



WINNINGTEAM

The Evolution of **WINNING**PROFILE

Over the past 30 years, the science of behavioral profiling has grown immensely. Behavioral profiling is the extrapolation of information about a person based on his known qualities, identifying the patterns that merge to form the three areas of human behavior: thinking (cognitive development), feeling (emotional development) and doing (actions in a work setting). The key to profiling instruction is interpretation, and while various profiling instruments can successfully identify an individual's key attributes, our research suggests a better use by combining three specific profile findings into an overall Winning Profile.

With a background in working with thousands of employees and participants in his business, Dr Gary Russell has brought together three different profiling tools for the benefit of creating a definitive talent and elite performance profile. The three profiling instruments are explained here, and when completed, the results are analyzed, summarized and combined to create a personal Winning Profile report.

Most profiling instruments that have been developed are linear in nature, profiling a single dimension of human beings with precision. Some are truly remarkable instruments, but the reality is that humans are not linear, and these instruments are simply unable to accurately reflect the total human psychological condition. Winning Profile is a system that examines several facets of human behavior at once, triangulating the results to produce a stunningly precise analysis. It is simply the easiest, most accurate profiling system on the planet.

WINNINGTEAM

All successful teams are made up of a combination of people who individually contribute to the success of that group through their own unique talent. **Winning Team** identifies and assesses each person within a team, measuring his performance and productivity separately and in relation to the team.

This **Winning Team** Report will provide the team leader with an understanding of what the specific talents of the team are as well as where potential gaps exist within the team environment. It will also provide valuable information on the form and type of interaction that is likely to take place between team members and what effective forms of communication should be implemented. With team profiling, the report details how a group of individual profiling results can be integrated to maximize team dynamics. It will then suggest what is needed to help these individuals perform together as a cohesive team unit.





PART ONE: ASSESSMENT

“You cannot dream yourself into a character; you must hammer and forge yourself one.”

- Henry David Thoreau

The 3 Profiling Instruments Engaged to Create **WINNING** PROFILE

The science of psychological profiling has been limited by the very people who helped to create it. Most assessment procedures are one-dimensional or linear in their approach, and although the results can be useful, they don't address humans as the complex and multi-dimensional beings they are.

- 1. David Kolb's Learning Style Inventory** measures 4 phases of learning and specifically looks at how you perceive or interpret information and then how you act upon this interpretation. The profile provides scores that relate to your dominant phases of learning
- 2. Gallup's StrengthsFinder** identifies your 34 talent themes in the unique order of their predominance. Gallup defines talent as the reoccurring patterns of thoughts, feelings and behavior. The results of the profile test rank your top 5 signature strengths
- 3. Axiom DISCUS Profile** identifies your working strengths, your motivators, management, communication and negotiation styles, and highlights your value to the team and organization. The DISCUS model measures behaviors that can be distilled into four principal behaviors: Dominance (D), Influence (I), Steadiness (S) and Compliance (C)



Kolb's Learning Style Inventory

Concrete Experience (CE):

Learning from Experience

- Learning from specific experiences
- Experiences related to interactions with people
- Being sensitive to people and feelings

Reflective Observation (RO):

Learning by Reflecting

- Carefully observing before making judgments or acting
- Views things from different perspectives
- Looking for meaning to things

Abstract Conceptualization (AC):

Learning by Thinking

- Logically analyzing information
- Acting on intellectual understanding of a situation

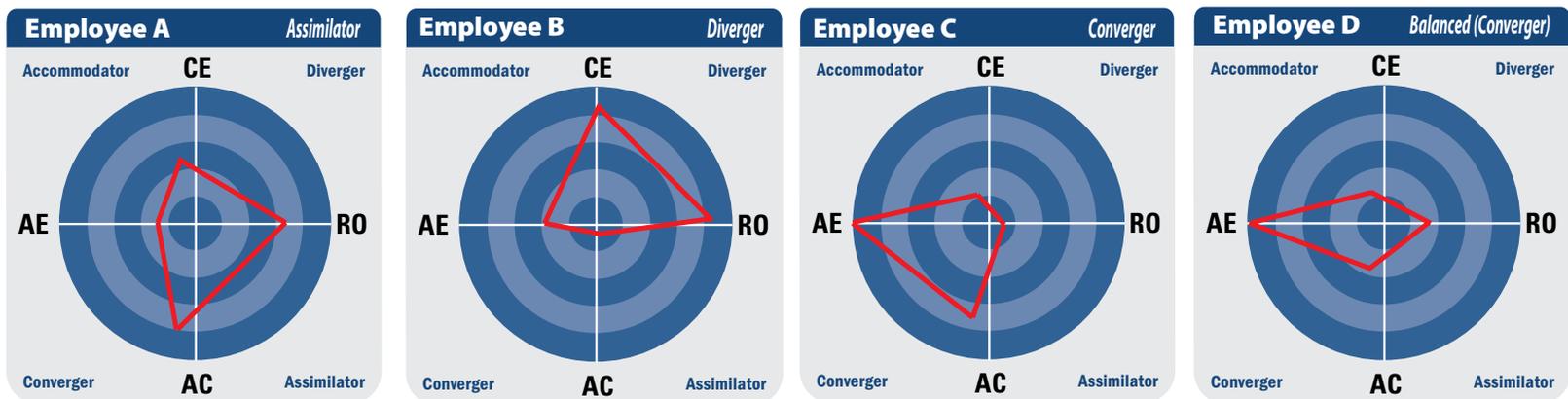
Active Experimentation (AE):

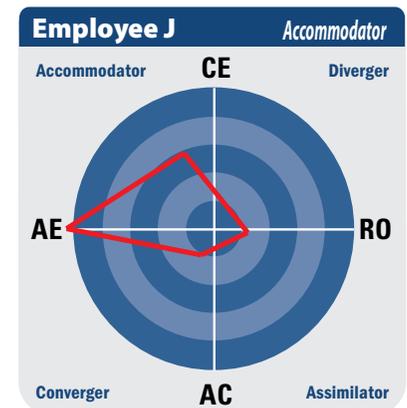
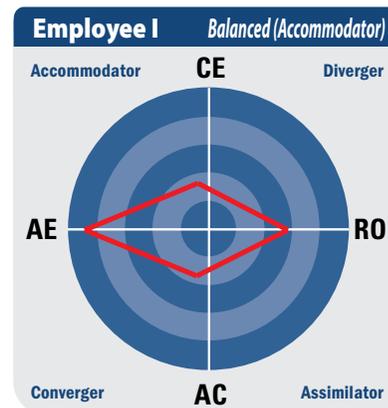
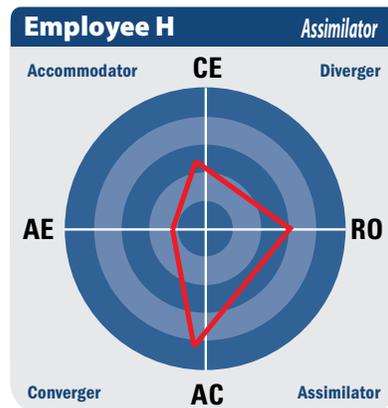
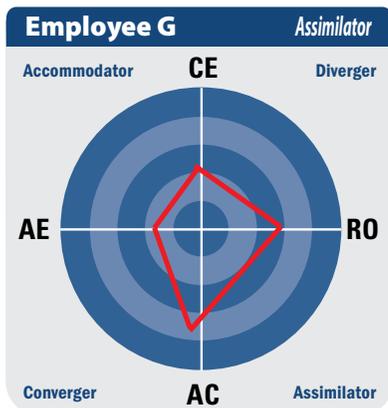
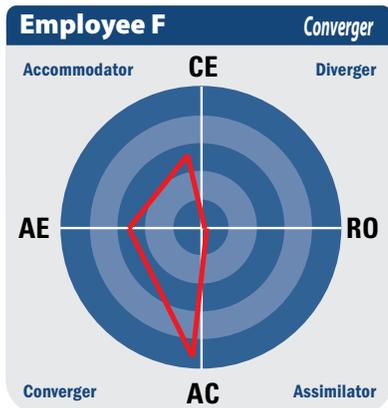
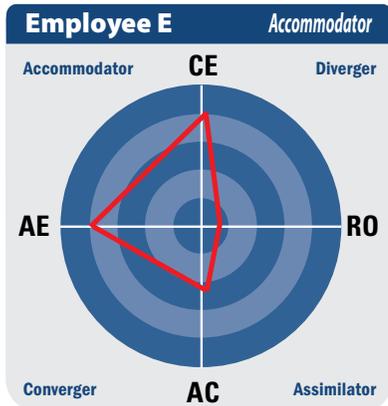
Learning by Doing

- Takes risks
- Acts on impulse - 'launches' into things
- Shows ability to get things done

David Kolb's Learning Style Inventory

measures 4 phases of learning and specifically looks at how people perceive or interpret information and then how they act on what they have interpreted. The profile provides scores that relate to the following phases of learning:





Team Review

There is a very balanced team selection, with all Learning Style groups being covered. This is generally believed to be a very positive component of any team dynamic as the different individuals bring different qualities to the group.

There is a slightly greater emphasis on Thinking (Abstract Conceptualization) as opposed to Experiencing (Concrete Experience). This suggests that the group is more likely to base judgments and decision-making on theory and logical analysis rather than practical experience and the results derived from it.

(Please note that this is highly unusual for a group that is involved in a competitive sales environment and is an indication of the unique working culture that appears throughout this profile. It may be one of the hidden reasons for this success.)



Team Review (Continued)

There is a slightly greater emphasis on Doing (Active Experimentation) as opposed to Reflecting (Reflective Observation). This suggests that the group will look to make an active contribution to problem solving and will enjoy the challenge of new opportunities. The lack of scores on the 'Reflecting' side of the matrix suggests the group does not show a great inclination toward strategic planning and looking forward beyond the more immediate concerns. This may be an area to focus particular attention on – it may simply be the case that current employees are all far too busy dealing with the 'here and now' (something which this set of results suggests that they are very good at) to allow themselves time to step back and look at the bigger picture.

The two individuals with 'Balanced' profiles (Employee I and Employee D) are likely to adopt different approaches to any given situation based upon their perception of what is required. This suggests that they will likely be more tolerant and patient with others, adapting his approach to each given scenario based upon the individuals concerned. People with balanced profiles are far more likely to exhibit the characteristics of each of the profile types and switch from one to the other where needed. The negative side of this is that some people with very balanced profiles can be hard for others to gauge – with others never quite sure how they may respond to any given situation with themselves as well.

Although diagonal opposites on the scoring matrix offer a good combination of talents, they can equally highlight where there is most likely to be frustration within different group members. For example, Accommodators may become frustrated by Assimilators who may appear to show little passion for a project and require too much time to make decisions. On the opposing side, however, Assimilators may be frustrated by the 'quick fix' approach offered by the Accommodators and their sometimes haphazard approach to dealing with things that, in their opinion, lack the due care and attention that is required. Similar conflicts may appear between Convergents and Divergers. In this example, the profiles suggest that Employee E and Employee A and Employee B and Employee F are opposites on the Learning Style Matrix.





Employee A, Employee G and Employee G are more likely to be the quieter, more thoughtful individuals, whilst Employee E and Employee J are more likely to be the most assertive and most eager to push an opinion or force an action when others would prefer to plan and analyze.

As the only Diverger in the team, Employee B is likely to be the most empathic individual, the one who will be open to the input and opinion of others and look to find ways to draw consensus from the different learning styles within the group. His style will not always appeal to every member of the team, as theirs might not to him. The Convergents in particular (Employee C, Employee D and Employee F) will prefer a more highly organized, efficient and precise approach. This dynamic can cause friction at times, but also emphasizes the significant role each member plays in maintaining an effective team balance.

Where there is such a range of different learning styles within a management team, it is imperative that there is clarity and detail in tasks and objectives. Each individual's Learning Style will dictate the way they approach situations and how they deal with any given scenario. The greater the clarity, the greater the consistency of approach. The creation of clear agendas and time lines for action items laid out before the group meets will greatly add to the effectiveness of meetings.



Gallup's StrengthsFinder Profile

Gallup's StrengthsFinder is a profiling instrument that identifies your 34 talent themes in the unique order of their predominance. Gallup defines 'talent' as the reoccurring patterns of thoughts, feelings and behavior. The results of the profile test rank each person's top 5 Signature Strengths.

Clifton's StrengthsFinder - Score Overview (Individual's Top 5 Themes)

Themes (1-5) ▼ ▼ ▼ ▼	1	2	3	4	5
	Employee A	Employee B	Employee C	Employee D	Employee E
	Input	Communication	Focus	Relator	Individualization
	Analytical	Input	Analytical	Responsibility	Relator
	Positivity	Developer	Learner	Harmony	Empathy
	Connectedness	Positivity	Responsibility	Deliberative	Arranger
	Relator	Strategic	Achiever	Discipline	Learner

Themes (1-5) ▼ ▼ ▼ ▼	6	7	8	9	10
	Employee F	Employee G	Employee H	Employee I	Employee J
	Achiever	Futuristic	Relator	Deliberative	Adaptability
	Woo	Analytical	Harmony	Achiever	Relator
	Communication	Learner	Belief	Significance	Positivity
	Positivity	Achiever	Responsibility	Competition	Arranger
	Activator	Self-Assurance	Consistency	Focus	Developer

 Denotes most consistently appearing talents





Frequency of Scores (Appears 5 or more times out of 10)

Essential Talent Themes Position 1-11	
Relator	7
Arranger	6
Learner	6
Achiever	5
Analytical	5
Developer	5

Useful Talent Themes Position 12-22	
Self-Assurance	6
Communication	5
Harmony	5
Positivity	5
Responsibility	5

Missing Talent Themes Position 23-34	
Context	10
Adaptability	7
Restorative	6
Significance	6
Competition	6
Deliberative	6

Each individual has 34 Talent Themes. Their StrengthsFinder test results rank the individual's talents from 1–34. The purpose of this analysis is to look at the patterns of talent appearing within the different individuals that make up the team. The results below highlight the frequency with which particular talents appeared in the individuals' ranking order. This tool can be used for a number of purposes:

1. Talent themes that appear consistently in positions 1–11 be considered as “Essential Talent Themes” to be successful in that team/role. As such, they could serve as a guideline for the talents that should be sought after in potential new members to the team



Frequency of Scores (Continued)

2. Talent themes that appear consistently in positions 12–22 could be considered “Useful Talent Themes” that may compliment the Essential Talent Themes within the team/role. They reflect talent themes that individual team members have the ability to utilize effectively when required, but the current environment may not necessitate them
3. The talents that consistently appear in positions 23–34 within the members of the team could be considered to be “Missing Talent Themes” or where there are currently gaps in expertise within the team. As such, this information could be utilized when looking for new or additional members of the team in order to compliment the qualities already present in the team
4. The higher the frequency by which a talent appears within positions 1–11, the more visible that talent will appear within the team. A general rule of thumb suggests that if a talent appears in Positions 1–11 within more than 50% of the team members, it becomes a relevant factor within the team profile
5. The same principle applies for those Missing Talents that appear within positions 23–34
6. The relevance of points (1) or (2) above depends upon the nature of the roles performed by the team. The more specific or technical their role, the more relevance is placed upon Point (1), whereas if the team’s functions are very broad, it could be argued that Point (2) is more relevant

[Footnote: The individuals that make up the Continuity Group Winning Team Report are unfamiliar with their different Talent Themes (beyond their own top 5 Talent Themes). As such, some formal training may be required in order for the individuals to develop a greater level of understanding of the different themes.]





Team Review

Relator is the talent theme that appears most frequently within team members' Top Ten Talent Themes. This talent shows the value that the individuals place on working alongside others that they trust and respect and who share a positive working environment whereby all are working cohesively towards shared goals. It highlights the value that the individuals place on being part of this organization and is often a good indicator of the strength of a core culture within the organization.

- The high frequency of the strengths **Responsibility** and **Relator** in team members' Top 5 strengths suggest this a loyal and committed group of senior executives who value the importance of their roles within the team environment
- The combination of **Relator** and **Learner** appearing frequently across the team profiles suggests that the team really value and appreciate the input and contribution that each member makes to the team. It suggests that they are quite an open and democratic group
- The high frequency of **Arranger** and **Developer** within the team emphasizes the nurturing aspect of their role and the importance the team will place on being coaches and mentors to others
- Employee A's top 2 strengths – Input and Analytical – reflect his Assimilator Learning Style which places greater emphasis on structure and abstract concepts as opposed to the more people-oriented style that is apparent in the likes of Employee D, Employee E and Employee B

Team Review (Continued)

- The range of strengths present (such as **Deliberative, Input** and **Analytical**) within some members of the team indicates an approach that can be seen as quite cautious and precise. This may frustrate those who possess more “Action- and People-related” Talent Themes (such as **Achiever, Arranger, Developer** and **Relator**) - the more dynamic profiles within the team who will be more eager to act quicker and take more risks. Again, this shows the balance within the team, which, if harnessed correctly, can provide complimentary elements to the group, but may also cause some frustration from time to time
- Lack of appearance of the talent **Competition** in the Top Ten talents is very unusual for highly achieving groups. It may be that those individuals who work beneath this tier of management and leadership have more of the need to utilize the talent of **Competition** in order to be successful. However, this in itself is worth noting because those individuals will generally have quite assertive personalities, and the team members within this group will tend to adopt a management style that will look to inspire others with their charisma and interpersonal skills. This may NOT have the desired effect on individuals with **Competition** as a significant talent, particularly during highly pressured environments
- Employee E Davis’ talent themes of **Relator, Empathy** and **Individualization** make him exceptionally adept at dealing with people one-on-one. This particular talent makes Employee E able to break down the needs of his team members individually and create a solution that will appease everyone equally.





Axiom DISCUS Profile

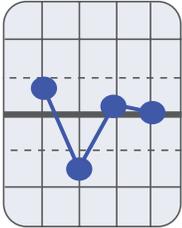
Axiom DISCUS Profile is a report that assesses a person, identifies their working strengths, their motivators, management, communication and negotiation styles, and highlights their value to the team and organization. The DISCUS model measures behaviors, which can be distilled into four principal behaviors: **D** for Dominance, **I** for Influence, **S** for Steadiness and **C** for Compliance.

Typical Characteristics:

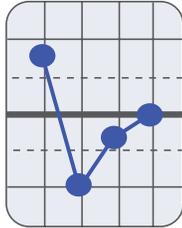
	DOMINANCE <i>(POWER)</i>	INFLUENCE <i>(PEOPLE)</i>	STEADINESS <i>(PACE)</i>	COMPLIANCE <i>(POLICY & PROCEDURE)</i>
High Scores	<ul style="list-style-type: none">- Assertive- Self-motivated- Determined- Direct	<ul style="list-style-type: none">- Extroverted- Outgoing- Communicative- Enthusiastic	<ul style="list-style-type: none">- Patient- Amiable- Dependable- Trusting	<ul style="list-style-type: none">- Analytical- Systematic- Methodical- Precise
Low Scores	<ul style="list-style-type: none">- Accommodating- Cooperative- Accepting- Team-oriented	<ul style="list-style-type: none">- Reserved- Probing- Tactful- Guarded	<ul style="list-style-type: none">- Adaptable- Dynamic- Urgent- Vigorous	<ul style="list-style-type: none">- Instinctive- Intuitive- Unconventional- Individualistic



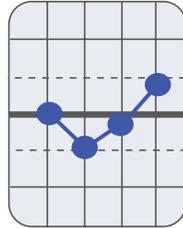
Axiom DISCUS Profile Results



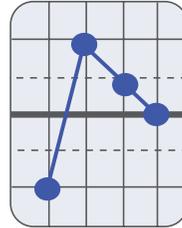
DISC
Employee A



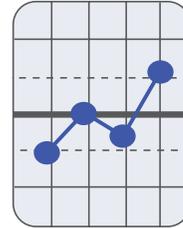
DISC
Employee C



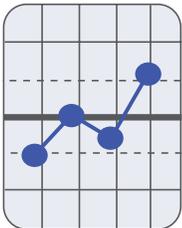
DISC
Employee D



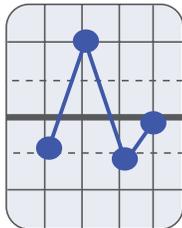
DISC
Employee B



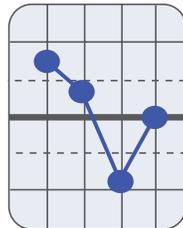
DISC
Employee E



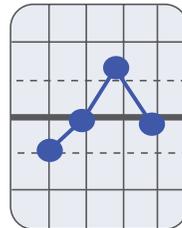
DISC
Employee F



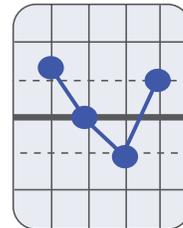
DISC
Employee G



DISC
Employee H



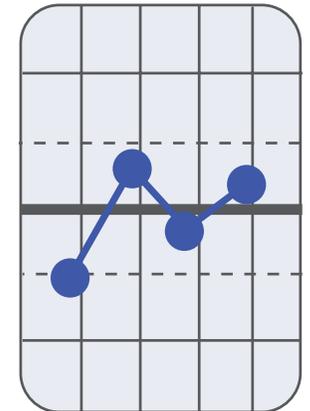
DISC
Employee I



DISC
Employee J



Combined 'Team' Profile



DISC

Team Review

- There is a very broad range of different profiles within this group (which is emphasized by the relatively flat nature of the team graph). The more elongated the graph represented in the Winning Team report suggests a more pronounced opportunity for various traits to emerge in group dynamics
- Generally Mid to High 'C' (Compliance) scores – These suggest the group drives for high quality, accuracy and precision in what they do. This normally also relates to structure, policy and procedure.





Team Characteristics:

- *Highly productive*
- *Will follow rules and regulations*
- *Relatively open and communicative*
- *Adaptable and flexible*
- *Team oriented in their approach*

They are likely to follow rules and regulations and will prefer to have clearly defined schedules and calendars, of which they will want to have involvement in the creation. Moreover, this range of profiles could indicate a lack of potential innovation and creativity within the group as individuals prefer to work within existing industry 'norms'

- **Overall team low 'D' (Dominance) score** – This suggests that the team is likely to adopt a very democratic approach to working together and will value the contributions that each individual makes to the overall team output. It is worthwhile to note that there are a number of individuals who have a very high '**D' (Dominance)** score and these individuals are likely to assert their ideas and opinions more vigorously in group environments.
- **Individuals with the combination of High 'D' (Dominance) and High 'C' (Compliance)** (Employee C, Employee D, Employee G and Employee J). Scores tend to suggest these individuals will be strongly motivated to achieve success coupled with an internal drive to pursue quality and accuracy. This combination is generally reflective of individuals who are very strong at problem solving, particularly in highly technical disciplines and compliments their Convergent Learning style
- **Opposing 'S' (Steadiness) scores** – Whereas some team members have low 'S' (Steadiness) scores, some members have high 'S' (Steadiness) scores. This suggests that there may be potential issues as some individuals look to initiate change more rapidly, whilst others are more reticent to act without further supporting information and would prefer to maintain the status quo, working more patiently to deal with issues
- **High 'I' (Influence) Scores** – Employee B and Employee G share the highest 'I' (Influence) scores suggesting that they are more likely to be the most open and communicative members of the group, and are most likely to be the individuals who will have a positive influence on the team's moral





“If we all did the things we are capable of, we would astound ourselves.”

- Thomas Edison

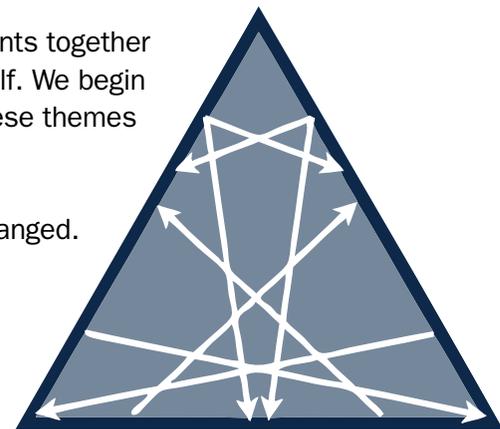
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PART TWO: TRIANGULATION

This section will teach you how your collective talents, thoughts and feelings affect your perceptions, behaviors and interactions within the team dynamic, as well as how this is manifested and perceived by external forces.

Through a layering process called triangulation, Winning Profile places the assessments together in the context of three dimensions, yielding results that express the team’s truest self. We begin to see the common strengths of the team, what talents are missing and which of these themes can be coached to maximize performance.

The key to changing behavior is to become aware of what you do and do not want changed. Self-awareness must emerge for the information to be acknowledged and it is at this point that a team can truly improve. This section of the Winning Team report aims to elucidate the qualities of your team that make it truly unique, allowing each member to embrace and capitalize upon the team’s distinct identity.





Overall Team Dynamics

Balanced profiles of the type shown for this team are not uncommon with larger teams such as this one, especially where members have divergent individual profiles. ('Divergent' here means that the DISC profiles of individual members tend to differ from, and hence 'cancel out', one another). The 'balanced' profile resulting from this represents the fact that the general style of the team is essentially unpredictable. However, in such situations, it is normally possible to provide guidelines as to team behaviour based on elements of the members' relationships with one another. This information is provided on the next page.

Team Keynotes

- 1. This is a very balanced team report**
- 2. A divergent group of profiles makes it harder to define key characteristics of the team**
- 3. When the team does work coherently together the balance makes for a highly effective group**

- This is a team where one or more of the members will take a dominant stance, and expect the others to respond passively to their instructions and requests. As many of the other members lack assertiveness themselves, it is likely that they will accept this arrangement. Such a development can aid the team in finding direction and drive, but may come to undermine the structure of the team over time.
- There is a prominence of self-confidence within this team, and the fact that a number of the members are outgoing and expressive may lead to their taking a dominant role within the team, especially as there does not appear to be too many individuals of a directly assertive nature present. It should be noted that this self-confidence is rooted in social interaction, and where practical problems occur, it is likely that other more systematic team members will come to the fore.



Overall Team Dynamics (Continued)

- The mixture of dominant, assertive members in this team with less direct types can be effective if properly managed, especially if the more assertive members are clearly focused on the specific needs of the team. A possible source of tension arises, however, when the team members with less driving styles need a response or action from their more dynamic counterparts. In situations of this kind, they can find it difficult to engage the attention of the more assertive team members.
- This team contains members who are non-assertive and undemonstrative, and also highly expressive, open types. These two attitudes are not necessarily incompatible, but their successful integration with one another often rests on the question of mutual respect. In particular, if the less assertive team members can see abilities or skills beyond that of communication in their more outgoing colleagues, then the two elements within the team are likely to interact well.
- The appearance of assertive, self-motivated styles within this team will need careful control if they are to be productive. Dominating styles such as these are often prepared to enter conflicts with one another, seeking to assert their own superiority over other team members. It is important to ensure that these strong-willed individuals are focused in a productive manner if such conflicts are to be avoided.



Individual Leadership Characteristics

The attributes and qualities highlighted in this section of the report provide only a brief insight into how the different individuals within the team may impact the Team Dynamic. These concepts can be further developed through shared interaction and ongoing training. The greater the extent to which individuals understand how each team member can positively contribute towards team goals, the greater effectiveness of that team.

Member	Employee A
Role	Concentrates on practical aspects of the team's work; encourages a focused attitude and works towards quantifiable results
Functions	<ul style="list-style-type: none"> • Encourages a formal approach • Promotes efficiency • Emphasises practical issues

Member	Employee B
Role	Accepts and considers others' viewpoints; takes time to listen to others' needs and ideas
Functions	<ul style="list-style-type: none"> • Accepting of others • Promotes Efficiency • Considers different viewpoints

Member	Employee C
Role	Applies a decisive and forceful approach to his work
Functions	<ul style="list-style-type: none"> • Makes rapid decisions • Works well independently • Likes new learning solutions

Member	Employee D
Role	Balanced profile; adapts approach to meet the needs of others
Functions	<ul style="list-style-type: none"> • Able to maintain a steady pace • Practically minded in his decisions • Consistent in his approach

Member	Employee E
Role	Formulates and applies rapid solutions, integrating the practical needs of the team with the personal needs of individuals
Functions	<ul style="list-style-type: none"> • Takes direct action • Follows rules and regulations • Challenges others to succeed

Member	Employee F
Role	Engages with other members on a primarily social level; builds relationships and promotes an informal approach
Functions	<ul style="list-style-type: none"> • Promotes friendly environment • Responds to others with enthusiasm • Helps develop a social aspect to the team

Member	Employee G
Role	Flexible and innovative; finds effective solutions that address both practical needs and the concerns of team members
Functions	<ul style="list-style-type: none"> • Solves problems • Innovates • Takes responsibility

Member	Employee H
Role	Considers how members' efforts coordinate with one another; offers measured assessments of the team's achievements and prospects
Functions	<ul style="list-style-type: none"> • Absorbs information • Considers progress • Offers advice

Member	Employee I
Role	Balanced profile; adapts approach to meet the needs of others
Functions	<ul style="list-style-type: none"> • Able to demonstrate flexibility • Capable of remaining focused and vigilant in completing tasks

Member	Employee J
Role	Postively inspires those he supervises
Functions	<ul style="list-style-type: none"> • Creates a positive environment • Demonstrates flexibility and maintains precision in all that he does

Overall Conclusions

Positives

1. This is a very balanced group suggesting that there is good combination of individual strengths and talents
2. The individual profile of the Team Leader (Employee A) compliments the overall dynamic of the team
3. The team will generally respond well to each other and clearly value the contributions each individual makes towards the overall team dynamic and corporate growth. They will be open to the views and opinions of each other and the environment created within the team will foster a sense of unity
4. Most individuals show strong signs of loyalty and a sense of personal responsibility for their work and appear to have a strong team ethic
5. Very active, dynamic team who enjoy adopting a practical hands-on approach
6. The group will value and respond well to a clearly defined corporate vision and will look to drive this focused approach through their employees
7. The group responds well to structure and organization and will generally adhere to set guidelines, rules and parameters across their various divisions



Challenges

1. Such is the diverse nature of the individuals within the group that each individual will approach the Executive Group from their own personal perspective. In order to be most effective, the purpose of their Executive meetings and their contributing role within it really needs to be made clear in light of their diversity. Agendas, formats and reporting templates will need to be clarified in order to achieve consistency or purpose
 - If they are coming to report their own department/region's result they will see things or the types of things very differently
 - Agendas or formats of reporting will need to be defined clearly
 - Each individual's Leadership styles will vary dramatically within the department or region that they manage
2. The team contains members who are non-assertive and undemonstrative, and also highly expressive, open types. The team **MUST** appreciate each other's talents and take advantage of them
3. Generally the group is not overly assertive and relies on positive communication to drive a message through to employees. This may have less of an impact during more stressful environments
4. There overall team dynamic suggests a more cautious and conservative approach and that the group profile shows less emphasis on the creative/innovative aspect
5. There may be some conflict within the team between those who want to see immediate results/change, and those who wish to concentrate on issues of quality and precision with more caution



Challenges (Continued)

6. When replacing or adding an individual to the Executive Group in the future, the following needs to be reviewed
 - What are the parameters by which this particular Executive Group is created? How does an individual become part of the ‘team’ (is it based upon position, tenure or the potential they could bring to the team?)?
 - What consistent approaches are used to recruit individuals across the organization?
 - Is this person on this team to compliment the Executive Group team or Department/Region they represent?
7. The bigger issue in these findings is utilizing this information when examining the group(s) the individual team members interact with their own Department/Regions. Sharing a greater understanding of individuals and their strengths and talents is fundamental to making the greatest impact on ALL employees within the organization
8. There is always something ‘unique’ about any company’s culture. The Winning Team reports’ role is to identify these characteristics. Company XYZ’s executives need to review this information and decide which principles make them successfully unique and which one, if eliminated or improved, will take them from ‘Good to Great’





PART 3: APPLICATION

“ There are those who look at things the way they are, and ask why. I dream of things that never were, and ask why not.”

- Robert Kennedy

The Winning Team report is a process that helps to create alignment within a group dynamic. Alignment occurs when there is:

1. A clear idea what has been learned using the results yielded by the assessments and the triangulation thereof
2. A feeling that you and your team have reached a viable level of understanding for the information in the report

This next section aims to take these top two steps and create a plan or set of actions that will enhance performance and productivity. Here:

- a. We ask questions that need further review
- b. We make suggestions as to specific actions needed
- c. We also use this section to suggest further learning that needs to occur

Winning is a result of understanding and proper action, but more importantly, it is a process that has to be learned and implemented over a period of time. Once the process is learned, it can be replicated for future success.

WINNING TEAM OVERVIEW

The Winning Team Profile follows up on the Winning Individual Profiles and ensuing consultations previously conducted between Company XYZ and the Focus Group. We have now pulled together all the information from each Winning Individual Profile and integrated it into one comprehensive Winning Profile of your entire team.

The Winning Team Profile's purpose is to increase your organization's opportunity to win by maximizing the performance of each individual member of your team and collectively as a whole.

While it is important to increase the performance of the talent you have, you may also discover the need to add to that talent pool or rearrange your existing talent to make your team even stronger

Winning has a set of principles that must be known, acknowledged and understood before being implemented into your organization:

- Some individuals can perform well on natural talent, but most winning managers, employees and corporations believe that talent alone isn't enough
- Many organizations have a sellable idea/product/service and enough talent to perform well. While this standard may be good, it may not be good enough and not lead to greatness. In fact, good has been considered "the evil of great," especially when what you know about your company doesn't go beyond your product knowledge. You may not know who or what leads you or makes you good
- Great organizations are run by individuals and teams who are fully engaged in their hearts and aligned in their minds





- Costs incurred as a result of under-performing employees are staggering. Enormous amounts of money are also spent trying to solve this issue by attempting to maximize talents that don't even exist in employees. Effectively matching roles to talent is crucial. Not doing so results in shorter employee retention, the need for replacement, and even further decreased performance due to disengaged workers...and the cycle starts all over again
- The Winning Individual and Team Profiles we have conducted for Company XYZ identify what talent is, and also explain the talent each member of your executive's teams possess in their role. Each person's Individual Profile highlights his or her talent themes – what they are good at. The Team Profile shows where those talents can be further maximized, and may also show where talent themes may be missing in your team. After gaining this knowledge about individual and team talents from the profiles, it is up to you decide: do you have the right talents to win in your business; are you winning enough and are satisfied; could you win more if you added new talent or shifted the talent you already have. Your decisions will be vital to the continued or greater success of your organization and the people within it
- Most good companies make a strategic decision to invest in and implement a comprehensive Information Technology (IT) system to make operations run more smoothly, systematically and effectively. This same rationale can be applied to your “people system,” perhaps even more so. IT systems come with instructions and manuals to ensure their maximum performance. The Winning Profile process is your guide to ensure maximum people performance



CONSULTATION

A one-day consultation with everyone who was part of the Winning Team Profile will be scheduled in upcoming weeks. This one-day consultation will consist of the following:

1. Participants hearing and internalizing the results of the Winning Team Profile
2. Gary Russell conducting a workshop that enables participants to:
 - Learn, understand and experience their talent themes
 - Learn how their group functions and what may be needed to enhance the present combination of talent
 - Discuss and address the challenges identified in the report
 - Have each person's leadership style explained and expanded upon within the group
 - Address the following questions:
 - a) How are country leaders/members of your Executive Team hired?
 - b) If you had to replace one of them, knowing what you now know, what process would you use?
 - Increase self-awareness, which leads to group awareness. You can't change what you don't acknowledge
 - Understand how in ensuing meetings, agendas and actions will need to be thought through differently for greater productivity, based on learning styles
 - b) reflective, divergent learners: debriefing
 - c) analytical, convergent learners: detailed agenda
 - d) experiential learners: active group work
 - e) active experiential learners: role playing leading meetings





3. Participants will begin to create a Winning Template of each team member so that if someone should leave, a detailed map of the talents that are required to refill that position is in place
 - Winning templates can also be created of the right person needed to be added to team to compliment existing talents
4. The knowledge gained from the Team Profile will be best utilized by each executive team member with their respective teams back in their “country” business
 - Do you understand who you are managing? Do they understand you?
 - If Continuity Company refills a position, would you use the talent profile of the individual who was in that position or would a new template need to be created to fill the position?
 - Are certain talent profiles getting better results than others? If so, why? Is it the country? The leader? The team that is chosen around them?
5. We are recommending that one country be chosen as a test group to quantitatively and qualitatively measure the effectiveness of their individual and team profiling, and to assist the country leader with engagement and alignment to increase performance
6. I also recommend that current statistics be gathered before the consultation (or after if not available):
 - Staff retention rates within and between countries
 - Absenteeism measured within and between country teams
 - Safety issues
 - Legal claims related to Human Resources



Profiling Results Assessment & Summary

The **Winning Team Profile** has identified the Talent Themes of Company XYZ and provided the correlating characteristics of those talents using a triangulated process. Now that the Talent Themes have been identified, the TCC Team can begin the progression towards the development of Individual and Team Strength. This is achieved through the repetition of natural behaviors that are done consistently well over time (talents), along with the integration of knowledge and skills that the TCC can provide for them to build Strength. The following formula illustrates this point:

S = T + K + S

Strength: Consistent near perfect performance in an activity

Talent: Naturally recurring patterns of thought, feeling or action. Talent is not enough. There must be a process to first identify it and then enhance it

Knowledge: The areas identified by the Company XYZ Senior Executive Team

Skill: The steps needed to achieve set goals

The results and analyses provided by the **Winning Team Profile** present significantly impactful opportunities for everyone who participated in this process. Our research and work with elite level athletes and employees shows that individuals' talents can be further maximized and developed with proper "coaching" and management. It is just as important to be able to measure that success. Additionally, the team would greatly benefit from further training to help translate the results of the triangulation of the **Winning Team Profile** into practical, day-to-day methodologies and actions (knowledge and skill) in order to increase performance and productivity for each individual, the team, and the overall organization.

"The key is to get EVERYONE else to understand YOU"



Dr. Gary F. Russell, CEO



***Please e-mail me
at gary.russell@winningprofile.com
to schedule a call with
one of our personal
profile analysts.***