Frank

LeaderANALYSIS™

Prepared by:
Professional Communications Inc.

10/7/2009

LEADERANALYSIS™

EXECUTIVE SUMMARY

The leader can be described as having a moderate degree of structural compatibility with the group. This means that the group will probably add dimensions to the leader's decisions beyond that realized by the leader working alone on an issue. The differences in strategic perspectives offer the leader different "glasses" that can be used to view the world. These differences net out to a moderate level and the leader can expect to have allies as well as possible opposition on particular issues. Both postures can be seen as valuable for the group as a whole but at the price of occasional tension.

The leader's effect on the group as a whole will probably be material but not threatening. The leader will probably guide the group toward increasing the level of change they can and will accept. The leader is also likely to move the group toward quickly resolving task-oriented issues using means readily at hand. Both of these postures involve action and it is likely that the group will occasionally have difficulty meeting the leader's expectations.

The leader's major contribution to the group is likely to be a willingness to generate and implement new ideas. The leader's tendency toward quickly resolving issues using any means at hand will also be visible. The net effect of the leader's posture will likely be to lend something of a "purposeful" character to the group's internal dynamics and external image.

The leader's greatest challenge may lie in designing tasks to take advantage of the current strategic postures of team members. The group contains segments that view situations differently. It may be difficult for the leader to get everyone "pulling the wagon" in the same direction. A strong commitment to the common goals may be a key to success. Time devoted to cultivating this shared purpose can pay high dividends to both the leader and to the group.

CONSIDERATIONS

This analysis was conducted remotely using the 24-question instrument as its foundation. The analyst is without knowledge of the education, experience, personal circumstances and other factors that may be relevant to group functioning. In addition, the analyst has no specific knowledge of the group's mission or circumstances. While the analytical methodology has been found reliable in practice, these factors could interact to yield results other than those suggested in the analysis. This document is best used as a "foil" or catalyst to which the reader adds his or her insights on the specifics of the group. Used in this manner, the report can be a valuable tool that works to the benefit of all involved.

LEADERANALYSIS™ COMMENTS
Prepared by: Professional Communications, Inc.

THE LEADER

1. The leader's profile differs from that of the average person (see "Leader Versus Average Corporate Profile" graphic). The leader probably has an external reputation of being a person who has a strong focus on introducing creative improvements in the areas of involvement. The leader will probably be seen as a person who values new ideas but who has an even stronger tendency to see that they are made real by being implemented. The leader is probably seen as a dynamic person who is inclined to take risk in order to see that objectives are realized.

INTERPERSONAL RELATIONSHIPS

2. The group as a whole can be seen as moderately aligned to the leader's profile. Of the total of 7 group members, 3 have a high level of structural compatibility with the leader (see "Contribution of Team Members to Leader's Strategic Style" graphic). These people can be expected to have a natural affinity to the leader's approach to issue resolution. They will tend to "understand where the leader is coming from" and will usually respond in a manner that the leader will deem appropriate. In effect, these people could be natural allies who might help further the leader's agenda simply by following their natural tendencies.

> Ranae and the leader will tend to view issues very much alike. Both people will be inclined to see merit in the same aspects of an issue, will tend to judge issues using similar time horizons, seek the same level of optimality in the solution and attempt to secure similar levels of certainty of outcome. Ranae may tend to use proven methods a bit more readily, but not to a great extent. Because of the similarities in approach, the leader and Ranae can be expected to view each other as people who can be relied upon to make decisions in the "right" way. The common risk, of course, is that both parties may tend to miss alternatives and opportunities that might be available through the use of markedly different perspectives.

> Jay may be a bit difficult for the leader to "figure out." At times Jay is likely to be spontaneous and at other times contemplative. Jay uses a split-strategy of RS (immediate action) and HA (comprehensive analysis). This is not an internal issue since Jay "knows" the right strategy for any given issue. Others, however, may not "know" which way Jay will move. When dealing with Jay it may be wise to make clear the kind of response the leader is looking for so as to help put Jay in the right mode. In effect, the leader would be helping put Jay's "automatic pilot" into a mode compatible with that of the leader.

Robert is committed to generating ideas, options and alternatives. Robert probably places a high value on the creativity involved in a resolution strategy. However, Robert also has a likelihood of using traditional, proven methods to address group issues. This can result in an inability of the leader (and other group members) to predict Robert's likely response to a group issue. This can result in coordination problems. It is the equivalent of trying to throw a pass in football without knowing where the receiver is going to be. The leader can control this condition simply by focusing Robert on either thought or action. In other words, the leader may need to tell Robert what is wanted in terms of the exact character of a response for a particular instance.

A high compatibility of group members to the leader does not mean that they are "clones." Each brings a unique combination of history, experience, biology and other items that can contribute to a decision. Even when profiles are identical, these unique factors can be expected to generate distinct perspectives, weightings and sensitivities. These distinctions in accent can be expected to have an impact on the interaction. What high compatibility does mean is that the people involved will tend to pay attention to the same variables, employ similar decision processes, pursue the same character of objectives and measure success according to a roughly similar scheme.

A high structural compatibility also does not necessarily mean that the individuals involved will "like" one another (although that is often the case). Rather, it means that the people will use roughly the same information processing strategy, look for the same kind of input and issue a similar character of output. Communication can be expected to be efficient. The content of that communication cannot be predicted.

The highly aligned cadre within the group can be of great value to the leader. People in this category will tend to automatically anticipate what the leader means and will tend to respond appropriately. This subgroup, properly managed, can be used to help influence the balance of the group toward the leader's preference.

3. A total of 2 of the members of the group have a moderate level of strategic alignment with the leader. People with a moderate overlap share some of the leader's perspectives but also differ from the leader in some dimensions. The similarities can be seen as a foundation for effective communication. The differences can be viewed as additional perspectives on an issue which might be used as a means of more fully understanding the item in question. Overall, the leader will probably view moderately aligned individuals as "good people" who are reasonable in approach. However, some effort will probably be required on the part of all involved.

The leader will probably find Svetlana to be a bit "ponderous" in approach with seemingly long periods of inaction. This condition can arise because Svetlana's strategy demands full understanding of an issue as well as all of the possible outcomes (the "hypothetical" in Hypothetical Analyzer). This assessment is usually a private affair that

gives no visible signs of action. The leader may want to keep this "built in" tendency in mind when judging Svetlana's posture on an issue and in the timing of expectations for issue resolution. The leader should also note that Svetlana is probably responsive to deadlines.

Matt values certainty of outcome and this is usually best achieved by applying proven methods. The leader may find the reliance on these more traditional methods a bit overdone. When these trusted methods are not available, detailed analysis and assessment is probably Matt's chosen course. Again, the leader may find this strategy a bit exaggerated. Overall, the leader is likely to find Matt to be a bit too cautious. On the other hand, Matt is likely to find the leader's approach somewhat fragmented.

These people tend to use a perspective different from that of the leader in resolving group issues. They could be taking into greater account certain variables than does the leader. They are perhaps less sensitive to other variables in which the leader might put high stock. The overall effect is a different view of the world, but not so different as to be "out of range." All parties to the information transaction may benefit from being sensitive to each other's view. The "right" perspective is likely to vary by the issue being addressed.

4. One person has what can be described as a "low" structural compatibility to the leader. People with low compatibility will tend to look at the world using very different perspectives from that used by the leader. The differences in underlying assumptions, objectives and information preferences can cause all parties in the relationship some degree of discomfort when working on common objectives.

> The leader is likely to see Shannon as a person committed to proven, well understood methods more than the leader might deem appropriate. When these tested methods are not readily at hand, the leader will probably find Shannon putting heavier reliance on analysis to investigate options and specification than the leader will deem ideal. From Shannon's perspective, the leader is likely to be seen as a bit too focused on change and perhaps not enough on "doing the job right."

> It is important for the leader to understand that the qualities of this portion of the team can be considered an asset if appropriately deployed. People having these qualities are ideal for handling tasks that demand consistent, high-quality, detail sensitive attention. If deployed in that dimension of the department's activity, it is likely that their contribution will be consistent and dependable. If forced to work using the leader's preferred strategy, persistent difficulty can be reasonably expected.

5. One group member has a "challenging" alignment with the leader. This means that the leader may have difficulty "getting through" with regard to a common understanding of an issue. Conversations are likely to be difficult for all parties and the tendency will be to create and use functional roles as a method of coordination. In effect, the parties may tend to "throw the

ball over the wall" rather than trying to work synergistically together. It should be noted that this strategy, if it is being employed, could be a highly efficient method of getting work done.

> Jennifer is highly committed to the "Conservator" strategic pattern. Jennifer will tend to focus on specifying exactly what is wanted and designing a mechanism that will realize that objective with a high certainty of outcome. The cost of this will probably be a measured pace and a certain reluctance to entertain new ways of doing things (new ways inherently reduce certainty of outcome). The leader may find Jennifer "difficult to get through to" and, perhaps, somewhat tedious in interaction. From Jennifer's viewpoint, the leader may seem a bit inexact in approach and, perhaps, a bit too willing to be diffused in pursuit of transient opportunities.

> This element of the group will probably have more of an orientation towards both "what needs to be done" and "what should be done" than will the leader. The leader's posture is more alert to transient opportunities and is better able to handle an intense level of highly diverse activity. The leader may want to guard against assuming that the leader's preferred style is the only "right way" and attempting to make "converts" among this portion of the staff. Aside from the fact that the effort is likely to fail, the attempt would probably cause organizational disruption. An alternative strategy might be to deploy these people in areas where their strategic profile gives them a natural affinity and advantage.

> The cost of direct transactions in a collegial format with individuals who have a challenging structural compatibility can be expected to be difficult for all involved. The leader may want to consider using a role or function based "sphere of influence" method to restrict the need for personally negotiated transactions. This strategy involves defining areas where one party automatically defers to the other. This strategy may yield the highest benefit for all involved—the leader, people in this category and the team as a whole.

6. If there is difficulty within this team it may be due to the fact that several people maintain split styles. This can cause a level of difficulty in coordination. The difficulty can arise because the information needs of these individuals cannot be "predicted" with an acceptable degree of accuracy. It is analytically unclear whether this condition has any impact in this particular case. However, the leader may want to consider the observation, judge its validity and, if appropriate, introduce mechanisms to eliminate potential negative impact. For example, adopting a practice of explicitly defining the most appropriate response to an issue can help put the people involved in the same mode.

7. The leader is likely to be occasionally uncomfortable with this group but, on the whole, will probably find it acceptable. The leader is likely to find that the group as a whole will tend to

expand the range of options available to resolve issues. On any particular issue, team members will probably offer options that lie outside of the leader's preferred strategic stance but not so far "out of bounds" as to be uncomfortable to the leader. It is likely that the leader will probably experience periodic tension but will see this as a worthwhile tradeoff for the improvements being contributed.

LEADER-GROUP RELATIONS

8. The leader is more inclined to generate and implement change than the other members of the group. This means that the leader is likely to underestimate the difficulty that will be encountered if the ideas the leader adopts involve the participation of other group members (see "Pattern Comparison: Changer Pattern" chart). The leader may want to create an internal "flag" which might warn when the leader is about to commit the group to new initiatives that involve the group as a whole. A segment of the team will need more time and specification and over commitment is probable if the leader's own internal preferences are used as the only guidepost.

9. In terms of commitment to the "Conservator" pattern, the leader lies toward the lower end of the group (see "Pattern Comparison: Conservator Pattern" chart). It is likely that most people in the group will have a greater tendency to define and attempt to address issues in a task-specific, relatively short-term manner than will the leader. The leader may want to keep in mind that there is a need for the operational, mundane and highly defined action specification existing in the group. The leader does not fully share this position but should recognize the need and allow enough discussion of this character to occur so those group members can engage the strategy with which they are most proficient.

10. In terms of commitment to the "Performer" pattern, the leader falls about in the middle of the Performer distribution pattern (see "Pattern Comparison: Performer Pattern" chart). The leader's viewpoint is likely to reasonably represent the longer run perspective of the team as a whole. In other words, over a series of decisions, the net effect of the multiple positions will probably "net out" at roughly the leader's natural position. Therefore, the leader can probably safely follow "natural" instincts. Any particular decision is likely to be viewed as misguided by one faction of the group or another but the stream is likely to be viewed as

acceptable. Overall, however, this area will probably not be a matter of concern to either the group or to the leader. If the leader concurs with this observation, a viable strategic posture might be to focus on minimizing the cost of transactions in this area. In other words, debate and administrative overhead might be minimized by following the leader's "gut" feeling on an issue at an early point.

11. The leader is about in the middle of the group with regard to inclinations toward the "Perfector" pattern (see "Pattern Comparison: Perfector Pattern" chart). From the group's perspective, the leader's judgement on these matters is likely to be seen as balanced. This might provide an opportunity for the leader to save on some administrative costs. Over a series of decisions it is likely that the leader's judgement will approximate that of the group. Therefore, a potential strategy might be for the assertion of the leader's judgment earlier in a discussion than might appear "right." Time and energy could be saved and possible tension averted while realizing approximately the same net outcome for the group as a whole. This or a similar strategy may be worth the leader's consideration.

12. The overall contribution of the leader to the group will be a tendency to "pull" the group toward implementing more change than it would "naturally" be inclined. The group's tendency toward the rapid discharge to task oriented issues will likely be enhanced while the team's inclination toward study, assessment and planning associated with possible new initiatives is likely to be found acceptable. However, the leader may find the group's tendency toward careful and methodical execution of known process as a bit excessive and will probably be restrained (see "Leader's Effect On Group Options" graphic). The overall thrust of the leader's influence will probably be focused on new approaches but with sensitivity toward satisfying immediate group responsibilities.

13. The leader is likely to be reasonably accepting of the group. On the whole, the leader will probably view their decision making and execution approach as marginally acceptable but probably wanting in a lot of dimensions. From the perspective of the group, the leader will be probably be viewed as too oriented toward quickly meeting relatively short-term targets and not quite appreciative enough of the potential contributions they believe they can make

to future performance through the use of their favored approaches. Both perspectives have validity and the challenge for everyone will be to see the other's viewpoint.

TEAM RELATIONSHIPS

14. The group is likely to view itself marginally okay but not especially cohesive. The group evidences an about average (for this size group) level of structural compatibility in terms of its consensus postures. However, it is somewhat below average in terms of majority. It is likely to have a civil atmosphere (see "Compatibility Index Analysis" graph). The leader will probably witness wide-ranging positions as issues surface, perhaps with occasional heat being generated. However, the leader will also see the group as being able to settle in on a mutually acceptable strategy over time. It may cost a bit for the group to get to that mutually acceptable position. The leader might want to reserve group decision making to issues in which there is a clear, definable advantage for its use.
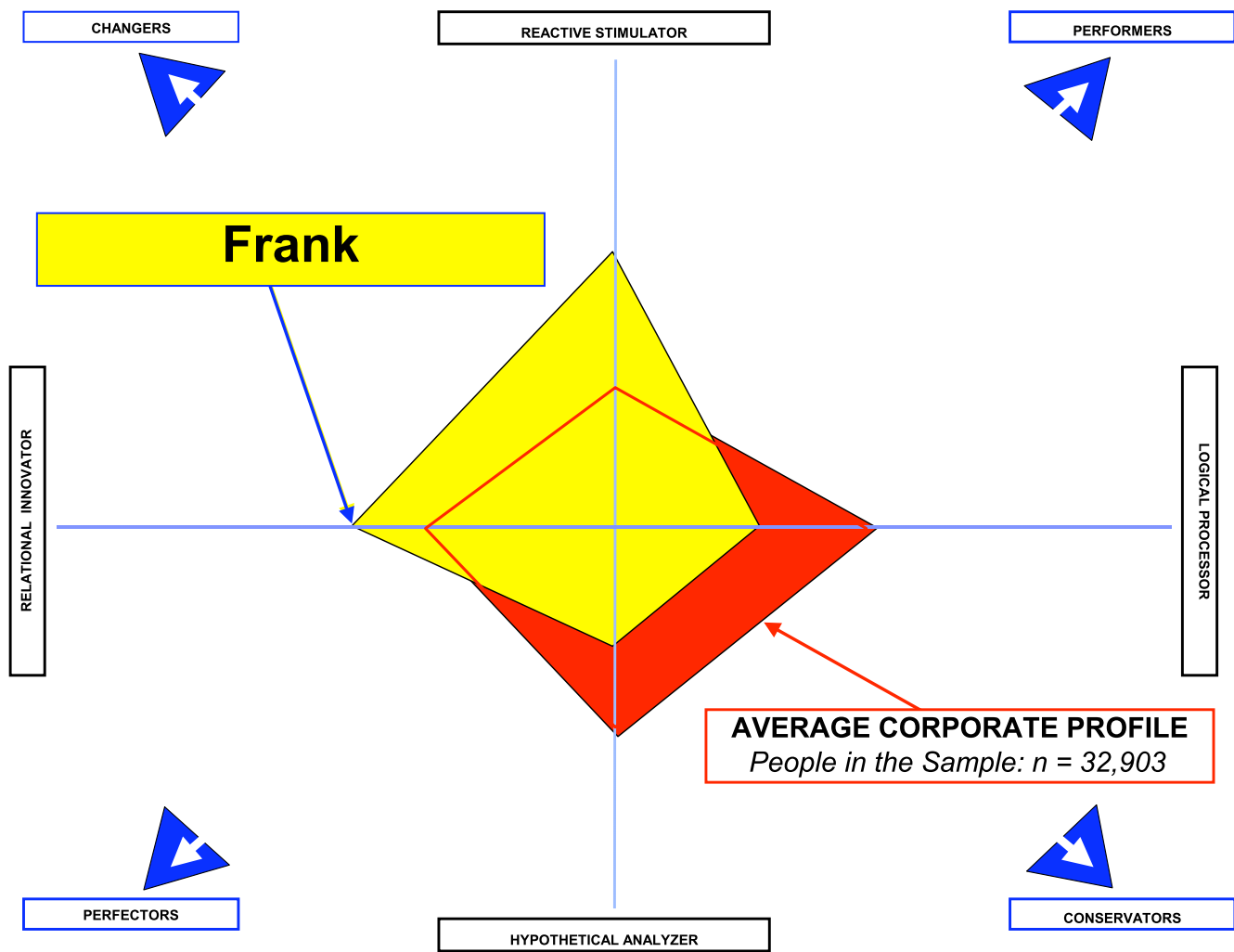
15. If viewed on an interpersonal, pair-by-pair team member level (rather than the group as a whole), the team is likely to display an acceptable level of interpersonal compatibility between individual members (see "Distribution of Individual Pair Compatibility Indexes By Category" chart). Many people have a medium structural alignment with each other. This means that they will probably be able to work effectively together but can expect to hit a few "bumps in the road." Efforts directed at installing facilitating processes (e.g., meetings, the use of facilitators, personal example, MBWA methods, norms of cooperation, etc.) will probably generate a positive, but not high, return.

16. The "Communication Compatibility Matrix" table indicates that most group members are likely to find each other "okay" to deal with. The leader probably can combine any two of the team members and realize an acceptable result. Of course, some pairings will be easier and, perhaps, more efficient than others. Some team members maintain a "medium" structural relationship and they can expect to encounter occasional difficulty. However, any such difficulty should be of modest dimension and accommodated by the people involved.

ANALYTICAL GRAPHS & SCHEDULES

LEADERANALYSIS™ technology relies exclusively on the information revealed by the interaction of defined strategic postures and patterns. The following schedules have formed the basis of this report. Most schedules are explained and interpreted in an attached caption. References in the report typically refer to the title of the graphic from which they were derived.

The reader is reminded that this represents a one-dimensional analysis of a multi-dimensional group interaction. The report has typically been found to be an accurate representation of the groups to which it has been applied.
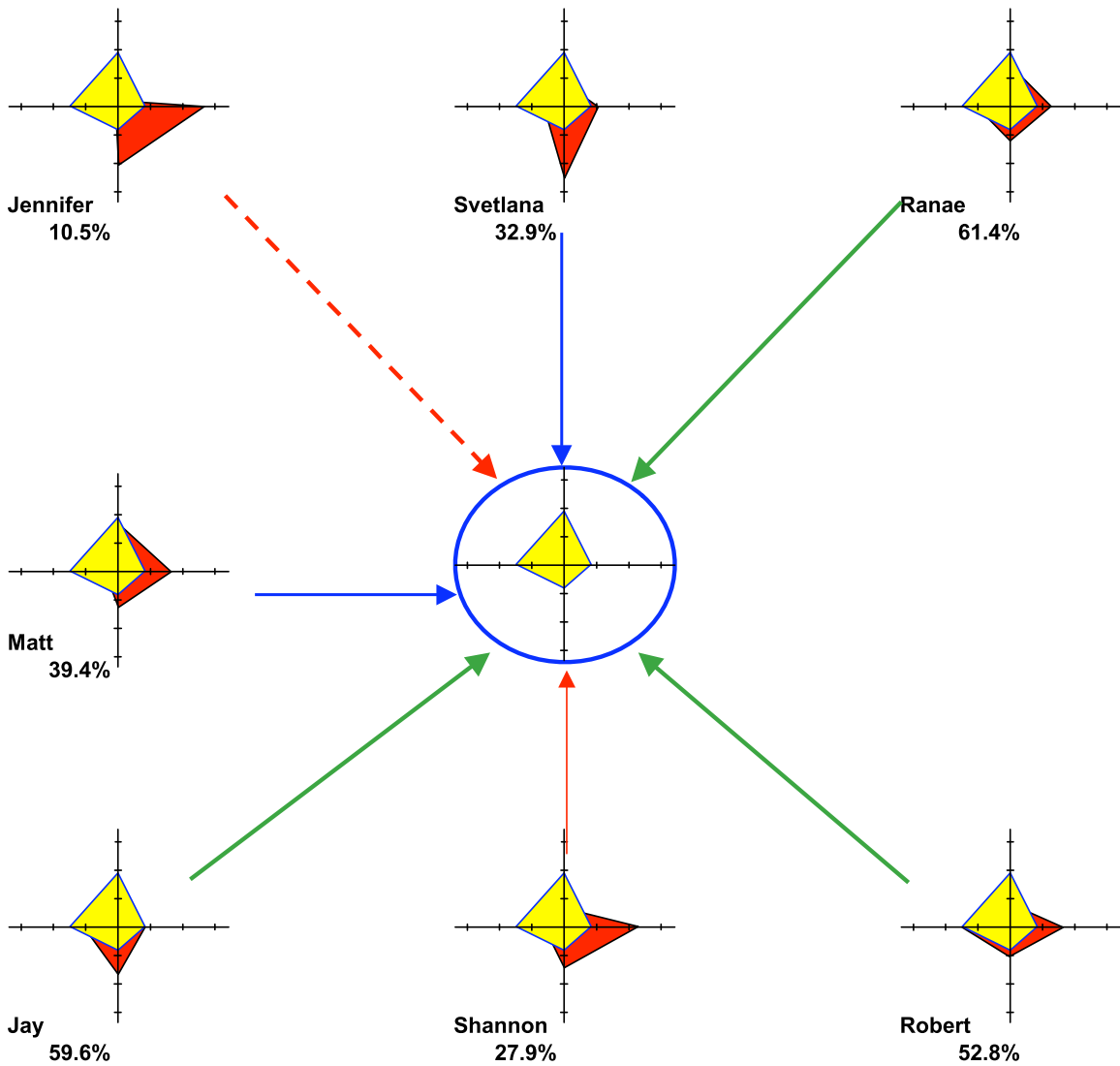
CHANGERS

REACTIVE STIMULATOR

PERFORMERS

Frank

RELATIONAL INNOVATOR

LOGICAL PROCESSOR

AVERAGE CORPORATE PROFILE
People in the Sample: n = 32,903

PERFECTORS

HYPOTHETICAL ANALYZER

CONSERVATORS

COMPARATIVE PROFILES
LEADER VERSUS AVERAGE CORPORATE PROFILE

   The leader contrasts with the "average" person in the corporate environment *(all levels, all disciplines)* by being more action (RS) and idea (RI) oriented than is the average person. This means that the leader may tend be perceived as a person able to quickly develop and apply new ideas to issues at hand.

   The leader has less of an inclination to study and assess than does the average person. The profile also suggests less of a tendency to employ traditional, proven, and well-understood methods. This combination suggests that the leader may have an external image of being a bit of a risk taker who may occasionally "take a risk too far." Seeing this may cause others to view assignments with significant downside risk as inappropriate for this leader and the group. Adopting a policy of restraining the natural tendency to fast, innovative action in situations where the consequences of failure are significant may serve to broaden the leader's range. This might be accomplished by drawing on the more conservative team elements when these circumstances arise. This can help to create an image of managerial astuteness without the need to "change" the leader's personal inclinations.

   Overall, this leader probably presents an image of a change agent. The leader can be expected to seek out and enjoy opportunities to improve situations with the rapid application of new and novel ideas.

Jennifer
10.5%

Svetlana
32.9%

Ranae
61.4%

Matt
39.4%

Jay
59.6%

Shannon
27.9%

Robert
52.8%

CONTRIBUTION OF TEAM MEMBERS TO LEADER'S STRATEGIC STYLE

STRUCTURAL OVERLAP LEGEND

LOW **MODERATE** **HIGH** **CHALLENGING**

Percentage: The degree of overlap in the profiles of the leader and team member. Generally, the greater the overlap, the greater the probability that the parties will judge each other to be naturally compatible.

Jennifer
10.5%

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32.9%

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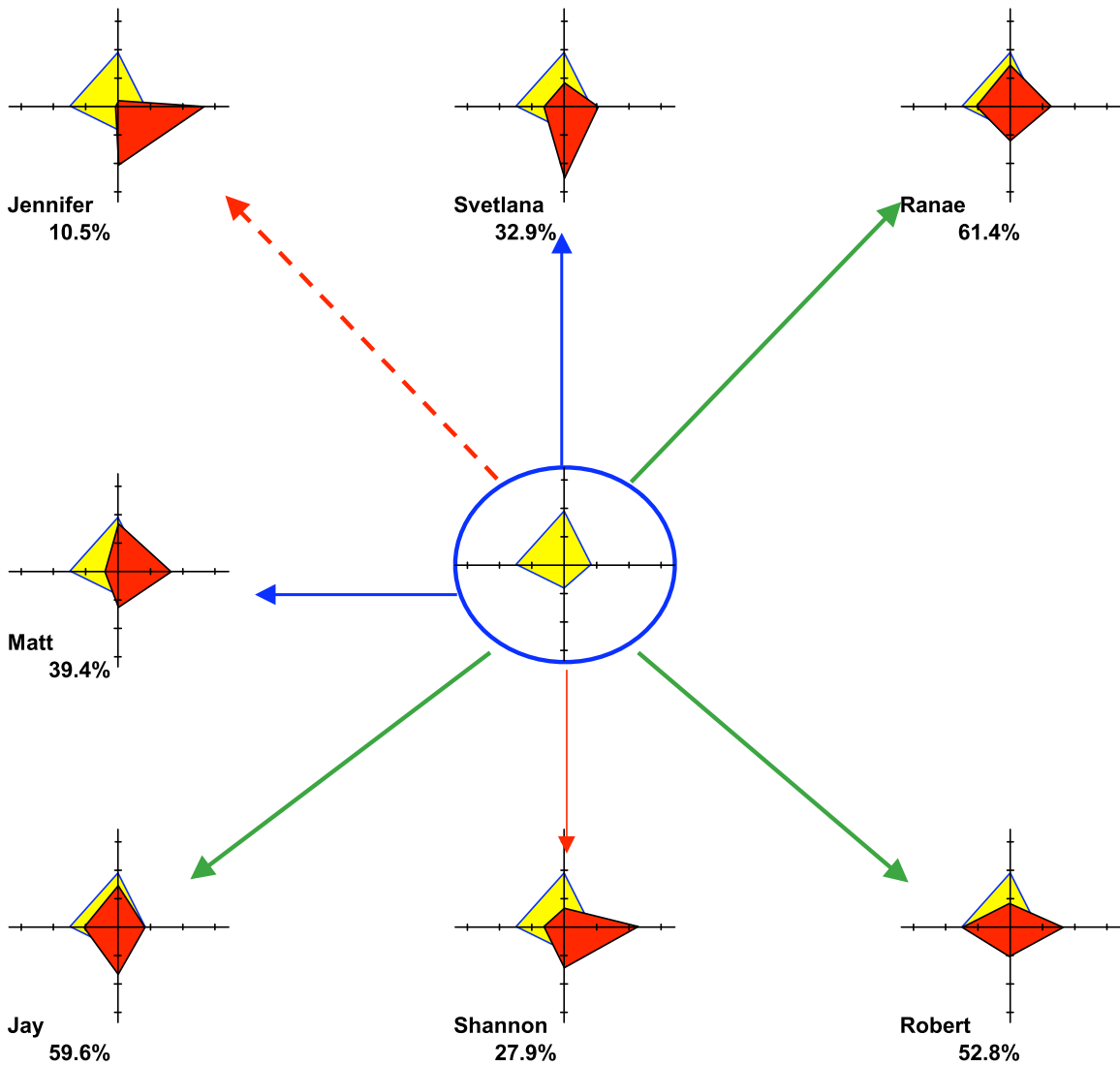
CONTRIBUTION OF LEADER TO TEAM MEMBER'S STRATEGIC STYLE
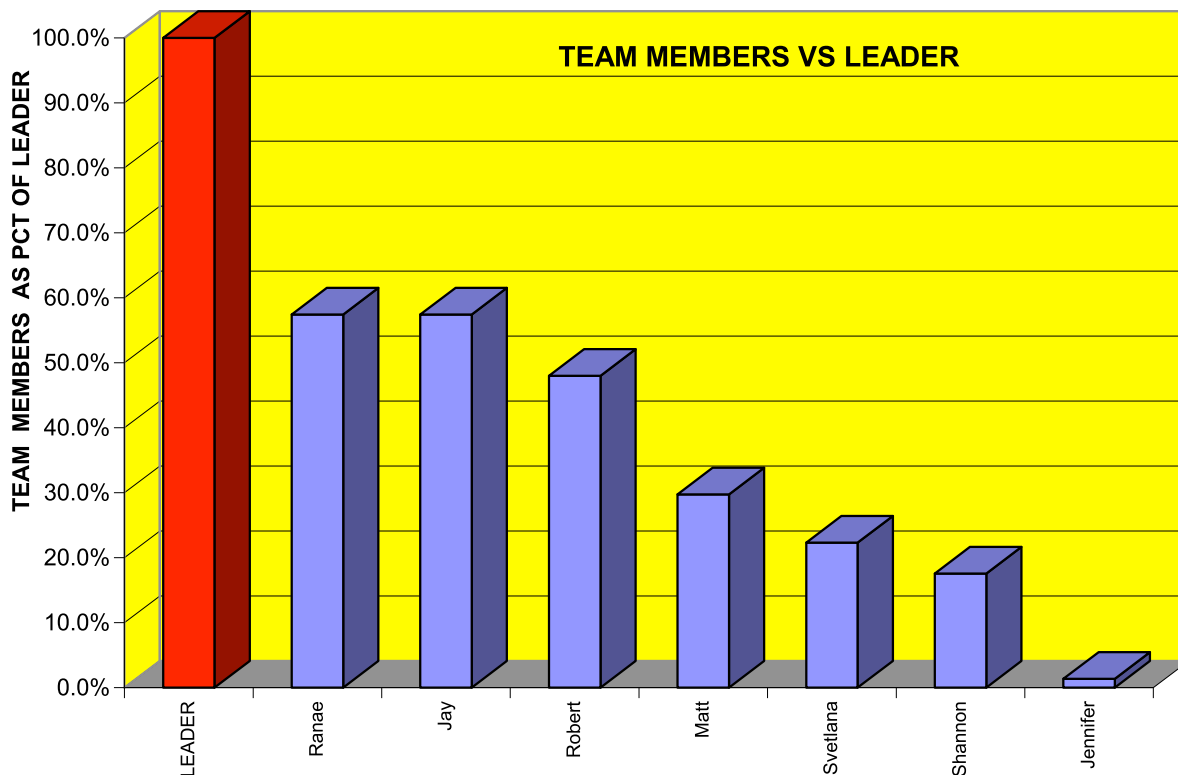
STRUCTURAL OVERLAP LEGEND

LOW   MODERATE   HIGH   CHALLENGING

Percentage: The degree of overlap in the profiles of the leader and team member. Generally, the greater the overlap, the greater the probability that the parties will judge each other to be naturally compatible.

TEAM MEMBERS VS LEADER

(Y-axis: TEAM MEMBERS AS PCT OF LEADER, 0.0% to 100.0%)

(Categories: LEADER, Ranae, Jay, Robert, Matt, Svetlana, Shannon, Jennifer)

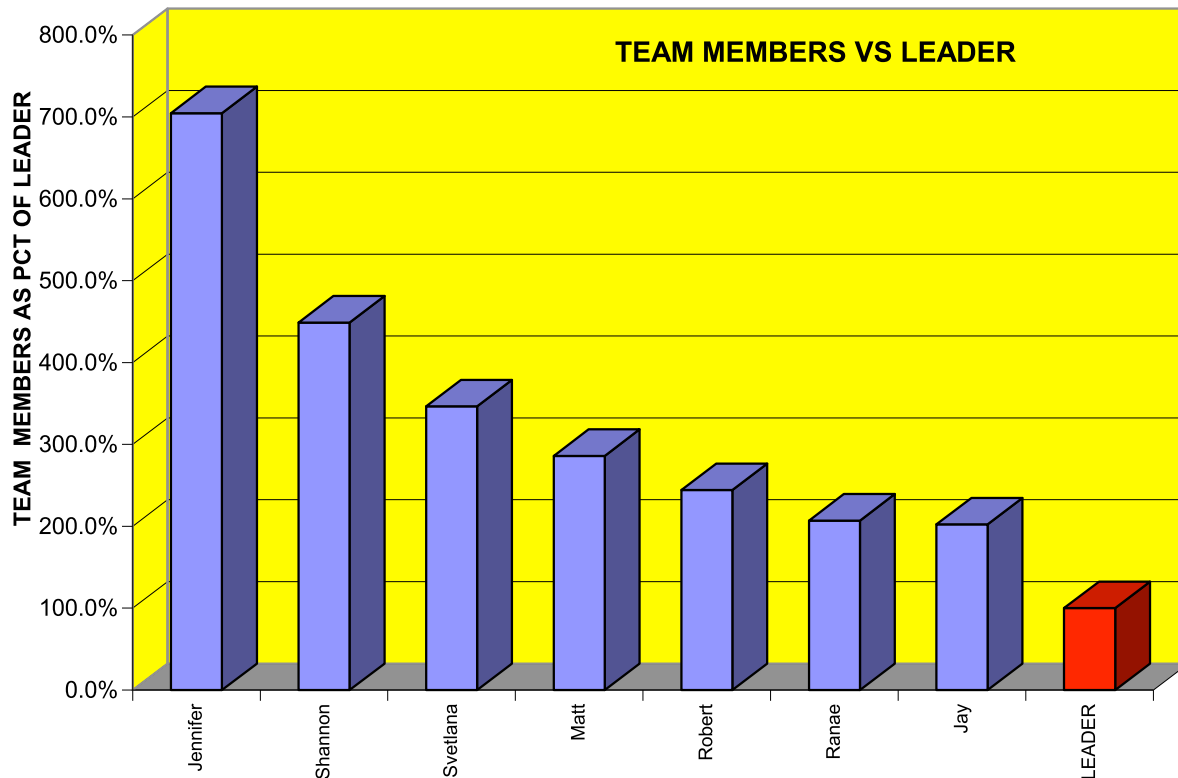# PATTERN COMPARISON: "CHANGER" PATTERN

The "Changer" pattern is the combination of the Relational Innovator and Reactive Stimulator strategic styles. This pattern is characterized by a tendency to focus on the major aspects of an issue. Detail is not normally sought out or retained. The pattern tends to express itself in a preference for rapid communication, fast movement from idea to action and an inclination toward unstructured, spontaneous approaches. A focused commitment to long-term objectives is sometimes lacking. Change, often for its own sake, illustrates this strategic pattern. Risk-taking behavior is often associated with the Changer pattern.

This graphic shows each subordinate's commitment to the "Changer" pattern as a percentage of the commitment of the leader. Therefore, a value of 200% on the chart would indicate that the individual was twice as likely as the leader to display behavior's characteristic of the "Changer" pattern. A score of 50% would indicate that the subordinate was only half as likely as the leader to display those characteristics.

The leader has the highest level of inclination to employ the "Changer" pattern. This means that the leader is likely to be found preferring a faster pace of change than others in the group. The degree of difference is such that the leader may expect some level of frustration in efforts to realize what, to the leader, are "reasonable" objectives.

Most of the people in the group need more time and detail than does the leader in accommodating new undertakings. This means that if the leader fully imposes personal strategic preferences, the boundaries of many team members would likely be breached. If this were to occur, the leader's expectations will not be met with any great frequency.

The leader may want to consider a strategy of measured change. Here, change initiatives are focused more narrowly so that only portions of the group are affected. Relatively unaffected elements of the team can "help out" as the changes are implemented. The degree of change in any given instance may fall short of the leader's expectations, but overall a higher level of change may be enjoyed.

TEAM MEMBERS VS LEADER

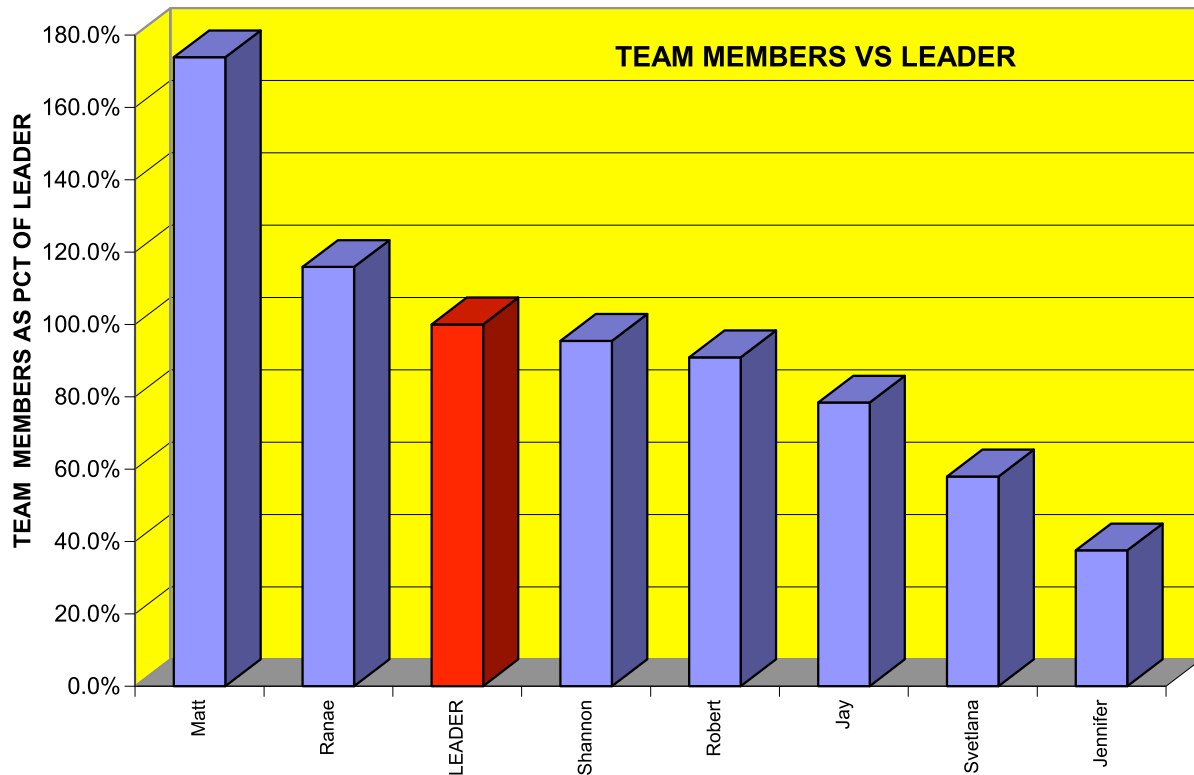(Chart — "TEAM MEMBERS AS PCT OF LEADER" vs. Jennifer, Shannon, Svetlana, Matt, Robert, Ranae, Jay, LEADER)

PATTERN COMPARISON: "CONSERVATOR" PATTERN

The "Conservator" pattern is the combination of the Hypothetical Analyzer and Logical Processor strategic styles. This pattern is characterized by a tendency to seek out and consider all of the details associated with a particular issue. The pattern tends to make use of well thought out processes, templates, methods and systems and apply them rigorously to the issue at hand. The pace of work is usually deliberate since it is governed by the methods they tend to employ. Change is accepted but usually only after it has been thoroughly examined and completely specified. Generally, this pattern is characterized by risk adverse decision making.

This graphic shows each subordinate's commitment to the "Conservator" pattern as a percentage of the commitment of the leader. Therefore, a value of 200% on the chart would indicate that the individual was twice as likely as the leader to display behavior's characteristic of the "Conservator" pattern. A score of 50% would indicate that the subordinate was only half as likely as the leader to display those characteristics.

The leader has a low inclination to employ the "Conservator" pattern relative to others in the group. This means that the leader is likely to view the group as a bit overly concerned with application detail and perhaps too inclined toward elaborate methods where, from the leader's perspective, less stringent methods would suffice.

In these circumstances everyone involved is likely to experience some frustration. Group members will probably try to accommodate the leader while still maintaining the internal standards to which they probably subscribe--certainty of outcome, precision, consistency, clarity, operational optimality and so on. Simultaneously realizing both the leader's and their own goals is unlikely. The leader is likely to be frustrated by the group's inability to fully realize the leader's objectives. The group members will probably be discomforted by their inability to fully meet their internal standards. Simple recognition of the basis for the issue will probably help diffuse any tensions. The leader may also want to consider occasionally relaxing his demands in favor of the group's preference, especially on issues with high downside risk. This could provide some relief while also focusing detailed attention on items whose consequences merit the effort.

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TEAM MEMBERS VS LEADER

Y-axis: TEAM MEMBERS AS PCT OF LEADER (180.0%, 160.0%, 140.0%, 120.0%, 100.0%, 80.0%, 60.0%, 40.0%, 20.0%, 0.0%)

X-axis: Matt, Ranae, LEADER, Shannon, Robert, Jay, Svetlana, Jennifer

PATTERN COMPARISON: "PERFORMER" PATTERN

   The "Performer" pattern is the combination of the Reactive Stimulator and Logical Processor strategic styles. This pattern tends to be task-specific, action-oriented and focused on tangible achievement. The orientation is usually short-range and is capable of decisive action. The pattern is often seen as being associated with the "doers" of a group.

   This graphic shows each subordinate's commitment to the "Performer" pattern as a percentage of the commitment of the leader. Therefore, a value of 200% on the chart would indicate that the individual was twice as likely as the leader to display behavior's characteristic of the "Performer" pattern. A score of 50% would indicate that the subordinate was only half as likely as the leader to display those characteristics.

   The leader falls toward the in the middle of the group with regard to an inclination toward the "Performer" pattern. This means that the leader will find group members occupying positions on both sides of the leader. Some group members will be more highly focused on the discharge of nearer term, tactical issues that arise in team operations. Others, probably equally committed, will seek to de-emphasize this shorter term element in favor of longer term strategic concerns, the diligent execution of ongoing commitments or the experimental implementation of new ideas.

   The leader's central position suggests that a role of arbitrating these competing perspectives may be expected. This role, if accepted, will not be costless for the leader. It is likely that merit will be seen on both sides and arriving at judgments may sometimes detract from other more substantial issues. The leader may want to consider making these judgements faster than will seem "right." The leader's position suggests that, over the long run, both sides will "win" on occasion and the leader's position will likely be seen as reasonable. In the meantime, time and effort may be saved.
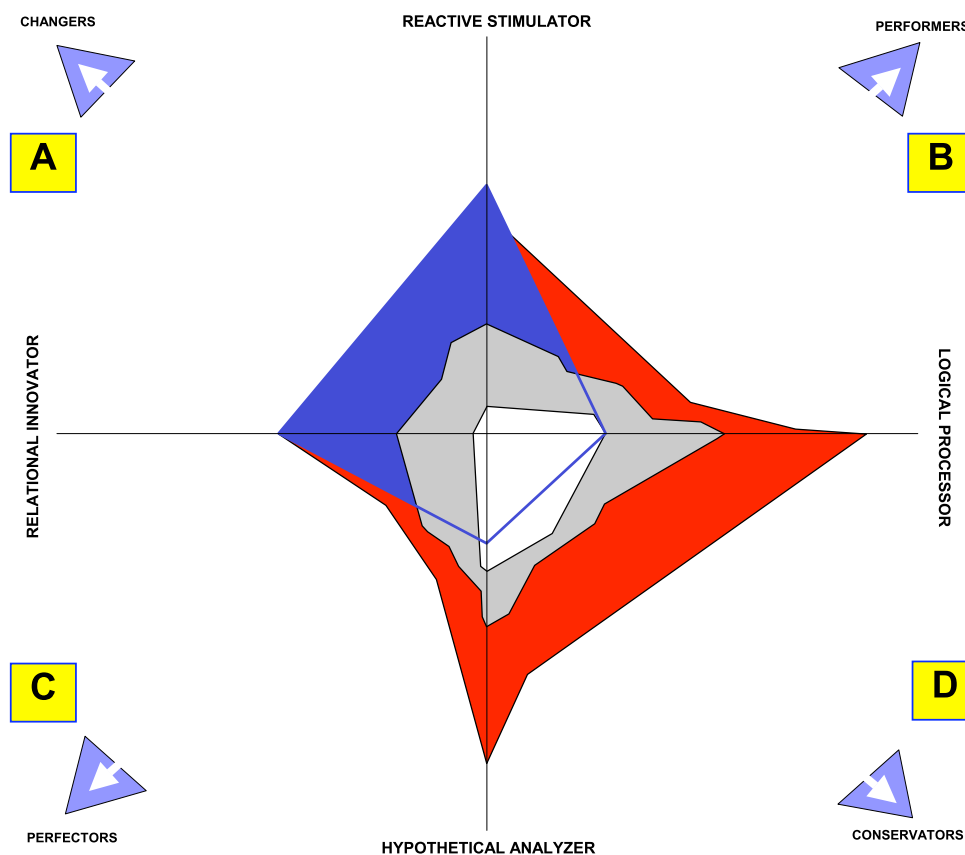
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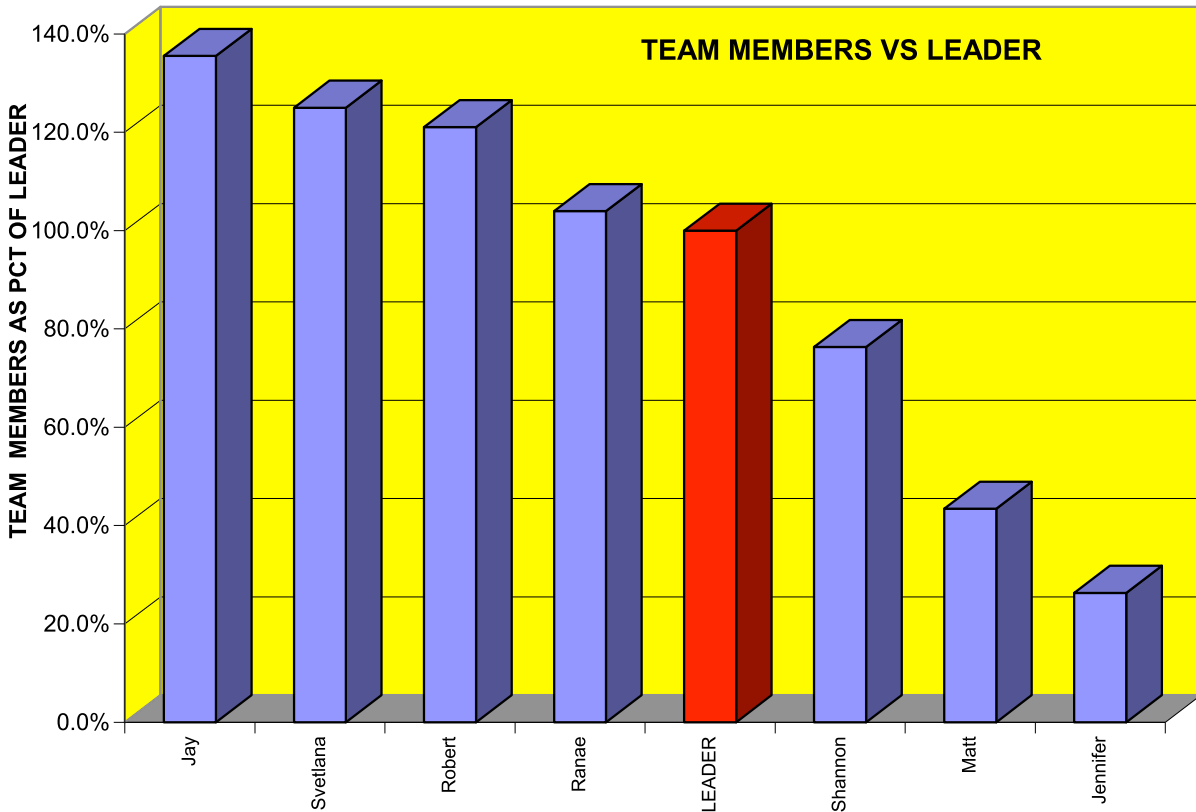
PATTERN COMPARISON: "PERFECTOR" PATTERN

The "Perfector" pattern is the combination of the Hypothetical Analyzer and Relational Innovator strategic styles. This pattern generates new ideas rapidly but tends to make them visible to others only after they have been thoroughly examined and "perfected." This tends to make their work pace somewhat deliberate. This pattern is often found in good "advisors" since they have access to both idea and assessment capability. Overall, the pattern is focused on evaluation, planning, assessment and judgment rather than action.

This graphic shows each subordinate's commitment to the "Perfector" pattern as a percentage of the commitment of the leader. Therefore, a value of 200% on the chart would indicate that the individual was twice as likely as the leader to display behavior's characteristic of the "Perfector" pattern. A score of 50% would indicate that the subordinate was only half as likely as the leader to display those characteristics.

The leader lies about in the middle of the group in commitment to the "Perfector" strategic pattern. This suggests that overall the leader may put about the same value on understanding and comprehensive evaluation as others in the group.

The leader's position indicates that, over time, the group will tend to see the leader as a person who is "reasonable" on matters concerning study, assessment and planning. In any individual instance a position may be adopted that favors positions on one or the other side of leader's posture. Over time, however, these will probably net out creating a somewhat "balanced" image for the leader within the team. This means that the leader will probably find few difficulties along this dimension of team operations. If this condition is confirmed in practice, a strategy of putting a bit more reliance on the leader's judgment with less consultation may be viable. The overall decision outcomes will likely approximate that which would have been realized with greater group participation. However, the period of deliberation may be shortened thus freeing up resources for other group endeavors.
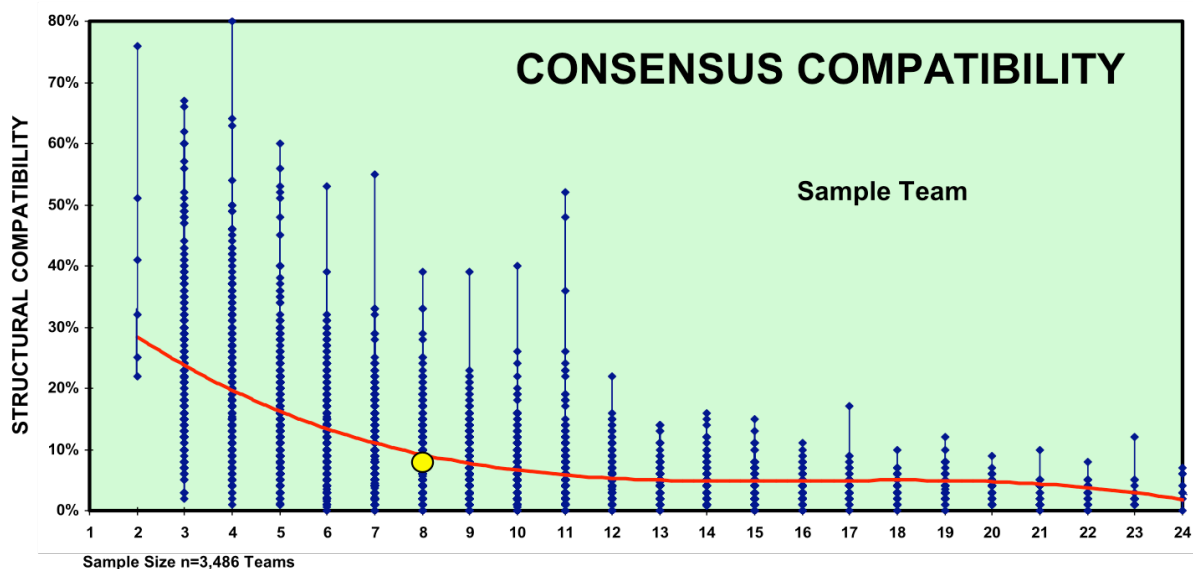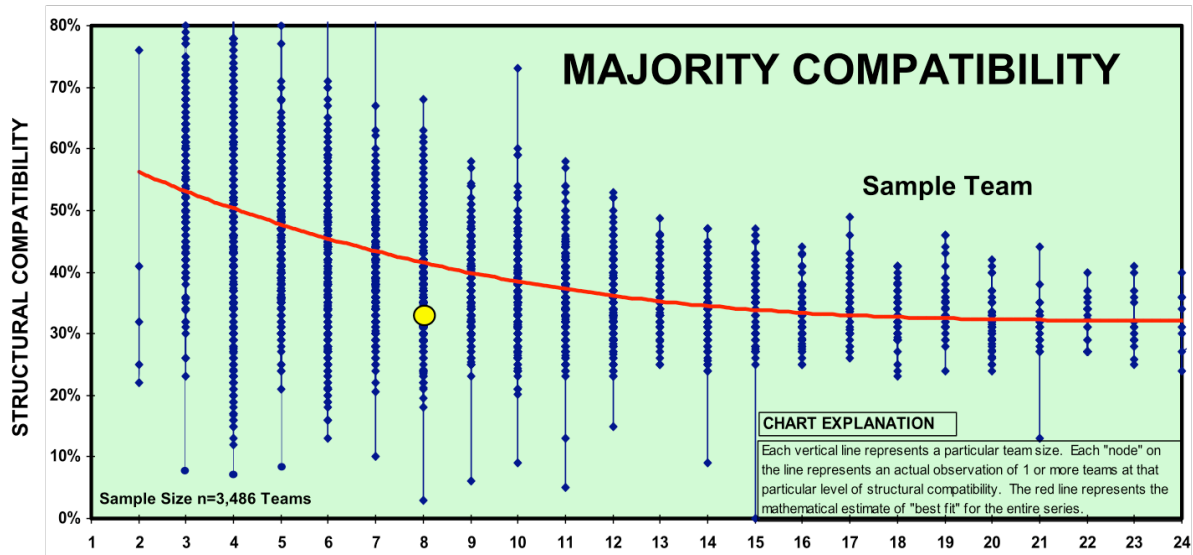
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Overall, this leader probably presents an image of a change agent. The leader can be expected to seek out and enjoy opportunities to improve situations with the rapid application of new and novel ideas.

CHANGERS   REACTIVE STIMULATOR   PERFORMERS

CHANGERS   REACTIVE STIMULATOR   PERFORMERS

A   B

A   B

RELATIONAL INNOVATOR   LOGICAL PROCESSOR

RELATIONAL INNOVATOR   LOGICAL PROCESSOR

C   D

C   D

PERFECTORS   CONSERVATORS

PERFECTORS   HYPOTHETICAL ANALYZER   CONSERVATORS

HYPOTHETICAL ANALYZER

LEADER'S EFFECT ON GROUP OPTIONS

This graphic superimposes the leader's profile *(in blue)* over the team calculated without the leader's participation. The gray area represents the "natural" majority rule zone which would occur without the leader's participation. The white area represents the "natural" consensus zone without the leader.

The blue area shows the direction the leader is likely to "pull" the team. In this case, the leader is likely to move the team toward a greater focus on new ideas implemented with some dispatch and often without full consideration of the details of what may be involved *(see the blue area labeled "A")* . Secondarily, the leader will likely contribute an inclination toward a speedy and decisive resolution of task-oriented, shorter-term issues that may arise *(see the blue area labeled "B")* . This posture can be expected to lend a "purposeful" character to team operations.

The leader's profile also restrains some options the team might pursue were the leader not in place. The leader will probably influence the team toward reducing some of the more detailed specification and methodical application of already proven methods *(see area labeled "D")*. However, the leader will probably see the group's inclination toward the analysis and assessment of new options as about right *(see area labeled "C")* . The leader can expect to be involved in "short-circuiting" some (but not all) decisions that the group would otherwise make as well as encouraging directions which might otherwise not be pursued.

Overall, the leader's contribution is likely to "pull" the group more toward a change orientation focused on new, unproven ideas which probably hold promise of major gain. The principal direction is likely to be "Great idea! Let's try it out!" with a secondary tendency toward "let's get it done!!."

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MAJORITY COMPATIBILITY

Sample Team

Sample Size n=3,486 Teams

CHART EXPLANATION
Each vertical line represents a particular team size. Each "node" on the line represents an actual observation of 1 or more teams at that particular level of structural compatibility. The red line represents the mathematical estimate of "best fit" for the entire series.

CONSENSUS COMPATIBILITY

Sample Team

Sample Size n=3,486 Teams

COMPATIBILITY INDEX ANALYSIS

The Compatibility Index measures the ease or difficulty the group is likely to encounter in reaching decisions under various group decision procedures. Each vertical line represents a group of a particular size. Each node on the line represents the score of a group measured by this technique. The line is a "best fit" estimate of the entire series.

Generally, the larger the group, the more likely it is to have a lower Compatibility Index. The arrow points to the approximate ranking of this group against groups of a similar size.

In this case the group lies about at expected levels when adjusted for team size for consensus but lower in majority . This means that widely divergent views are likely to be visible as issues are discussed and debated. However, the team probably has a core of common postures that will allow consensus decision making at a better than average *(for team size)* basis. The leader may, however, want to keep in mind that consensus is seldom easy and the cost should be weighed against the expected gain in group commitment. The answer is not always positive.

Distribution of Individual Pair Compatibility Indexes by Category
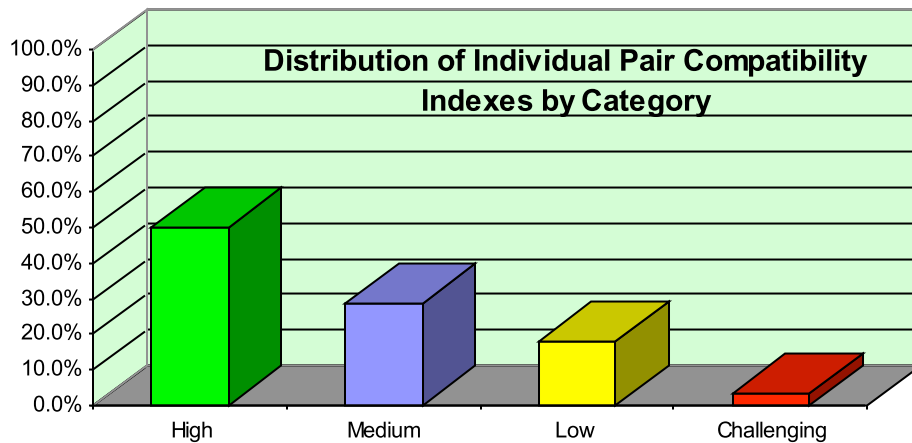
This graph displays the percentage of one-on-one relationships classified in each of the four categories. It only addresses the classification, not the degree of strength within that classification.

In this case the group is characterized by a moderate level of natural pair compatibility. Almost all of the possible interactions between group members will fall within the high or moderate level of natural compatibility. This means that if the members were to be mixed randomly into pairs, most *(but not all)* of the pairs would be able to function together, although perhaps with occasional difficulty.

COMPOSITE AVERAGE COMPATIBILITY INDEXES
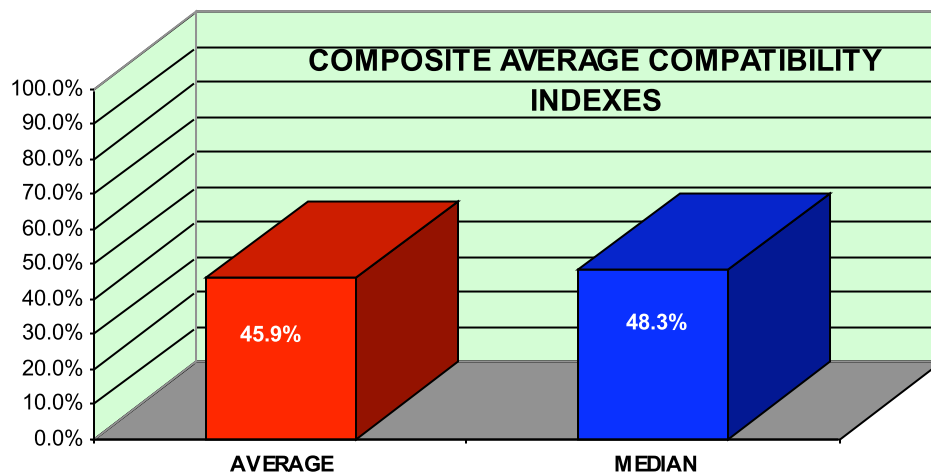
The composite levels of structural compatibility suggests that, on the whole, it is unlikely that "coalitions" will spontaneously form. The composite levels for both measures indicate a moderate level of natural pair compatibility, but on the high side of moderate. Overall, the leader can expect that the group will tend to have a civil and sometimes congenial climate. The leader may want to consider installing some team processes *(e.g., reinforcing norms of cooperation)* to help insure that mutually supportive help and assistance will be available if needed by a member. However, the investment need not be great.

COMMUNICATION COMPATIBILITY MATRIX

		1 Frank	2 Jennif	3 Svetla	4 Ranae	5 Jay	6 Shanno	7 Robert	8 Matt
1	Frank								
2	Jennifer	10.5%							
3	Svetlana	32.9%	35.6%						
4	Ranae	61.4%	20.8%	50.1%					
5	Jay	59.6%	20.8%	56.6%	77.4%				
6	Shannon	27.9%	50.1%	55.2%	47.6%	42.7%			
7	Robert	52.8%	25.0%	48.2%	69.4%	58.4%	55.1%		
8	Matt	39.4%	29.3%	44.0%	60.2%	46.1%	55.2%	54.1%	
	Average Compatibility	40.6%	27.4%	46.1%	55.3%	51.7%	47.7%	51.9%	46.9%
	Median Compatibility	46.1%	25.0%	48.2%	60.2%	56.6%	50.1%	54.1%	46.1%

This table describes the percent overlap between each member of a group with every other member. It is read by identifying the person in the row and reading across. At the end of the row, the remainder of the relationships are read by reading down the adjacent column.

The degree of overlap describes the likelihood that two people will approach issues using a common method. The higher the overlap, the more likely the people are to be compatible in their approach to an issue. Generally, an overlap greater than 50% would be considered high, 30% to 50% medium, 20% to 30% low and under 20% challenging. The challenging relationships have been highlighted in red.

A challenging compatibility does not mean that the people will "dislike" each other. It does mean that they can expect to have difficulty communicating when working on items in which they share a common purpose and share a common destiny as a result of success or failure. This occurs because a low index means that the people prefer using different communication methods *(e.g., high detail versus essential facts)* , different work patterns *(e.g., continuous application versus intense but sporadic),* different modes (*e.g., a tendency to plan versus act)* , and etc. These differences mean that working together will impose burdens on both parties.

A low compatibility index does not mean that people should not be assigned a common task. People with highly divergent profiles are, in effect, covering "different bases." Together they are capable of considering more options and examining more aspects of an issue—high performance. The decision maker might want to invest in counseling both parties (on the relationship) if he or she chooses to engage divergent people in common effort. Alternatively, the leader might want to consider adding a third party whose profile overlaps those of the other two. This third party can act as an "honest broker" interpreting and facilitating the relations between the other two—high maintenance.

The Average Compatibility measures the overall compatibility of a person to the group as a whole. The higher the average, the more likely that the person will be able to "get along" with all other group members. The Median Compatibility represents the midpoint. Half the group is higher and half is lower. Usually, the median will be close to the average. If it is not, it means that the average is probably being "weighed" by some unusually high or low relationships and may be misleading if considered alone. In effect, the median score (in comparison to the average) is a measure of consistency. The closer the median score is to the average, the more consistent is the person's compatibility across his or her relationships within the team.

SUPPLEMENTAL SCHEDULES

LEADERANALYSIS™ involves examining organizational relationships from various perspectives. Not all yield information deemed relevant to this particular application. The following graphics have not been used in this analysis.
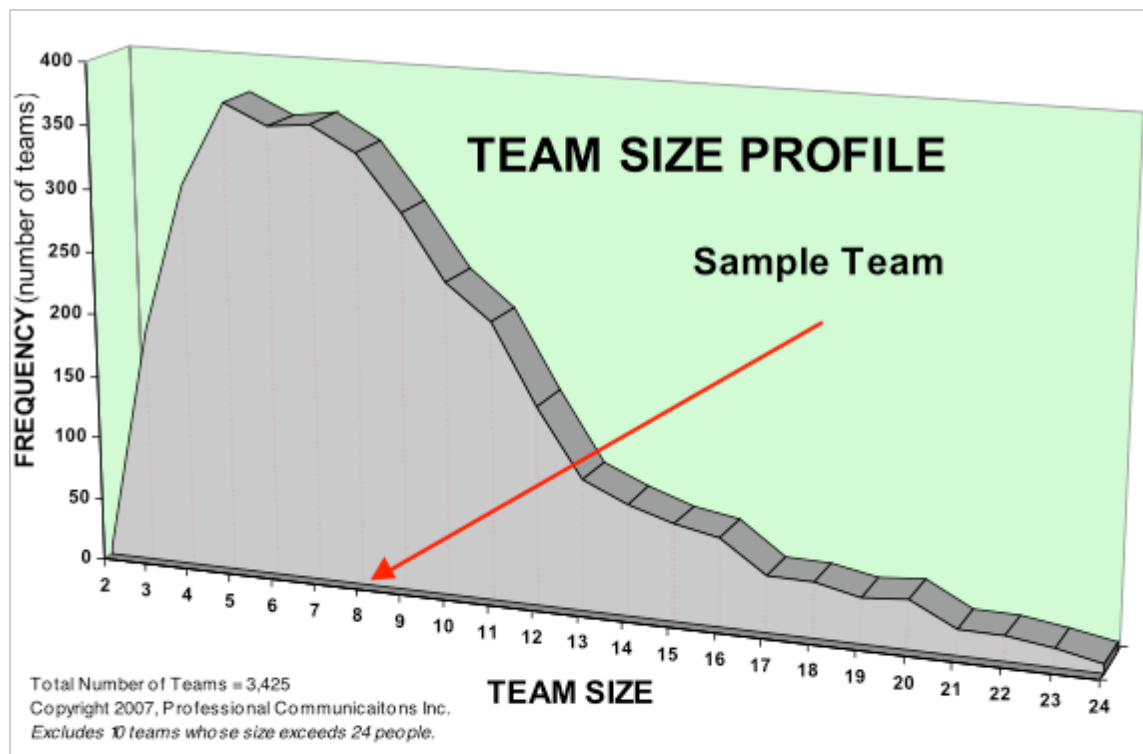
13

COMPARISON OF INDIVIDUAL GROUP MEMBERS TO THE OVERALL GROUP AVERAGE
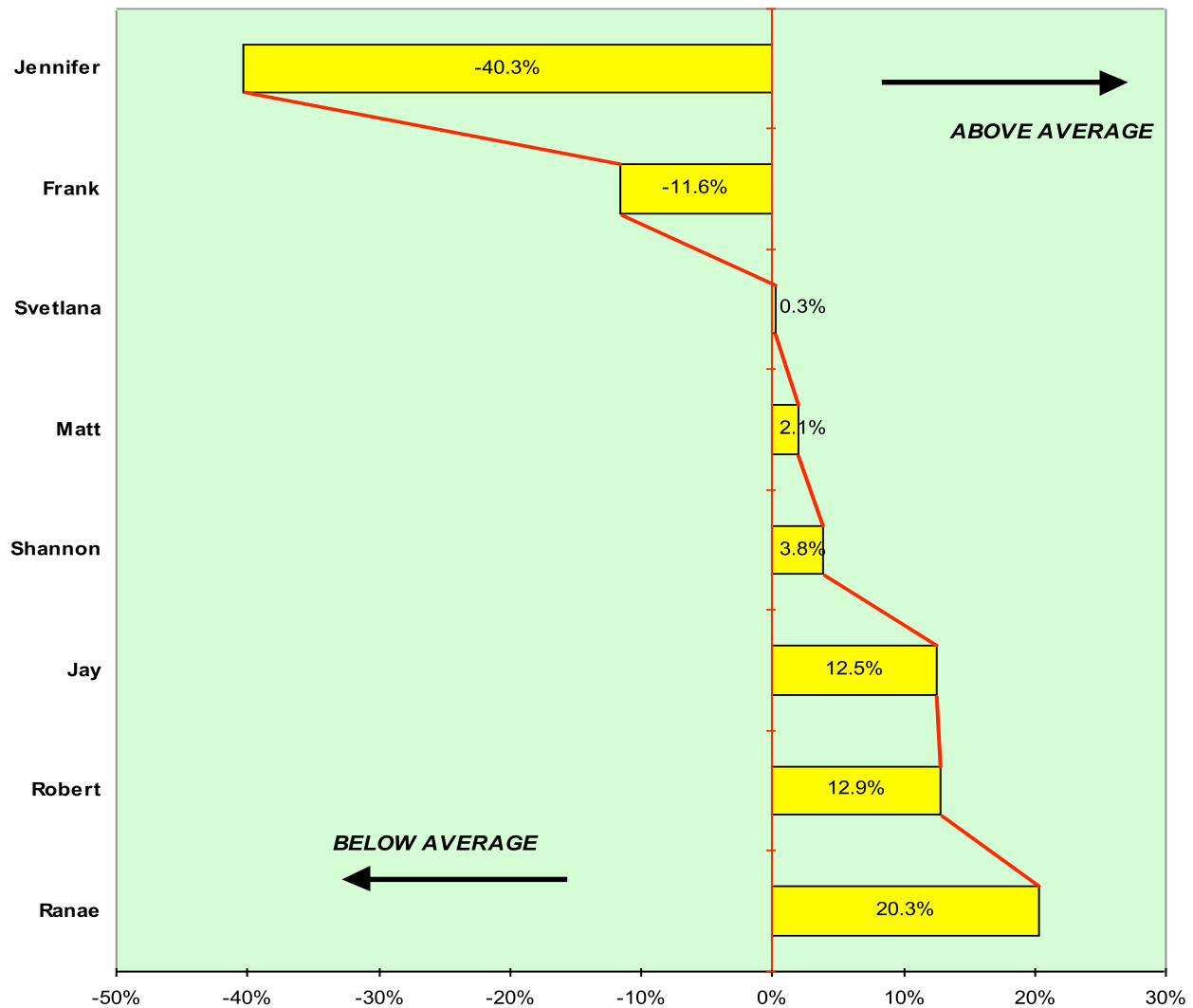
This graph compares the average compatibility for an individual to the composite average for the group as a whole. The higher a person is above the average, the more likely that person will be viewed as an effective facilitator or intermediary between others in the group.

The lower a person is below the average, the more likely it is that the person will contribute a unique perspective to the group as a whole. The cost of obtaining access to this unique perspective is an increase in potential communication costs since different information processing profile preferences must be accommodated.

In this case the leader has a somewhat lower average compatibility than the average member of the group. This is not an unusual condition. It merely means that the leader is bringing a relatively different perspective to the rest of the group, a perspective the group may find of value. The difference is not severe. The leader can probably use personal experience as an index for the group as a whole. Overall, the group will probably have a somewhat more favorable opinion of each other than the leader might of them, but the difference is probably not enough to cause any serious misdirection.

TEAM SIZE PROFILE

Sample Team

Total Number of Teams = 3,425
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Excludes 10 teams whose size exceeds 24 people.

SIZE COMPARISON
CURRENT TEAM TO OTHER TEAMS ANALYZED

This chart compares the size of this particular group to a distribution of teams measured using this analytical technique. Generally, the larger the size the more difficult the logistics involved in creating an effective team atmosphere. For example, in very large groups it is difficult to allow everyone to participate to the extent that they might deem appropriate simply because of time constraints.

Team size also has a differential effect on the different strategic styles. Generally the larger the size, the more need there is to rely on formal rules. This tendency favors the disciplined strategic styles of LP and HA. Logistical ease generally allows smaller teams to organize around a looser, more spontaneous format *(e.g., meetings can be called on shorter notice)*. This favors the more unpatterned methods favored by the RS and RI.

Here the team lies about in the middle of size distribution of other teams analyzed. This size of group may be toward the upper ranges of the ideal size for the leader. The maximum contribution of this type of leader is usually best realized in somewhat smaller groups. The group may have to strain a bit to accommodate the probable volume of the new ideas and action initiatives the leader is likely to contribute. If this comment has a "ring of truth" the leader may want to remain sensitive to this issue and consider tempering the number of initiatives. The leader's capacity in this dimension may exceed the capability of the group members to coordinate activities between themselves.

DISTRIBUTION OF AVERAGE AND MEDIAN COMPATIBILITY INDEXES
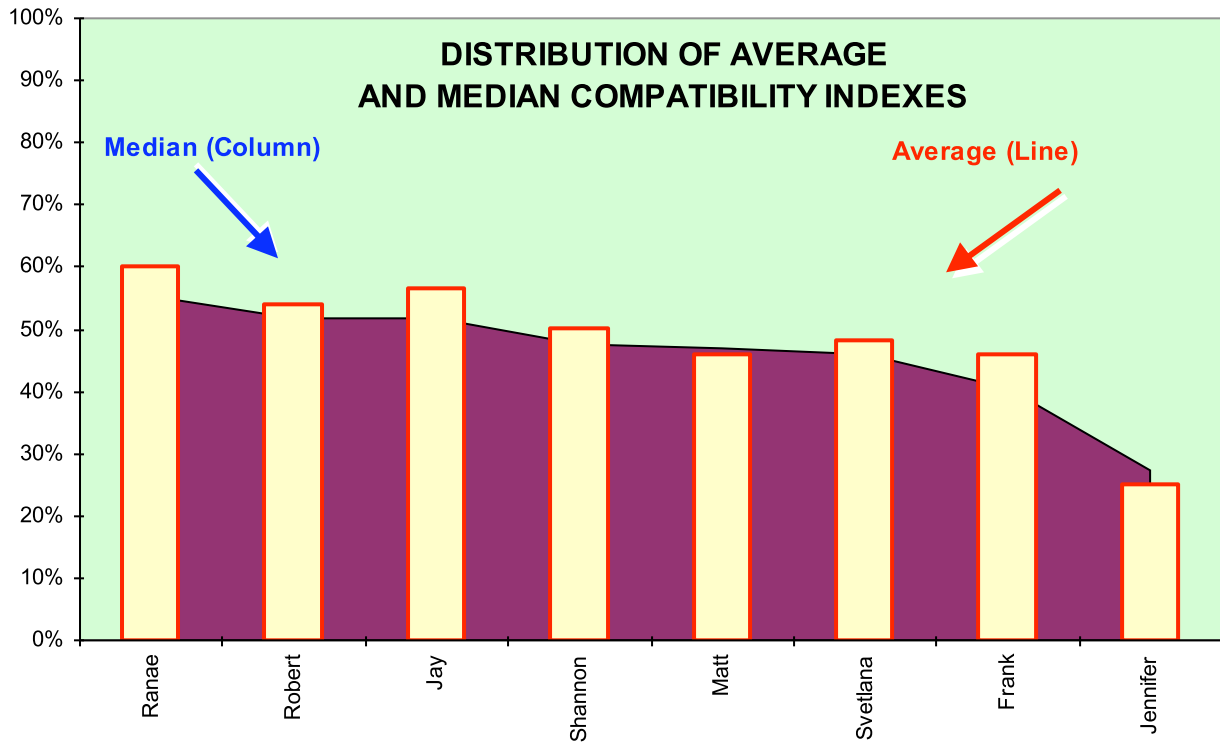
This chart plots the distribution of average and median Compatibility Index scores in descending order by average *(the yellow area)* . The average across all people is shown as a red line.

Relatively large differences in the median and average score *(either higher or lower—i.e., the column extends above or falls below the average line)* indicates that the individual has potential one-to-one relationships which can vary strongly depending on which other party with whom he or she is paired. The leader might want to be sensitive to this when combining these individuals with others in the group to work on common tasks.

People with divergent average and median scores might be looked upon by the leader as potential assets. The reason they diverge is that they are viewing the world through a different prism. This could help insure that an issue gets more comprehensive treatment at a cost of some potential difficulty for the parties involved *(communication may not be easy. See Group Member Compatibility Matrix for more detail).*

People whose average and median scores approximate each other can be expected to get along with about everyone with the same degree of structural compatibility. People with a high level of these coincident scores are natural facilitators within the group and the leader might be able to use this capability to the group's advantage in certain circumstances.

END OF REPORT