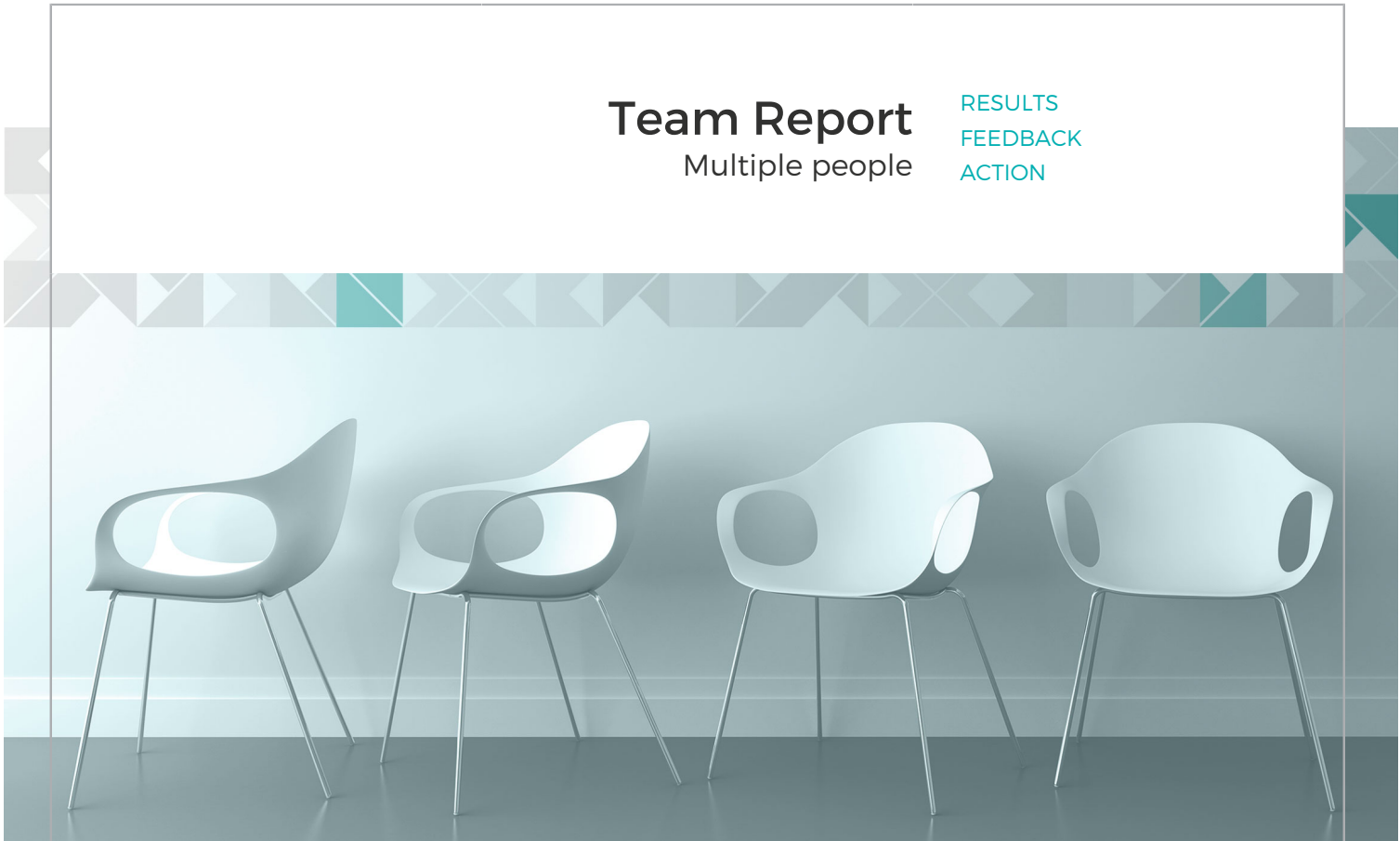




## Team Report

Multiple people

RESULTS  
FEEDBACK  
ACTION



PROVIDED BY

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# INTRODUCTION

This report will provide you with valuable information about how you and members of your team can work together to achieve team-oriented objectives and overall organizational goals. Most importantly, it is intended to provide you with a deeper understanding of one another so you can work together more effectively.

## What's in this report?

RESULTS	FEEDBACK	ACTION
Each team member's assessment results placed together on nine behavioral scales	Feedback for each scale based on your and the team's responses	Team averages and personalized tips

## What does the assessment measure?

This report includes scales for nine behavioral traits measured by the assessment.

### BEHAVIORAL TRAITS

- Behavioral Traits are commonly observed actions that help define who you are.
- Each scale is defined by two opposing, but equally valuable, end points.
- One side of the continuum is not better than the other.

## How will this report help me?

- This report is designed to give you a deeper understanding of your team by allowing you to easily see how each person behaviorally compares to you and to one another.
- An increased understanding of how you and your teammates differ in behavioral tendencies has the potential to help you in daily interactions and conflict resolution.
- You may use this report to identify potential conflicts or difficulties so you can act before they develop into real problems.

# RESULTS SUMMARY

## John with Engineering Team

Your team's results for the assessment are depicted on the **nine behavioral scales** below. The numbers indicate how many people from your team fall on that point of the continuum, and your placement is labeled with "you" (you are included in the number). The subsequent pages will provide further explanation along with team member initials for each score.

### Pace

Overall rate of task completion



### Assertiveness

Expression of opinions and need for control



### Sociability

Desire for interaction with others



### Conformity

Attitude on policies and supervision



### Outlook

Anticipation of outcomes and motives



### Decisiveness

Use of speed and caution to make decisions



### Accommodation

Inclination to tend to others' needs and ideas



### Independence

Level of preference for instruction and guidance



### Judgment

Basis for forming opinions and making decisions



# PACE

Pace Overall rate of task completion



See the appendix for full names and corresponding initials.

## What does Pace look like for this team?

When it comes to pace, some people are very patient and good with routine while others tend to be more fast-moving and comfortable with tight deadlines. Most members of your team appear to prefer working at a steady pace, yet there are some who may act with more urgency. If the work environment is moderate or people's roles are conducive to their preferences, this may not be a problem. But if this team insists on steadiness and working methodically, it may frustrate the more fast-moving members of your team.

### Points to consider

- Like you, many of your teammates may benefit from clearly defined yet forgiving timelines for projects or task completion.
- Most of this team, including you, excels at sedentary or repetitive work, but you may need to lend a hand with this to your teammates who prefer more urgency.
- When workloads reach extremes or deadlines are very tight, you and your steady-paced coworkers may need to call on your fast-paced teammates who tend to thrive under pressure.

# ASSERTIVENESS

**Assertiveness** Expression of opinions and need for control



See the appendix for full names and corresponding initials.

## What does Assertiveness look like for this team?

When it comes to assertiveness, some people are very diplomatic with little need for control while others tend to be more competitive and eager to take charge. Most members of your team appear to be forceful, yet there are some who tend to be more unassuming. The forceful members of the team tend to be direct and willing to take charge, which is probably appreciated by the unassuming people. However, this dynamic could become unhealthy if the forceful team members struggle for authority or drown out the voices of the unassuming team members.

### Points to consider

- Like you, the majority of your team tends to be direct when giving feedback and communicating necessary changes.
- If you and your forceful teammates don't agree on goals or issues, you may experience conflict and need someone to mediate to resolve the situation.
- To ensure that you and your forceful teammates don't overpower the unassuming ones, clear boundaries should be established.

# SOCIABILITY

**Sociability** Desire for interaction with others



See the appendix for full names and corresponding initials.

## What does Sociability look like for this team?

When it comes to sociability, some people are more introverted and like to keep to themselves while others tend to be more extraverted and people-oriented. Most members of your team appear to be outgoing, yet there are some who tend to be more reserved. This could be a healthy dynamic as long as people's roles are conducive to their preferences. However, if the outgoing majority push for too much collaboration, it may be frustrating for their reserved teammates who like some time to work in isolation.

### Points to consider

- Unlike the majority of your team, you tend to be fairly reserved and private.
- Because you tend to carve out a bit more personal space in your work environment than many of your coworkers, they may feel less welcome to approach you.
- Most of your team prefers more social interaction, so keep the lines of communication open and agree to work collaboratively when it could lead to better outcomes.

# CONFORMITY

## Conformity Attitude on policies and supervision



See the appendix for full names and corresponding initials.

## What does Conformity look like for this team?

When it comes to conformity, some people are more willing to question the status quo while others tend to prefer to work within the rules. Most members of your team appear to be compliant, yet there are some who tend to be more strong-willed. The majority generally accept policies and procedures, while the more strong-willed frequently poke holes in them. Then compliant members may think the strong-willed ones are uncooperative, while the strong-willed people may think the compliant should employ more scrutiny.

### Points to consider

- Like you, the majority of your team tends to be willing to follow directions laid out by supervisors and typically works well within the bounds of managerial constraints.
- You generally accept the advice and guidelines of those in authority.
- While you tend to be compliant, some members of your team tend to resist authority.

# OUTLOOK

Outlook Anticipation of outcomes and motives



See the appendix for full names and corresponding initials.

## What does Outlook look like for this team?

When it comes to outlook, some people are cautious and look for evidence while others tend to be optimistic and accepting. Most members of your team appear to be skeptical, yet there are some who may be more trusting. While the majority of your team tends to be questioning in an effort to uncover problems, there are some who are more willing to accept things at face value. The skeptical members of the team may think the trusting people aren't critical enough, while the trusting members may think the skeptical people are too pessimistic.

### Points to consider

- Unlike the majority of your team, you tend to assume the best and accept ideas and people at face value.
- You tend to be receptive and trusting, so your teammates may be comfortable sharing ideas with you.
- While you may be quick to see the benefits of an idea, listen carefully to your more skeptical colleagues for their more critical perspective.



# DECISIVENESS

**Decisiveness** Use of speed and caution to make decisions



See the appendix for full names and corresponding initials.

## What does Decisiveness look like for this team?

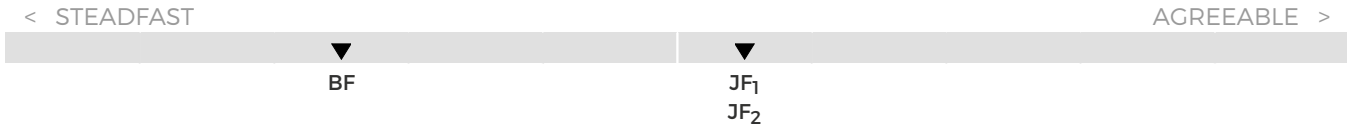
When it comes to decisiveness, some people are methodical and like to analyze their options while others tend to decide quickly and accept the risk of making the wrong decision. Most members of your team appear to be deliberate in making most decisions, yet there are some who may be more bold. The majority of the team carefully considers information before making decisions, but may have trouble when an urgent response is required. The bold portion of the team, however, will almost always decide quickly, but they may not take advantage of available time to more carefully consider all the options.

### Points to consider

- Like you, the majority of your team may be unwilling to accept much risk in its decisions.
- You and many of your teammates are usually cautious and methodical in your decision-making process.
- Because you think carefully about possible solutions when making critical decisions, you may appear indecisive to your bold colleagues.

# ACCOMMODATION

**Accommodation** Inclination to tend to others' needs and ideas



See the appendix for full names and corresponding initials.

## What does Accommodation look like for this team?

When it comes to accommodation, some people are willing to express disagreement while others tend to be harmonious and amenable. Most members of your team appear to be agreeable, yet there are some who tend to be more steadfast. The majority of the team is generally cooperative, but they may hold back valuable ideas that go against the group consensus. On the other hand, the steadfast part of the team will voice their opinions, but because they stand by their positions, they may have trouble reaching compromises.

### Points to consider

- Like you, the majority of your team may downplay their ideas to let others have their way.
- You and many of your teammates tend to be agreeable and cooperative, and you're likely quite comfortable working with one another.
- Unlike the steadfast members of your team, you may struggle with taking opposing views, even if it would lead to a better end result.

# INDEPENDENCE

Independence Level of preference for instruction and guidance



See the appendix for full names and corresponding initials.

## What does Independence look like for this team?

When it comes to independence, some people seek support and guidance while others may prefer to set their own direction. Most members of your team appear to be autonomous, yet there are some who tend to be more reliant on a high degree of instruction. The majority of your team is generally self-sufficient, but may take liberties when it's not appropriate to do so. On the other hand, those who are reliant recognize the need for guidance, but may have some difficulty developing plans autonomously.

### Points to consider

- Like you, the majority of your team tends to be comfortable handling new problems independently.
- You and your autonomous teammates may prefer to carry out tasks with minimal guidance or instruction.
- Unlike your reliant colleagues, you may not recognize opportunities that would benefit from collaboration.

# JUDGMENT

**Judgment** Basis for forming opinions and making decisions



See the appendix for full names and corresponding initials.

## What does Judgment look like for this team?

When it comes to judgment, some people tend to follow their instincts and gut feelings while others may prefer to rely on logic and objectivity. Most members of your team appear to be factual, yet there are some who tend to be more intuitive. The majority of team members make decisions using logic and evidence, but they may neglect the importance of feelings and extenuating circumstances. On the other hand, those who are more intuitive use personal experience and feelings to make decisions, but they may overlook important facts and data.

### Points to consider

- Like you, the majority of your team may feel more confident about decisions that are based on all the relevant data.
- You may prefer to gather a large volume of factual information before making a decision.
- Unlike your intuitive colleagues, you may feel that emotions are best left out of decision making.

# SUMMARY & ACTION

This report was designed to provide you with a better understanding of how the characteristics of your team members fit with one another. Perhaps more importantly, you can see how work-related behaviors of team members fit with your own. When everyone's needs are taken into account, the team will likely be able to perform to its fullest potential.

Below are the team averages for each behavior.  
Based on these averages, there is a corresponding tip for action.

## SCALES

## TEAM AVERAGES

## TIPS

### Pace



Build checkpoints into team plans to pause and ensure quality.

### Assertiveness



Take turns leading discussions so everyone has a chance to assert some control.

### Sociability



Develop a mix of independent and small group projects.

### Conformity



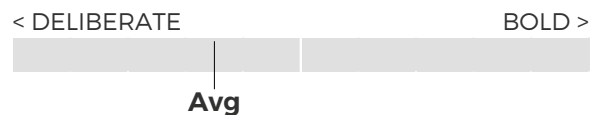
Make sure everyone is in agreement about policies that need to be followed.

### Outlook



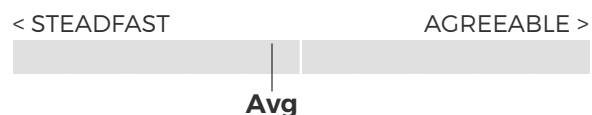
Suspend disbelief and skepticism to more fully explore new opportunities.

### Decisiveness



As a team, agree to set timelines for making decisions.

### Accommodation



Foster cooperation and compromise on the team.

### Independence



Check in frequently, as a team, to make sure you're working toward the same goal.

### Judgment



Remind one another to consider both facts and experience in decisions.

# APPENDIX

## Team Member Names

If team members have the same initials, they will be issued a subscript number for differentiation purposes.

Team Members	Initials
BEN FIT	<b>BF</b>
JANE FIT	<b>JF<sub>1</sub></b>
JOHN FIT	<b>JF<sub>2</sub></b>