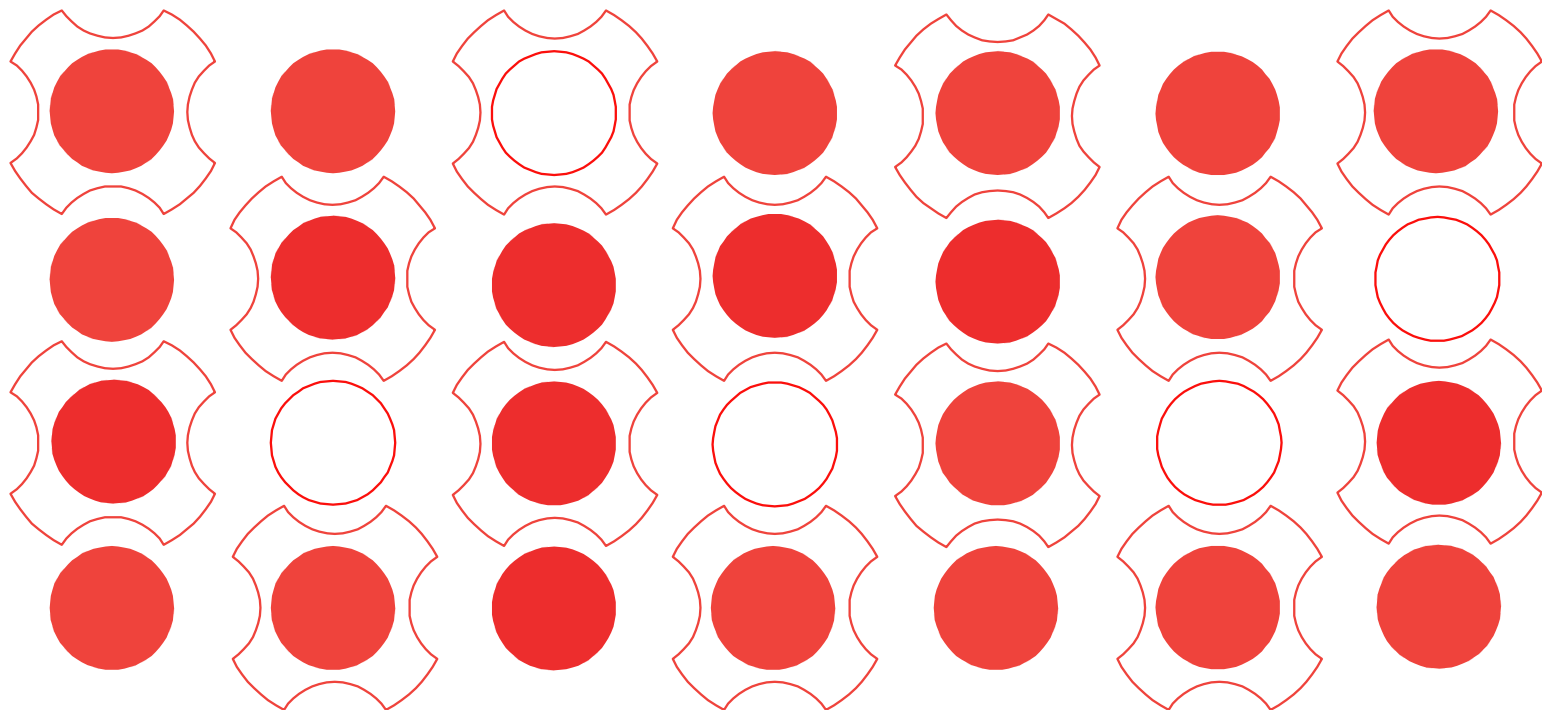# Team Dimensions Profile 2.0 Group Report

Group Name
(20 People)
Saturday, June 17, 2017

This report is provided by:

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Working with People for Better Results

Davis Success Solutions

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Table of Contents
Team Dimensions Profile 2.0 Group Report

Working in a group setting usually means working with people who are different from you. You'll probably find that you're good at some things that are difficult or stressful for others in your group. On the other hand, many people in your group are probably good at things that aren't as comfortable for you. The *Team Dimensions Profile* identifies various roles that may come naturally to different people in your group.

Creators generate new ideas and fresh concepts. They prefer to live in the world of possibilities and look for activities that are unstructured, abstract, and imaginative.

Advancers communicate new ideas and carry them forward. They focus on the interactive world of relationships and often manage the human part of any solution.

Refiners analyze ideas for flaws or revise projects systematically. They focus on the objective, analytical world of facts or theories.

Executors deliver concrete results and seek successful implementations. They tend to be realists who pay attention to details and the bottom line.

Flexers have an equal preference for most or all of the roles and can often adapt their styles to fit the team's needs.

This report is designed to help each person find their niche so that the entire group can benefit. The following pages will help your group understand how it can make the most out of everyone's talents. The report also highlights the differences among your group members and some of the problems that may arise as a consequence. Finally, the report is intended to help your group understand how it can capitalize on its strengths to build a more productive and enjoyable environment.

The graphic below shows the percentage of people in your group who represent each of the different team roles. The number of people in each role is also shown beneath each percentage.

Focus on
POSSIBILITIES

CREATOR

25%
5 People

Focus on
ANALYSIS REFINER

FLEXER

ADVANCER Focus on
INTERACTION

40%
8 People

0%
0 People

5%
1 Person

30%
6 People

EXECUTOR
Focus on
REALITIES
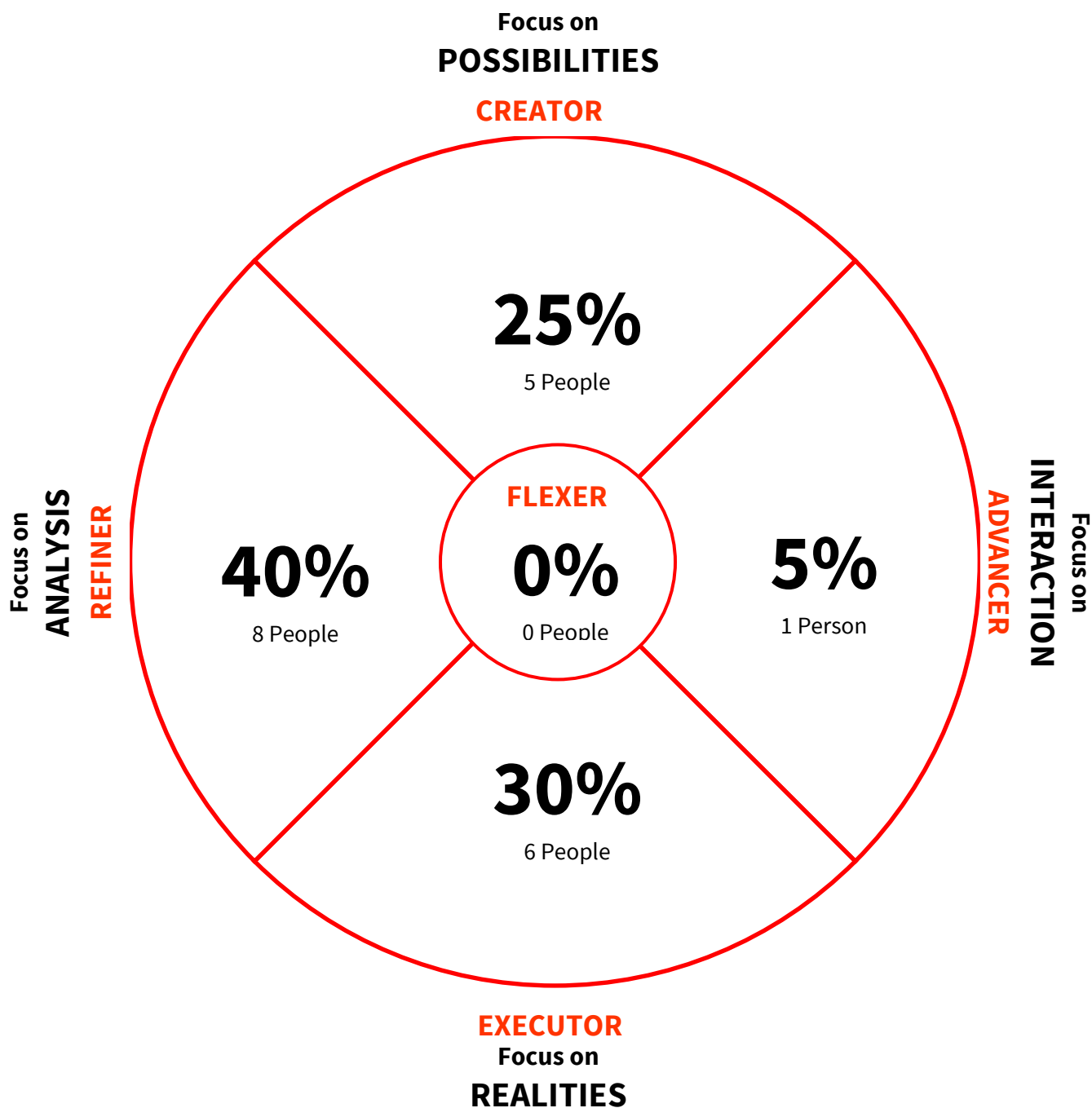
Team Dimensions Map

All of the members of your group are plotted on the Team Dimensions map below. Each dot represents one person. Your group members probably lean toward some roles more than others.As you can see, there is a fairly large percentage of Refiners in your group.On the other hand, there are relatively few Advancers and Flexers.

Because two people can occupy the same position on the map, some dots may overlap each other.
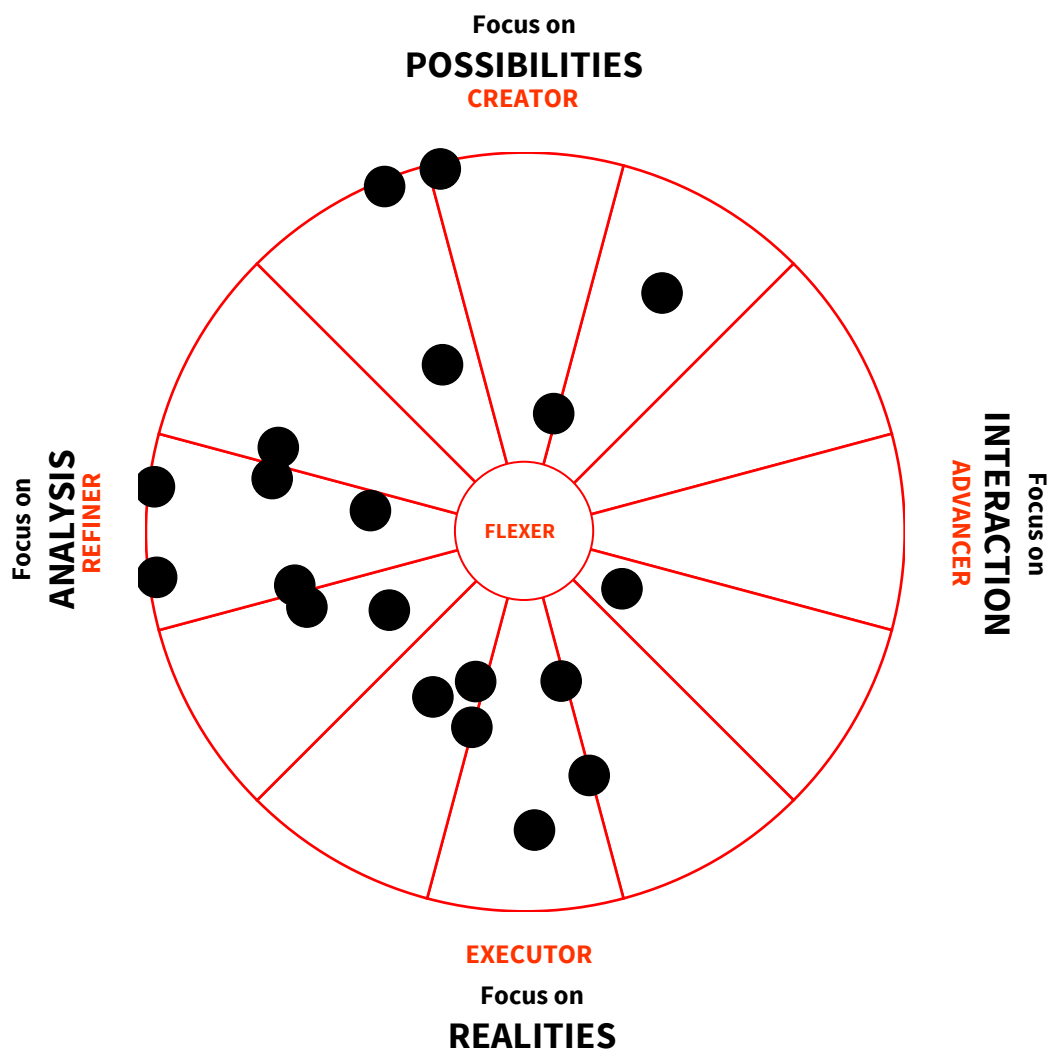
Overall, many people in your group seem to have a preference for the Refiner role. Oftentimes, groups with this pattern of results place a high value on logic and accuracy. They tend to be very reflective and perhaps even a little withdrawn or skeptical at times. This may create an environment where competency is very highly valued and people take their time to get things right. Consider how well this describes your group.

What is Important to the People in Your Group?

We each have our own priorities when it comes to our work. When many people on a team share the same priorities, they can become quite focused on those goals. They may, however, ignore important aspects of the job simply because no one is concentrating on that area. On the other hand, a team with a variety of different priorities may find that it is more balanced. But it may also find that these diverse priorities cause some tension and misunderstandings.
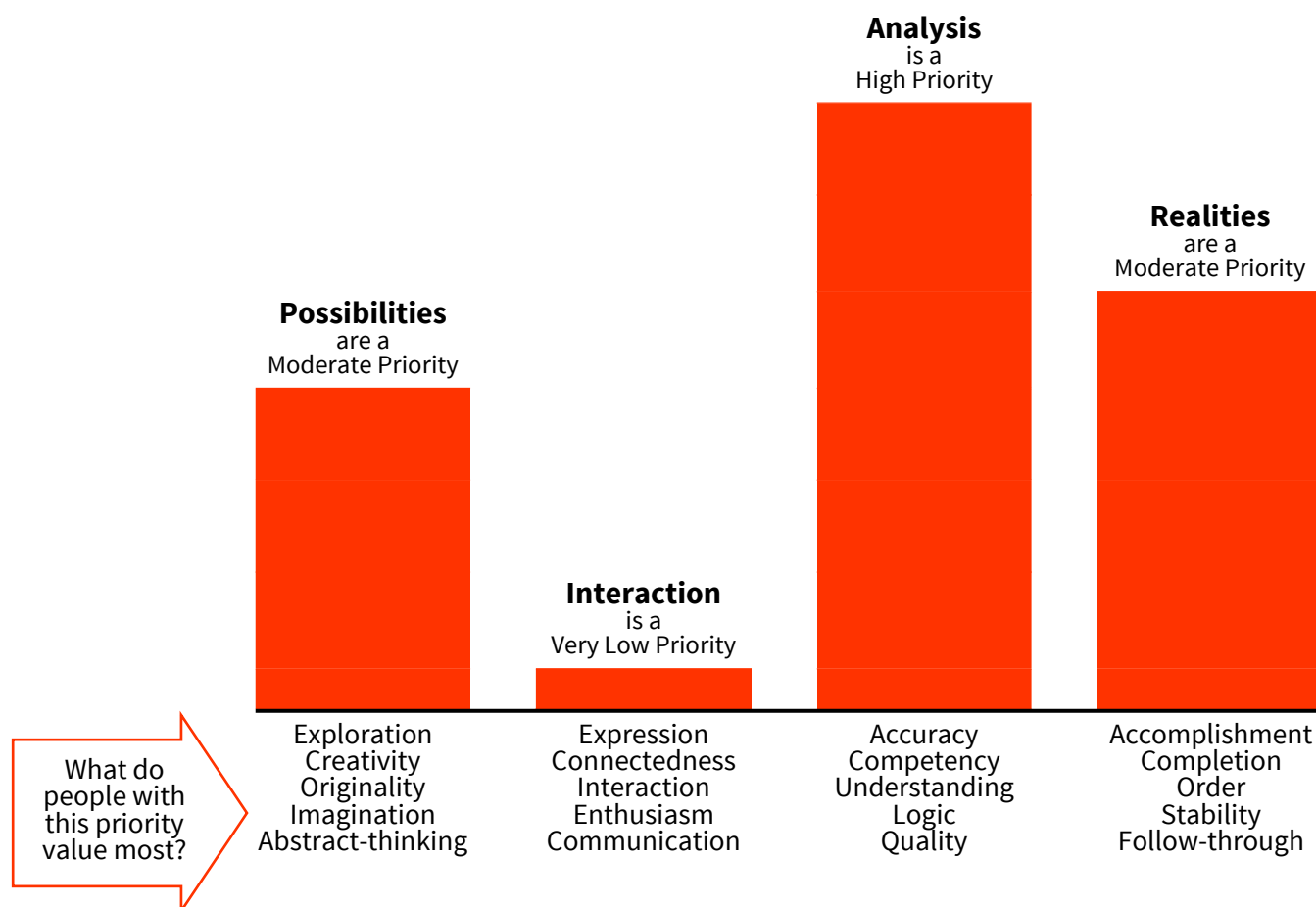
Analysis
is a
High Priority

Realities
are a
Moderate Priority

Possibilities
are a
Moderate Priority

Interaction
is a
Very Low Priority

What do people with this priority value most?

Exploration	Expression	Accuracy	Accomplishment
Creativity	Connectedness	Competency	Completion
Originality	Interaction	Understanding	Order
Imagination	Enthusiasm	Logic	Stability
Abstract-thinking	Communication	Quality	Follow-through

The figure above can help you understand the priorities of your group members. People who have a focus on Possibilities tend to place value in the freedom to explore and use their imagination. Group members who focus on Interaction often find that collaboration and personal expression are very important to them at work. People who have a focus on Realities tend to value pushing toward results and attaining a sense of accomplishment. Those who focus on Analysis frequently report that ensuring quality and demonstrating personal competence are strong motivators.

Group Name **6**

Creating
Team Dimensions Profile 2.0 Group Report

Creating involves generating new ideas and seeing things from a new perspective. Sometimes this means challenging conventional methods. Other times it means entertaining ideas that seem unrealistic or impractical on the surface. Creators tend to have an instinctive knack for this sort of thinking, and when given the chance they often help a group push toward greater innovation. In your group, 5 out of the 20 people (25%) were Creators. This suggests that a moderate percentage of your group prefers this role.

Focus on
Possibilities
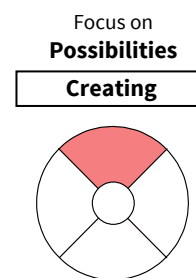
Creating

Take some time to think about the role that Creating has in your group. Is innovation a priority or is it a secondary consideration? Sometimes groups that have a moderate number of Creators find that they really don't take full advantage of the imagination and originality that these people bring to the team. In fact, strong Creators may be recognized for being too disorganized or a little absent-minded, but not for being innovative and inventive. When put in the right place, however, these people often use their abstract, intuitive thinking to envision ideas that would have never surfaced otherwise. On the other hand, if innovation is a priority in the group, Creators have to be mindful that others probably prefer more structure than is natural for them. Further, they need to recognize when it is time to brainstorm and when it is time to push toward concrete results.

Building on Your Group's Strengths

How can your group best harness the power of its Creators to encourage
- a greater openness to new ideas?
- more innovative or artistic solutions?
- unconventional strategizing?
- more conceptual or abstract thinking?
- a greater willingness to take risks?

Consider if your group is taking full advantage of what Creators offer the team. For example, is the group unstructured and open enough to let Creators do what they do best? Is there a way for Creators to get their ideas heard and given full consideration? Are they given the freedom and encouragement to explore innovations that might lead the group to greater success?

Understanding Your Group's Limitations

Although you have some Creators in your group, consider if the group
- is open enough to taking risks
- encourages non-traditional or unconventional perspectives
- supports unusual approaches or solutions
- sends the message to its members that innovation is important
- allows enough time for in-depth theoretical or conceptual discussions

Consider how your group can address any of the important issues raised above. In particular, think about specific, concrete changes that might encourage a more creative spirit within the group.

Advancing
Team Dimensions Profile 2.0 Group Report

Advancing involves moving an idea forward so that it is no longer just an abstract vision, but rather is a plan that everyone in the group understands and sees as worthwhile. Communication is necessary so that everyone can see the value of the project in the big picture, as well as understand the scope and limitations of his or her role. In addition, generating enthusiasm helps create some emotional investment in the plan for everyone in the group. In your group, 1 out of the 20 people (5%) are Advancers. This suggests that a very small percentage of your group prefers this role.
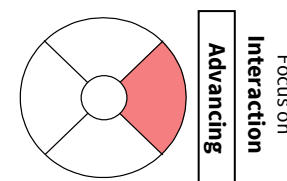
Consider which people in your group usually fill the Advancer role. Groups that contain few Advancers often have a less extroverted or outgoing culture. People may be inclined to socialize in close-knit circles, but may not spend much time with coworkers outside of their immediate workgroup. In such cases, important informal communication may suffer and people may be left in the dark. Also, consider that Advancers often have a natural drive to network and communicate with people outside the group. Those groups that don't have many Advancers sometimes find themselves very insulated if they are not deliberate in their attempts to branch out.

Building on Your Group's Strengths

Consider how you can foster the Advancing tendencies among your group members by
- creating processes to make sure people get the information they need about a project
- taking time to explain the big-picture vision of a project to everyone at various stages of the work
- introducing creative games or incentives that will get everyone engaged in the success of a project
- assigning someone to be responsible for communicating changes in a plan and addressing questions that arise

Although there are fewer Advancers in your group, you can still create an environment that fosters communication and enthusiasm. Oftentimes, a frank discussion about people's communication needs can uncover gaps that are easily filled. Also, as mentioned above, there are some fairly simple practices that can help encourage everyone's engagement and excitement for a project.

Understanding Your Group's Limitations

Because there are fewer Advancers in the group, consider if your group
- lacks people who are good at selling or promoting the group's ideas
- has too little informal communication outside of immediate work groups
- is inattentive to the emotional needs of people in the group
- is too isolated from the outside world
- fails to rely enough on its instincts or intuition to make decisions

Consider how your group can address any of the important issues raised above. In particular, think about specific, concrete changes that might encourage people to take on those activities that are traditionally done by an Advancer.

Refining
Team Dimensions Profile 2.0 Group Report

Refining usually involves a deep level of analysis and evaluation. This means looking at a problem from a rational and objective point of view. At times, it requires a good deal of skepticism and critical thinking to catch mistakes and test the merit of an idea. Refiners tend to excel at this sort of thinking and can help the group develop logical, systematic solutions. In your group, 8 out of the 20 people (40%) were Refiners. This suggests that a large percentage of your group prefers this role.
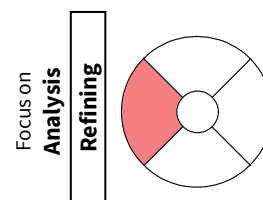
Groups that contain a large percentage of Refiners are often very reflective and analytical in their work. They tend to enjoy logical problem-solving and in-depth consideration of the topics at hand. They often approach their work and the work of others with some skepticism, but only for the purpose of ensuring quality and accuracy. For those who are not Refiners, however, this skepticism my come across as negativity or criticism at times. Further, because many Refiners like to absorb themselves in their work, they may have a lower need for socializing. This may lead to an environment where informal communication is lacking.

Building on Your Group's Strengths

Does the large percentage of Refiners in the group
- lead to greater quality and accuracy?
- ensure that in-depth evaluations are performed before decisions are made?
- encourage a skeptical review of new ideas?
- identify pitfalls or errors before they create a larger problem?
- lead to plans that are practical, well structured, and methodical?

Consider if the group is using its strengths to the fullest. For example, are the Refiners in the group given the time they need to make quality decisions and catch errors? Are Refiners included in project planning? In what ways could the logical analysis provided by Refiners be put to greater use?

Understanding Your Group's Limitations

Does the large percentage of Refiners in the group
- create a culture that is so solitary that it hurts communication inside or outside the group?
- lead to so much skepticism that unusual ideas are shot down before they have a chance?
- discourage decision-making that is based on intuition or "gut"?
- leave the group stagnated because it overanalyzes a situation?
- create an environment that feels cold or critical to the non-Refiners?

Consider how your group can address any of the important issues raised by the questions above. In particular, what does your group need in terms of communication, intuitive decision-making, empathy, or risk-taking?

Executing

Executing means following through on a plan to bring a project to completion. This frequently requires considerable dedication and organization. Further, it sometimes demands the discipline to stick to routine or repetitive tasks. Executors often have the drive necessary to see a project through to a finished product. In your group, 6 out of the 20 people (30%) were Executors. This suggests that an above average percentage of your group prefers this role.

Executing

Focus on
Realities
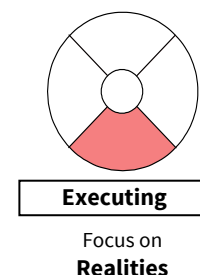
Consider the role that Executing has in your group. In groups that have an above average percentage of Executors, these people frequently push for concrete results. For example, Executors tend to be thorough and committed enough to keep working on a task even if it might seem routine or repetitive to others. They often contribute a steady, reliable pace to the group's work that consistently gets the job done on time. Further, because they're quite practical, they are able to identify those ideas that don't work in the real world, even if they look great in theory. Think about the influence that Executors have on your group culture. Consider who is responsible for putting the final touches on a project and who ensures that ideas move from the world of Possibilities to the world of Realities.

Building on Your Group's Strengths

How can your group best harness the power of its Executors to ensure that it
- follows through on project ideas?
- takes care of the details and final touches?
- maintains enough organization and structure?
- builds greater efficiency and dependability?
- produces concrete results?

Consider if the group is using its strengths to the fullest. For example, Executors often have insights into what works in the real world rather than just in theory. How might your group want to use this ability during implementation planning? How could the Executors' talents be used to push the team toward more consistent, timely results?

Understanding Your Group's Limitations

Although your group probably doesn't have an overwhelming focus on Realities, you may still want to consider whether the group
- is too dismissive of unconventional or untested ideas before they are given a chance
- takes enough risk or is open enough to change
- minimizes the importance of abstract or conceptual discussions about a project
- focuses on immediate practicality at the cost of the big picture
- creates so much structure that it discourages people in other roles, particularly Creators

Consider how your group can address any of the important issues raised above. In particular, what does your group need in terms of innovation, flexibility, big-picture thinking, and risk-taking?

Individual Data Table
Team Dimensions Profile 2.0 Group Report

For each group member, the table below lists his or her primary role and possible secondary role. Names are grouped by primary role.

Group Member	Role	Tending Toward
Mark Johnson	Creator	Refiner
Tabitha Lee	Creator	Refiner
Bruce Daniels	Creator	
Respondent Name	Creator	
Terry King	Creator	Advancer
Kirsten Carter	Advancer	Executor
Emily Taylor	Executor	
Emma Garcia	Executor	
Madison Watson	Executor	
Carrie Nichols	Executor	Refiner
Joseph Robinson	Executor	Refiner
Rebecca Knox	Executor	Refiner
Brandon Martin	Refiner	Executor
Bryon Dixon	Refiner	Executor
Abigail Rodriguez	Refiner	
Carmen Brown	Refiner	
Daniel Clark	Refiner	
Jacob Baker	Refiner	
Steven Williams	Refiner	
Jennifer Scott	Refiner	Creator