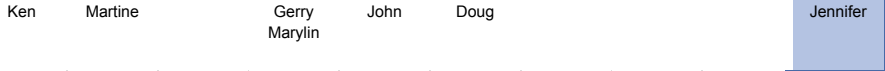
Possibilities

- Doesn't criticise others
- Is supportive of others
- Suggests alternatives
- Broadens the discussion
- Can wander off the point
- Does not promote own ideas
- Avoids final decision
- May be impractical

Revolution

- Maintains a broad approach
- radical ideas are encouraged
- the "big picture" is looked at
- limits are pushed
- limited follow through
- may not persist if it gets hard
- can overlook important issues

1 2 3 4 5 6 7 8 9 10



Analysis

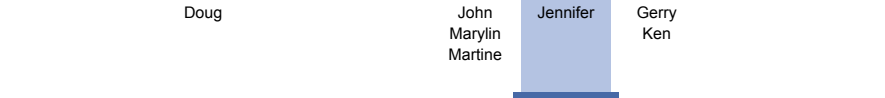
Evolution

- Concentrate on details
- Take things steadily
- Organised
- Check resources and time available
- Slow to get started
- Insist on too much detail
- Too conservative

Reflecting

- Do not jump to conclusions
- Wait to be asked
- Give people a chance to speak
- Look at all the information
- Too slow to commit
- Procrastinate
- Defer to authority

1 2 3 4 5 6 7 8 9 10



Decision Making

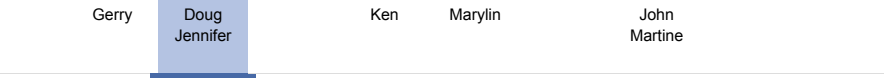
Deciding

- Decide what needs to be done
- State own views very early
- Defend ideas and don't back down
- Appear certain and confident
- May try to push others
- Can start arguments
- Go own way without regard for others

Understanding

- Ideas are well thought through
- Depth of understanding
- Discussion is kept to a minimum
- Salient points presented
- Debate is at a technical or specialist level
- Personal issues are rarely discussed
- Private research is preferred to open debate

1 2 3 4 5 6 7 8 9 10



Implementation

Acting

- Gets started quickly
- Talks and discusses freely
- Obvious enthusiasm
- Involved from the beginning
- Easily distracted
- Interrupts others
- Loses focus and direction

Reaching Accord and Resolving Disputes

The fact that each person has their own way of approaching a problem and contributing to the group process also means that there will often be differences of opinion as to how to proceed. Some will argue while some withdraw. Some will retire to reflect while others demand a conference.

One outcome of people's different approaches to problems is the creation of tension between colleagues. This is not because one is right and all the others are wrong. It is rarely because two have seen the light while others wallow in darkness. More often it is because the "convergent" thinkers in the group haven't been given enough time or information. Or because those who want to get a result quickly are frustrated at having to go over it all again and again. Or because someone who sees herself as an expert feels she's not been consulted.

Again the issue of different personal styles arises. Not only do people approach problems in their own way but, when things go against them, they have their own way of resolving problems and persuading others. There has been a great deal of research into how people reach agreement. When people are in dispute they can broadly be classified as Co-operative or Competitive in their approach. A Co-operative person discloses their position and assumes others will do likewise. A Competitive person is cautious about what they disclose. A Co-operative person makes concessions to show willing while a Competitive person demands a "quid pro quo" - something in return. Co-operative people are open and honest. Competitive people are more guarded and deceptive. Another broad difference relates to "rule following". Some people apply a clear set of processes and look to the rules to sort out differences. Others are "rule challenging" and will not be tied down.

Whatever the approach when entering into debate or discussion, there are three aspects of personal predilection which people take with them:

- Their basic orientation
- Their overarching strategy
- The tactics they will tend to use to deliver the results

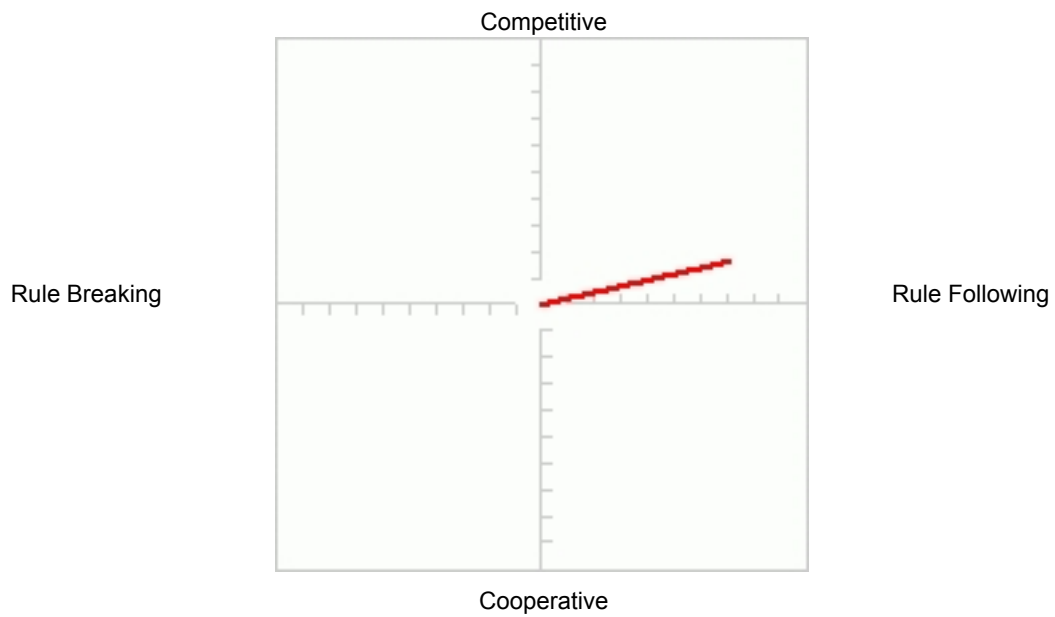
For a Co-operative person the Orientation is to reduce conflict, the strategy is to aim for a Win:Win result and the tactics are based on full disclosure. A Competitive person on the other hand is always looking for personal advantage, has a strategy to always be a winner and will use tough tactics to get there. Again the principle of individual differences emerges. The Orientation, Object and Tactics falling naturally to different Facet5 factors are shown below:

Facet5 Factor		Low Scores	High Scores
Will	Orientation	To Agree	To Challenge
	Objective	To avoid conflict	To dominate and impose
	Tactics	To Defer	To Argue
Energy	Orientation	Private	Involved
	Objective	To be left alone	To participate
	Tactics	Avoid personal contact	face to face in a friendly way
Affection	Orientation	What's my share?	How can we share?
	Objective	Personal gain	Win-Win
	Tactics	Cut a deal, secure advantage	Cards on the table, compromise
Control	Orientation	Allow Freedom	Logical and objective
	Objective	Freedom	Sense of order and logic
	Tactics	"Anything goes"	Stick to the rules

Your personal style is shown on the next page.

Your Preferences for Reaching Accord

The red pointer shows your preferred style.



Summary

- Orientation: To improve productivity
- Objective: Compliance, not consensus
- Tactics: State argument clearly and concisely

Comments by Colleagues

Things you do that your colleagues feel help the team

Things your colleagues feel do not help the team

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Team Summary

This section of the report summarises all the information from all members of the team. It shows:

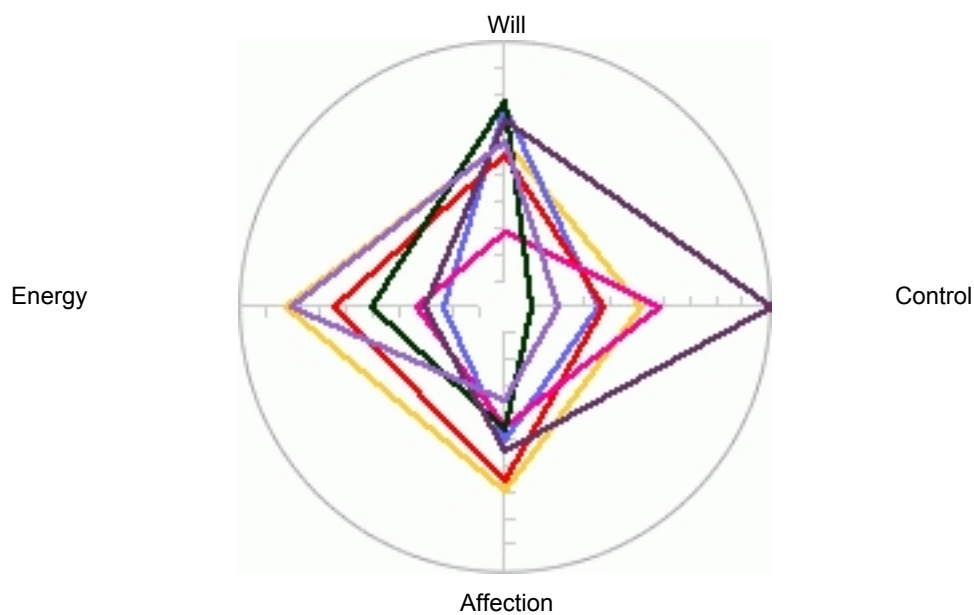
- How diverse your team is in terms of style
- The ways you and your colleagues work
- The way you and your colleagues prefer to resolve dispute.

Team Diversity

As outlined previously, people differ in the way in which they work. Many of these differences can be linked back to different personal styles. Within any team you will find some people who tend to think like you and some who may be very different.

Overlay

This chart shows all the Facet5 profiles for your team.



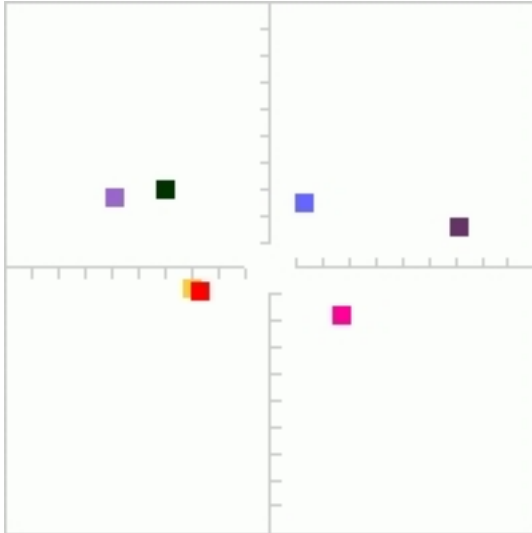
Legend:

- Doug
- Gerry
- Jennifer
- John
- Ken
- Martine
- Marylin

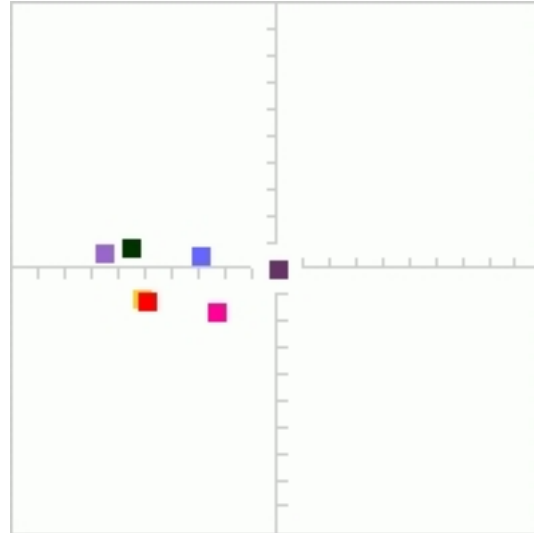
Snapshot

This shows the same Facet5 data but with each profile expressed as a single point - the "centroid" of the profile.

Raw



Recentred from your perspective



The chart on the left, (the "Raw" chart) shows how you and your team compare to other people. The chart on the right (ReCentred) shows how people in your team compare to you. You are the centre of the chart. This chart is shown at half the scale of the "Raw" chart.

Legend:

- Doug
- Gerry
- Jennifer
- John
- Ken
- Martine
- Marilyn

Notes: