

## TEAM MASTER REPORT

*The following report is produced confidentially to help management determine capabilities of employees' talents and tendencies.*

### Participants

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Team Leader

**Baldwin, Alex (AB)**

Team Member Name Key

**Bergen, Candace (CB)**

**Barrymore, John (JB)**

**Annison, Jennifer (JA)**

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### Attitude Index Scale

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- A) Planning Needs**
  - B) Use of Emotions**
  - C) Communication Skills**
  - D) Rules/Others' Emotions**
  - E) Recognition Needs**
  - F) Work Environment/Stress**
  - G) Interaction with Others**
  - H) Work Confrontations**
  - K) Competitive Needs**
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## Overview of Key Tendencies Indicated By

### Baldwin, Alex (AB)

- > Dislikes emergencies and chaos in work place.
- > Likes to work in systematic, step-by-step fashion.
- > Unplanned changes in direction disliked.
- > Able to handle limited amounts of rejection from co-workers.
- > Empathetic when dealing with needs and desires of others.
- > Dislikes new situations which interrupt status quo.
- > Can easily follow-through on familiar daily tasks.
- > Remains flexible when choosing alternatives.
- > Tolerant of other's needs to follow their personal guidelines.
- > Concentrates on working for financial rewards.
- > Needs assurance of job security to work at optimum level.
- > Likes a balanced atmosphere which includes a variety of tasks. Interacts on a 'need to know' basis.
- > Telephone calls considered an intrusion.
- > May let others take advantage of good nature.
- > Can defend position in some conflicts but may allow others to dominate if situation continues.
- > Likes to be member of 'business family'.
- > Succeeds best in atmosphere of harmony and compatibility.

Details on these tendencies and how they affect the working environment with selected subordinates are outlined on the following pages.

## Overview of Key Tendencies Indicated By

### Bergen, Candace (CB)

- > Likes to plan each day's activities and work the plan.
- > Has no problem handling routine detail assignments.
- > Can change directions with limited notice.
- > Can balance emotional pleas with logic in making decisions.
- > Has ability to reprimand or fire subordinates when necessary.
- > Dislikes new situations which interrupt status quo.
- > Can easily follow-through on familiar daily tasks.
- > Remains flexible when choosing alternatives.
- > Tolerant of other's needs to follow their personal guidelines.
- > Needs assurance of security in position.
- > Work output increases with words of encouragement.
- > Generally handles crisis situations well but may eventually crumble if they become constant.
- > Likes interacting with others at work.
- > Habitually scans long documents instead of reading them.
- > Doesn't like to 'rock the boat' or disturb 'status quo'.
- > May go to great lengths to avoid confrontations.
- > Likes to be member of 'business family'.
- > Succeeds best in atmosphere of harmony and compatibility.

Details on these tendencies and how they affect the working environment with selected subordinates are outlined on the following pages.

## Overview of Key Tendencies Indicated By

### Barrymore, John (JB)

- > Can change directions at a moments notice.
- > Personal detail work considered a low priority.
- > Likes excitement of 'beating deadlines' and may create situations which allow this challenge.
- > Able to handle limited amounts of rejection from co-workers.
- > Empathetic when dealing with needs and desires of others.
- > Works in 'bursts' of energy separated by slack periods.
- > Impatient with tasks requiring little imaginative input.
- > Inventive by nature.
- > Sees most situations as either 'right or wrong'.
- > Highly developed sense of guilt.
- > May respond with increased performance if offered a bonus or commission.
- > Generally handles crisis situations well but may eventually crumble if they become constant.
- > Likes interacting with others at work.
- > Habitually scans long documents instead of reading them.
- > May let others take advantage of good nature.
- > Can defend position in some conflicts but may allow others to dominate if situation continues.
- > Likes to be member of 'business family'.
- > Succeeds best in atmosphere of harmony and compatibility.

Details on these tendencies and how they affect the working environment with selected subordinates are outlined on the following pages.

## Overview of Key Tendencies Indicated By

### Annison, Jennifer (JA)

- > Likes to plan each day's activities and work the plan.
- > Has no problem handling routine detail assignments.
- > Can change directions with limited notice.
- > Can balance emotional pleas with logic in making decisions.
- > Has ability to reprimand or fire subordinates when necessary.
- > Has realistic outlook on length of assigned task.
- > Enjoys solving new problems.
- > Can bend to other's opinions as long as certain areas aren't violated.
- > Relies on ability to judge 'fairness' in dealing with others.
- > Concentrates on working for financial rewards.
- > Needs assurance of job security to work at optimum level.
- > Generally handles crisis situations well but may eventually crumble if they become constant. Interacts on a 'need to know' basis.
- > Telephone calls considered an intrusion.
- > Doesn't like to 'rock the boat' or disturb 'status quo'.
- > May go to great lengths to avoid confrontations.
- > Likes to be member of 'business family'.
- > Succeeds best in atmosphere of harmony and compatibility.

Details on these tendencies and how they affect the working environment with selected subordinates are outlined on the following pages.

(A) Planning Needs

AB(Team Leader) (9-12)

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JB (1-4)

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CB, JA (5-8)

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Level of PLANNING Concern by Team Leader

**Baldwin, Alex(AB)**

AB feels life should be structured, and planning is the key to a successful career. Being extremely careful to cover all the details of a project, AB requires an organized environment for complete satisfaction. A superior needs to assure AB that submitted work follows company guidelines. AB will expect no less from other team members, requiring them to complete their work in a highly structured manner. AB will delegate responsibilities only to those having the same respect for order and correctness.

AB's Interaction Concerning PLANNING With

**Barrymore, John(JB)**

JB requires mental room to roam and dislikes highly structured environments. AB will immediately clamp down on JB and require attention to details. Maximum stress on both sides will be the result as JB fights for independence and freedom from AB's imposed mental structuring.

AB's Interaction Concerning PLANNING With

**Bergen, Candace(CB), Annison, Jennifer(JA)**

CB and JA have a healthy respect for the details required to complete a project but not to the same degree as AB. The imposition of a highly structured environment will be taken in stride. Filling out reports on time and meeting deadlines become a routine part of the day and pose no hardship. On occasion, either CB and JA will get upset over what they all consider to be as ridiculous and unnecessary restraints in the name of organization. In the long run, these probably will prove to be only minor irritants.



**(C) Communication Styles**

**AB(Team Leader) (1-4)**

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**CB (1-4)**

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**JA (5-8)**

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**JB (9-12)**

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COMMUNICATION Style of Team Leader

**Baldwin, Alex(AB)**

AB receives all data through the five senses. Inwardly considered a reasonable person, what AB can't see, hear, feel, smell or touch doesn't exist. AB likes to show direct, down to earth, bold action that turns into concrete, tangible results. AB is totally caught up in the moment at hand, concentrating on the present and not being hampered by the past or the future. AB has an affinity for proven facts and doesn't want to get bogged down in abstract ideas that can't be supported. AB believes in giving a maximum effort to getting it done rather than discussing can it be done. AB presents the appearance of having tunnel vision, since the adoption of new methodologies is more difficult.

AB's Interaction With COMMUNICATION Style(s) of

**Bergen, Candace(CB)**

CB has the same attitude toward intangibles as AB and also likes to demonstrate direct, functional action. CB likes to be physically shown, as opposed to being verbally told what needs to be done. CB prefers to finish assignments to their conclusion before starting something new. Practical, real results as the best reward and actions, not words, are best understood. AB should fully understand how to teach CB something new in the way CB learns best.

AB's Interaction With COMMUNICATION Style(s) of

**Annison, Jennifer(JA)**

JA has a more open mind to new ideas than AB, but also sees the necessity to be practical and down to earth on a daily basis. This creates the capacity to get the job done while considering something new or unproven as viable alternatives. AB's overwhelming need to be practical is understood by JA but considered a little too much on many occasions. This will irritate AB who would prefer that JA stop daydreaming and get back to work on assigned task.

AB's Interaction With COMMUNICATION Style(s) of

**Barrymore, John(JB)**

AB will be confused by many of JB's broad, sweeping statements and constantly struggle to understand them. JB prefers to think about the unlimited possibilities and considers mundane, day-to-day tasks as interruptions to what might and could be done if only AB would listen. These opposing attitudes toward what is important in life could cause a strain on communications. AB will constantly be holding JB back

from going on wild goose chases while trying to get things accomplished each day. Although many of JB's ideas are pure fantasy, once in awhile a rose blooms in the desert and AB should be cautioned not to throw them all out as useless. JB and AB have totally different methods of sending and receiving information and the biggest danger is in missed communications.



**(E) Recognition Needs**

AB(Team Leader) (1-4)

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JA (1-4)

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CB, JB (5-8)

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## REWARDS Considered Important by Team Leader

**Baldwin, Alex(AB)**

AB tends to concentrate on the financial rewards received for doing a good job. This is a reliable, common sense approach to life, in AB's judgment. Personal job standards are more important than approval from superiors. Job satisfaction comes from personal knowledge that AB has worked hard and mastered the challenge. AB will object to being required to attend business meetings on personal time, considering such activities as a waste of money that could be included in paychecks. Those who take risks to gain recognition, status, or fame, are considered misguided souls who don't understand the real reason why people work - for money. AB likes to handle problems without help from others and is frustrated when this is not possible.

## AB's Interaction With REWARD Needs of

**Annison, Jennifer(JA)**

JA finds security from within, not from outside sources. Performance is consistent and predictable. JA is able to concentrate on the problem- solving aspects of the job and can be counted on to finish work assignments on time. Like AB, JA doesn't seek recognition from superiors. Instead, JA considers a bigger paycheck as suitable reward for a good job. AB will be able to manage JA effectively since they both have the same basic attitudes about the work place.

## AB's Interaction With REWARD Needs of

**Bergen, Candace(CB), Barrymore, John(JB)**

CB and JB understand that work is a necessary part of life and endeavor to get as much done as possible each day. Their work output will increase if AB offers occasional words of encouragement and praise. A steady paycheck and benefits are also primary, however, and provide the sense of security needed for concentration and high performance. AB can best motivate them by recognizing their efforts and challenging them to do it again. Another motivator would be to offer some type of small bonus for beating deadlines or enhancing the quality of finished products or services.







## (K) Competitive Needs

AB(Team Leader) (1-4)

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CB, JB, JA (1-4)

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### COMPETITIVE NEED of Team Leader

#### **Baldwin, Alex(AB)**

AB likes to be a member of a "business family". The idea of having to compete as a regular part of daily duties is disliked. Group compatibility is a primary motivator which shouldn't be violated. Those who upset the work environment by trying to include contests or other comparative type activities are quickly brought back in line by AB. Harmony and fairness become the overall goal.

### AB's Interaction With COMPETITIVE NEEDS of

#### **Bergen, Candace(CB), Barrymore, John(JB) Annison, Jennifer(JA)**

CB, JB, and JA also consider compatibility as one of the most important ingredients in their work environment. They agree with AB that those who attempt to destroy the team effort by being individualistic should be chastised and "brought back in line" with the needs of the group.