

## TEAM AUDIT

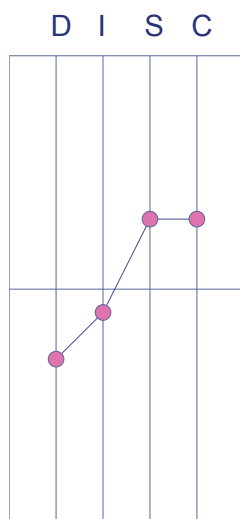


Sample Team

22/07/2010

Private & Confidential

### IDEAL TEAM CULTURE



The ideal culture profile created by the organisation indicates that the requirement is for a team style that involves Concluder, Anchor, Analyser and Specialiser type roles. Such a team will:

- Carry out its duties in a detailed and precise manner.
- Work to given standards and pre-determined timescales.
- Research facts and information before taking action or making decisions.
- Adhere to the rules, procedures and guidelines of the organisation.
- Provide a service and support others.
- Be content working in a highly structured environment.
- Assess the likely consequences before taking action.

### IDEAL TEAM ROLE

In order for the Ideal Team to operate successfully it is vital that at least one of each of the following team roles is represented.

#### ANCHOR

Anchor team members plan, organise and administer procedures in order to provide reliability and dependability both within and outside the group.

#### SPECIALISER

A Specialiser relies upon technical knowledge and specialist expertise in order to create and deliver workable solutions.

#### ANALYSER

An Analyser researches, analyses and perfects products and procedures. Analysers generally ensure that high standards and quality are maintained through rigorous monitoring.

## CONCLUDER

A Concluder ensures that procedures and systems are implemented in order to monitor and control situations. Concluders turn plans and ideas into practical solutions.

## IDEAL TEAM LEADER

As a result of the differences between the Actual and Ideal team cultures, there is likely to be a need for a Team change process. The ideal person to lead this team through such a change is likely to be a person with a Personal Profile that matches the Ideal Culture or be competent to modify his or her behaviour in order to meet the Ideal Culture needs.

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### Note:

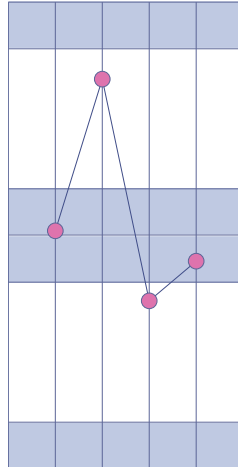
It is assumed that any person filling these team roles have the required level of education, knowledge, aptitude and experience necessary to execute the tasks.

Team Members

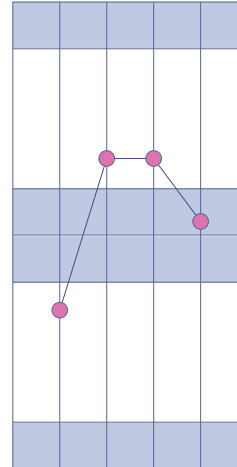
James Boyce  
D I S C



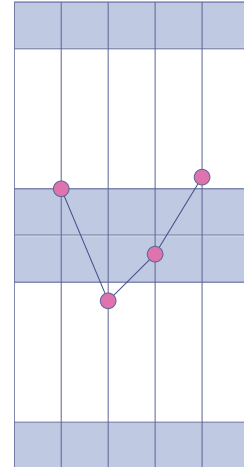
Stephen Ellis  
D I S C



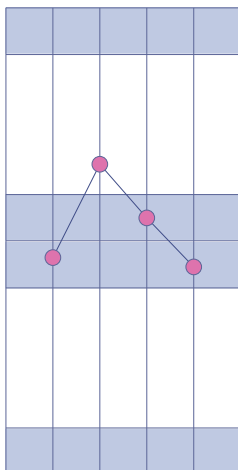
Nick Fraser  
D I S C



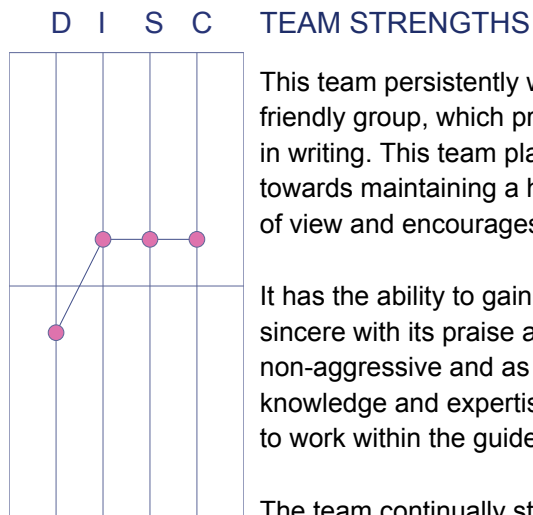
Emma Tomlinson  
D I S C



Christine Thresher  
D I S C



## ACTUAL TEAM CULTURE



This team persistently works towards achieving a satisfactory and correct solution. It is a friendly group, which promotes itself well and has the ability to communicate verbally or in writing. This team places great importance on accuracy and precision and works towards maintaining a high level of quality and standards. It convinces others to its point of view and encourages people to achieve the 'best' result.

It has the ability to gain the trust of others and provides practical advice and support. It is sincere with its praise and gives a mentor, counsellor-type of service. The group is non-aggressive and as such, creates a non-confrontation environment. It uses knowledge and expertise to convince others to its point of view and encourages people to work within the guidelines of organisational policies.

The team continually strives to develop and retain a culture of friendliness and caring but at the same time maintains a high level of satisfactory service and quality.

### TEAM REACTION TO CHANGE

This group may appear outwardly confident but inwardly it is likely to view change cautiously. It prefers a secure working environment with no sudden or abrupt changes. As such therefore, it may initially feel threatened by any suggestion of change: preferring the status quo. However, it is continually seeking to improve standards and as long as the benefits to the organisation are assured and the likely consequences of such action assessed, it is prepared to go forward. Change procedures should be communicated in detail and preferably in writing, as this team is unlikely to take risks.

### PREFERRED TEAM LEADER

The person leading this team should ideally be people orientated and supportive by nature. The leader should have the ability to communicate specifics in a logical manner whilst at the same time motivating through knowledge and expertise. Such a person should exercise some caution and allow the team to assess and research information before taking action. It should be recognised that this team does not want to be pushed into adopting short-cut methods or pressurised into achieving unrealistic timescales.

## TEAM VALUE

The environment in which a team works, the level at which it operates and the value it brings to the organisation are vital factors in its success or failure.

The value this team brings to the organisation is as follows:

- Involving people and achieving results in an administrative, specialist or technical area of expertise.
- Listening to others and gaining their trust.
- Supporting, nurturing and servicing others.

- Working with and though people in administrative or specialist areas.
- Cultivating relationships and radiating optimism.
- Analysing information and identifying error.

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## TEAM LIMITATIONS

All teams have strengths which bring value to the organisation, but equally they also have limitations. This team's limitations are that they may:

- Not be prepared to take risks in order to achieve a quick result.
- Not always monitor and control situations.
- Talk about what needs to be done.

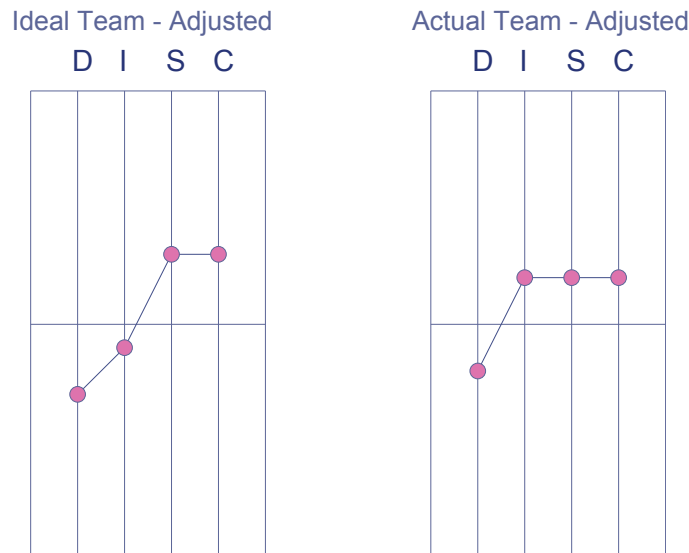
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## Notes:

Education, experience, aptitude and knowledge are vital factors in team members and should be considered in conjunction with the above observations.

## COMPARISON - IDEAL V ACTUAL

The following graphs show both the Ideal and Actual Team Culture.



The Team has good people skills and enjoys communicating with those around it. Therefore, it may not have the reserved and probing qualities defined by the organisation and as such could be seen by others as verbally overpowering and too concerned with the need to make favourable impressions. It could be inconsistent in the manner in which it draws its conclusions and may make emotional rather than practical decisions.

## TEAM ROLE CHART

The Team Role Chart below identifies the intensity of each role within this Team. The roles fall into three categories, strengths, balanced, or limitations.

### Vital Team Roles

The Team Roles shown as vital under the heading "Ideal Team Role" that should fall into the 'Strengths' sector of the chart shown below are as follows:

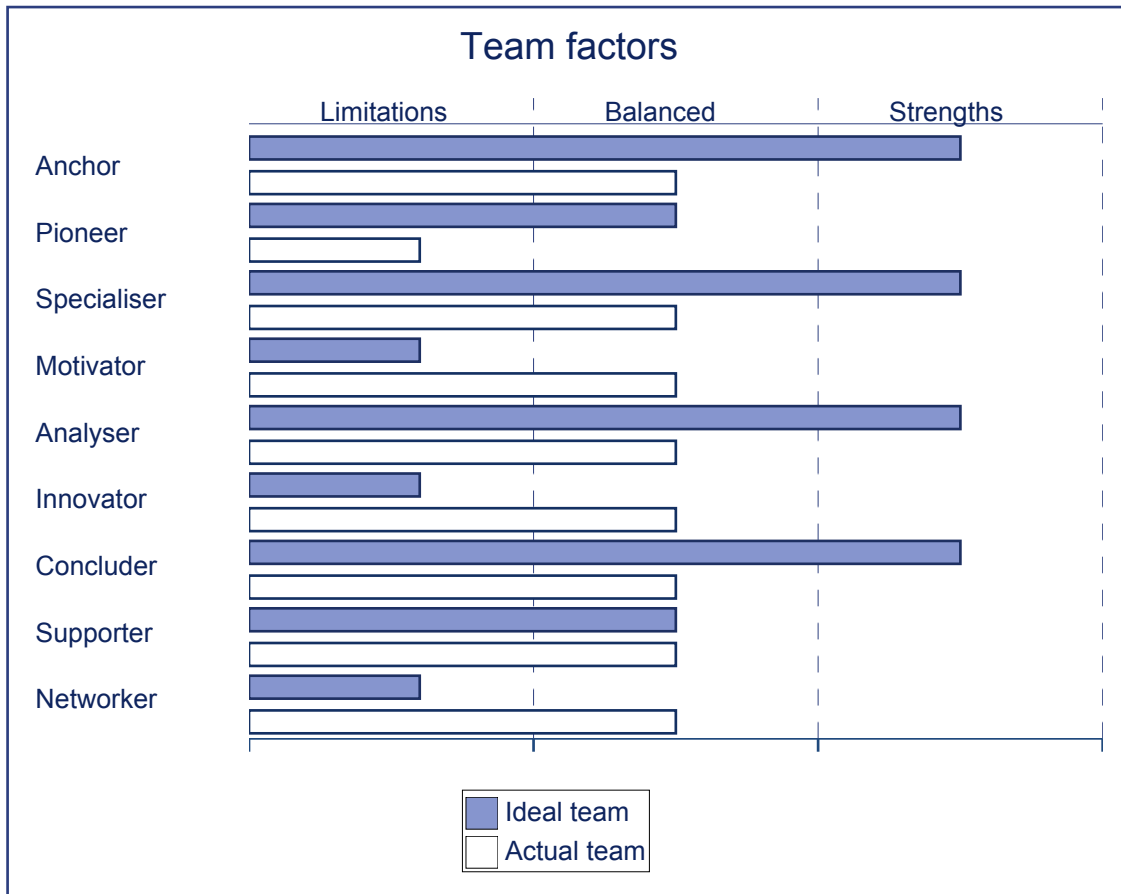
Anchor

Specialiser

Analyser

Concluder

If they show as 'Balanced', it may limit the results of the team slightly. However, if they show as 'Limitations' then lack of achievement against goals and objectives could ensue. It is absolutely essential that the effect of any limitation is carefully reviewed.



## LIMITATIONS

The comments below refer to the team's potential limitations. We cannot over-emphasise the importance of considering the effect this may have on the team's ultimate ability to work together and provide optimum results, especially if they are identified as vital to the Ideal Team. However, if they are not flagged above as vital, then the likelihood is that their absence will not have a significant impact.

### Pioneer

The shortfall of Pioneer members in the team indicates that it may not develop and achieve long-term objectives, goals and results. It may not have the courage to move forward in the face of uncertainty.

### Innovator

This team may be limited by the lack of Innovator competence amongst it. As such, it may not have the ability to create and develop new ideas, face new challenges and come up with imaginative solutions to difficult problems.

## POWER STRUGGLES

The following team members tend to project a far more assertive, driving and competitive style than others in the team. It is important that everyone is aware of the impact these people may have within the team.

Stephen Ellis

Emma Tomlinson

These forceful individuals may compete actively for authority, supremacy and operational control. They may also compete for personal support from peers v subordinates in recognition of their own contribution to the team's achievements. They will tend to strive to out perform each other in pursuit of their goals and objectives, possibly even introducing a degree of rivalry and interpersonal insensitivity. In many instances, their achievements may come at a cost to others or to the organisation as a whole.

The abovementioned team members, whilst sharing the same strong need to expedite action and achieve tangible goals, may adopt very different approaches when doing so. Those possibly different styles will need to be understood. They may not always possess the same levels of interpersonal skills, detail orientation, technical capability, pace or energy. Both their similarities and their differences may prompt them to compete openly or even aggressively with one another. Some will be impetuous in formulating and implementing policies and plans, whilst others may prefer to adopt a more patient, methodical and structured approach. The differences in style may frustrate one or more of the individuals concerned, which could lead to overt conflict.

The impact on the team as a whole, as well as on the individuals themselves may be unsettling and counter-productive.

### GOODNESS OF FIT 3

The characteristics of the Actual Team Profile are at some variance with the requirements of the Ideal Team Culture, but they can still be considered a reasonable fit.

It is vitally important that the significantly different behavioural characteristics detected between the two profiles are clearly understood, as well as their likely impact on overall team performance and internal cohesion. Special attention should be paid to the "Power Struggles" sections of this report, as well as the recommendations made.

It is also important to ensure that the education, knowledge and experience of team members closely match the requirements of this team or work group.

There are a number of differences between the requirements specified within the Ideal Team Culture and those values and qualities which are described by the actual team profile.

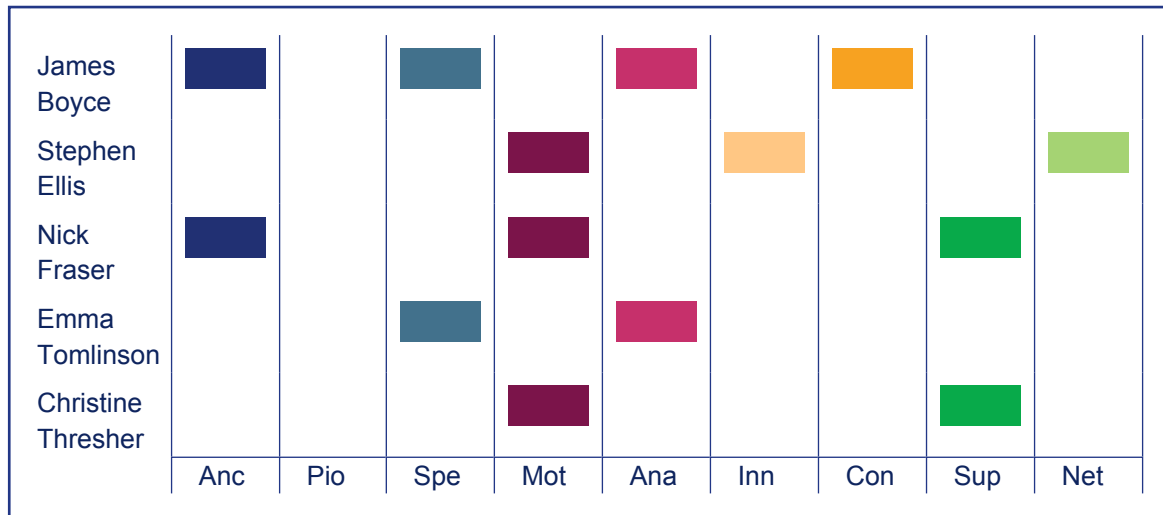
While the team may, in some instances, still be considered to constitute a reasonable fit, the mismatches identified between the Actual and Ideal profiles should be noted and considered carefully.

It is therefore recommended that these apparently inconsistent characteristics be carefully reviewed. The difference lies in the probing, reflective and serious approach required by the ideal culture profile. The actual team have a tendency to try to influence and persuade others, adopting a communicative, friendly and generally positive approach to situations.

Firstly, it is of prime importance that the requirements of the Ideal Team Culture are properly understood and universally accepted, as a true and reliable reflection of the team's vision. Where consensus cannot be reached, the team requirement may need to be re-established possibly by involving two or more well informed people who are familiar with the working environment and the expected outcomes of the team.

Secondly, the possibility of modifying the current composition of the team should not be overlooked, if this is a viable option.

Thirdly, if none of the above options are available, or if the desired results are still not achievable, then detailed mentoring, individual development plans and other similar support measures may be worth considering.



Team Factor Key			Ana	Analyser	■
Anc	Anchor	■	Inn	Innovator	■
Pio	Pioneer	■	Con	Concluder	■
Spe	Specialiser	■	Sup	Supporter	■
Mot	Motivator	■	Net	Networker	■

## ANCHOR

- Possesses good organisation strengths
- Prepared to work hard
- Tackles problems in a systematic manner
- Sense of what is achievable, feasible and valuable
- Not concerned with the pursuit of self-interest
- Prepared to do what has to be done in an efficient manner

## PIONEER

- Self-motivated, energetic and a need to achieve
- Assertive challenger and will push others into decisions and actions
- Thrive best when confronted and in pressure situations and will generate action
- Challenge the status quo and prepared to make unpopular decisions for positive action in negative situations

## SPECIALISER

- Quality, high standards, technical expertise and hard work
- Possess a single-minded attitude
- Commit themselves to becoming technical/specialist expert in a narrow area of skill or knowledge

## MOTIVATOR

- Ability to persuade others
- Maximise their contributions within the team
- Draws out the talent in people
- Rarely shows prejudice

## ANALYSER

- Probing, single-minded and serious individuals
- Think things through and are shrewd decision takers
- Consider all factors to provide detailed and factual advice
- Excel in areas which involve strategic planning

## INNOVATOR

- Starting new projects or assisting a team which is failing to achieve its objectives
- Innovative and creative ideas for new products and services, reduce costs and improve performance
- However, their thoughts and ideas may be far reaching and could lack any form of constraint

## CONCLUDER

- Hard work, attention to detail and the fulfilment of promises
- Good listeners and have a high level of concentration and desire to provide error free information
- Aspiring to high standards, they rarely start a task which they cannot finish
- Work well within a clearly defined procedure but are likely to want to complete one task before commencing another
- Usually good at meeting agreed time schedules

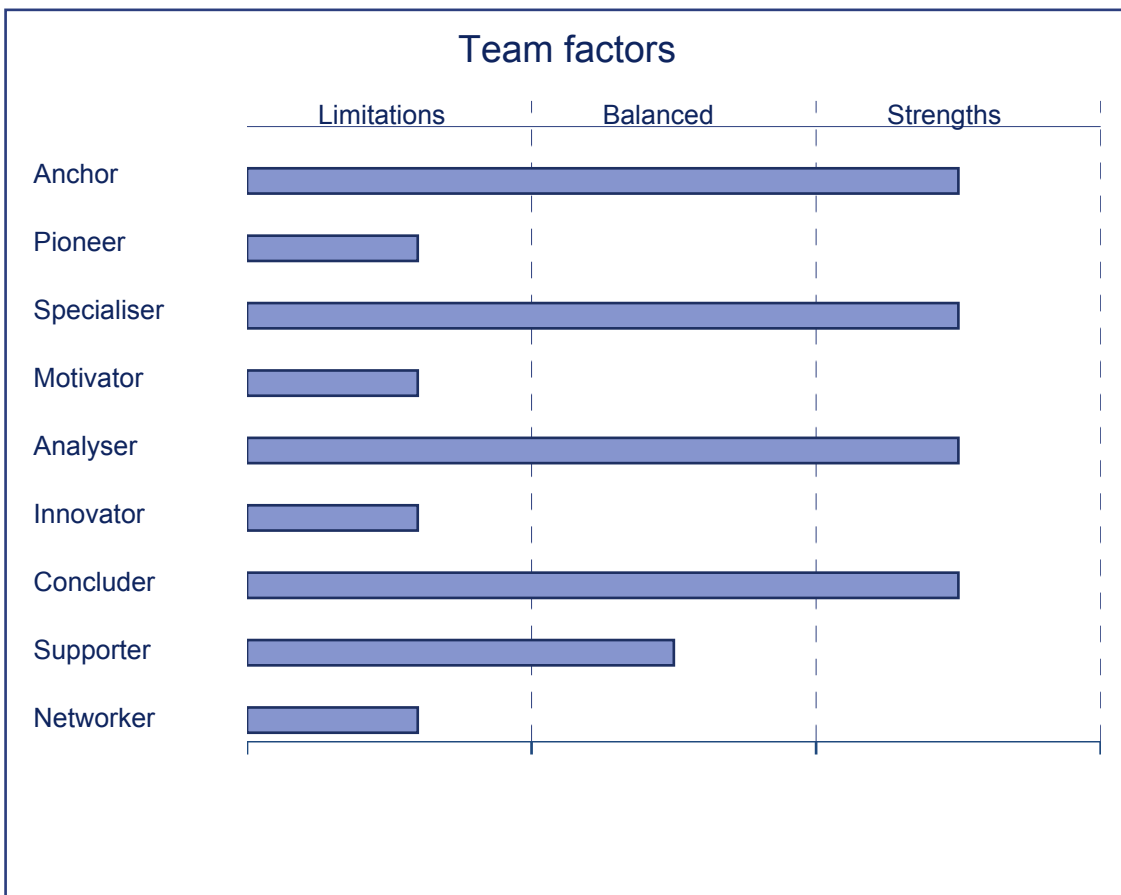
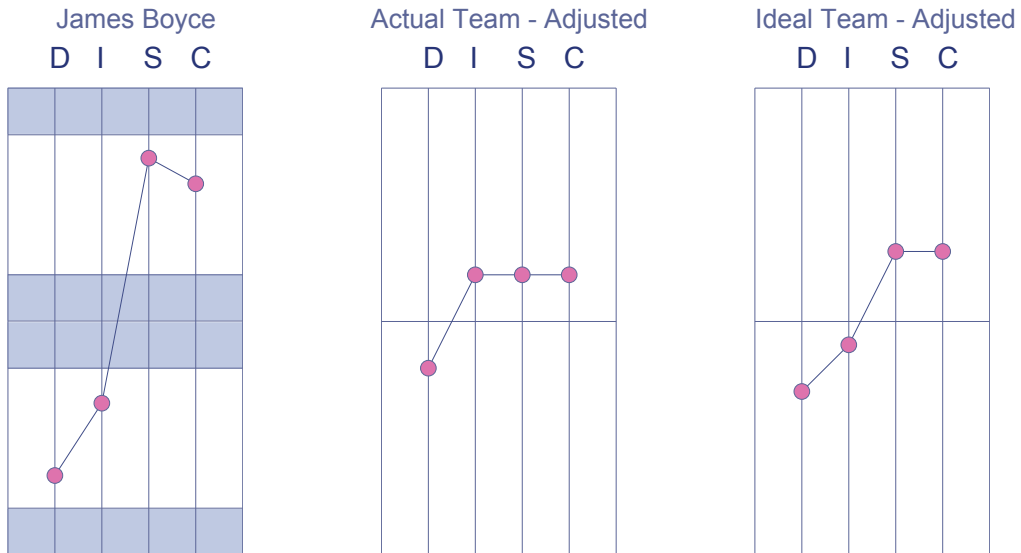
## SUPPORTER/NURTURER

- Brings to the team encouragement and the ability to reduce tension
- Willingness to help members resolve personal problems
- Generate desire within the team to co-operate
- Usually put both the team and its results before anything else
- Prepared to listen to others usually seen as a good team member

## NETWORKER

- Networks a team to make external contacts and search for, as well as organise resources
- Good communicators both inside and outside the team
- Adding value and seeking opportunities

James Boyce



## CONTRIBUTION TO THE TEAM

James Boyce's major contribution to the team is likely to be as follows:

### ANCHOR

James Boyce has a natural affinity for team membership. He is reliable especially in tasks which include planning, organising and administering.

He is able to organise the day-to day issues most efficiently and will make sure that all projects are finalised. A methodical person, he will focus on maintaining existing systems and administrative procedures. Because he is reliable and supportive, James Boyce can be depended upon to attend to all functions, which require patience and persistence. However, he can be stubborn and unyielding if he feels the demands are unjust or unwarranted.

### SPECIALISER

This perfectionistic person tends to analyse and research information for the team. He will often specialise in an area of interest to him and provide technical expertise to those members who are unwilling or disinterested in studying the finer details.

He is committed to maintaining high quality standards and ensuring that they are met. He is able to create and introduce new systems and procedures to cover all eventualities. Because of his need for accuracy, he may be intolerant of those who do not attempt to deliver work that is not as carefully researched or presented as he would like.

He is a reluctant delegator, believing that others are unlikely to do the work as well as he could. There may be times, therefore, when he suffers from work overload. In spite of his intolerance of shoddy standards, he will invariably try to correct substandard work in a most diplomatic way, preferring to rely on written communication in order to avoid verbal conflict.

### ANALYSER

James Boyce as an Analyser is usually the most quality concerned and risk aware person in a team, always ensuring that standard operating procedures are adhered to.

He is good at solving technical problems and often excels in areas concerned with strategic issues. Being systematic, probing and conscientious James Boyce will require detailed explanations and a thorough understanding of the situation before undertaking tasks or assignments.

Analysers are recognised by their penchant for detail and adherence to policies, rules and precedent.

### CONCLUDER

James Boyce is dependable and precise. He will follow through and complete all assignments and projects in a most detailed and practical manner.

James Boyce is amiable, accommodating and a good listener. As a Concluder he has a critical and deliberate approach to problem solving, carefully collating all the necessary information. His steady and self-controlled approach will enable him to contribute fully to the team, especially when there are clearly defined procedures.

## WORKING IN & WITH THE ACTUAL TEAM

Being reserved and serious James Boyce may not have the required communicative and positive style when compared with the culture of this team. Therefore, he is not likely to motivate and encourage others or boost the morale, confidence and personal esteem of those around him. As a result, he could feel uncomfortable being in a team which encourages participation and involvement.

## COMPARISON WITH THE IDEAL TEAM CULTURE

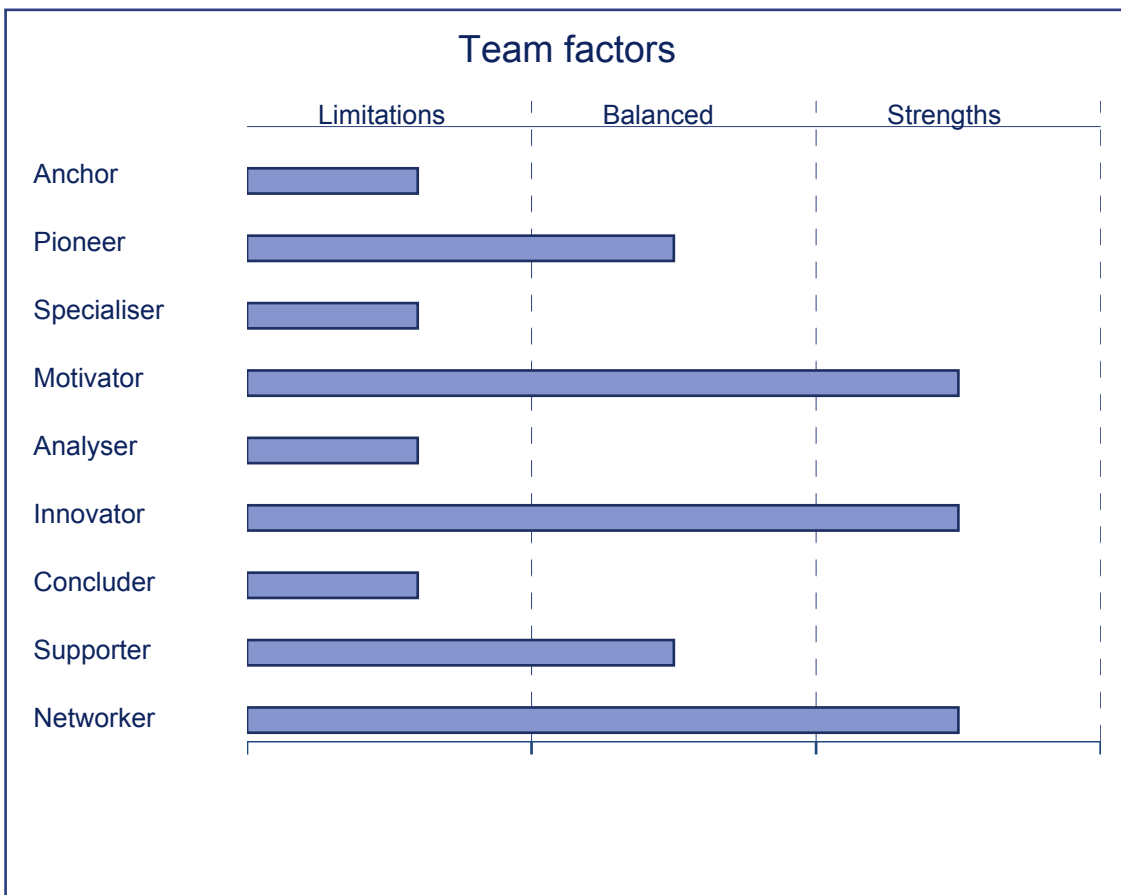
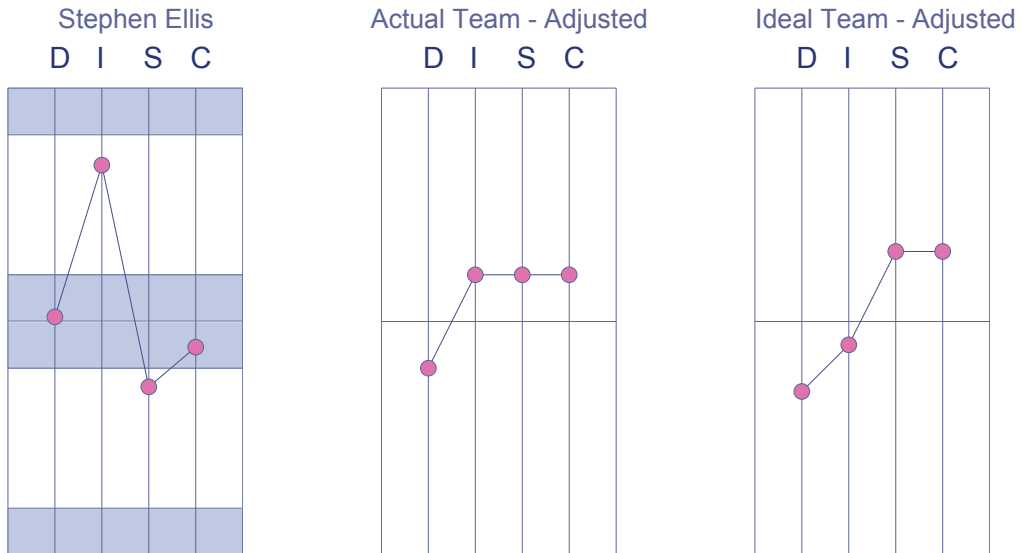
When comparing James Boyce's profile with the Ideal Culture there appears to be a good match. This would suggest that he has all the characteristics defined as necessary and therefore could work comfortably within the standards set by the organisation.

## PLEASE NOTE

James Boyce's Personal Profile does not match the Actual Culture of the team. Nevertheless, he can still make a contribution through his major team role strengths, his mid-zone role factors, education, experience, aptitude and knowledge. Although he may not fit the requirements in total these other factors may well enable him to perform successfully within the group.

Equally, if James Boyce is able to modify his behaviour in order to fit within the team, he is likely to be able to make his contribution without displaying any signs of frustration or pressure.

Stephen Ellis



## CONTRIBUTION TO THE TEAM

Stephen Ellis's major contribution to the team is likely to be as follows:

### MOTIVATOR

Stephen Ellis creates team spirit and at the same time influences and entuses people to work together effectively thus maximising the commitment of other team members.

Stephen Ellis possesses the ability to persuade others in order to maximise his contribution within the team. He draws out the talent in people and rarely shows prejudice. Consultation and participation are factors which Stephen Ellis will bring to the team.

### INNOVATOR

Stephen Ellis has the ability to bypass convention, is strong willed and prepared to take risks in order to achieve the best results.

As an Innovator, Stephen Ellis has the ability to conceptualise and develop new ideas. He has a demanding attitude and is a quick decision-maker. He is a self-starter and, unless the end result depends on it, he may resist team participation. Peers and team members may find Stephen Ellis's demanding, impatient and unconventional style somewhat difficult to relate to.

### NETWORKER

Stephen Ellis makes contact with a wide range of people and resources instinctively. He uses his formidable capacity for persuasion and communication to develop relationships with everyone he meets.

He brings vitality to the team, communicating enthusiastically with internal and external contacts. He is able to adapt and augment the ideas of others for innovative uses. He sees the possibilities in using the team to market new projects and is able to motivate the team most effectively although, at times, somewhat verbosely.

## WORKING IN & WITH THE ACTUAL TEAM

When compared with the actual culture of this team there are differences. Stephen Ellis is active and restless by nature and can become bored with routine work. As such he could lack the necessary persistence and dependability defined. Therefore, he may not be disciplined and consistent when executing tasks or supporting others. As a result, Stephen Ellis is unlikely to have the desired patience and tolerance required for team assignments.

Additionally, this firm and strong-willed person could lack the necessary compliance or attention to detail. He may find it difficult to provide analytical input or have the desire to improve quality and standards. As such, Stephen Ellis may not exercise caution when making decisions and could fail to adopt a logical and systematic approach when developing organisational systems.

Finally, this forceful and inquisitive individual may not be as accommodating and non-assertive as required. Because of his personal commitment and focus, he may push people too hard which long-term could cause pressure and discomfort for other team members. Stephen Ellis is likely to act without reference rather than adopt a hesitant and non-demanding approach to situations.

## COMPARISON WITH THE IDEAL TEAM CULTURE

The Ideal Team Culture is calling for members who are steady and dependable in approach. Stephen Ellis however can become restless and bored with routine work and may not have the necessary persistence and consistency when executing tasks or supporting others. This active individual may not have the desired patience and tolerance and as such may feel frustrated in a team that encourages its members to be steady and deliberate in their approach to assignments.

Moreover this strong-willed and independent person may not be as compliant and careful as necessary. He could fail to exercise caution or provided analytical data before taking action or making decisions. Attention to detail and a systematic approach are not natural attributes of Stephen Ellis and he may have trouble adopting these disciplines.

Also this influential and persuasive individual may not adopt the reserved and serious approach defined as a requirement. He may be seen by others as over- confident in his own ability which could frustrate more reserved team members. Stephen Ellis may be inconsistent when drawing his conclusions failing to probe carefully and reflect on problems or situations. He may make emotional rather than practical decisions.

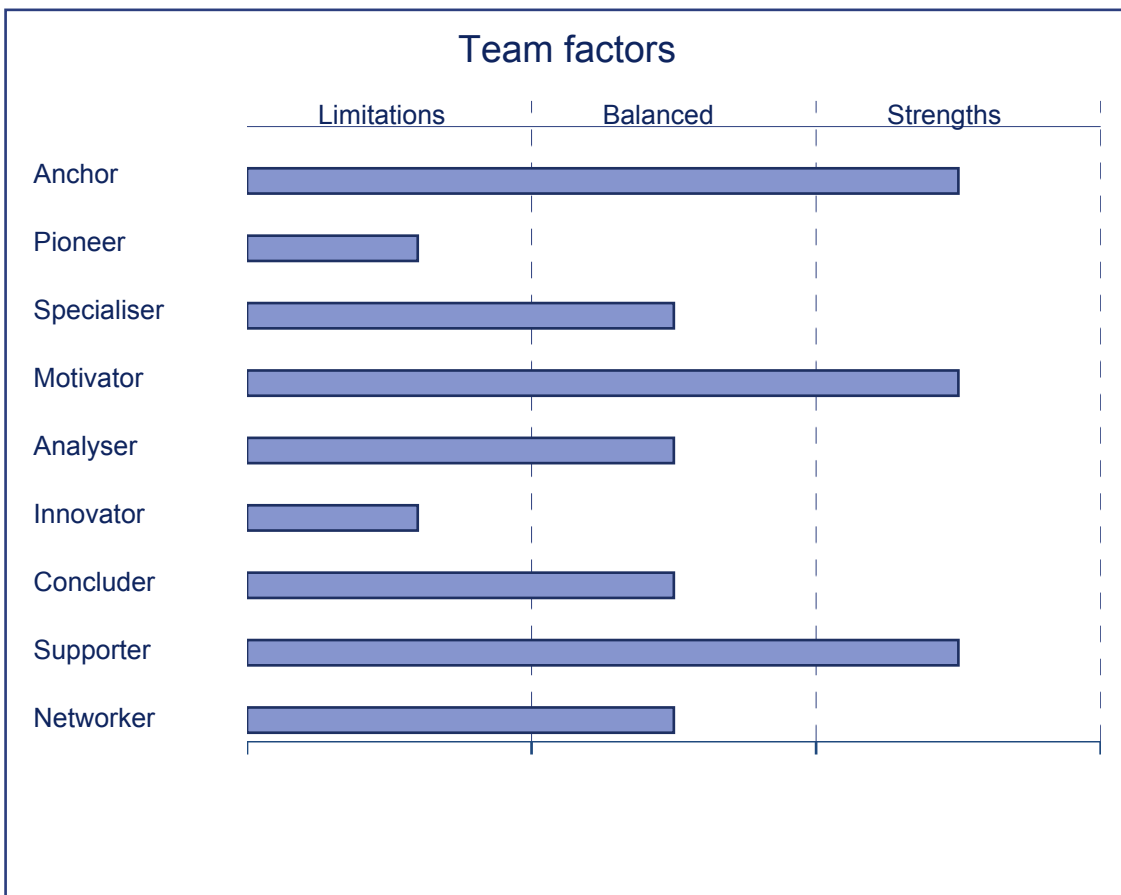
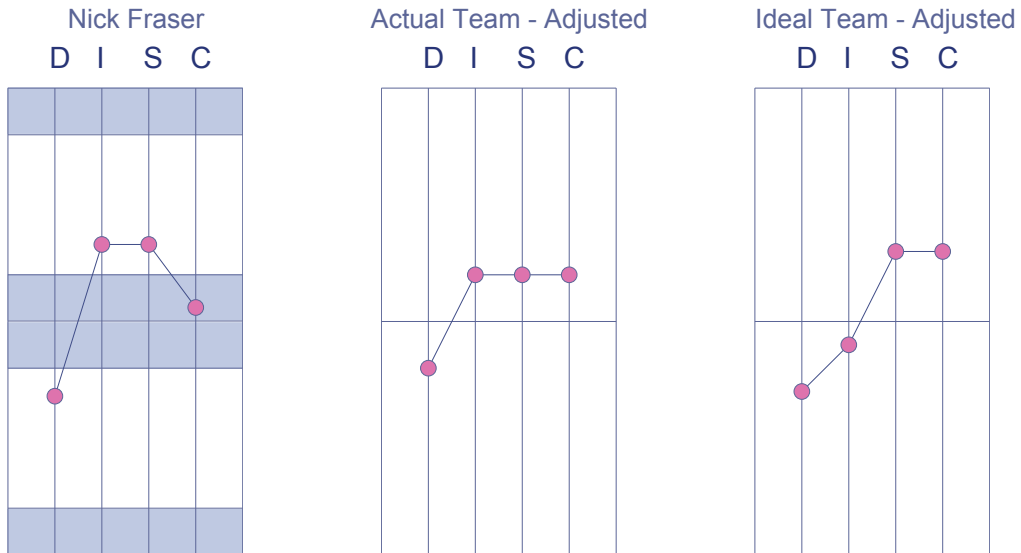
In conclusion, this driving and assertive individual could be too assertive when compared with the standards set. Rather than approaching people and situations in a non-demanding and accommodating manner he is likely to push both himself and others too hard in order to meet his goals and objectives. As such Stephen Ellis's direct approach could cause frustration and pressure in members who are of a more accommodating nature.

## PLEASE NOTE

Stephen Ellis's Personal Profile is not an exact match for the Ideal Culture or the Actual Culture of the team. Nevertheless, he can still make a contribution through his major team role strengths, his mid-zone role factors, education, experience, aptitude and knowledge. Although he may not fit the requirements in total these other factors may well enable him to perform successfully within the group.

Equally, if Stephen Ellis is able to modify his behaviour in order to fit within the team, he is likely to be able to make his contribution without displaying any signs of frustration or pressure.

Nick Fraser



## CONTRIBUTION TO THE TEAM

Nick Fraser's major contribution to the team is likely to be as follows:

### ANCHOR

Nick Fraser has a natural affinity for team membership. He is reliable especially in tasks which include planning, organising and administering.

He is able to organise the day-to day issues most efficiently and will make sure that all projects are finalised. A methodical person, he will focus on maintaining existing systems and administrative procedures. Because he is reliable and supportive, Nick Fraser can be depended upon to attend to all functions, which require patience and persistence. However, he can be stubborn and unyielding if he feels the demands are unjust or unwarranted.

### MOTIVATOR

Nick Fraser has the natural ability to generate enthusiasm and motivation within the team. Nick Fraser will use his people skills to persuade people to buy into an idea and commit to its implementation.

Being participative and democratic, he will encourage team members to enter into active debate and will solicit a lot of good ideas. Nick Fraser, furthermore, is a confident promoter of his concepts and ideas and will present in an interesting manner.

### SUPPORTER AND NURTURER

Nick Fraser is very effective in a team because of his supportive and caring approach. He enjoys helping others achieve common goals.

Because he builds up relationships on trust which prosper in a harmonious environment, he will generally be well liked by the other team members who value his approach. Having good listening skills, he is able to relate well to others, becoming a sounding board for many of their ideas, hopes, dreams and visions. He will try to resolve problems within the team.

## WORKING IN & WITH THE ACTUAL TEAM

When comparing Nick Fraser's profile with the actual culture of the whole team there appears to be a good match. This would suggest that he has all the characteristics defined as necessary and therefore, he should have the capacity to operate successfully within this group.

## COMPARISON WITH THE IDEAL TEAM CULTURE

The Ideal Culture is calling for a reserved and reflective individual whereas Nick Fraser is friendly and communicative in his approach to people. As such he may be overly persuasive in his attempt to win others to his point of view. Other team members may see him as too verbal and too concerned with the need to create favourable impressions. The standards require problems to be approached in a practical manner whereas Nick Fraser may not probe situations and as such could take emotional decisions.

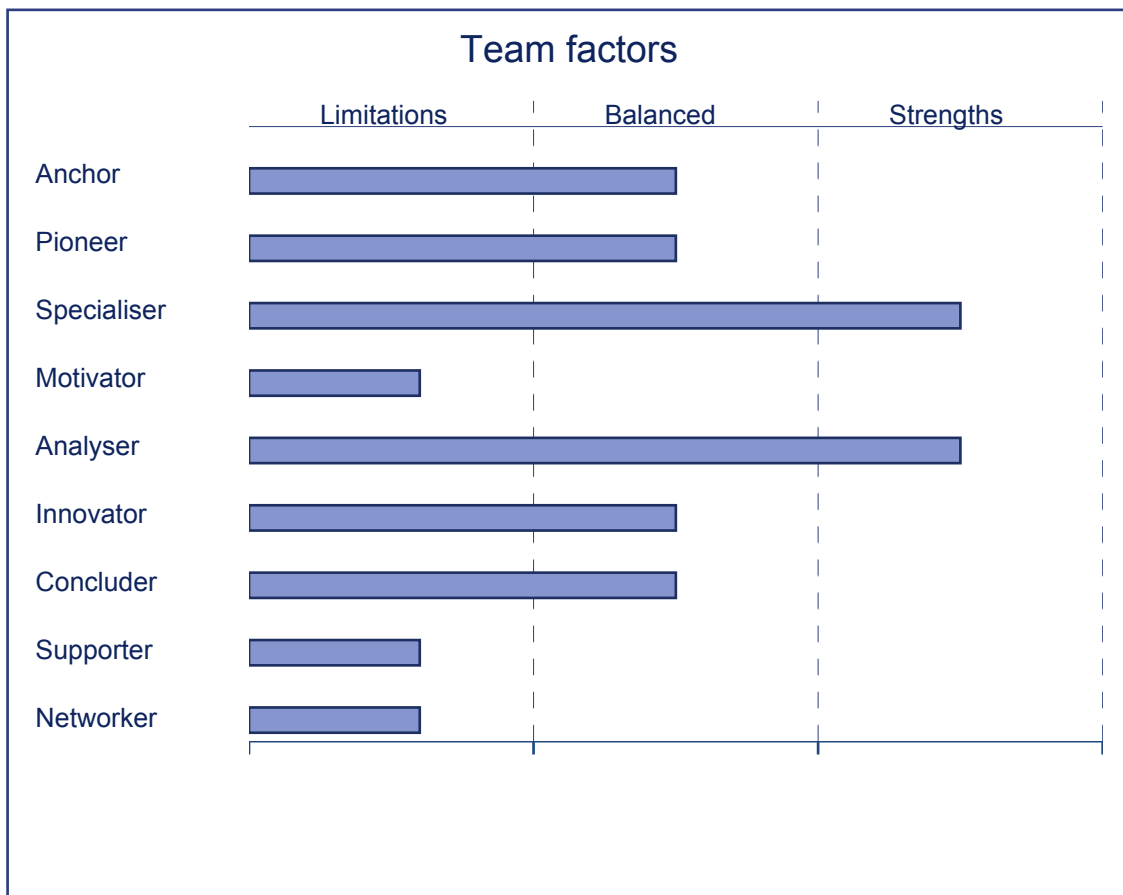
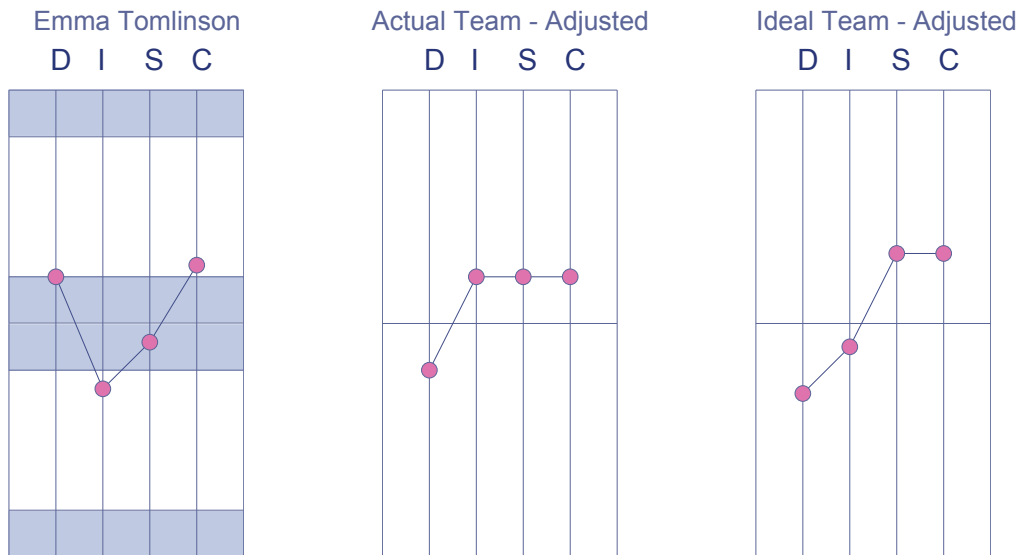
### PLEASE NOTE

Nick Fraser's Personal Profile does not match the Ideal Culture of the team. Nevertheless, he can still make a contribution through his major team role strengths, his mid-zone role factors, education, experience, aptitude and knowledge. Although he may not fit the requirements in total these other factors may well enable him to perform

successfully within the group.

Equally, if Nick Fraser is able to modify his behaviour in order to fit within the team, he is likely to be able to make his contribution without displaying any signs of frustration or pressure.

Emma Tomlinson



## CONTRIBUTION TO THE TEAM

Emma Tomlinson's major contribution to the team is likely to be as follows:

### SPECIALISER

Emma Tomlinson relies upon technical knowledge and specialist expertise in order to create and deliver workable solutions.

Quality, high standards, technical expertise and hard work epitomise the Specialiser. As such Emma Tomlinson may possess a single minded attitude and commit herself to becoming a technical/specialist expert, probably in a narrow area of skill or knowledge.

### ANALYSER

Emma Tomlinson brings invaluable research and analytical functions to a team. She is a cautious decision-maker, ensuring that no rash commitments are incurred. She prefers to work without time constraints in order to arrive at perfect solutions.

She is serious and probing, and enjoys projects requiring in-depth investigation and the evaluation of thoughts, ideas and suggestions. Emma Tomlinson can be relied upon to produce work of a high standard. She relates best to people who understand and relate to her interest in technical or specialised activities and therefore enjoys working in a team of like-minded members.

## WORKING IN & WITH THE ACTUAL TEAM

Being reserved and serious Emma Tomlinson may not have the required communicative and positive style when compared with the culture of this team. Therefore, she is not likely to motivate and encourage others or boost the morale, confidence and personal esteem of those around her. As a result, she could feel uncomfortable being in a team which encourages participation and involvement.

Additionally this restless person wants variety and change and will easily become bored with routine work. She tends to be undisciplined in her approach to situations and could lack the persistence and dependability defined as a requirement. As such, Emma Tomlinson may not have the necessary patience and self-control which is needed to execute tasks and conclude assignments.

Finally, this forceful and inquisitive individual may not be as accommodating and non-assertive as required. Because of her personal commitment and focus, she may push people too hard which long-term could cause pressure and discomfort for other team members. Emma Tomlinson is likely to act without reference rather than adopt a hesitant and non-demanding approach to situations.

## COMPARISON WITH THE IDEAL TEAM CULTURE

The Ideal Team Culture is calling for members who are steady and dependable in approach. Emma Tomlinson however can become restless and bored with routine work and may not have the necessary persistence and consistency when executing tasks or supporting others. This active individual may not have the desired patience and tolerance and as such may feel frustrated in a team that encourages its members to be steady and deliberate in their approach to assignments.

In conclusion, this driving and assertive individual could be too assertive when compared with the standards set. Rather than approaching people and situations in a non-demanding and accommodating manner she is likely to push both herself and others too hard in order to meet her goals and objectives. As such Emma Tomlinson's direct

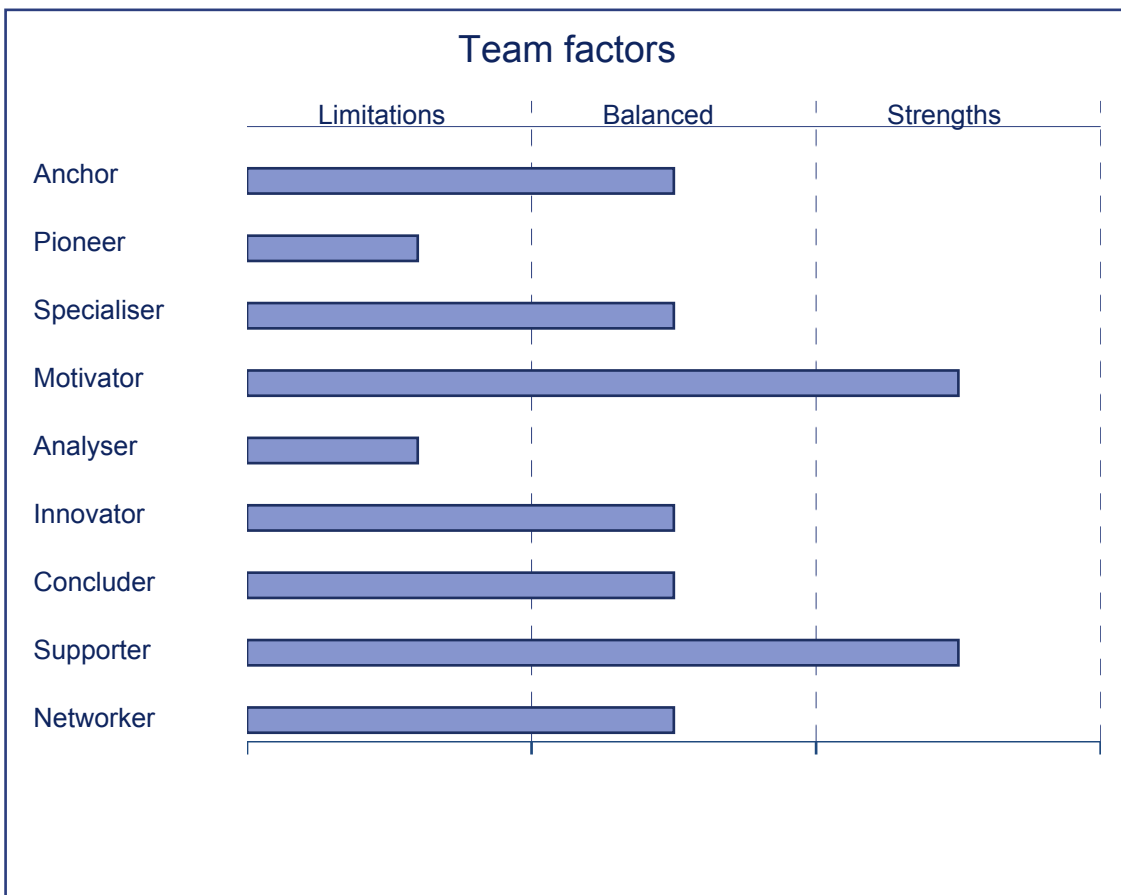
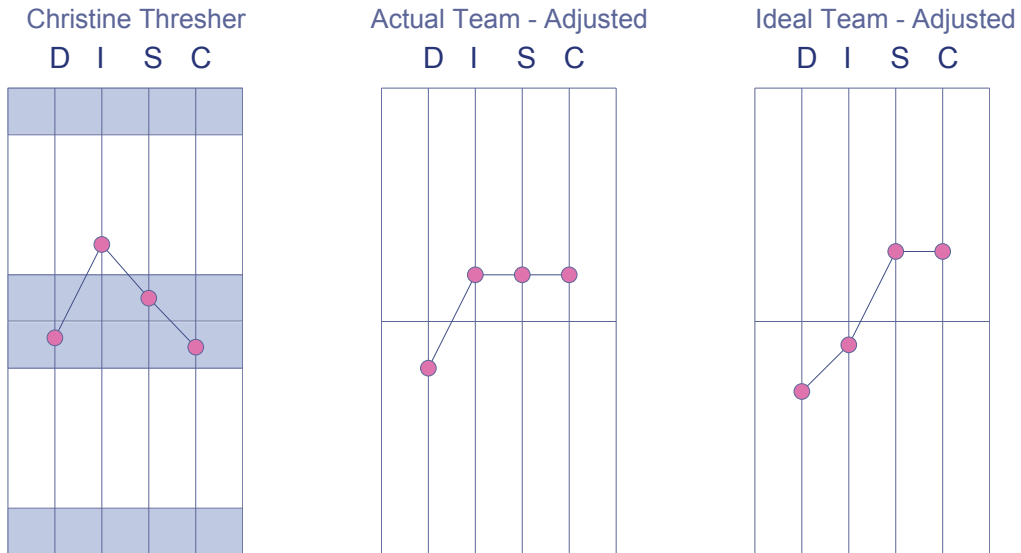
approach could cause frustration and pressure in members who are of a more accommodating nature.

#### PLEASE NOTE

Emma Tomlinson's Personal Profile is not an exact match for the Ideal Culture or the Actual Culture of the team. Nevertheless, she can still make a contribution through her major team role strengths, her mid-zone role factors, education, experience, aptitude and knowledge. Although she may not fit the requirements in total these other factors may well enable her to perform successfully within the group.

Equally, if Emma Tomlinson is able to modify her behaviour in order to fit within the team, she is likely to be able to make her contribution without displaying any signs of frustration or pressure.

Christine Thresher



## CONTRIBUTION TO THE TEAM

Christine Thresher's major contribution to the team is likely to be as follows:

### MOTIVATOR

Having the important attribute of being able to persuade others to her point of view, Christine Thresher will create a positive rapport with her peers and bring interest and enthusiasm to the team or organisation.

She is a strong morale builder and will instil confidence and trust in others. Her poise, friendliness and communication style are important assets which she is capable of contributing to the team. Charm, poise and a strong social disposition typify Christine Thresher's above average inter-personal skills.

### SUPPORTER AND NURTURER

Christine Thresher is very effective in a team because of her supportive and caring approach. She enjoys helping others achieve common goals.

Because she builds up relationships on trust which prosper in a harmonious environment, she will generally be well liked by the other team members who value her approach. Having good listening skills, she is able to relate well to others, becoming a sounding board for many of their ideas, hopes, dreams and visions. She will try to resolve problems within the team.

### WORKING IN & WITH THE ACTUAL TEAM

When compared with the culture of the team Christine Thresher who is strong-willed and independent may not have the compliant nature defined as a requirement. Therefore, she may not always exercise due caution or analyse consequences before making decisions.

### COMPARISON WITH THE IDEAL TEAM CULTURE

The Ideal Team Culture is calling for members who are compliant and careful by nature. Christine Thresher however is strong-willed and independent and as such may not exercise caution or analyse situations before taking action or making decisions. As a result Christine Thresher could feel uncomfortable in a team that actively encourages a systematic, precise and compliant approach.

In conclusion, this friendly and communicative person may have difficulty coping with the probing and serious characteristics required. She tends to gain commitment from others by influencing and persuading them to her point of view. This could have an adverse effect on members who are of a more self-conscious and suspicious nature. Christine Thresher may be inconsistent when drawing her conclusions, failing to probe carefully and reflect on problems or situations.

### PLEASE NOTE

Christine Thresher's Personal Profile is not an exact match for the Ideal Culture or the Actual Culture of the team. Nevertheless, she can still make a contribution through her major team role strengths, her mid-zone role factors, education, experience, aptitude and knowledge. Although she may not fit the requirements in total these other factors may well enable her to perform successfully within the group.

Equally, if Christine Thresher is able to modify her behaviour in order to fit within the team, she is likely to be able to make her contribution without displaying any signs of frustration or pressure.