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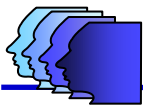
Work Behavior Inventory

Team Report

Team Name:

Field Marketing Group 2

12/13/2012

Powered By:

AAI *Live!*

Introduction

Realizing Your Team's Full Potential

Teams have the potential to accomplish more work than any individual could accomplish alone. A collection of individuals working independently will not have the same potential for high quality work that a well-functioning team could have. Team members can offer different perspectives on issues; they can brainstorm; they can provide support and they often share accomplishments and successes with one another. Certainly, working on teams can be very rewarding and there is tremendous potential for accomplishment.

Working as a team can be challenging for a very simple reason: teams are comprised of people. Working as a team usually requires individuals to work with others who are quite different from themselves. Team members will have different ways of approaching problems, communicating and interacting. **Becoming an effective team first requires understanding the differences among team members.** No two individuals are exactly alike; their preferred styles of communicating and working are often quite different.

This report will help you and your fellow team members better understand your team's preferred styles of working. In turn, this will help your team build a foundation of understanding that can lead to greater effectiveness.

How is This Report Organized?

For your convenience, this report is organized into the following sections:

1. **Introduction –** this section introduces you to the report, and provides the context for best applying the results.

2. **Team Graphic Summary –** this section provides a graphic summary depicting the boss's and each team member's individual scores, as well as the team's average scores. If a boss or team leader has been identified, his/her scores may be highlighted.

3. **Team Interpretation Highlights –** this section highlights the potential assets and cautions for the team's three highest and three lowest scores.

4. **Team Effectiveness Worksheets –** these worksheets will help you and your team members understand how the team's highest and lowest scores relate to team behaviors and effectiveness.

5. **Individual Effectiveness Worksheet –** this worksheet helps you to understand how you fit with the team and consider actions you might take to maximize your effectiveness.

6. **Taking Action –** this worksheet helps to create a plan of action for you and/or the team**.**

## How This Report Can Help Your Team

This report summarizes your team's results on the Work Behavior Inventory (WBI), a personality and work behavior assessment based on extensive research.

This report will help you and other team members better understand your team's "Group Personality" and related work styles behaviors. Such understanding can enable:

- ♦ Increased awareness of areas in which the team is likely to function very effectively and areas in which the team is likely to function less effectively.

- ♦ Enhanced appreciation of team members' work styles similarities and differences.

- ♦ Greater understanding of how team members might work more effectively with one another and leverage the work styles diversity of the group.

- ♦ Development of individual and team action plans to help improve performance.

Team members will gain most from this report if they first understand their individual WBI work style profiles.

Therefore, we strongly recommend providing individual WBI reports to each team member prior to reviewing this team report.
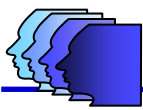
Introduction

What Information is Included?

The team's results are presented in terms of individual scores and team means on:

- 21 Work Styles scales related to the "Big Five" commonly recognized personality factors:
  - Extraversion
  - Agreeableness
  - Openness to Experience
  - Conscientiousness
  - Emotional Stability
- Leadership Styles
- Selling/Influencing Styles
- Behavioral Potential
- Occupational Fit
- Response Fidelity

It can be very useful to understand how the scores of team members compare to those of the Team Leader. Therefore, if a Team Leader has been identified, the Team Leader's scores are highlighted.

The report provides interpretive comments highlighting potential assets and cautions related to the team's scores on each of the above, as well as worksheets to help you consider the implication of the team's results for the group, and for you as an individual.
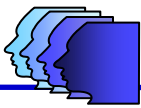
Interpreting Scores

In the Team Graphic Summary section on pages 4 and 5, scores are presented in terms of team members' percentile standing in comparison to a large and diverse sample of managers and professionals who have also completed the WBI. For example, an individual score of 40 on a scale would indicate that this person possess as much or more of this characteristic than 40% of managers and professionals in the norm group. Team Average scores simply represent the average score obtained by all team members on each scale.

With teams as with individuals, high scores are not necessarily better than low scores. Characteristics that are helpful in one setting may not be helpful in another and every high and low score reflects both potential assets and potential cautions. Your team's highest and lowest scores, with assets and cautions related to each, are presented in the **Team Interpretation Highlights** section on pages 6 and 7.

Completing the Team Effectiveness Worksheets

The Team Effectiveness Worksheets are designed to help you and your team get the most from this report. It allows you to build on the information provided in this report. The worksheets are relatively simple and include:
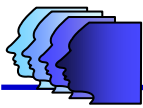
- **Team Effectiveness Worksheet – Highest Scores** – Answer questions on the implications of the highest scores for the team.
- **Team Effectiveness Worksheet – Lowest Scores** – Answer questions on the implications of the lowest scores for the team.
- **Individual Effectiveness Worksheet** – Answer questions about enhancing your contributions to team effectiveness.
- **Taking Action** – Write down action steps for enhancing your and the team's effectiveness.
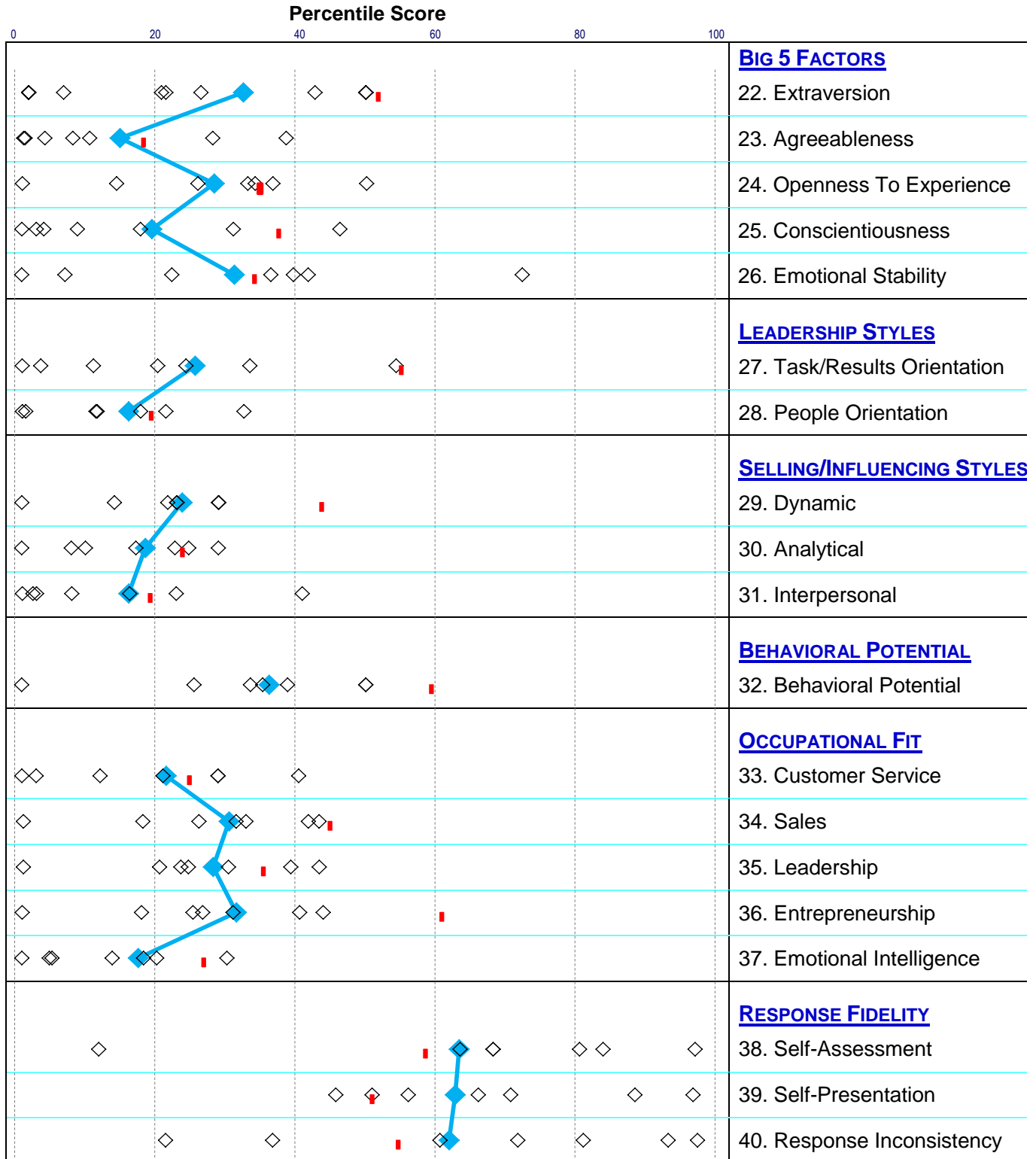
Team Graphic Summary

Legend:
- ✦ Average of all members within the team
- ▮ Boss, manager, or team leader
- ◇ Team member

Percentile Score

Scale: 0 — 20 — 40 — 60 — 80 — 100

EXTRAVERSION
1. Sociability
2. Leadership
3. Influence
4. Energy

AGREEABLENESS
5. Cooperation
6. Concern for Others
7. Diplomacy

OPENNESS TO EXPERIENCE
8. Adaptability
9. Innovation
10. Analytical Thinking
11. Independence

CONSCIENTIOUSNESS
12. Achievement
13. Initiative
14. Persistence
15. Attention to Detail
16. Dependability
17. Rule Following

EMOTIONAL STABILITY
18. Self-Control
19. Stress Tolerance
20. Self Confidence
21. Emotional Awareness

Team Graphic Summary

Legend:
- ◆ Average of all members within the team
- ▮ Boss, manager, or team leader
- ◇ Team member

Percentile Score

Scale	
BIG 5 FACTORS	
22. Extraversion	
23. Agreeableness	
24. Openness To Experience	
25. Conscientiousness	
26. Emotional Stability	
LEADERSHIP STYLES	
27. Task/Results Orientation	
28. People Orientation	
SELLING/INFLUENCING STYLES	
29. Dynamic	
30. Analytical	
31. Interpersonal	
BEHAVIORAL POTENTIAL	
32. Behavioral Potential	
OCCUPATIONAL FIT	
33. Customer Service	
34. Sales	
35. Leadership	
36. Entrepreneurship	
37. Emotional Intelligence	
RESPONSE FIDELITY	
38. Self-Assessment	
39. Self-Presentation	
40. Response Inconsistency	

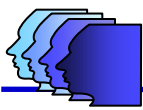# Team Interpretation Highlights

Your Team's Highest Scores

Like individuals, teams have a "Group Personality" that reflects their pattern of high and low scores on the work styles scales of the Work Behavior Inventory. Below are your team's highest average work styles scores:

♦ **Independence.** Independence refers to an individual's style in working without guidance and making decisions without the support of others. This includes their likelihood of making decisions without the guidance of others, figuring out things for oneself, working independently with little or no supervision, and making decisions on one's own and accepting the consequences.

♦ **Stress Tolerance.** Stress Tolerance refers to an individual's style in dealing with emotional pressure. This includes their likelihood of working calmly and effectively in difficult situations, accepting criticism and not having feelings easily hurt, not becoming overwhelmed by problems, and quickly recovering from disappointments.

♦ **Influence.** Influence refers to an individual's style of persuading individuals and groups. This includes their likelihood of changing the opinions of others, selling ideas or products, negotiating and debating issues, and deploying strategies to influence individuals or groups.

As is true of individuals, every high and low team score reflects both potential assets and cautions, as shown below:

POTENTIAL ASSETS	POTENTIAL CAUTIONS
Your team scored **High** on **Independence**: ♦ The team will welcome opportunities to set its own direction; it will rarely seek guidance from superiors or others. ♦ The team will be most effective in entrepreneurial or leadership roles where it can set its own goals and take responsibility for results.	Your team scored **High** on **Independence**: ♦ The team may not seek input or guidance when it could be helpful; the team may be perceived as too independent. ♦ Team members may not leverage each others' knowledge and skills; the group may function more as a collection of independent individuals than as a true team.
Your team scored **High** on **Stress Tolerance**: ♦ The team is likely able to reduce stress productively; members will not let stress overwhelm them. ♦ Team members are likely able to think rationally and remain productive in stressful situations; the team is not likely to blow small annoyances out of proportion.	Your team scored **High** on **Stress Tolerance**: ♦ Others may bring additional problems to the team if they perceive that the team handles them with ease. ♦ The team may not notice issues that are stress provoking for others; others may get the impression that team members are not emotionally invested in work.
Your team scored **High** on **Influence**: ♦ The team is probably able to convert outsiders to its point of view quickly; it is likely very good at selling its ideas and bargaining. ♦ Team members likely enjoy debating with one another and will put effort into preparing strong arguments.	Your team scored **High** on **Influence**: ♦ The team may be perceived as pushy or manipulative; and may be perceived as influencing others to satisfy members' personal agendas. ♦ Team members may be too argumentative and unwilling to compromise.

Remember that these are only "potential" assets and cautions that may or may not actually apply to your team. Whether or not they become real for the team will depend on the environment within which the team operates, the type of tasks the team is called on to carry out, and the individual team member work style scores that make up the team averages, including those of the Team Leader.

Team Interpretation Highlights

Your Team's Lowest Scores

Below are your team's lowest work styles scores, and the potential assets and potential cautions associated with them:

♦ **Cooperation.** Cooperation refers to an individual's style of collaborating with and assisting coworkers and teams. This includes their likelihood of collaborating with others, assisting and supporting team members and goals, helping build group morale, and actively working to resolve conflict within teams.

♦ **Rule Following.** Rule Following refers to an individual's style in following prescribed behavioral norms. This includes their likelihood of consistently following policies, regulations and laws, assuring that behavior is compliant and respecting and following rules, even if they don't agree with them.

♦ **Concern for Others.** Concern for Others refers to an individual's style of compassion and support of others. This includes their likelihood of being sensitive to others' needs and feelings, being understanding and helpful to others, being compassionate in providing advice, and providing high levels of service to others.

Again, these scores reflect both potential assets and potential cautions:

POTENTIAL ASSETS	POTENTIAL CAUTIONS
Your team scored **Low** on **Cooperation**: ♦ Because team members likely prefer to work individually rather than in groups, the team is not likely to meet just for the sake of meeting. ♦ Team members will be inclined to stick to their principles and not give in easily to the will of the group.	Your team scored **Low** on **Cooperation**: ♦ Team members may prefer to work on tasks individually when the issue at hand could be better addressed by a true team effort. ♦ Team members may be more focused on their own goals than on those of the group; they may be reluctant team players.
Your team scored **Low** on **Rule Following**: ♦ The team is willing to bend the rules if necessary for goal accomplishment, and is not likely to be bound by trivial rules. ♦ The team will challenge rules that appear to be unnecessary and may succeed in getting unnecessary rules changed.	Your team scored **Low** on **Rule Following**: ♦ The team may be perceived as untrustworthy because of its willingness to bend the rules. ♦ The team may engage in questionable activities to accomplish its goals.
Your team scored **Low** on **Concern for Others**: ♦ The team is able to focus on the task at hand without being distracted by sympathy for individuals or a need to help people. ♦ The team is well-suited to work in settings where difficult and impartial decisions are made about others (e.g., downsizing situations, the military).	Your team scored **Low** on **Concern for Others**: ♦ The team may hurt others' feelings unnecessarily, may overlook opportunities to help others; and might be perceived as cold and uncaring. ♦ Because team members tend not to show empathy or sympathy for others; conflicts within the group may be provoked or prolonged.

Improving Team Effectiveness

As noted, whether your team's potential assets or potential cautions come to the forefront will depend on the environment within which the team operates, the kind of tasks the team is called on to perform, and the work styles of the individual team members and the Team Leader. Teams can maximize their potential assets and minimize their potential cautions by analyzing and discussing the positive and negative implications of the team scores. Each team member can also contribute to team effectiveness by analyzing how his or her own work styles scores compare to those of other members, and the implications of those work style differences for team effectiveness.

The worksheets on the next pages are provided to help teams and individual team members consider the implications of their scores and develop plans to work together more effectively.
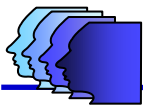
Team Effectiveness Worksheet—Highest Scores

What are the implications of the team's <u>highest</u> scores with regard to:

Communication

- Communicating among all team members?

- Selling and promoting the group's ideas?

Collaboration and dealing with conflict

- Fostering participation?

- Resolving internal disagreements?

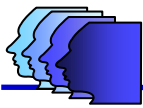### Problem solving and managing change

- Being receptive to new ideas?

- Embracing change in productive ways?

Driving execution and getting results

- Defining goals and milestones?

- Persisting in the face of obstacles, addressing the details, and meeting deadlines?

Dealing with stress and pressure

- Bouncing back from setbacks (emotional resilience)?

- Remaining confident in the face of disappointments or failure?

Team Effectiveness Worksheet—Lowest Scores

What are the implications of the team's **lowest** scores with regard to:

Communication

- Communicating among all team members?

- Selling and promoting the group's ideas?

Collaboration and dealing with conflict

- Fostering participation?

- Resolving internal disagreements?

Problem solving and managing Change

- Being receptive to new ideas?

- Embracing change in productive ways?

Defining goals and getting Results

- Defining goals and milestones?

- Persisting in the face of obstacles, addressing the details, and meeting deadlines?

Dealing with stress and pressure

- Bouncing back from setbacks (emotional resilience)?

- Remaining confident in the face of disappointments or failure?
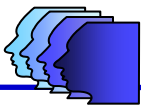
Individual Effectiveness Worksheet

Your Own Work Styles in Relation to the Team

Now consider your individual WBI work styles scores in comparison to your team's scores. In what <u>two</u> important work styles are your scores <u>similar</u> to those of other team members? In what <u>two</u> important work styles are your scores most <u>different</u> from those of other team members?

How have you seen these similarities and differences play out in your interactions?

What specific actions can you personally take to maximize your own effectiveness as a member of this team?

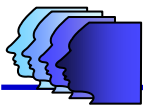
<u>Two Work Styles Most Similar to Team:</u>

How do these similarities play out when interacting with your team?

Actions for maximizing your effectiveness:

<u>Two Work Styles Most Different from Team:</u>

How do these differences play out when interacting with your team?

Actions for maximizing your effectiveness:

Taking Action

What development actions should be taken by you and/or the team?

Development Area # 1:

Development Objective:	Action to Take:	
Who is Involved:	Resources:	Time Frame:

Development Area # 2:

Development Objective:	Action to Take:	
Who is Involved:	Resources:	Time Frame:

Development Area # 3:

Development Objective:	Action to Take:	
Who is Involved:	Resources:	Time Frame:

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