

TEAM AUDIT

Features

The result of the Team Culture Analysis Questionnaire is the Ideal Team Report. The full Team Audit provides a composite profile of the Actual Team, and examines each team member's role factor contributions to the team.

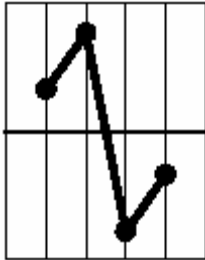
Uses

A strategic management report which can be used to align the existing team with the Ideal Team Culture. Helps the manager to use team members to maximize on their role factor strengths and coach for development and optimal team results.

TEAM AUDIT

SALES AND MARKETING SAMPLE TEAM

IDEAL TEAM CULTURE



IDEAL TEAM CULTURE

The ideal culture profile created by the organization indicates that the requirement is for a team style that involves Motivator, Innovator and Networker type roles. Such a team will:

- Inspire others with its enthusiasm.
- Promote the organization.
- Seek challenging assignments.
- Boost the morale of the team.
- Motivate and encourage others to achieve results.
- Want variety and change.
- Question the status quo.

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.

MOTIVATOR

A Motivator creates team spirit and at the same time influences and entuses people to work together effectively: thus maximizing the commitment of other team members.

INNOVATOR

An Innovator is able to face new challenges and develop imaginative solutions to difficult problems by creating and developing new and innovative ideas.

NETWORKER

A Networker develops many contacts and can easily identify resources through others. Networkers use persuasion and have an ability to communicate at any level in order to build relationships.

IDEAL TEAM LEADER

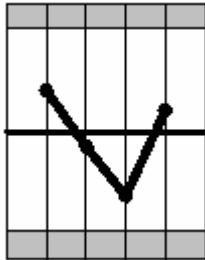
As a result of the differences between the Actual and Ideal team cultures, there is likely to be a need for a Team change process. The ideal person to lead this team through such a change is likely to be a person with a Personal Profile that matches the Ideal Culture or be competent to modify his or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

Note:

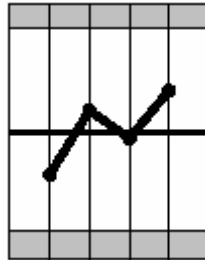
It is assumed that any person filling these team roles have the required level of education, knowledge, aptitude and experience necessary to execute the tasks.

Team Members

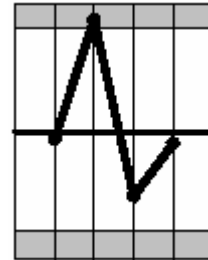
Ms. Janice Morley
Sales Consultant



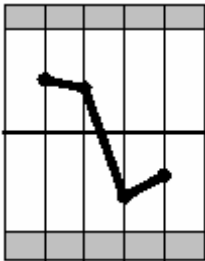
Ms. Sherri Sloane
Sales Support Specialist



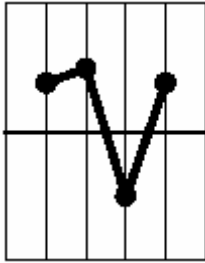
Ms. Laura Kelly
Senior Sales Consultant



Ms. Marla Buchanan
Sales Director



ACTUAL TEAM CULTURE



TEAM STRENGTHS

This team has the ability to absorb information and impart it to others either verbally or in writing. It inspires others with its enthusiasm and continually encourages people to use both logic and researched analytical information in order to attain its goals and achieve a result. It promotes itself well, exhibits poise in most situations and creates favorable impressions with others.

This team willingly accepts a challenge and is self-motivated in its area of competence and expertise. It places great importance on accuracy and precision and works towards maintaining high quality and standards. Although cautious on some occasions, once a solution to a problem has been defined, it works diligently to achieve a result. This friendly team continually works towards creating a culture, which achieves results through people but at the same time maintains high quality and standards.

TEAM REACTION TO CHANGE

Initially the team is likely to view change cautiously. In the main, it is optimistic and continually seeks to improve standards. Therefore, it is likely to accept and welcome change. However, it will need to feel confident that any suggested change will give value to the organization and improve the results. The change process must be communicated well and the timescales set must be realistic. Once the team is confident the detail and procedures are in place it will go forward with enthusiasm.

PREFERRED TEAM LEADER

The person leading this team should ideally have good people skills and the ability to both influence and persuade in order to gain commitment. The leader should exercise some caution when taking action or making decisions and allow the members time to assess and research the facts before going forward. Such a person should have an ability to accept a challenge and work enthusiastically towards achieving results.

TEAM VALUE

The environment in which a team works, the level at which it operates and the value it brings to the organization are vital factors in its success or failure. The value this team brings to the organization is as follows:

- Involving people in order to achieve a logical and correct result.
- Overcoming problems by investigating the facts and assessing the risk.
- Ability to communicate both internally and externally.
- A willingness to question the status quo.
- Participating with others.
- Creating and adhering to rules and regulations.

TEAM LIMITATIONS

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

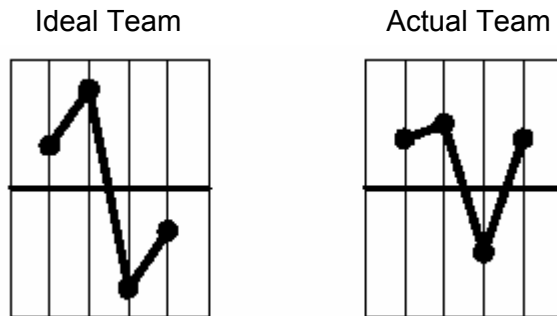
- 'Play it safe' rather than take reasonable risk in order to facilitate a result.
- Have an innate need to get things right as well as to get things done - this leads to indecision and vacillation.
- Find it difficult to concentrate on work in antagonistic situations.

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 is detailed orientated and adheres to rules, procedure and policies. Therefore, the strong-willed and independent approach required by the organization may not be adopted. It is likely to be over-cautious and could spend too much time researching analytical data in order to find practical solutions to problems. As a result, it may hesitate and yield its position in the face of opposition, rather than stand firm and encourage independence.

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:

Motivator

Innovator

Networker

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.

Team Roles	Limitations	Balanced	Strengths
Anchor	██████████		
Pioneer		████████████████████	
Specialiser		████████████████████	
Motivator			██
Analyser		████████████████████	
Innovator		████████████████████	
Concluder	██████████		
Supporter	██████████		
Networker			██

LIMITATIONS

The comments below refer to the team's potential limitations. We cannot over stress 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.

Anchor

The lack of Anchor members within the group suggests that this team is unlikely to plan, organize and administer procedures in a reliable and dependable manner.

Concluder

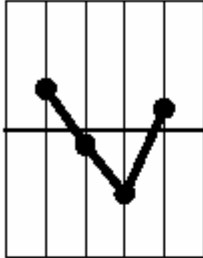
Within the team there appears to be a lack of members who have Concluder characteristics. As a result, the procedures and systems necessary for monitoring detail and ensuring completion may not be in place.

Supporter/Nurturer

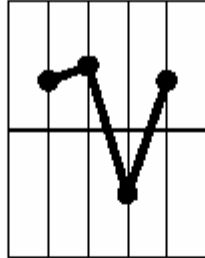
There appears to be a shortage of Supporter/Nurturer type people within the team. Therefore its members may not encourage co-operation or provide support for either each other or their customers. As such the team may be short of someone who can offer help when things are difficult.

Ms. Janice Morley

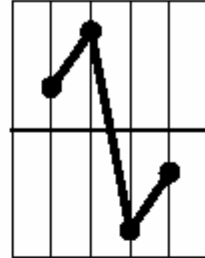
Ms. Janice Morley



Actual team



Ideal team



Role Factors	Limitations	Mid-zone	Strengths
Anchor			
Pioneer			
Specialiser			
Motivator			
Analyser			
Innovator			
Concluder			
Supporter			
Networker			

CONTRIBUTION TO THE TEAM

Ms. Morley's major contribution to the team is likely to be as follows:

SPECIALIZER

As a Specializer Ms. Morley prefers jobs where the main requirement is that of working to high standards and maintaining quality. Her strengths lie in specialist and technical areas. She has an analytical approach to problem solving and will use all of her systematic, precise and detailed attributes to evaluate all options before proceeding. Her motivation will come from a secure team environment, particularly with clearly defined objectives, operational procedures and limits of authority.

ANALYZER

Ms. Morley 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. Ms. Morley 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 specialized activities and therefore enjoys working in a team of like-minded members.

WORKING IN & WITH THE ACTUAL TEAM

Being reserved and serious Ms. Morley 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.

COMPARISON WITH THE IDEAL TEAM CULTURE

The Ideal Team Culture is calling for members with influencing skills. However, because of her reserved and serious nature Ms. Morley may not have the capacity to motivate and encourage those around her. Her personal style may not match the standard as defined and this could result in her feeling discomfort in a team that encourages its members to participate, communicate verbally and boosts the morale and personal esteem of those around them.

In conclusion, this cautious and logical individual could have difficulty coping in an environment that requires independent action. Ms. Morley adheres to rules and procedures and as such may feel frustrated by members who take a stubborn, strong-willed approach to situations. She likes to spend time analyzing facts and information and rather than encourage people to take independent action she may expect them to do the same. As such she could slow down the decision making process.

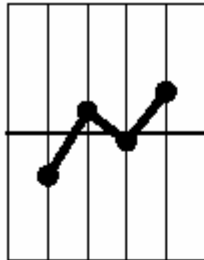
PLEASE NOTE

Ms. Morley'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.

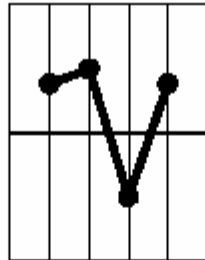
Equally, if Ms. Morley is able to modify her behavior in order to fit within the team, she is likely to be able to make her contribution without displaying any signs of frustration or pressure.

Ms. Sherri Sloane

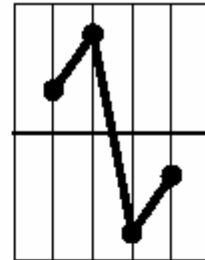
Ms. Sherri Sloane



Actual team



Ideal team



Role Factors	Limitations	Mid-zone	Strengths
Anchor	[Bar spanning from start to mid-zone]		
Pioneer	[Bar spanning from start to mid-zone]		
Specialiser		[Bar spanning from mid-zone to end]	
Motivator	[Bar spanning from start to mid-zone]		
Analyser		[Bar spanning from mid-zone to end]	
Innovator	[Bar spanning from start to mid-zone]		
Concluder	[Bar spanning from start to mid-zone]		
Supporter	[Bar spanning from start to mid-zone]		
Networker	[Bar spanning from start to mid-zone]		

CONTRIBUTION TO THE TEAM

Ms. Sloane's major contribution to the team is likely to be as follows:

SPECIALIZER

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

She is committed to maintaining high quality standards and ensuring that they are met. She is able to create and introduce new systems and procedures to cover all eventualities. Because of her need for accuracy, she may be intolerant of those who do not attempt to deliver work that is not as carefully researched or presented as she would like. She is a reluctant delegator, believing that others are unlikely to do the work as well as she could. There may be times, therefore, when she suffers from work overload. In spite of her intolerance of shoddy standards, she will invariably try to correct substandard work in a most diplomatic way, preferring to rely on written communication in order to avoid verbal conflict.

ANALYZER

Ms. Sloane 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. Ms. Sloane 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 specialized activities and therefore enjoys working in a team of like-minded members.

WORKING IN & WITH THE ACTUAL TEAM

Ms. Sloane is non-aggressive by nature and may not have the necessary drive and assertion defined in the Team Culture. Therefore, she is not likely to push herself and others in order to achieve tangible results and could have difficulty handling pressure and meeting tough deadlines. As a result, she may not be as quick as the standard suggests especially when it comes to achieving her goals and objectives.

COMPARISON WITH THE IDEAL TEAM CULTURE

The Ideal Team Culture is calling for assertive members. However, being non-demanding Ms. Sloane may find it difficult to handle pressure situations or meet tough deadlines. She may not be as quick as the standard requires and when it comes to achieving tangible results could fail to push herself and others with sufficient weight. As a result, she may be slower and more methodical in achieving her goals and objectives.

In conclusion, this cautious and logical individual could have difficulty coping in an environment that requires independent action. Ms. Sloane adheres to rules and procedures and as such may feel frustrated by members who take a stubborn, strong-willed approach to situations. She likes to spend time analyzing facts and information and rather than encourage people to take independent action she may expect them to do the same. As such she could slow down the decision making process.

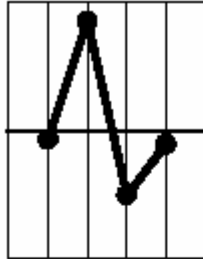
PLEASE NOTE

Ms. Sloane'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.

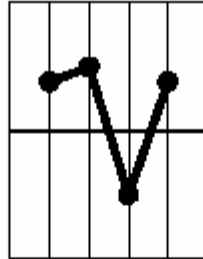
Equally, if Ms. Sloane is able to modify her behavior in order to fit within the team, she is likely to be able to make her contribution without displaying any signs of frustration or pressure.

Ms. Laura Kelly

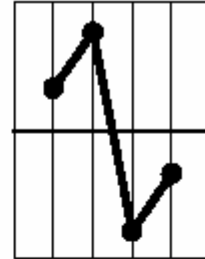
Ms. Laura Kelly



Actual team



Ideal team



Role Factors	Limitations	Mid-zone	Strengths
Anchor	██████████		
Pioneer	████████████████████		
Specialiser	██████████		
Motivator	██		
Analysar	██████████		
Innovator	██		
Concluder	██████████		
Supporter	████████████████████		
Networker	██		

CONTRIBUTION TO THE TEAM

Ms. Kelly's major contribution to the team is likely to be as follows:

MOTIVATOR

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

Being participative and democratic, she will encourage team members to enter into active debate and will solicit a lot of good ideas. Ms. Kelly, furthermore, is a confident promoter of her concepts and ideas and will present in an interesting manner.

INNOVATOR

Ms. Kelly has the ability to bypass convention, is strong willed and prepared to take risks in order to achieve the best results. As an Innovator, Ms. Kelly has the ability to conceptualize and develop new ideas. She has a demanding attitude and is a quick decision-maker. She is a self-starter and, unless the end result depends on it, she may resist team participation. Peers and team members may find Ms. Kelly's demanding, impatient and unconventional style somewhat difficult to relate to.

NETWORKER

As a typical Networker, establishing and maintaining contacts and relationships is the lifeblood of Ms. Kelly. She is a very good promoter of herself as well as her products and services. Ms. Kelly will come across both enthusiastically and confidently and generally win people over through her charm and engaging manner.

Ms. Kelly enjoys working with existing concepts and ideas and refining these by adding value or exploring alternative applications and uses. She is likely to build and maintain good positive relationships both internally and externally.

WORKING IN & WITH THE ACTUAL TEAM

Ms. Kelly is non-aggressive by nature and may not have the necessary drive and assertion defined in the Team Culture. Therefore, she is not likely to push herself and others in order to achieve tangible results and could have difficulty handling pressure and meeting tough deadlines. As a result, she may not be as quick as the standard suggests especially when it comes to achieving her goals and objectives.

Furthermore, this strong-willed and independent person may not exercise the necessary caution when taking action or making decisions. She is unlikely to analyze and provide analytical input or have the desire to improve and maintain quality and standards. Therefore, Ms. Kelly is unlikely to adopt a logical and systematic approach when developing organizational systems, which is not in line with the defined requirements.

COMPARISON WITH THE IDEAL TEAM CULTURE

The Ideal Team Culture is calling for assertive members. However, being non-demanding Ms. Kelly may find it difficult to handle pressure situations or meet tough deadlines. She may not be as quick as the standard requires and when it comes to achieving tangible results could fail to push herself and others with sufficient weight. As a result, she may be slower and more methodical in achieving her goals and objectives.

PLEASE NOTE

Ms. Kelly'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 Ms. Kelly is able to modify her behavior 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.

NETWORKER

Ms. Buchanan relates positively to a very wide range of people and personalities and is prepared to work at building worthwhile relationships. Her ability to search out, meet with and establish these important relationships should never be underestimated. She projects charm and enthusiasm which reinforces a warm and trusting image.

She can be persuasively self-promoting and has the natural ability to influence and captivate the attention of others. She has the capacity to adapt an idea to her own or the market's needs to good effect.

WORKING IN & WITH THE ACTUAL TEAM

When compared with the culture of the team Ms. Buchanan 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 analyze consequences before making decisions.

COMPARISON WITH THE IDEAL TEAM CULTURE

When comparing Ms. Buchanan's profile with the Ideal Culture set by the organization there are minor discrepancies. She has a good match in terms of her major strengths, which suggests that she is in line with the proposed culture. The differences in terms of the other factors are minor and although the emphasis in behavioral terms may not be totally the same when compared with the Ideal Culture Ms. Buchanan should feel comfortable with the standards set.

PLEASE NOTE

Ms. Buchanan's Personal Profile does not match 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 Ms. Buchanan is able to modify her behavior 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.