



Sample User

TEAMS & Values Sample

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Introduction to your TEAMS Style Report

Your TEAMS Style is a measure of your thinking and task preferences. The TEAMS Profile looks at the way people think and function best in a group or team environment. The TEAMS Profile breaks down the core functions of a group into five key roles performed by the group to carry out tasks and accomplish goals. The titles of the roles are:

- **T = Theorist**
- **E = Executor**
- **A = Analyzer**
- **M = Manager**
- **S = Strategist**

The TEAMS Profile does not measure ability, but rather preferences for the roles and key activities performed. When people are placed in their area of preference, productivity and job satisfaction increases and stress is reduced. The slogan "Together Everyone Achieves More" is not only catchy, it is the premise for team development. A strong team is formed of complementary roles, not conflicting roles. Utilizing all five roles has proven to work best to get the job done.

TEAMS Style Overview

Theorist

- Creator
- Visionary
- Idea Provider

Executor

- Procedural
- Implementer
- Standards Setter

Analyzer

- Practical
- Organizer
- Refiner of Methods

Manager

- Balancer
- Diplomat
- Facilitator

Strategist

- Goal Setter
- Plan Builder
- Problem Solver

Characteristics of each TEAMS Style

Theorist

- Creative problem solvers
- Their ability to think outside the box to create goals, processes, and timelines
- The team member that generates ideas, models, and hypothesis

Executor

- Doing things according to plan and doing them well
- Valued for being action-oriented, organized, and dependable
- The team member that implements the ideas, programs, and solutions developed by the team

Analyzer

- Accuracy, quality control, analytical
- They set high standards and weigh the risk vs. potential reward
- The team member that is always thinking of quality and refinement of the process or program

Manager

- Diplomatic, balanced approach to problem solving
- The ability to see a project from all the different team members' viewpoints
- The team member that facilitates and balances the needs of individuals

Strategist

- Simplify concepts, market ideas, provide solutions
- Finding ways to push ideas and overcome obstacles
- The team member that identifies and simplifies ideas to form a strategy and market concepts

Potential Limitations of each TEAMS Style

Theorist

- The higher the Theorist Style, the greater the chance for generating new ideas rather than focusing on completion of tasks.

Executor

- The higher the Executor Style, the greater the need for clearly defined processes and goals in order to be effective.

Analyzer

- The higher the Analyzer Style, the greater the chance of becoming bogged down in the details of the project and losing sight of the goal.

Manager

- The higher the Manager Style, the greater the chance for not balancing needs equally and losing sight of priorities needed to meet goals.

Strategist

- The higher the Strategist Style, the greater the chance of putting too high of expectancy on others or overinflating benefits/solutions.

Sample 's team role preferences

High Style: Executor

The Executor is the member of the team who implements the ideas, programs, solutions and initiatives developed by the team. They concern themselves with the process of carrying out and completing the tasks that need to be done. Executors will clarify all expectations and procedures before undertaking new projects, and will appreciate the procedures being in place before they begin to work on them. Once they understand the process, and have taken the opportunity to observe the results and compare them with previous projects, Executors are invaluable sources of information for making beneficial changes to the process. This is because Executors often have an extremely clear understanding of the elements that make up the process, and are excellent sources of information on bottlenecks, breakdowns, stoppages, etc. In sharing process information, Executors may provide some ideas regarding process improvement, but they do not typically see themselves as the source for new ideas in the group. However, the Executor will frequently feel uncomfortable volunteering information leading to procedural change, so one of the other team members will need to inquire, preferably in a nonthreatening manner. The Executor will be concerned about performing assigned tasks correctly and may take criticism personally. Also, Executors do not characteristically see themselves as "leaders," and prefer not to hold leadership roles.

Executors are valued for their precision and accuracy, and others know they can count on them. Their motto is, "Do things according to plan." They set personal standards for excellence that often exceed others' standards, but have the ability to carry those standards into the production process. When faced with procedural issues, they are able to solve them logically and methodically. They are naturals at putting the "finishing touches" on a project.

Their systematic, detail-oriented approach to operations is the core strength of the Executor. This approach often allows them to see impending problems before others might, and provide information to better accomplish the task.

The Executor tends to adopt a "wait and see" attitude, rather than taking charge of a situation. Seeking their input at regular intervals is important. Also, Executors need clearly-defined processes and goals in order to be effective.



TEAMS Style
Working within a team

Well constructed teams produce results and have a flow of energy and ideas that are easy to see.

For a team to have life, and for tasks to be accomplished, proper positioning of team members is critical.



Continued

Second Highest Style: Manager

The Manager is the member of the team who facilitates interaction between other team members and who oversees the implementation of various aspects of the plan. They tend to be sensitive and have high standards. Decisions are made after the gathering of facts and supportive data. Managers enjoy monitoring processes, interacting with team members, supervising production and otherwise ensuring that the project is moving to a successful close in a timely manner. Managers want to be accepted as members of the team and like to know exactly what is expected before they start new projects. As the ideas and tasks move back and forth between various team members, it is the Manager who will make sure that no one "drops the ball." Managers will have high levels of interaction with all members of the team. They are sensitive to the people around them and will do their best to make the environment pleasing for others. They do not like confrontation but will handle it. They are conscientious and persuade others through a combination of logic and emotion. Managers are equipped with the ability to act as a dominant leader if their parameters of authority require them to do so.

The Manager has the ability to clarify where and when ideas and concepts under development need to be moved from one member of the team to another. Their skill set allows them to move into the role of Theorist, Analyzer or Strategist when necessary, and they can function in that role for a period of time. Their real strength is the ability to see things from the perspective of one of the team members and help another member of the team to understand the concept from their own perspective, acting as a sort of "conceptual translator" for the team.

Managers are always considered when a leader is needed to move a project forward. They are able to communicate well with a large number of individuals, and also have the ability to delegate. Their attention to detail and inner drive causes others to respect them, and value their input into situations. Their keen ability to relate to others acts as a cohesive bond within the team, developing a strength and resiliency that adds depth.

The Manager may appear distant at times, especially when focused on solving a problem. While sometimes seeming a bit aggressive, their fairness and people skills soon have others remembering that they really want the best for all involved.



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Introduction to your Values Style Report

Your Values Style is a measure of your ideals and hidden motivators. The Values Profile looks at the underlying and hidden motivators that affect behavior. Whereas Personality Style (DISC) is observable and personality issues can be resolved with some effort, Values Styles are not as observable or easily resolved. Values are hidden and ingrained deep in our subconscious. The Values Profile assesses an individual's need to have four core values met in his/her life. All people share the following four Values Styles in varying degrees of intensity.

- **L = Loyalty**
- **E = Equality**
- **P = Personal Freedom**
- **J = Justice**

Knowledge of Values Styles can help people become more tolerant of individual differences to reduce conflict and increase understanding. In the workplace, long-term retention issues can be influenced when specific job values requirements correlate with an applicant's personal values. Hiring managers have found knowledge of a prospect's Values Styles critical to hiring decisions.

Values Style Overview

Loyalty

- Traditions
- Relationships
- Serving Others
- Responsible Living

Equality

- Respect
- Tolerance
- Individuality
- Fairness to All

Personal Freedom

- Opportunity
- Self-Fulfillment
- Challenge Norms
- Personal Creativity

Justice

- Honesty
- Sense of Right
- Common Goals
- Win-Win Situations



This chart below helps put the four Values Styles into perspective.

	Loyalty	Equality	Personal Freedom	Justice
Focus	Traditions	Self-expression	Self-Fulfillment	Inner honesty
Outlook	Recognizes authority	Friendly relationships	Personal goals & aspirations	Common good
Goal	Responsible Living	Self assertion & happiness	Self-satisfaction	Acceptance into group
Fear	Disloyalty to beliefs/people	Inner conflict/inequality	Loss of personal well being	Lack of personal harmony
Work Style	Meaningful involvement	Socially acceptable	Self-expressed individuality	Personal involvement

Potential Limitations of Each Style

Loyalty

- The higher the Loyalty Value, the greater the chance of being locked into a certain pattern of thinking.

Equality

- The higher the Equality Value, the greater the chance of losing track of day-to-day responsibilities.

Personal Freedom

- The higher the Personal Freedom Value, the greater the chance of win-lose situations developing.

Justice

- The higher the Justice Value, the greater the chance of overestimating personal energies and resources.



An iceberg is a good analogy to describe Values Styles and how they influence Personality Style. Personality and behavior are the areas of the iceberg we can observe, while values are hidden under the surface informing our decisions and driving our actions.

Internal Motivational Characteristics

Sample 's Hidden Motivators

High Style: Justice

The characteristics of individuals with a high Justice values style are:

- Finding fulfillment through meaningful relationships and seeking fair and workable solutions.
 - Bettering conditions of the environment for the common good, even at their own personal expense, as long as everyone will benefit.
 - Avoiding situations that are unjust or conflicting with a sense of inner honesty.
 - Improving the present quality of life even though the number of personal benefits may be decreased.
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- **Focus:** Inner honesty
 - **Outlook:** Seeks personal acceptance with others for the common good
 - **Goal:** Acceptance into the group
 - **Fear:** Lack of personal harmony and injustice
 - **Workstyle:** Personal involvement

The more energy expended towards Justice, the greater the chance of overextending personal energies and personal resources.

A person with a Justice values style is likely to say:

- "It doesn't matter if things are equal, as long as a 'win-win' situation exists."
- "To me, 'how to live' and 'how to play' are often more important than winning."
- "It is crucial to me that I have a positive impact on the world around me."
- "I take my responsibilities very seriously."
- "I am motivated to act primarily by my conscience."
- "I enjoy serving others and hold to a strong belief system revolving around everyone winning in some way."

A person with a Justice values style is likely to have a personal goal of acceptance with others. They may become overly demanding of themselves and what they can actually expect to accomplish within the limits of human energy and available resources. With a high Justice values style, one can become more effective by developing SELF-TOLERANCE and GREATER SELECTIVITY OF PROJECTS. They can do this by asking themselves these questions:

- "What can I suggest that will benefit and encourage everyone to do their part?"
- "How can we accomplish this goal without compromising our commitment to each other?"



Values Style
Internal Motivators

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Continued

Second Highest Style: Loyalty

The characteristics of individuals with a high Loyalty values style are:

- Focusing on people working together for the greater good.
 - Protecting from challenging situations by responsible living and pulling together.
 - Avoiding the loss of social respect from others.
 - Following the proper and correct way of doing things in accordance with established rules and authority.
 - Conforming to traditional patterns through personal commitments and promises.
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- **Focus:** On traditions
 - **Outlook:** Recognizes established authority
 - **Goal:** Responsible living
 - **Fear:** Loss of social respect/disloyalty
 - **Workstyle:** Meaningful involvement

The more energy expended towards Loyalty, the greater the chance of becoming locked into a pattern of thinking.

A person with a Loyalty values style is likely to say:

- "I attempt to correct situations in which others have failed to follow through on their commitments."
- "I expect others to share my work ethic and loyalty."
- "I am concerned about what others think of me."
- "I prefer to work within a cooperative group."
- "I do not strive for or seek immediate rewards or gratification."
- "I am very protective of my established 'way of life.'"
- "I am loyal to a mission or a belief system."

A person with a Loyalty values style is likely to have a personal goal of living in a responsible manner. This goal sometimes causes them to become more rigid and narrow-minded with others whose point of view differs from theirs. They like to align themselves with other loyal people who believe as they do. With a high Loyalty values style, one can become more effective by developing FLEXIBILITY and TEAMWORK. They can do this by asking themselves these questions:

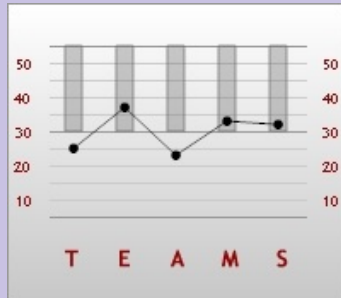
- "What can I suggest that will help everyone, and develop a sense of teamwork and commitment?"
- "Is there common ground or a common denominator upon which we can all agree?"



Values Style
Internal Motivators

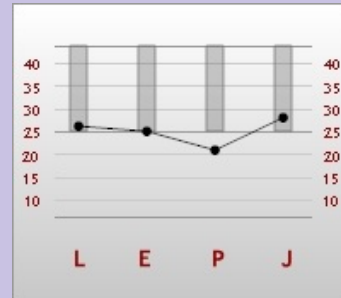
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Team Focus Graph



T=25, E=37, A=23, M=33, S=32

Work Values Graph



L=26, E=25, P=21, J=28

