



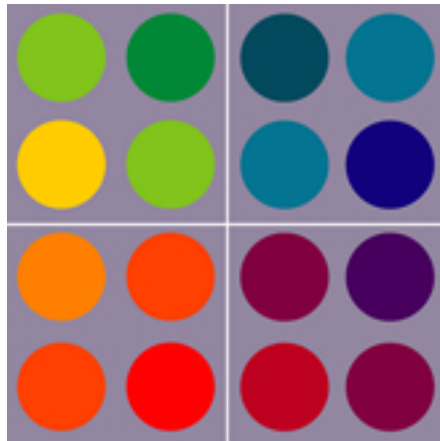
TeamScape Report

Bruce Baker

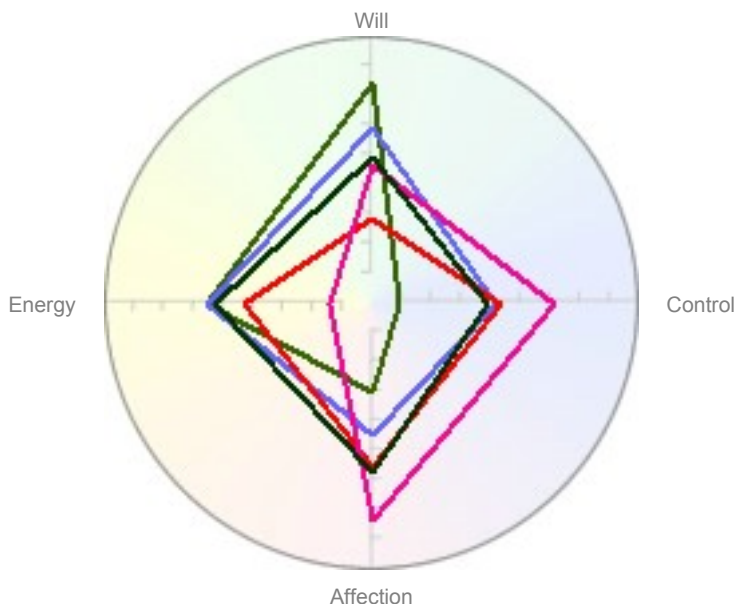
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Project: Ardex

Company: Ardex Technology



Facet5 Profiles of Team Members



Name	Will	Energy	Affection	Control	Emotionality	Family
Babai, Brad Key: Brad	5.5 Determination 6.9 Confrontation 3.5 Independence 6.1	5.9 Vitality 5.4 Sociability 5.6 Adaptability 6.8	6.3 Altruism 6.4 Support 6.1 Trust 6.4	4.3 Discipline 4.1 Responsibility 4.5	5.2 Tension 3.4 Apprehension 7.0	Facilitator
Baker, Bruce Key: Bruce	6.6 Determination 6.9 Confrontation 5.0 Independence 7.9	6.2 Vitality 6.1 Sociability 5.4 Adaptability 7.1	4.9 Altruism 5.3 Support 3.8 Trust 5.7	4.6 Discipline 4.2 Responsibility 4.9	7.3 Tension 6.4 Apprehension 8.2	Promoter
Munt, Darren Key: Darren	8.3 Determination 10.0 Confrontation 8.9 Independence 4.1	6.2 Vitality 6.0 Sociability 5.5 Adaptability 7.1	3.3 Altruism 4.1 Support 2.0 Trust 3.9	1.0 Discipline 1.0 Responsibility 1.2	6.0 Tension 4.8 Apprehension 7.2	Promoter
Denmead, Tim Key: Tim	3.2 Determination 4.5 Confrontation 1.6 Independence 3.4	4.8 Vitality 4.3 Sociability 4.1 Adaptability 6.1	6.1 Altruism 6.1 Support 5.8 Trust 6.4	4.8 Discipline 4.9 Responsibility 4.7	6.4 Tension 6.0 Apprehension 6.9	Supporter
Yang, Tina Key: Tina	5.2 Determination 6.1 Confrontation 3.9 Independence 5.5	1.6 Vitality 1.4 Sociability 1.2 Adaptability 2.1	8.1 Altruism 8.1 Support 8.1 Trust 8.1	6.8 Discipline 6.8 Responsibility 6.8	6.7 Tension 6.6 Apprehension 6.8	Coach

NOTE: The keys listed beneath the individuals' names in the table above are used in charts throughout this report.

Introduction

This report summarises the Facet5 TeamScape results of you and your team. It should be read in conjunction with the Facet5 TeamScape Participant's Guide which is available from the Facet5 web site. The report is in 3 sections:

1. The Work Cycle – this section describes your fundamental approach to solving problems when they arise. It shows:

1.1. How you appear to other people

- Your natural style based on your Facet5 profile and
- The way that other people see you working.

1.2. The Team Comparison

- How the team compares in terms of personal style and
- How you compare to others in the team

2. Reaching agreement

2.1. Your Orientation including your natural approach and the way others see you.

2.2. Your preferred Tactics looking at the extent to which you and your team apply rules and processes

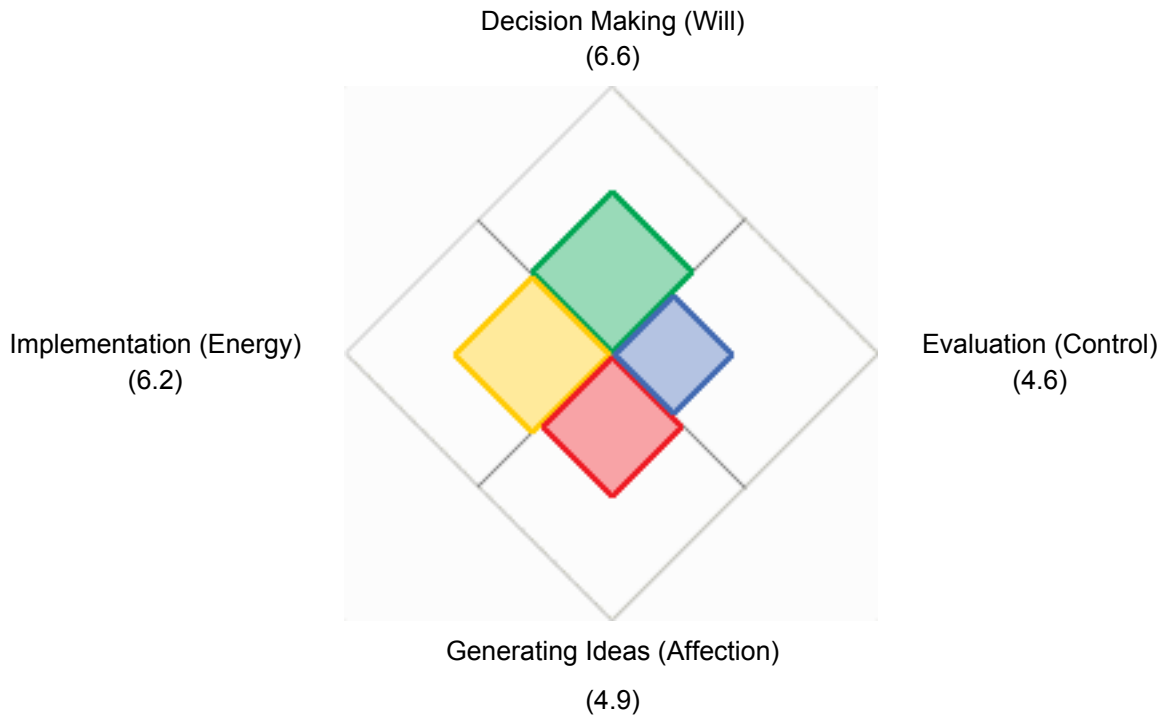
2.3. The level of Proportionality which indicates the intensity and stress involved in disputes in your team

3. Comments from Reviewers showing those areas where you are thought to provide valuable input and those where you might be able to improve.

This report is designed to provide baseline information for your team to use to improve team functioning. Your facilitator will use this information to help you and your team to identify those areas where you can capitalise on natural strengths and those areas where, through feedback and disclosure, issues can be resolved.

Your contribution to the Work Cycle

Where you put your effort is influenced by your Facet5 profile. This chart uses your Facet5 scores to draw 4 boxes, one for each phase in the work cycle. The size of the box indicates the phase of the cycle where you will contribute most: your preferred approach. The larger the box, the more you will attend to that phase of the cycle. The smaller the box, the less you will attend to that phase of the cycle. Remember that the labels on this chart refer to the Work Cycle Phase. Which set of "Protocols" you are likely to follow depends on your Facet5 scores. For example if your Facet5 score for Will is high (e.g. >7) then you will probably be quick to make a decision. You may find it hard to hold back. If your score for Will is low (e.g. <4) then you are likely to prefer a more Reflective way of working. You would rather wait till all the information is in. Your chart is shown below.



Natural Style

Contribution: (these are the capabilities that you naturally bring to the team)

- states own views very early and with force
- enthusiastic to take action
- original thinker
- willing to make the final decision
- maintains a view on the big picture

May be seen as: (these are elements that may make you less effective)

- domineering
- argumentative
- unconcerned with views of others (or organisation)

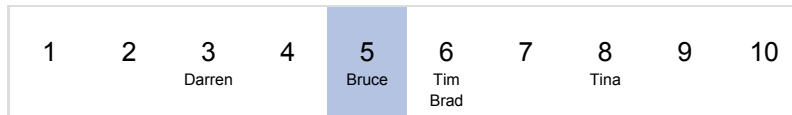
Work Cycle: Team Comparison

The chart below shows how this team approaches work and where they will focus their attention. Each chart represents one of the Work Cycle Phases. People with similar scores are grouped together on the line. The further apart people are in a row, the more dissimilar they are in their approach to work. The shaded box shows where you naturally fit in compared to others in the team, based on your Facet5 profile.

Practicalities

- Get to the point quickly
- Identify advantages clearly
- Find simple solutions
- Save time
- Oversimplify issues
- Blind to broader impact
- Short term solutions

Generating Ideas (Affection)



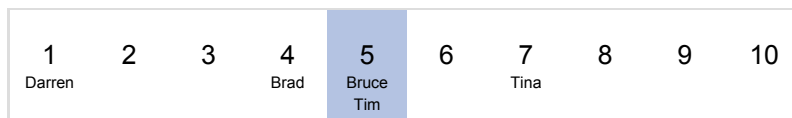
Possibilities

- Doesn't criticise others
- Is supportive of others
- Suggests alternatives
- Broadens the discussion
- Can wander off the point
- Does not promote own ideas
- Avoids final decision
- May be impractical

Revolution

- Maintains a broad approach
- radical ideas are encouraged
- the "big picture" is looked at
- limits are pushed
- limited follow through
- may not persist if it gets hard
- can overlook important issues

Evaluation (Control)



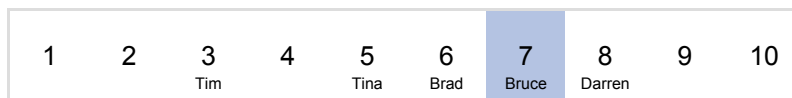
Evolution

- Concentrate on details
- Take things steadily
- Organised
- Check resources and time available
- Slow to get started
- Insist on too much detail
- Too conservative

Reflecting

- Do not jump to conclusions
- Wait to be asked
- Give people a chance to speak
- Look at all the information
- Too slow to commit
- Procrastinate
- Defer to authority

Decision Making (Will)



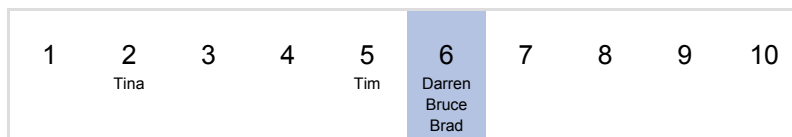
Deciding

- Decide what needs to be done
- State own views very early
- Defend ideas and don't back down
- Appear certain and confident
- May try to push others
- Can start arguments
- Go own way without regard for others

Understanding

- Ideas are well thought through
- Depth of understanding
- Discussion is kept to a minimum
- Salient points presented
- Debate is at a technical or specialist level
- Personal issues are rarely discussed
- Private research is preferred to open debate

Implementation (Energy)



Acting

- Gets started quickly
- Talks and discusses freely
- Obvious enthusiasm
- Involved from the beginning
- Easily distracted
- Interrupts others
- Loses focus and direction

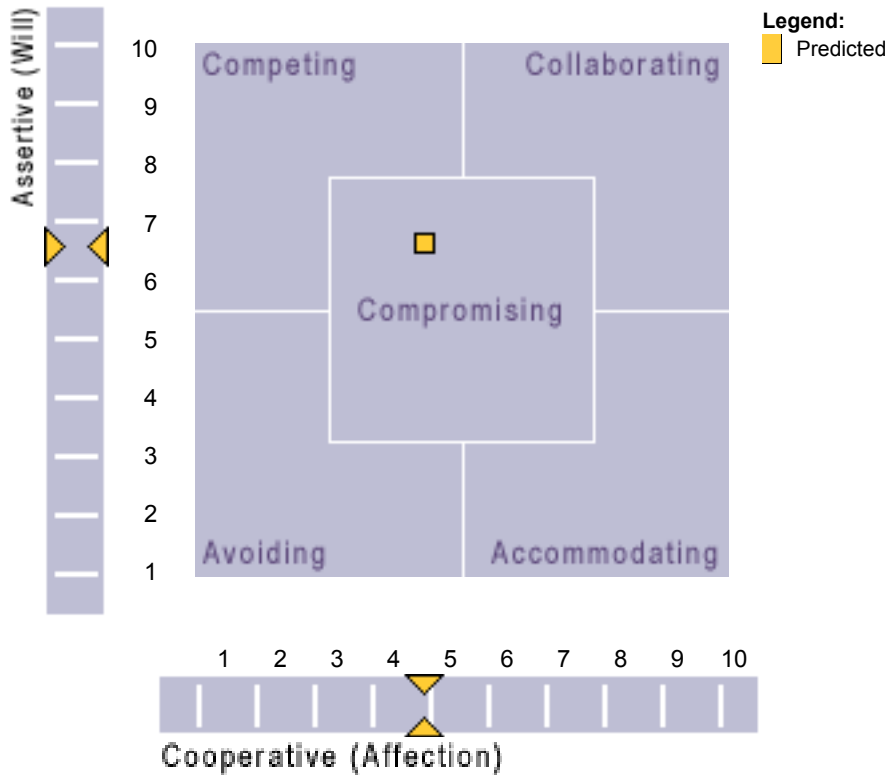
Legend:

Predicted

Reaching agreement and resolving disputes

Your Orientation

The chart below shows the orientation you would be most likely to adopt if faced with conflict and disagreement. This is based on your Facet5 scores for Will and Affection.

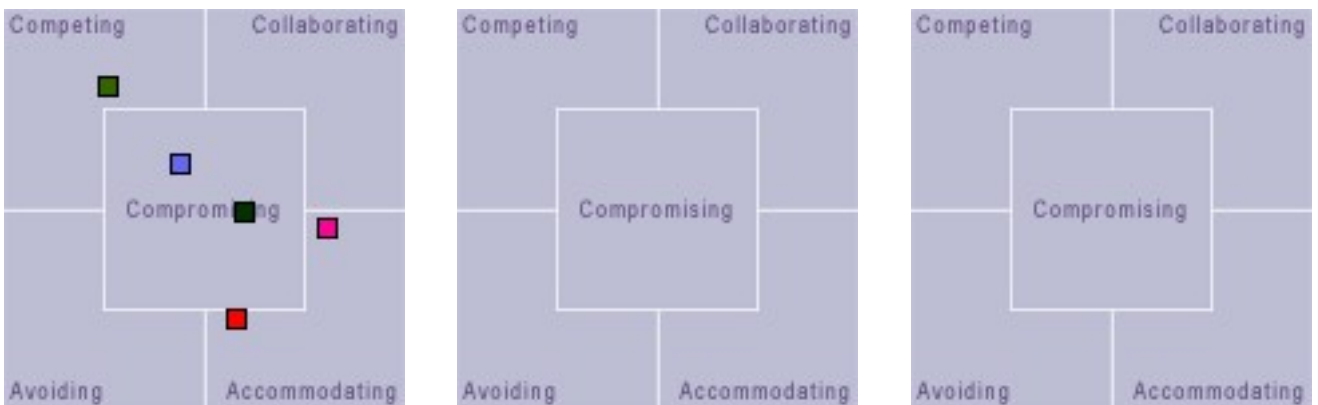


Bruce

Asserts own view but is willing to listen. Looks to own needs first but thinks about others as well.

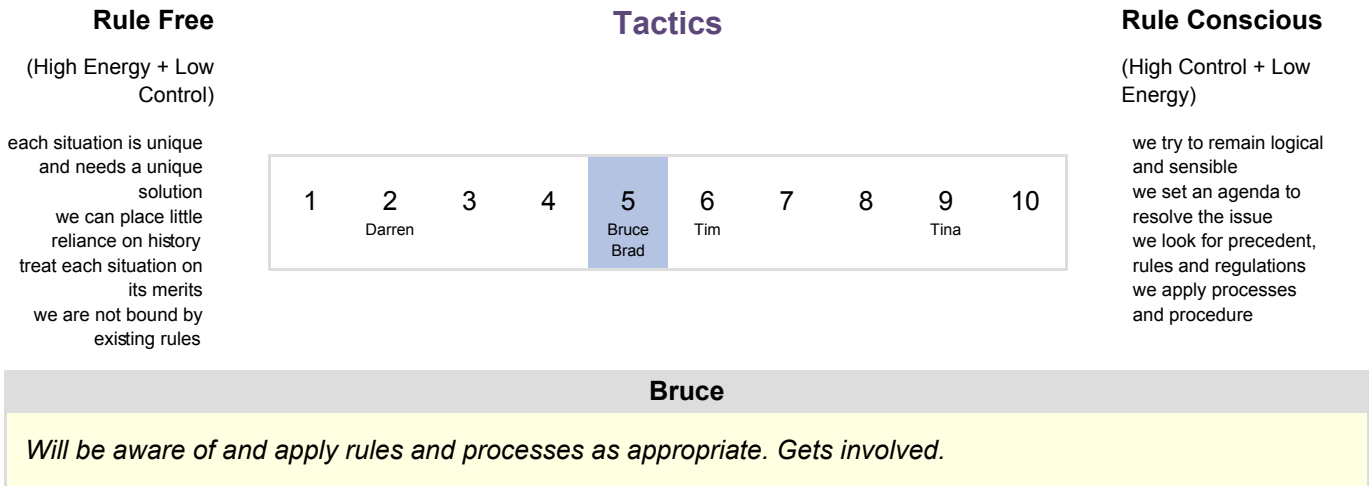
The three charts below show your orientation in relation to the rest of the team. Refer to page 2 for the key.

Predicted



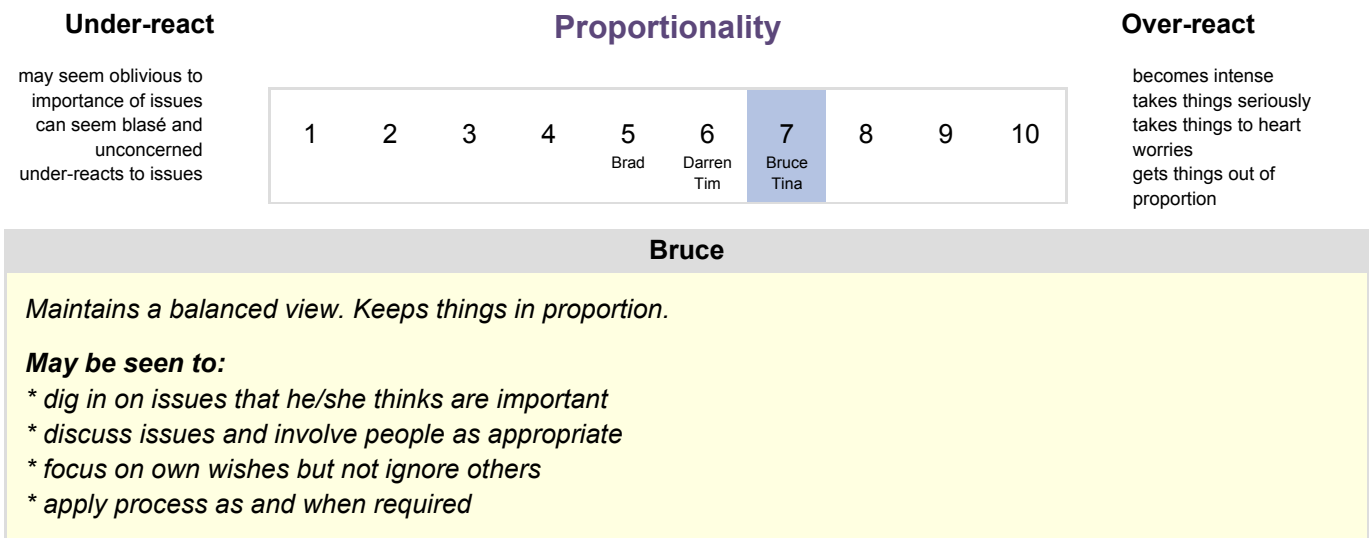
Preferred Tactics

This chart shows your natural preference and compares this to the way other people see you.



Proportionality

This chart shows the tendency within you and your team to keep cool when things become disputed or to get deeply involved and concerned with the result.



Legend:
 Predicted

Comments

Use this space to note the key lessons you have taken from the TeamScape discussions.

Things you do that your colleagues feel help the team

Things you do that your colleagues feel do not help the team