

Building the Best Team Series



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Building the Best Team Series

Part 1: Live Virtual Session

- Team Insights and Discovery: Understanding Our Individual & Team Profiles

Part 2: Four on-demand recorded sessions (complete 1 per week)

- Learn the stages of team development and how you can best leverage this to understand your current team dynamics
- Understand the essentials for creating a culture of trust and respect for the value all members bring to the team
- Gain insights into daily behaviors and practices to enhance communication and collaboration
- Discover key enablement factors that must be in place for optimal team performance

Part 3: Live classroom learning application sessions facilitated by Intek training team

- Applying our learning from Part 1 and 2 in facilitated learning exercises and discussions

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Exactly how is this going to help me/my team?



- Help you understand your own style characteristics that drive your workplace behaviors
- Help you understand how to best leverage your natural strengths
- Provide insights into how others may perceive you, and any challenge areas or derailers that could be addressed to increase your effectiveness
- Create better understanding and less frustration when working with others who may express themselves differently
- Learn to adapt your style to connect more effectively and build more constructive workplace relationships based on an understanding of the value each style brings to the team
- Identify key interpersonal characteristics to leverage to accelerate your professional success and team success



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We use data and a scientific approach to talent optimization to help individuals, teams, and organizations **achieve more.**



*Leadership Development
Coaching/Consulting
Assessments/Diagnostics
Teambuilding/Team Development*



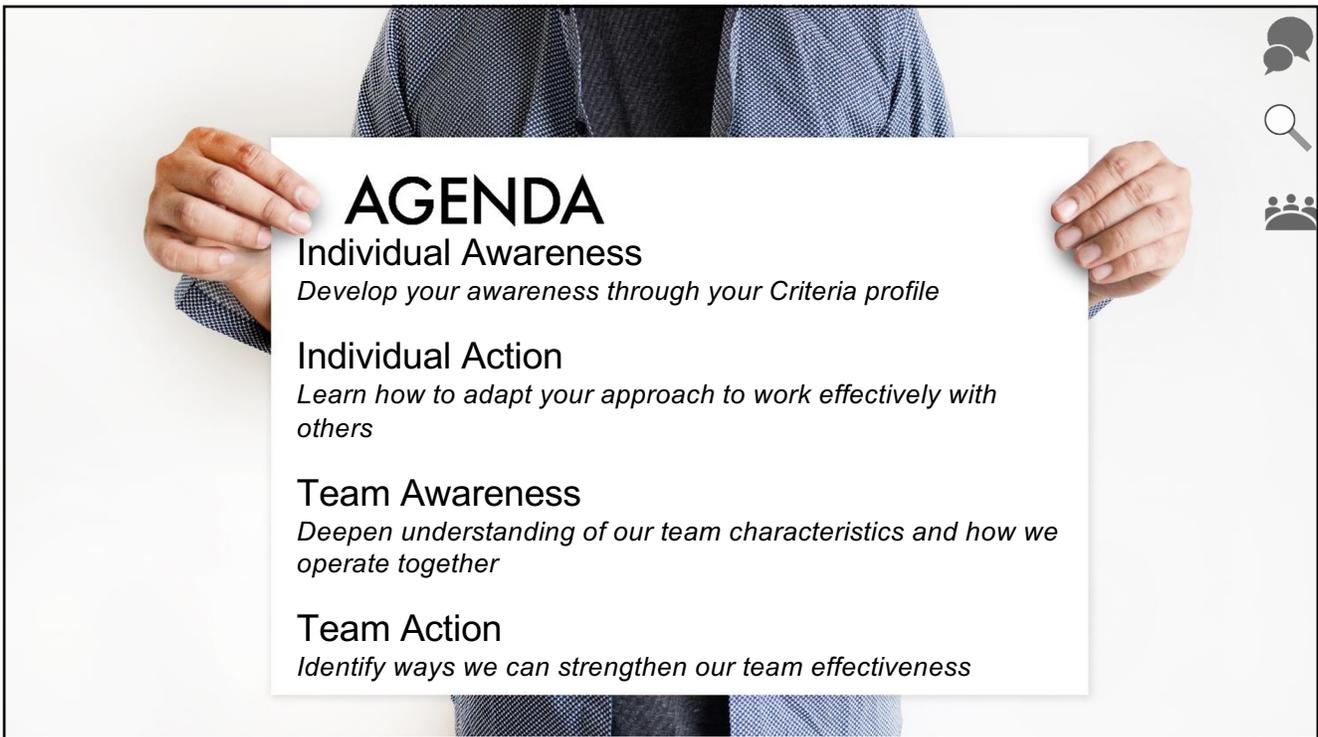
Tracy Nelson, SPHR, CPTD
President/Chief Talent Officer
Aspire Talent Group

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Part 1
Team Insights and Discovery: Understanding Our Individual & Team Profiles
Tracy Nelson, SPHR, CPTD, & Jon Zulawski, SPHR, CPTD
Aspire Talent Group

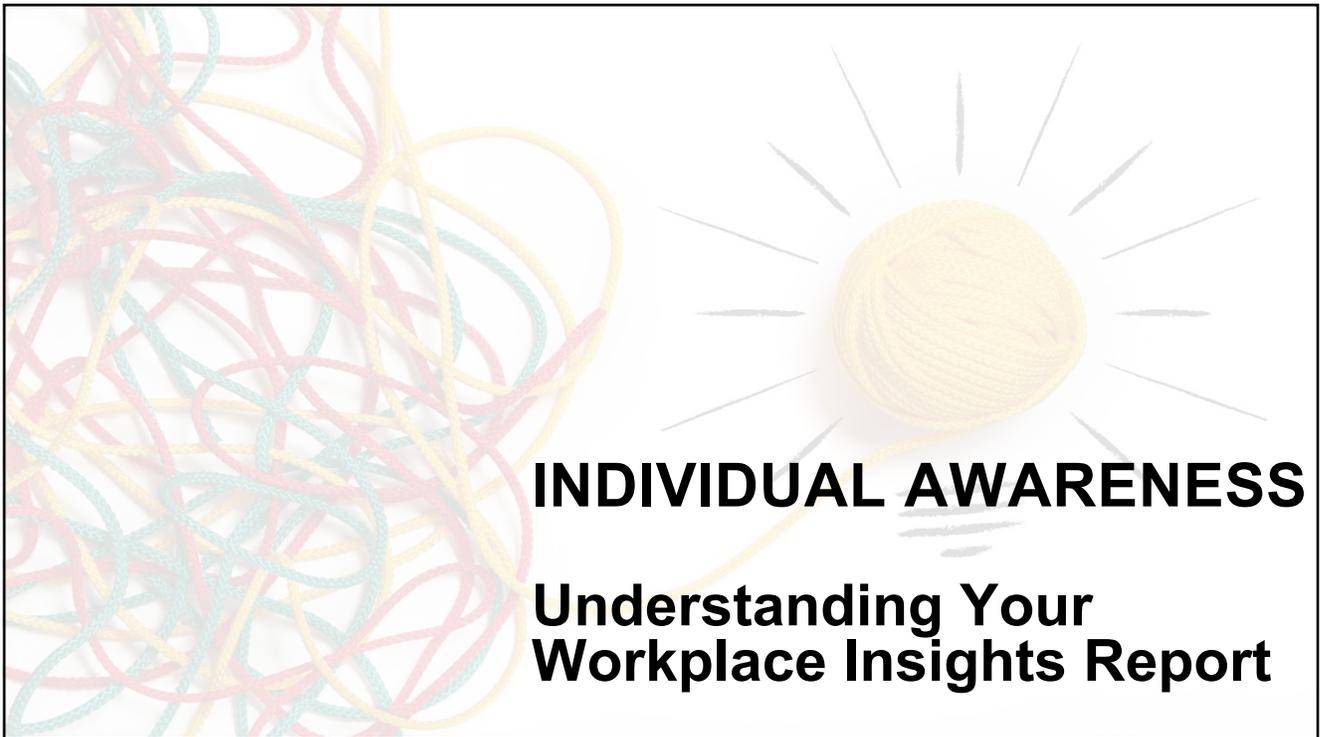
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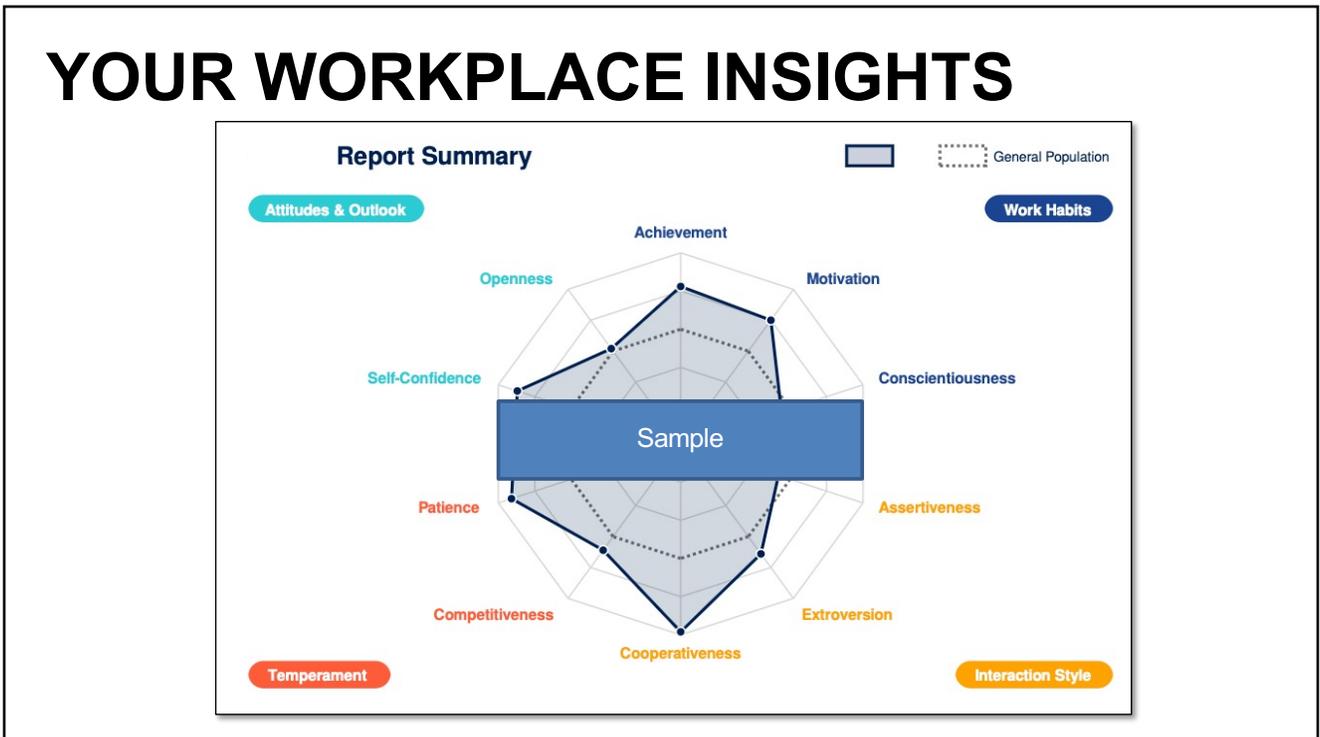
AGENDA

- Individual Awareness**
Develop your awareness through your Criteria profile
- Individual Action**
Learn how to adapt your approach to work effectively with others
- Team Awareness**
Deepen understanding of our team characteristics and how we operate together
- Team Action**
Identify ways we can strengthen our team effectiveness

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QUALITIES



<ul style="list-style-type: none"> Achievement Impulsive to Goal Oriented Conscientiousness Spontaneous or Laid-Back to Dependable or Self-disciplined Extroversion Introverted or Low-Key to Extroverted or Sociable Competitiveness Relaxed to Competitive Self-Confidence Timid or Lacks Self-Assurance to Self-Confident 	<ul style="list-style-type: none"> Motivation Mellow to Committed or Driven Assertiveness Deferential to Forceful or Dominant Cooperativeness Aggressive or Independent to Accommodating Patience Impatient to Patient Openness Conventional or Traditional to Experimental or Creative
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VALUES

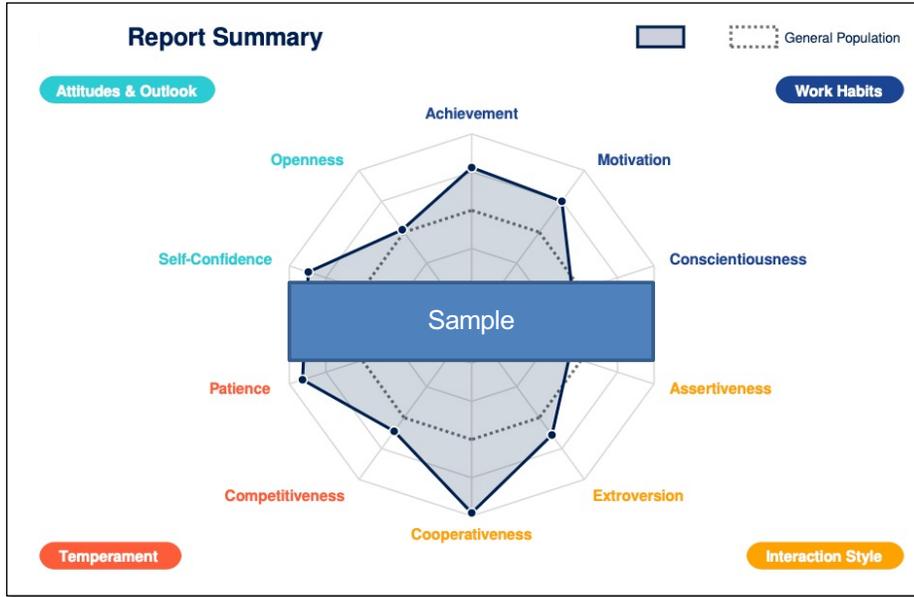


- Passion:** Continuous pursuit of perfection in everything we do
- Integrity:** Demonstrate mutual respect, trust and honesty at all times, even when no one is looking
- Innovation:** Incorporate our unique talents, creativity and technology to build collaborative internal and external partnerships
- Fun:** Cultivate a friendly, supportive and fun work environment through open communication, teamwork, and celebration of achievements
- Safety Health & Environment:** A personal and professional commitment to protecting employees, suppliers, customers, and community

- Achievement
- Motivation
- Conscientiousness
- Assertiveness
- Extroversion
- Cooperativeness
- Competitiveness
- Patience
- Self-Confidence
- Openness

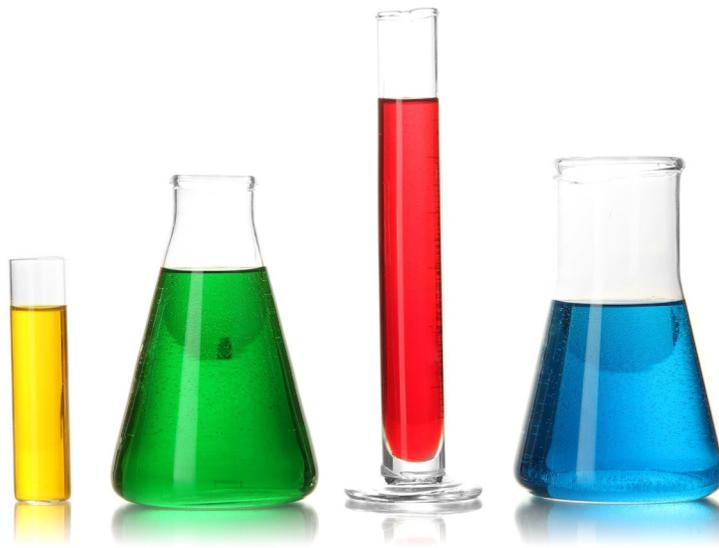
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YOUR WORKPLACE INSIGHTS



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Everyone is a unique blend...



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YOUR WORKPLACE INSIGHTS

Notable Traits

You can be described as:

Goal-Oriented

Values achievement, sets goals, and prioritizes achieving them

Cooperative

Values social harmony, inclined to seek common ground

Patient

Accepting and tolerant of delays or challenges

Self-Confident

Self-assured and secure

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YOUR WORKPLACE INSIGHTS

Work, Communication & Interaction Style



Goal-Oriented.

You tend to be goal-oriented and intent on meeting or exceeding the expectations set for you. You have good follow-through on tasks when engaged with your work.



Motivated.

Possessing an inner drive, you are likely committed to achieving certain goals that are of personal importance. Team members will generally perceive you as being motivated and driven to succeed, provided that the goals are clear.



Very Cooperative.

You are likely to be very cooperative and obliging, which suggests that you will value harmony in a group situation as opposed to advancing your own interests. You are likely to place a strong emphasis on treating others fairly and with respect, which should see you viewed as someone who is considerate, trustworthy, and perhaps even selfless. Cooperativeness is a trait well suited to service-oriented roles.

Temperament, Attitudes & Outlook



Very Patient.

You are likely to be extremely tolerant of obstacles, setbacks, and others. Others may describe you as being calm and level-headed when under pressure, and unflustered by challenges and setbacks. You tend to have a relaxed outlook on life and come across as easy-going, but this may mean that others perceive you as not acting with urgency.



Self-Confident.

You are generally self-assured and confident. You likely have faith in your abilities and are not overly prone to self-doubt.

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YOUR WORKPLACE INSIGHTS

Strengths & Potential Challenges

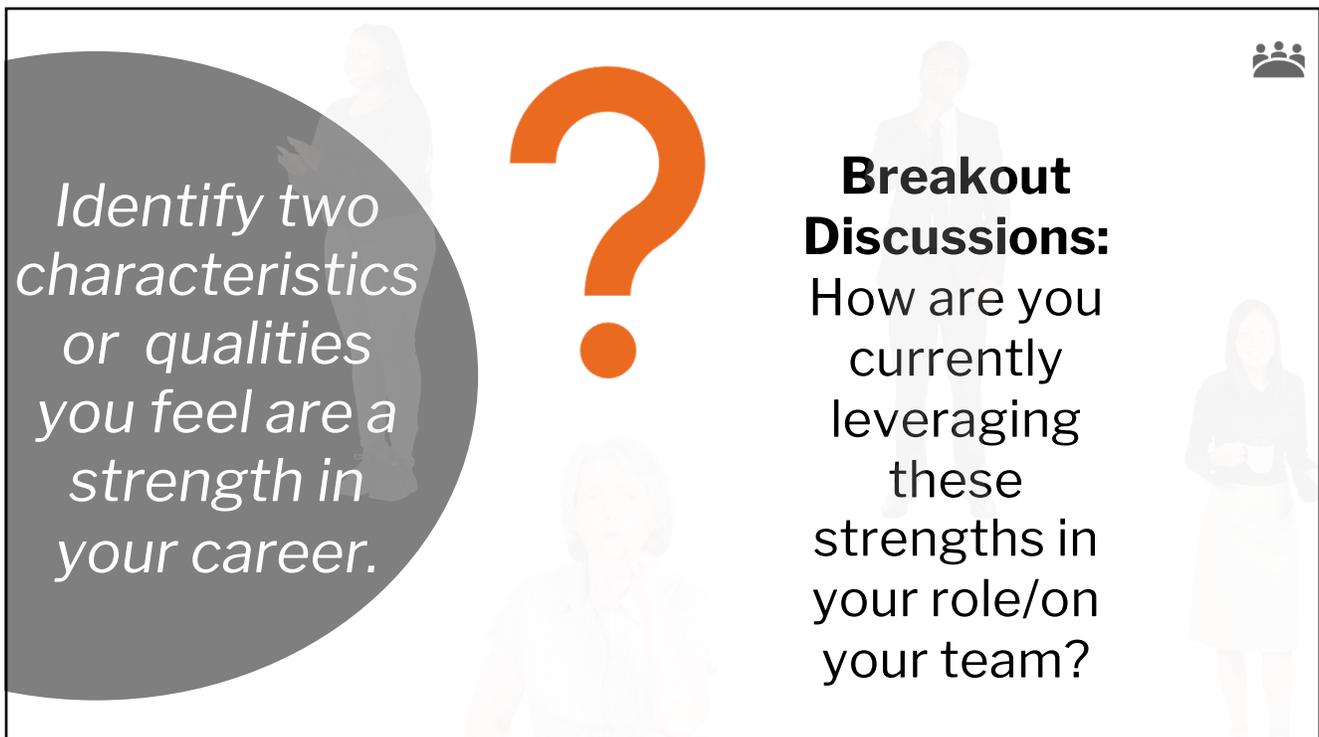
Strengths

- You will generally have good follow-through and be attentive to goals.
- You are likely a "self-starter" who will not be difficult to motivate, provided the job expectations are clear.
- Neither consistently assertive nor overly deferential, you will be assertive in some situations and not in others.
- You will likely go out of your way to accommodate other people. Your agreeable nature means you should be highly coachable, with an ideal profile for service-oriented roles.
- Ambiverts like you tend to be flexible enough to have potential suitability for a variety of roles, including those that emphasize social interactions and those that do not.
- Highly tolerant of frustrations and easy-going by nature, you are likely to bring a sense of calm and stability to collaborative tasks. You are likely to be more accepting of setbacks than most, and tend to be unruffled by the presence of stress or pressure.
- A high level of self-confidence suggests you will generally be free from self-doubt.

Potential Challenges

- Highly cooperative individuals like you can sometimes place too much emphasis on accommodating everyone's needs. In leadership roles, you may need to make tough decisions that do not suit everyone in the team - this may be challenging for you.
- Given your highly tolerant and relaxed nature, you may find it uncomfortable if required to act with a great sense of urgency when the situation calls for it.

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Identify two characteristics or qualities you feel are a strength in your career.

Breakout Discussions:
How are you currently leveraging these strengths in your role/on your team?

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YOUR WORKPLACE INSIGHTS: Development Opportunities

Development Suggestions

Work Habits

Achievement-oriented by nature, you will benefit from being challenged to achieve even greater effectiveness in a role and to look for opportunities to further refine your strengths and apply them for greater impact.

Your motivation and drive are best harnessed by prioritizing activities in a way that optimizes your ability to achieve results. You should look for places where you can add the greatest value and use your natural drive to deliver in areas of impact.

Attitudes & Outlook

Knowing when to take a creative approach is important to accomplishing goals. However, there are also times when using tried and true methods are best for getting things done. The balance is in understanding the situation at hand, quickly learning the relevant history of what has already been attempted, and capitalizing on the more effective strategy.

When approaching a new task you may feel more confidence than is warranted. It's important to ensure that your confidence and self-assurance do not inhibit your willingness to prepare in advance. Often, success is the result of planning and effort.

Interaction Style

Some interactions call for a more direct approach, whereas others may require a gentler touch. When engaging with others, you should make sure to consider the situation, the people involved, and the context to help you determine the level of directness that is warranted.

You are likely someone who will put other people's needs before your own. This is likely to make you a cooperative team player. However, you will be well served by remembering that there are times where you need to put your own interests first. In doing so, you may be better positioned to help others as well as yourself.

Effective performance is often a combination of getting things done and interacting well with others. There are times when remaining focused on getting work done is the best approach and times when spending more time engaging with others is beneficial. It may benefit you to take a moment to consider the right balance for a particular job and where you may need to rebalance.

Temperament

Given your highly tolerant and patient nature, you are likely to feel uncomfortable being rushed or pressured by others into taking immediate action. Your prioritization of stable and calm relationships can mean you are unlikely to tell others when they have disappointed you. Understanding that your time, effort, and opinions are valuable may help increase your comfort with voicing your opinions when others don't meet your expectations.

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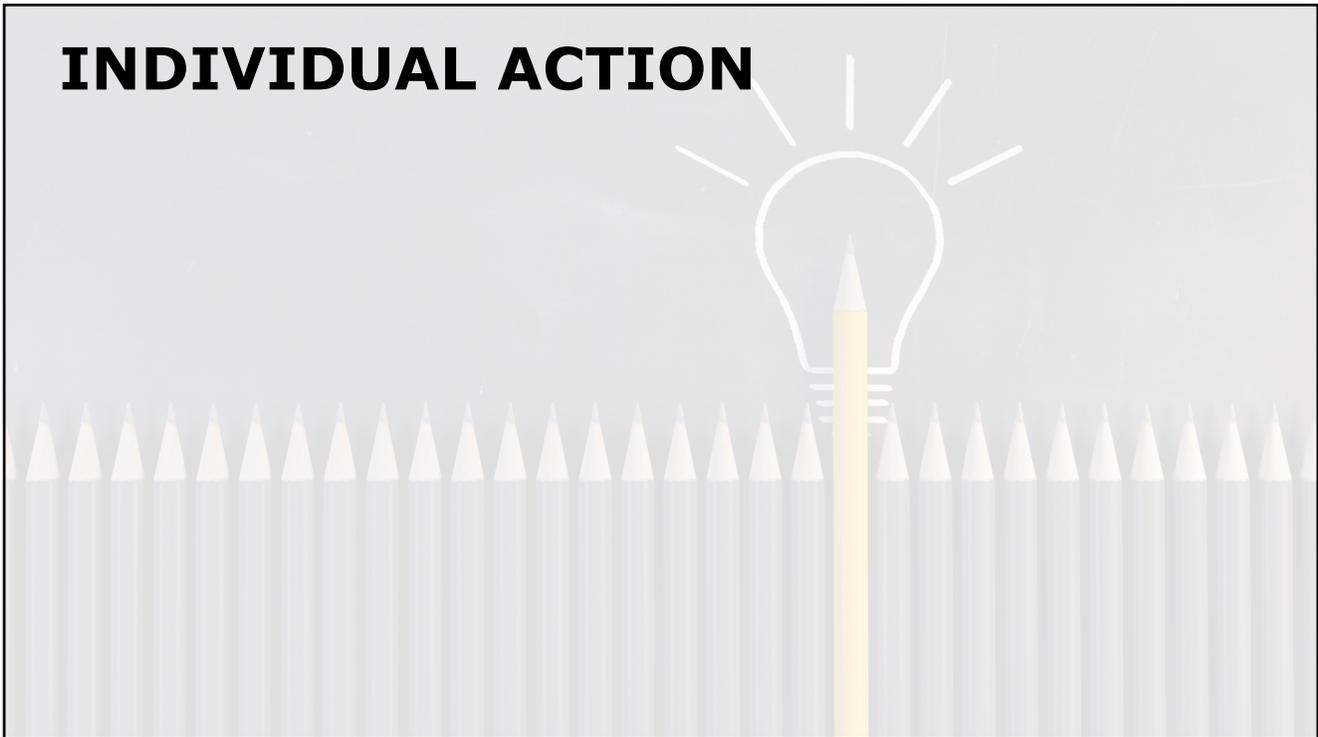
YOUR WORKPLACE INSIGHTS: Challenges & Motivators

Workplace Challenges & Motivators

The following section relates common workplace situations to your behavioral preferences, to better understand how your potential may be best realized. Situations that may be comfortable or motivating for some people may be stressful or de-motivating for others. Below is a list of common workplace situations together with an indication of how each may impact you.



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<p>LEVERAGE STRENGTHS</p> <p>UNDERSTAND CHALLENGE/ DEVELOPMENT AREAS</p> <p>MAKE ADJUSTMENTS</p>	 <p><i>What value do your strengths bring to your team?</i></p> <p><i>What challenge areas or development opportunities do you see?</i></p> <p>What action can you take, using this information, to create stronger working relationships?</p>
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INDIVIDUAL ACTION REFLECTION & BREAK

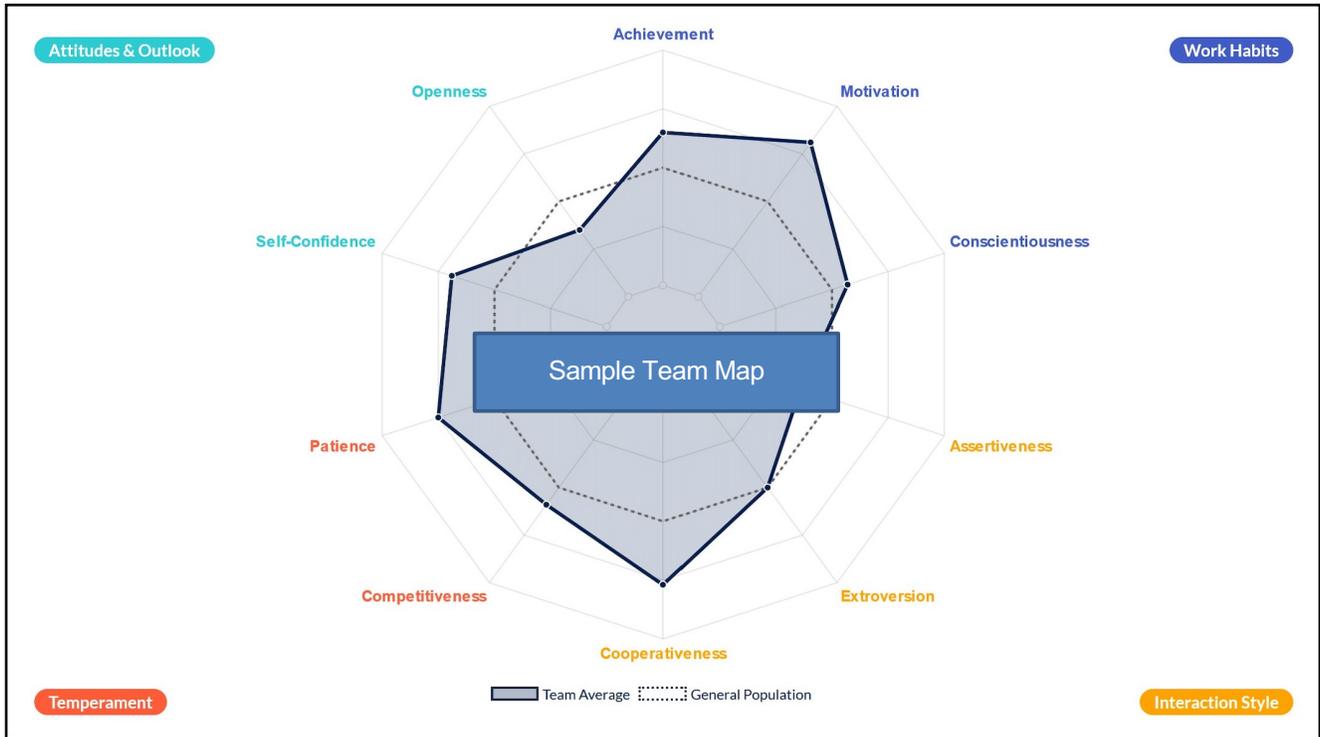
**What action(s) can
you take to create
stronger working
relationships?**

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TEAM AWARENESS



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Sample Team Map

This smaller version of the radar chart is included for reference. It shows the same comparison between the team average and the general population across the 11 traits.

What qualities are you seeing that are represented most strongly on your team?

What traits are you seeing as less represented on your team?

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SCENARIO

You recently learned that you must work with the leader of another team on a project impacting both of your teams.

You have two months to complete the project. The other leader, Gil, is your peer within the organization.

You have a meeting with Gil to begin the work.

MacBook

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SCENARIO



Gil:

“OK, so we just got this project ... and honestly, I don’t even understand why we have to do this, but whatever - we have to get it done!

Now, we’ve been given a deadline of 2 months. My team is going to need some big-time help from you all to meet this, and I sure hope you’re up for it. Let’s also be clear, that just because we have 2 months doesn’t mean we have to take that long. I say we can do better - let’s aim for being done at least 2 weeks early.

To make that happen I’d like for us, by the end of today, to have 3 of your people working on X; they need to have their work to me by Monday at which point I can get them started on the next steps.”

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SCENARIO

What type of **interaction style(s)** do you feel Gil is demonstrating?

What **strength(s)** could Gil bring and what potential **challenge(s)** could arise?

What **work habit(s)** do you feel Gil is exhibiting?

How might you **respond** to Gil in this situation?

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SCENARIO

You have been asked to help plan the upcoming staff appreciation event with three other organizational leaders.

The workgroup has been given full autonomy to plan the event and was only directed to stay within the identified budget.

Your first planning meeting is this afternoon.

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SCENARIO

Samira:

“OK everybody (*flashing a huge smile*), all eyes on me. We have our annual staff appreciation event coming up and I want to make this the best event ever!

Last year the feedback was positive, but not one person mentioned that they had fun!!!! NOT ONE!

So, this year let’s really knock their socks off! I’m thinking, instead of our standard welcome, we should do a skit. We can get all dressed up and do a performance... it’s going to be fantastic!”



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SCENARIO

What type of **interaction style(s)** do you feel Samira is demonstrating?

What **strength(s)** could Samira bring and what potential **challenge(s)** could arise?

What **work habit(s)** do you feel Samira is exhibiting?

How might you **respond** to Samira in this situation?

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VALUE ALL QUALITIES

Each quality can bring a strength such as ...

Quality	Strengths
A (Curious)	See the big picture Push the group ahead Open to change Imaginative and Creative
W (Commitment to achieve goal)	Dependable & organized Follow through Inspire & motivate others Delegate authority
T (Surpass expectations)	Cope with frustration Manage complex situations Levelheaded under pressure Tolerant of obstacles
I (Self-expression)	Social or outgoing Teamwork Take lead from others Maintain harmony

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BREAKOUT DISCUSSION:

Team Action Planning

- I believe we can best leverage our team strengths by...
- I believe we could strengthen our team, **enhance team relationships**, and create greater team **effectiveness** by....

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Additional Resources

My Profile-Talent Insights Collaboration Guide

- provides an overview of how you and one other person on your team compare in communication style, work style, and thinking style, as well as tips to enhance how to work together more effectively

Collaboration Guide Workplace Insights

Collaboration Guide

This guide provides an overview of how you and Jeni compare in communication style, work style, and thinking style. Within the guide there are also tips to help you work more effectively together. SP JS

Communication Style

You and Jeni both appear to be moderately sociable and outgoing and, at times, comfortable initiating social interactions.

Jeni has a stronger preference for letting others lead conversations than you, who may share your point of view when you feel it is important.

Tips

- Decide with Jeni on the most appropriate way to communicate given the task at hand, as you may both be flexible in your approach.
- Let Jeni know ahead of time what you'd like their thoughts on and then invite them to share during that meeting.

Work Style

Jeni prefers not to compete with others, whereas you may balance a drive to win with getting along with others.

Jeni likely prefers to work on conventional or familiar tasks, whereas you may enjoy more novelty than they do.

Tips

- Work with Jeni to keep yourselves on track and accountable for achieving your external targets.
- Given your flexibility, consider adapting your work style to suit Jeni's preferences for more conventional work approaches.

Thinking Style

Jeni has a strong preference for considering input from others when making decisions, whereas you are moderately comfortable making decisions on your own.

During decision making, Jeni is likely to favor practical or conventional options, whereas you may consider more creative options from time to time.

Tips

- Involve Jeni in the decision-making process by asking open-ended questions and seeking their opinions.
- When making a decision with Jeni, be mindful that they may not always be as open to more creative options, so emphasize the pragmatic benefits of your ideas.

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Additional Resources for Managers

Team Personality Report:

- Shows how team members work according to 10 behavioral traits with notable traits identified for the team

Team Personality Report Criteria

Team Name: Sonya's Team

This section shows how your team members work according to 10 different behavioral traits. Notable traits are marked with a 🔥 and most strongly characterize your team.

Cooperativeness Notable Trait

The Cooperativeness scale indicates a person's level of comfort in working closely with others and in taking the lead from others. The team is generally agreeable and collaborative. This should enhance relationships, although it may also slow decision-making.

Aggressive, Independent Accommodating

What this means for... **Getting Along With Others**

Many on the team are cooperative and feel comfortable taking direction from others. While collaboration is often beneficial, there are also times when independence is warranted. Knowing the difference can speed action while maintaining lasting relationships.

Motivation Notable Trait

The Motivation scale is intended to represent a person's inner drive, commitment to achieve, and the strength of inner emotions, needs, and values. The team is intrinsically motivated, and may not care as much about external motivators and rewards.

Easy-going Driven, Committed

What this means for... **Productivity**

In terms of motivation, the team is predominantly self-driven. External factors, such as compensation and praise matter, but are not the main driver.

Team Personality

The Workplace Insights report shows how your team members work according to 10 different behavioral traits. Notable traits are marked with a 🔥 and most strongly characterize your team.

Self-Confidence Notable Trait

The Self-Confidence scale is an indicator of the level of confidence and self-assurance an individual brings to his or her work.

Motivation Notable Trait

Team members vary with regard to self-assuredness. Some may be overconfident, whereas others could use a little more encouragement.

Patience Notable Trait

What this means for... **Productivity**

In terms of patience, team members are more self-assured than others. Those on the higher end are more likely to trust their own judgment and act accordingly. However, not everyone fits this line, but there may be times when the task requires the challenge inherent in the wait. Meanwhile, those on the lower end are flexible to act or require an external prompt of encouragement. Managing both accordingly will be important.

Extroversion Notable Trait

Openness Notable Trait

Achievement Notable Trait

Competitiveness Notable Trait

Assetiveness Notable Trait

Conscientiousness Notable Trait

The Motivation scale is intended to represent a person's inner drive, commitment to achieve, and the strength of inner emotions, needs, and values. The team is intrinsically motivated, and may not care as much about external motivators and rewards.

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The Cooperativeness scale indicates a person's level of comfort in working closely with others and in taking the lead from others.

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NEXT STEPS

Individual Reflection Questions

- What value does your strengths bring to your team?
- What challenge or opportunity areas do you see for yourself?
- What action(s) can you take, using this information, to enhance how you interact with others?

Team Reflection Questions

- I believe we are leveraging our strengths by...
- I believe we could strengthen our team and enhance team relationships and effectiveness by...
- The action I will take is...

4-Part Weekly Recorded Sessions

- Learn the stages of team development and how you can best leverage this to understand your current team dynamics
- Understand the essentials for creating a culture of trust and respect for the value all members bring to the team
- Gain insights into daily behaviors and practices to enhance communication and collaboration
- Discover key enablement factors that must be in place for optimal team performance

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Part 1

Team Insights and Discovery: Understanding Our Individual & Team Profiles

Tracy Nelson, SPHR, CPTD, & Jon Zulawski, SPHR, CPTD

Aspire Talent Group

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