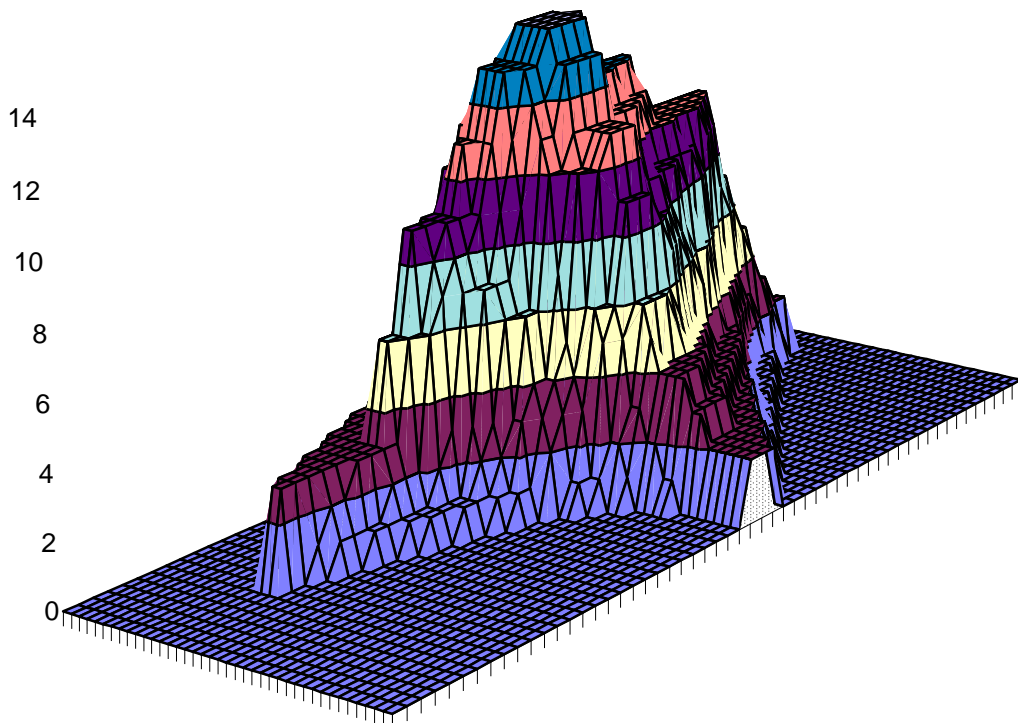


SGR TEAM NOV 2013

TEAM ANALYSIS™

SUMMARY



Copyright 1998-2007, Professional Communications, Inc. All Rights Reserved.

Prepared by:
Professional Communications, Inc.

11/22/2013

TEAMANALYSIS™

Prepared by: Professional Communications Inc.

EXECUTIVE SUMMARY

This group would appear to be ideally suited to addressing complicated situations which have major consequences and which do not carry significant time constraints. The team will probably be characterized by a deliberate, cautious posture. The team can also be expected to be adept at generating new, promising and unproven ideas and has a capacity for decisive, instant action taken without lengthy deliberation. However, overall, the team is probably oriented toward careful assessment, considered judgment and methodical planning.

This team has the capability of and probably an inclination toward assessing, testing and implementing new ideas in a complete and comprehensive manner. A potential deficiency, however, may lie in this team's ability to address the issues it confronts in an expeditious manner. It is likely that the team will receive ideas for new innovative approaches and there may be a tendency to consider all of these in some detail. Should this occur, the team might become a bit mired in analytical options. The team may want to establish clear standards for the degree of analysis it will subject itself to on any given issue.

It is worth noting that this team has capacity in all four of the basic strategic styles. However, this capacity is not evenly distributed. This means that there is a probability that certain types of options may not be given serious consideration (e.g., "quick fix" alternatives). If the team judges this to be an issue, it may want to consider viewing each of the four strategic styles as an asset that it can deploy to the service of its overall goal. One way to do this is to develop team procedures that cause it to consider possibilities consistent with each of the four strategic styles before committing to a course of action.

CONSIDERATIONS

The analysis assumes that the group is a team. Generally, this means that (1) all team members are accountable for all of the results produced by the team, and that (2) all team member share in the credit—tangible and intangible—for all successes whether or not they directly contributed to them. Equality is not necessary; participation in both the benefits and detriments generated by team activity is a requirement.

TEAM ANALYSIS™ SUMMARY

STRUCTURAL STRENGTHS

- The team appears capable of handling complex situations that require careful assessment and precise execution.
- The team is also inclined toward executing established programs in a determined, methodical manner producing results of relatively unvarying quality.
- The group also has lesser, but significant capacities in the areas of rapid idea generation and instant response using expedient (rather than studied) means.

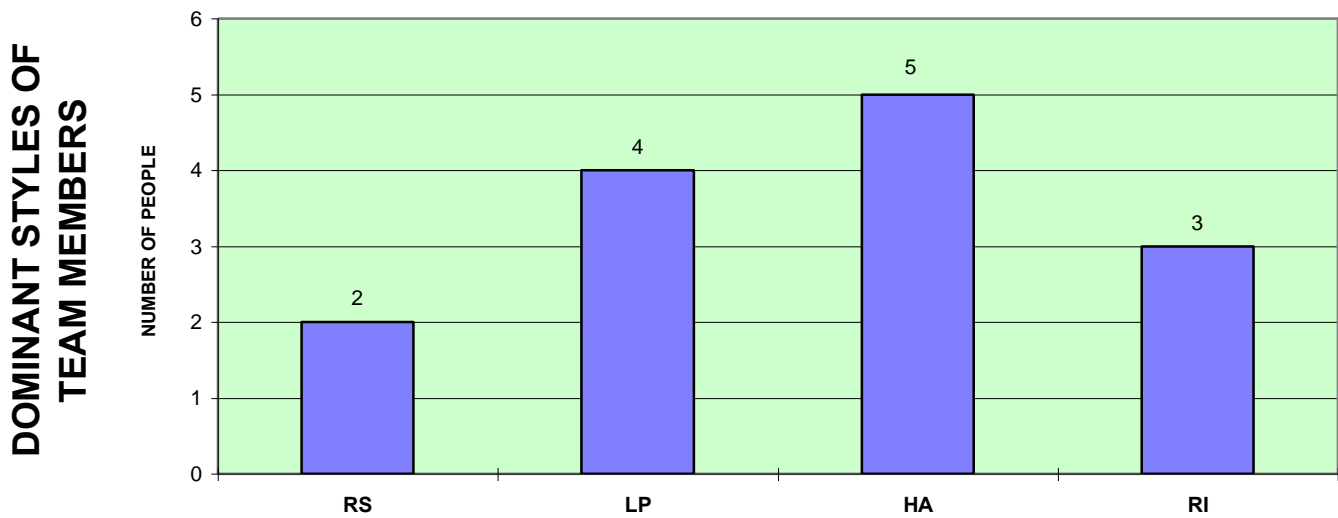
STRUCTURAL VULNERABILITIES

- The team probably has an inclination to address all issues in a comprehensive manner. This high quality, high cost method may not be appropriate for all situations.
- The ability of the group to respond quickly to issues may be compromised by a tendency to become a bit mired in the intricacies of issues that it addresses.
- The dominance of the disciplined HA and LP strategies may act to suppress viable options that may otherwise be offered (e.g., “quick fix”).
- It is unclear whether the group has developed strategies for ensuring that the full range of strategic assets available are deployed to resolve issues at hand.

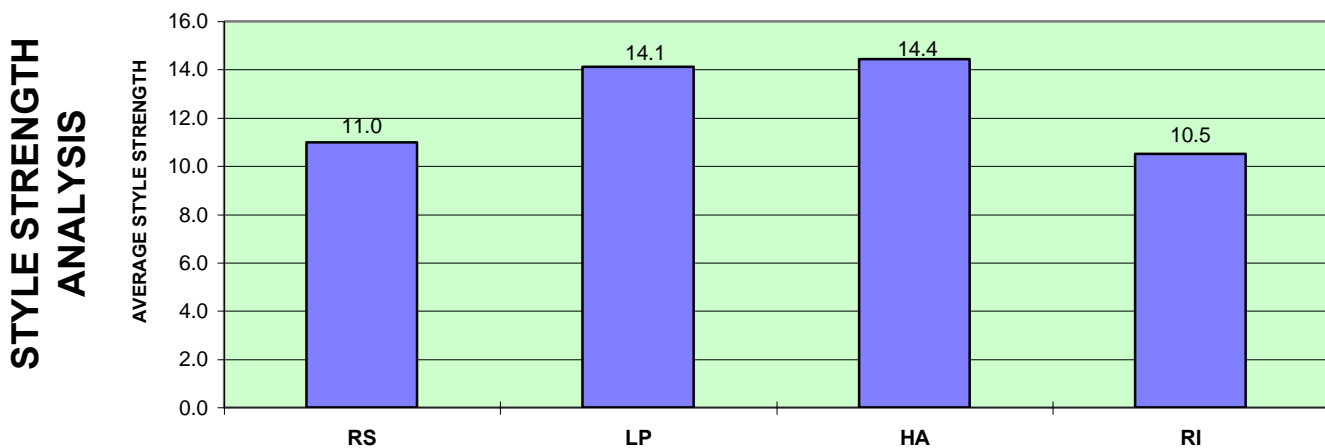
STRUCTURAL ADJUSTMENTS TO CONSIDER

- **Allocation Mechanisms:** The team may want to consider adopting a standard set of questions that calls its attention to the team assets best suited to address the particular issue being confronted.
- **Team Rules:** Adopting mutually acceptable conventions to help team members to (1) encourage greater risk taking, (2) strengthen coordination among team members, and (3) increase the use of experimentation as an assessment device may be worth group consideration.
- **Process:** The team may want to consider adopting a strategy of assessing the value of ongoing efforts at each team meeting. The intention might be to determine if any can be terminated early to generate a savings in overhead cost.

BASIC TEAM ANALYSIS



The dominant style of team members influences the team members "first inclination" in making a decision. In terms of the number of people holding each style, the group favors the HA style. This style is characterized by thorough data collection and careful analysis. The first inclination of this team will probably be to study a situation which required a decision. The secondary LP style may have the effect of suggesting the immediate use proven techniques and methods. Both HA and LP favor careful planning and attention to detail.



The average strength of the styles measures the degree to which the styles are held by the team as a unit. Generally, the higher the strength, the more likely it is that the group will persist in using a particular strategy. In this case, the average strength tends to be balanced among several strategies. This means that the initial focus provided by HA may be augmented by options generated by the LP strategic posture. Thus the character of discussion can be expected to reflect this change for issues that are discussed at length.

COMPARISON TO PEOPLE ON OTHER TEAMS

<u>NAME</u>	<u>Reactive Stimulator</u>	<u>Logical Processor</u>	<u>Hypothetical Analyzer</u>	<u>Relational Innovator</u>
1 Cynthia Leach	60.6%	38.1%	73.2%	43.5%
2 Crystal Robinson	32.6%	38.6%	52.4%	72.1%
3 Abi Compton	21.5%	94.3%	64.0%	7.5%
4 Greg Anderson	21.5%	80.6%	73.2%	27.7%
5 Hope Ekwue	59.8%	52.4%	64.0%	43.5%
6 Cyndy Brown	12.2%	94.3%	83.1%	2.7%
7 Michael Mowery	91.4%	38.6%	2.9%	65.8%
8 Krisa Delacruz	91.4%	9.6%	26.0%	72.1%
9 CINDY HANNA	56.7%	16.0%	89.7%	54.9%
10 Lori Philyaw	60.6%	38.1%	26.0%	79.9%
11 Lauren Holifield	32.6%	38.6%	89.7%	43.5%
12 Melissa Valentine	59.8%	70.4%	52.4%	27.7%
13 molly deckert	60.6%	51.7%	55.0%	43.5%
14 Ron Holifield	90.8%	16.0%	2.9%	89.6%

The percentile is the ranking of the person's strategic style score in terms of people on other teams in corporations, medical facilities, city governments, non-profit associations and the military among others.

For example, a percentile score of 75% means that the person ranks above 75% of the participating people in that particular strategic style.

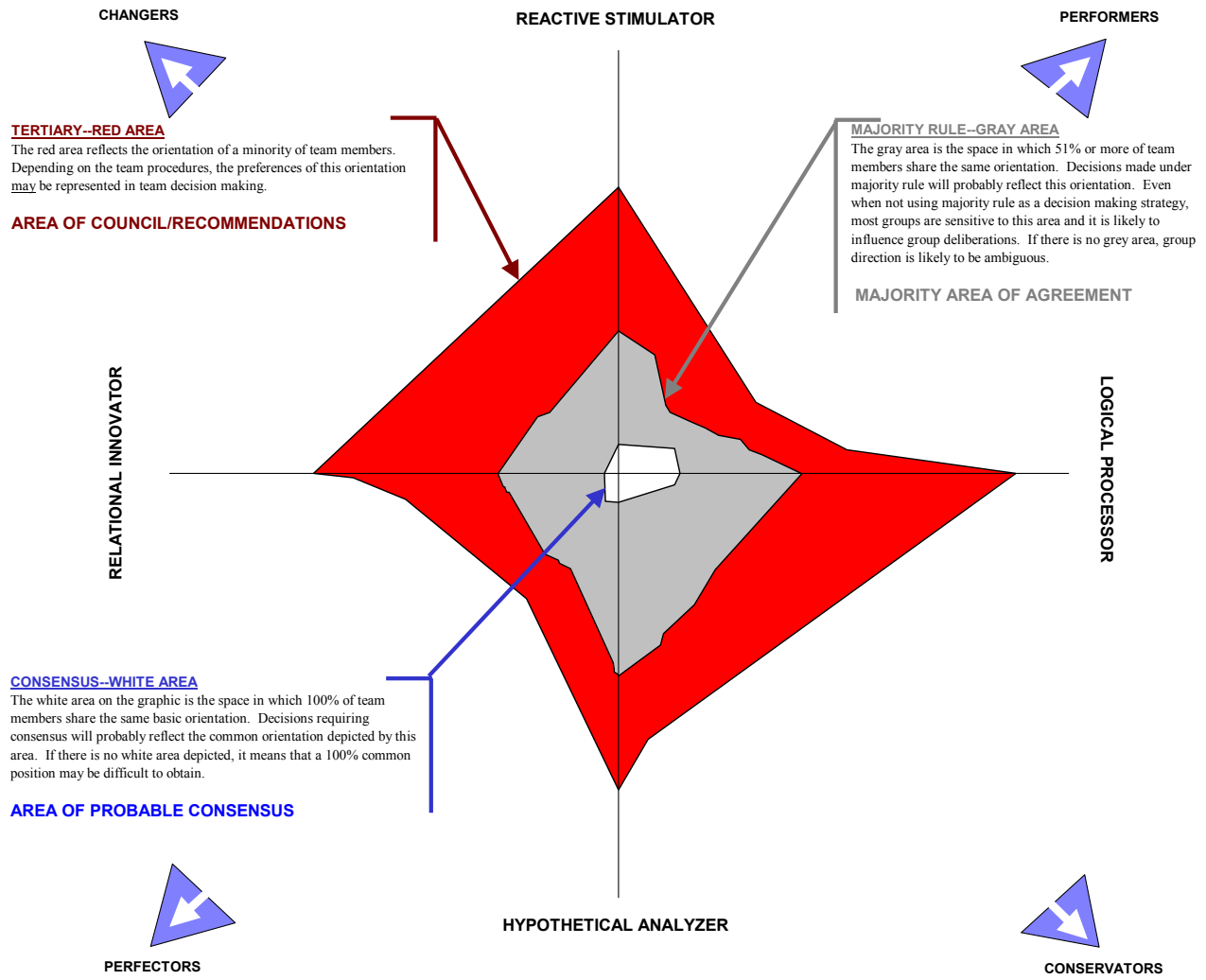
This chart can be used by team members to get a sense of how their commitment to a particular strategic style might compare to the average person they could encounter in an organized business environment.

COMPARISON TO A TYPICAL TEAM

	<u>Reactive Stimulator</u>	<u>Logical Processor</u>	<u>Hypothetical Analyzer</u>	<u>Relational Innovator</u>
1 SHADED AREA	12.2%	9.6%	2.9%	2.7%
2 IS ABOVE 50TH	21.5%	16.0%	2.9%	7.5%
3 PERCENTILE	21.5%	16.0%	26.0%	27.7%
4	32.6%	38.1%	26.0%	27.7%
5	32.6%	38.1%	52.4%	43.5%
6	56.7%	38.6%	52.4%	43.5%
7	59.8%	38.6%	55.0%	43.5%
8	59.8%	38.6%	64.0%	43.5%
9	60.6%	51.7%	64.0%	54.9%
10	60.6%	52.4%	73.2%	65.8%
11	60.6%	70.4%	73.2%	72.1%
12	90.8%	80.6%	83.1%	72.1%
13	91.4%	94.3%	89.7%	79.9%
14	91.4%	94.3%	89.7%	89.6%

In this graphic, the percentile scores of each individual style are sorted disregarding the particular person who holds that ranking. It is used to show how this team might compare to a "typical" team of the same size which was randomly drawn from the population of team members who have contributed data.

The shaded area represents that part of the team which exceeds the 50th percentile. If more than half the team scores higher than the 50th percentile in a strategic style, the team—as a group—will probably be seen as being stronger in the attributes associated with that style than other teams in which members may have participated in the past.



COMPOSITE GROUP PROFILE

This graphic displays the overall team tendencies. It is constructed by overlaying each team member's individual graphic, one on top of the other. The number of team members occupying representative points are then counted. The "consensus" area (*white*) is that part of the decision space where each and every team member has at least part of their overall orientation. In other words, decisions made in this area would be acceptable to each and every team member without compromising their preferences. Chances are that consensus decisions will probably fall in this area.

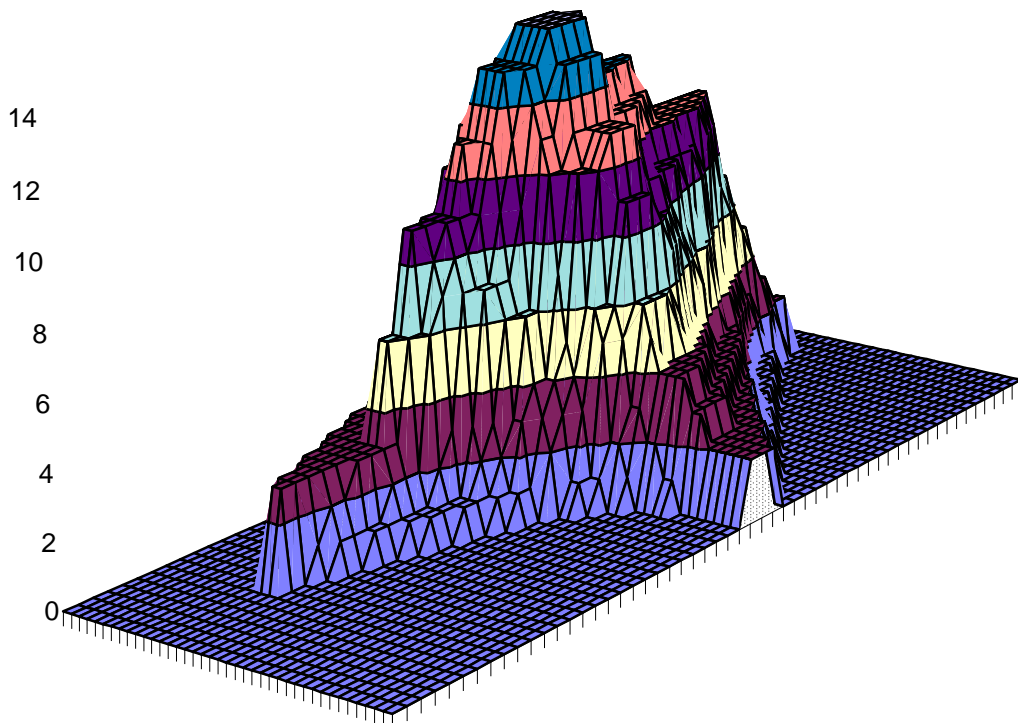
The same procedure is applied to the "majority rule" area (*gray*) of the graphic. Here the requirement is that at least 51% of the team members have a position in that area. This means decisions that fall within this area are likely to be passed under "majority rule" procedures. The larger the area in a quadrant, the more likely that a decision falling within that area will pass.

The "tertiary" area (*red*) is the entire decision space that is represented by the team but which is not enough to carry a vote. However, people occupying these positions will probably offer recommendations to the team consistent with their preferences. The larger the area in a particular quadrant, the more likely it is that recommendations consistent with that perspective will be offered.

END OF SUMMARY REPORT

SGR TEAM NOV 2013

TEAMANALYSIS™



Copyright 1998-2007, Professional Communications, Inc. All Rights Reserved.

Prepared by:
Professional Communications, Inc.

11/22/2013

TEAMANALYSIS™

Prepared by: Professional Communications Inc.

EXECUTIVE SUMMARY

This group would appear to be ideally suited to addressing complicated situations which have major consequences and which do not carry significant time constraints. The team will probably be characterized by a deliberate, cautious posture. The team can also be expected to be adept at generating new, promising and unproven ideas and has a capacity for decisive, instant action taken without lengthy deliberation. However, overall, the team is probably oriented toward careful assessment, considered judgment and methodical planning.

This team has the capability of and probably an inclination toward assessing, testing and implementing new ideas in a complete and comprehensive manner. A potential deficiency, however, may lie in this team's ability to address the issues it confronts in an expeditious manner. It is likely that the team will receive ideas for new innovative approaches and there may be a tendency to consider all of these in some detail. Should this occur, the team might become a bit mired in analytical options. The team may want to establish clear standards for the degree of analysis it will subject itself to on any given issue.

It is worth noting that this team has capacity in all four of the basic strategic styles. However, this capacity is not evenly distributed. This means that there is a probability that certain types of options may not be given serious consideration (e.g., "quick fix" alternatives). If the team judges this to be an issue, it may want to consider viewing each of the four strategic styles as an asset that it can deploy to the service of its overall goal. One way to do this is to develop team procedures that cause it to consider possibilities consistent with each of the four strategic styles before committing to a course of action.

CONSIDERATIONS

The analysis assumes that the group is a team. Generally, this means that (1) all team members are accountable for all of the results produced by the team, and that (2) all team member share in the credit—tangible and intangible—for all successes whether or not they directly contributed to them. Equality is not necessary; participation in both the benefits and detriments generated by team activity is a requirement.

SUPPLEMENTAL COMMENTS

When considering this report, team members should keep in mind that analysis is being done remotely. Knowledge of critical variables may be unavailable to the analyst. Further, it would be unreasonable to expect that a 24-question instrument that takes less than 10 minutes to complete would capture all dimensions of team interaction. However, the information provided by the instrument and analysis might be profitably employed as a “foil.” Used as a stimulus for discussion, it might help guide the team in considering some of the factors that can influence the success level the team has or will achieve.

ALLOCATION MECHANISMS

A key to the success of this team may be its ability to allocate objectives and tasks among its members. It has been noted that the team has capacities in all of the major strategic directions but not in equal strength. This can sometimes result in a condition where the more dominant strategic postures tend to suppress the less represented strategic styles. If the team judges this to be an issue it may want to consider developing a strategy that matches its capabilities to the situation being confronted. In considering how to accomplish the allocation system, the team may want to consider adopting a set of standard questions to ask about every new activity. Examples of such questions could include:

“Is this an area where we want to introduce more change or should we approach the issue using traditional techniques?” *Decisions can impact areas outside of the team. It can sometimes be dysfunctional to compound change beyond the capacity of the recipient unit. If stability is desired, LP/HA capabilities might be used. If change is targeted, a greater weighting of RS/RI might be favored.*

“Is this proposal best addressed by analysis or should we move right into action?” *Proposals which have low downside risk or which have a high immediacy premium could be candidates for immediate action. The RS capabilities might be included on a subteam addressing such areas.*

“Does this initiative carry potential for significant unseen implications?” *If it does, the group might want to refer it for review by some of the more powerful HA elements of the team.*

“Does the situation we’re confronting really fit our existing tools or are we trying to ‘force fit’ it?” *If the fit is not clear, it might merit engaging the RI supported by some HA capacity in trying to identify some new alternatives.*

“What’s the minimum amount of information we’ve got to collect to make this decision?”
There may be a tendency among segments of the team to “overkill” data collection. Reducing the amount increases risk but speeds the process.

“Does the proposal involve possible operational exposures of a significant character?”
Complexity or interdependencies typically signal operational exposures. If they might be present, the LP element of the team might be enlisted to search out their consequences.

“What are the downside consequences of failure?” *The focus of this question is to call attention to the value of a serious investment in planning and assessment for the particular issue at hand. If the consequences are serious, the investment in the HA capabilities of the team may pay high dividends.*

“What are the alternative ways of addressing this situation, regardless of their appropriateness?” *The focus of this question might be to increase the range of options to be considered. The team might allocate different elements of its resources to investigate different options (e.g., the RI to look at new options, the LP to review the applicability of existing practices).*

“Is information available to conduct a reasonable analysis?” *If information is unavailable, it may be preferable for the RS to conduct an experiment as a vehicle for checking the viability of an idea. If information is readily available, the cost of analysis may be relatively small and the HA may be the preferred strategy.*

“Is the result worth the cost which we propose to invest in its resolution?” *There may be a tendency among a faction of the team to automatically demand the highest standards on all efforts undertaken. Calling attention to cost in all of its dimensions (team time, time given to study, resources used, and forfeiture of benefits from early resolution versus late, etc.) may help frame the decision in “cost/benefit” terms.*

“Does this situation naturally divide up into segments which might be best handled by different groups?” *Large projects can benefit from the sequential application of talent. For example the RI might be engaged to ‘spec’ out the options, the HA to assess their viability, the RS to test them before full specification and the LP to layout the actual implementation plans. This can save resources and improve results by fitting problems to natural talents and speed up the process.*

The above can be used to help the team allocate its resources appropriately. There will probably be a tendency on the team to refer all questionable or ambiguous items for analysis. While this may often be appropriate, the team may want to make sure that other available options are fully considered before such action is taken.

In considering this, it should be kept in mind that a single person could participate in multiple subteams simultaneously and a subgroup might consist of a single individual. However, even in the absence of such capability, focusing the group’s attention on the character of the response may help the group harness and direct its considerable inherent resources in a manner

that enhances performance over what it might have been if the team simply followed its natural tendencies.

TEAM RULES

The rules under which a team conducts its business can be arranged to cause the team to favor a desired orientation. To be effective, it is important that these rules be taken seriously and that they be enforced. Also, great care should be taken to avoid overburdening the team with new rules. By their nature, rules restrict the team's range. It is usually desirable to give the team maximum latitude.

Sample Rule to Encourage Risk Taking

Structured strategies (HA and LP) usually require heavy front-end investment. This helps ensure the quality of the decision. However, the investment also argues against revisiting a decision. If the circumstances change, revisiting may be an optimal course. In effect, the risk exposure of the HA and LP strategies increase with time. If the team agrees that this is a risk, it may act to offset it by delegating a review of past positions. The purpose of the review might be to isolate changed conditions that might warrant revisiting the decision. Maximum advantage might be gained by delegating the task to people not heavily involved in the initial decision. If the team concurs, it might start the process by creating a listing of all practices that might be subject to review.

Sample Rule to Encourage Risk Taking

The LP and HA strategies systematically underestimate their capabilities. The usual outcome is that they have few failures. The price of that is that they also have fewer successes. A rule that requires failure is ill advised since it is too easily achieved. However, the team may want to consider a rule (or goal) which requires a specified number of innovations be implemented within a given time period (e.g., 12 innovations per year). The team should set the goal high enough that some level of failure might be reasonably expected. In fact, the team may want to keep "upping the ante" until there is a majority of people that agree that some level of failure is inevitable.

Sample Rule to Control Analysis

Structured strategies (i.e., HA and LP) tend to invest heavily in analysis and operations specification. This is often not recognized as an "investment" because it is usually denominated in hours rather than dollars. The resource commitment of external entities (i.e., other teams) is also sometimes not "costed." If the team judges this to be an exposure, it may want to adopt a practice of assigning a maximum commitment (e.g., hours, number of people involved, etc.) to each project it accepts. It might be agreed that the commitment could not be exceeded except by a unanimous vote of team members. This latter condition may help prevent a "revolving door syndrome" where all projects come back for more work—a natural tendency for cautious postures.

Sample Rule to Monitor Analysis

There may be a tendency among some factions of this group to "overkill" analysis. It may be possible for the group to reach a judgement on the advisability of a particular course by

reviewing an interim level of analysis. If the group judges that it may be over investing in analysis, it may want to institute a rule which requires informal, interim reports be issued verbally or in outline form. The group might be required to judge whether further analysis is worth the analytical investment before proceeding with the balance of the study. This process may help keep a focus on the fact that analysis represents an expenditure, which should return a value in excess of its cost.

Sample Rule to Encourage Experimentation

A strong HA will have a tendency to examine each and every option and outcome of a situation regardless of the probability of that event actually occurring. This can lead to a considerable investment in assessing events of very low probability. One method of quickly dispensing with low probability outcomes is to subject a proposal to limited exposure experimentation BEFORE the analysis is completed. The team may want to consider adopting a rule that requires a “real world” test based only on a principal effects analysis (in other words, just the most likely things). If merited, the team could return to the analysis before full implementation. The subsequent analysis would then carry the information garnered in the experiment.

Sample Rule to Encourage Experimentation

Every proposal for analyzing an idea must be accompanied by a preliminary outline of an experiment that would allow an early viability assessment of the idea. Experiments are typically faster and potentially less costly than analysis (as long as they are not planned too thoroughly). While they may not provide as much information as a comprehensive analysis, they can help the team dispense with nonviable ideas faster and in a relatively definitive manner. This might also help ensure that proposals do not get stuck in an “idea-analysis” cycle since experimentation always involves action.

Sample Rule to Create a Standard Format:

A portion of this group is amenable to experimentation as a vehicle for evaluating initiatives. Another portion would prefer study and specification. Both positions have merit. Experimentation is viable when the consequences of failure are not great. Study is viable where the cost of experimentation is high and/or the consequences of failure are serious. However, the team may want to consider whether it could be to their advantage to develop a standard process that took advantage of both options. For example, the team might require proposed initiatives including both study and experimental elements as a matter of course. The experimental results, could be designed to yield data which might further assessment. Sometimes the results of the experiment will be compelling (either positive or negative) and the cost of study might be avoided. Other times the experiment may yield facets of the situation that might not have been considered without it. In any case, a rule that adopted a “standard format” might position the team to take advantage of both postures.

Sample Rule to Strengthen Coordination

This team has a significant percentage of its members adhering to each of the four basic strategic postures. One method available to the team might be to adopt a rule which first requires that the group decide on the most appropriate type of response before proceeding into specific resolution proposals. For example, is the issue of sufficient consequence to warrant analysis or should we elect expedient action? Is this something that lends itself to known methods or should we be looking for a new, untried method? Calling out the most

probable type of response may help the group “home in” on the most appropriate strategy and thereby provide a focus for the group effort.

Sample Rule to Strengthen Coordination—“Build-Test” Rule

This team is composed of factions that have very different ways of approaching issues. One tends to assume a skeptical position focused on dismissing faulty proposals. The other chooses an unquestioning attitude centered on the development of resolution strategies and proposals. Both positions have merit, but if allowed to entwine, can lead to frustration as neither party can fully develop their position. If the team concurs that this may be an issue, it may want to develop a process whereby it can benefit from both perspectives. For example, team members might agree that a discussion is framed in distinct segments. The first could be devoted to development during which only positive, “building” comments are allowed. In the next segment skeptical positions encourage the “testing” phase of the process. While this is easier said than done, it nonetheless may help ensure that information from all sides of an issue are available to inform the team decision.

Sample Rule to Strengthen Coordination

Teams that are strong in multiple strategic approaches can sometimes encounter difficulty in arriving at common resolution methods. This can arise when people offer alternative resolution methods based on their preferred strategic style. It is often the case that these are equally valid approaches when considered in the context of the strategic style of the person involved (e.g., the RS values speed, the LP values certainty of outcome, etc.). In effect, well-intentioned people can talk “past” one another. If this team judges this to be an exposure it may want to install a rule which gives team members the “right” to call for a refocus of discussion on the characteristics that the resolution method should optimize (e.g., speed, certainty, in-depth understanding, creativity, precision, variety, thoroughness, etc.). The team could agree to immediately terminate discussion on specifics until the general parameters of the particular decision were agreed upon.

Sample Rule to Strengthen Coordination

This team has a significant percentage of its members holding a strong HA orientation. There is a possibility that divergent, strongly held analytical strategies could lead to situations of competing strategies. This could result in increased cost in terms of team meeting times or potentially incompatible results. The team may want to consider the advisability of a rule by which any disagreements are discussed for a specified period of time and then decided upon by vote or other process.

The rules outlined above are only examples of the kind of agreed upon conventions which might be used to the profit of all involved. However, even if the team chooses not to employ rules explicitly, they may benefit from considering the thrust of the ideas the rules represent. At certain organizational levels rules are often expressed as “norms” which have a less explicit but none-the-less directional effect on group processes. Discussing the ideas in the form of possible rules can sometimes lead to the adoption of more effective “norms” since they can be considered explicitly rather than being left to evolve through the generalization of displayed behavioral patterns (the usual norm development process).

If the team chooses to use the option of rules as a structural adjustment mechanism, it may want to keep in mind that a portion of the team is not particularly inclined to follow rules, even those whose creation they have agreed. Therefore, effectiveness will probably require that methods of enforcement be visible and that the rules be reasonable in number. Absent these conditions, it is likely that the use of rules as a method of offsetting team vulnerabilities will only be partially successful.

PROCESS

This team may want to consider designing its processes to help it offset vulnerabilities that may arise from the distribution of strategic styles in the group. For example, a standard agenda might be developed which causes the team to consider the status of each activity in light of information that might have arisen since the last meeting. The targeted effect of this practice could be to use the meeting to introduce a continuous assessment of the analytical process itself.

The method of reconsidering activities need not be complicated. It may be sufficient to simply review the outstanding issues at every team meeting. Typically this is done as a matter of course in most teams. All that need be added is a question as to whether enough information and assessment has been done to permit a decision or to engage an initiative. In other words, rather than mechanically continuing an analysis or plan to a conclusion, it may be possible to terminate or redirect it at an earlier point should the action be indicated by the information in hand.

The natural inclination of many of the team members is to finish what is started thoroughly and completely—regardless of its ultimate value. By introducing a process that calls for frequent reassessment before completion, the team may be able to accelerate its work by terminating unnecessary activities. Additionally, the prospect of a potential redirection of the work underway may help accelerate the completion of the undertaking at an earlier point. This could help offset the natural tendency of some group members to “ponder” a bit more than might be necessary.

While not a “high tech” remedy, this method may forestall unnecessary or superfluous work on the part of team members who are inclined to “finish what they start” regardless of the value of the incremental work.

ANALYTICAL NOTE

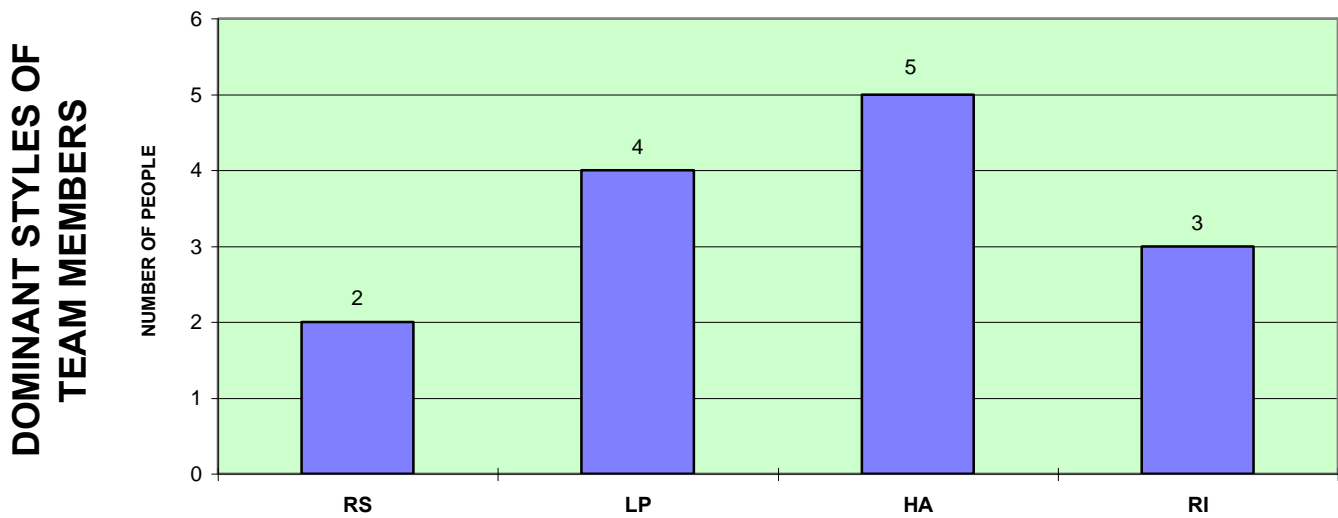
The options presented in this report should be considered along the lines of “raw ideas.” Some of the options are simply different ways of accomplishing the same thing. Others may not be applicable to this specific team. The options are offered as a stimulus for discussion, not necessarily a prescription for action

SECTION 1

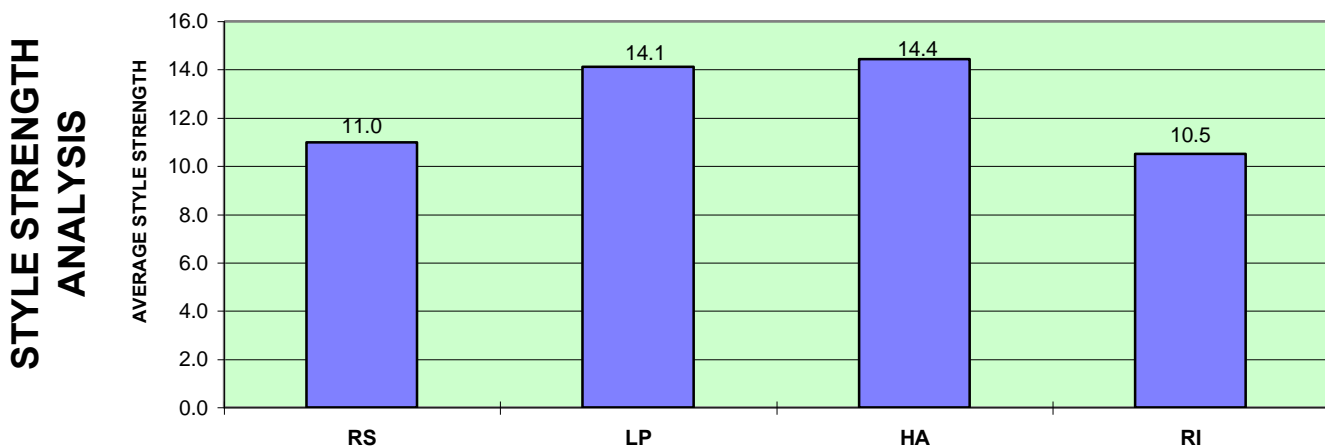
INDIVIDUAL STYLE ANALYSIS

This section analyzes the team by considering the structural perspectives individually. In other words, the effects of the individual styles interacting are only minimally considered. This level of analysis allows the identification of behavioral sequencing (*e.g., which positions are likely to be first taken*), possible coalition formation (*e.g., a critical mass of people holding the same perspective*) and overall “tone” of the team.

BASIC TEAM ANALYSIS



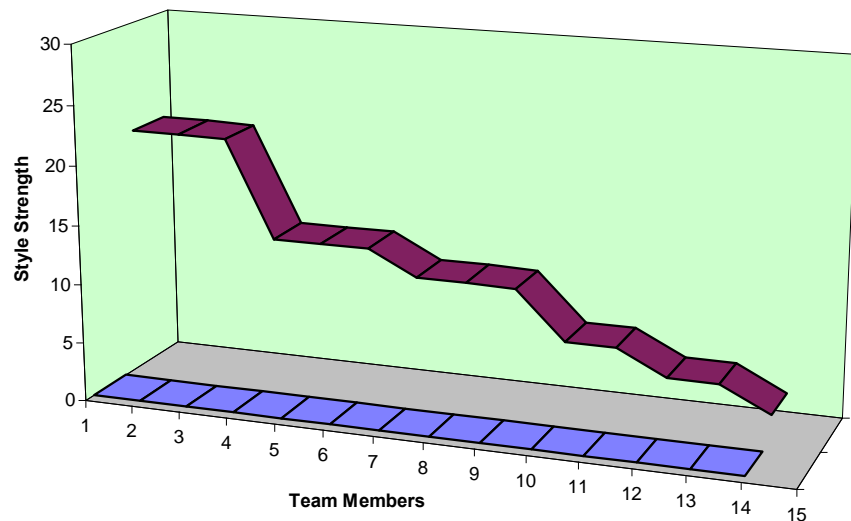
The dominant style of team members influences the team members "first inclination" in making a decision. In terms of the number of people holding each style, the group favors the HA style. This style is characterized by thorough data collection and careful analysis. The first inclination of this team will probably be to study a situation which required a decision. The secondary LP style may have the effect of suggesting the immediate use proven techniques and methods. Both HA and LP favor careful planning and attention to detail.



The average strength of the styles measures the degree to which the styles are held by the team as a unit. Generally, the higher the strength, the more likely it is that the group will persist in using a particular strategy. In this case, the average strength tends to be balanced among several strategies. This means that the initial focus provided by HA may be augmented by options generated by the LP strategic posture. Thus the character of discussion can be expected to reflect this change for issues that are discussed at length.

INDIVIDUAL COMPONENT ANALYSIS

1	Michael Mowery	20.8
2	Krisa Delacruz	20.8
3	Ron Holifield	20.7
4	Cynthia Leach	12.5
5	Lori Philyaw	12.5
6	molly deckert	12.5
7	Hope Ekwue	10.4
8	Melissa Valentine	10.4
9	CINDY HANNA	10.3
10	Crystal Robinson	6.3
11	Lauren Holifield	6.3
12	Abi Compton	4.2
13	Greg Anderson	4.2
14	Cyndy Brown	2.1



REACTIVE STIMULATOR PROFILE

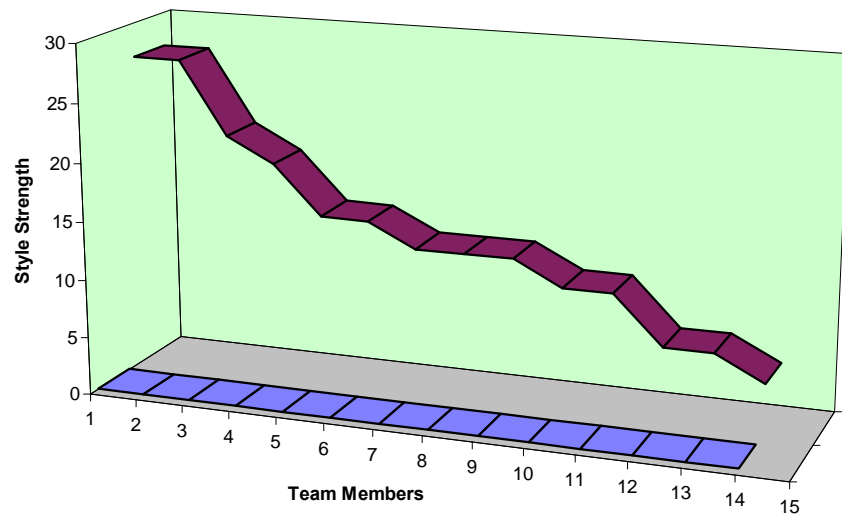
The RS strategic style is held at high levels by 3 team members, at moderate levels by 6 members, and at low levels by 5 people.

A strength of the RS style is the ability to act quickly and to be comfortable in making decisions with minimal information and detail. For example, this can be especially valuable in situations where an immediate remedy for a situation is of high value and the means by which it is accomplished is a secondary concern. Emergency room staffs often confront this situation and frequently have a high RS component.

This team has a strong predisposition toward strategies which accent the expeditious resolution of team issues. Recommendations for fast action, often offered without full consideration of all relevant details, is likely to be frequently offered for group consideration. While strong, the distribution is not compelling and it is unlikely that the group will be "stampeded" into unconsidered action. However, an action orientation is likely to be a very visible component of group activity.

INDIVIDUAL COMPONENT ANALYSIS

1	Abi Compton	27.1
2	Cyndy Brown	27.1
3	Greg Anderson	20.8
4	Melissa Valentine	18.8
5	Hope Ekwue	14.6
6	molly deckert	14.5
7	Crystal Robinson	12.5
8	Michael Mowery	12.5
9	Lauren Holifield	12.5
10	Cynthia Leach	10.4
11	Lori Philyaw	10.4
12	CINDY HANNA	6.3
13	Ron Holifield	6.3
14	Krisa Delacruz	4.2



LOGICAL PROCESSOR PROFILE

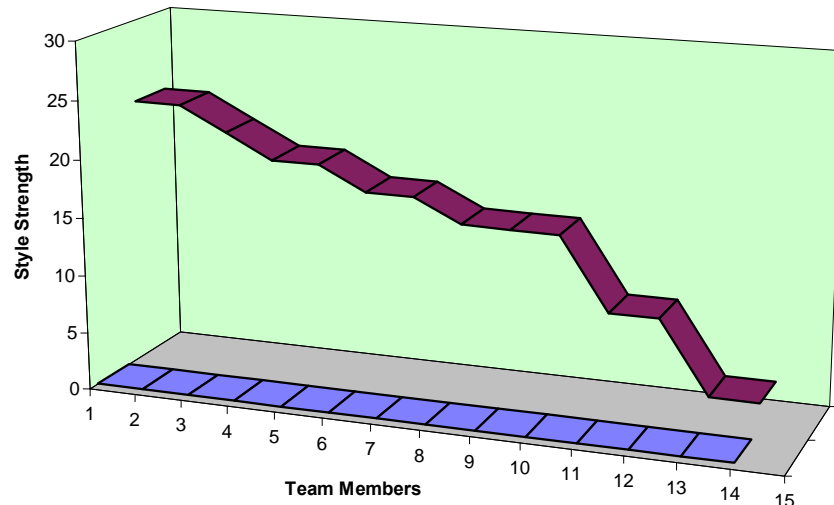
The LP strategic style is held at high levels by 3 team members, at moderate levels by 8 members, and at low levels by 3 people.

A strength of the LP style is the ability to define and execute programs, methodologies and techniques in a disciplined fashion. For example, surgeons and scientists often have a high LP component. Precision, certainty and an inclination toward action characterize this strategic posture.

This profile suggests that the team will be strong in executing defined processes and will probably favor a disciplined, reasoned approach to new situations. When confronted with a situation in which existing methods and practices are not applicable, people strongly holding this perspective are likely to readily agree with the HA team component that the most appropriate approach is to carefully study and plan the best way of addressing the new situation. Care and caution are likely to characterize the team as a whole.

INDIVIDUAL COMPONENT ANALYSIS

1	CINDY HANNA	22.9
2	Lauren Holifield	22.9
3	Cyndy Brown	20.8
4	Cynthia Leach	18.8
5	Greg Anderson	18.8
6	Abi Compton	16.7
7	Hope Ekwue	16.7
8	molly deckert	14.7
9	Crystal Robinson	14.6
10	Melissa Valentine	14.6
11	Krisa Delacruz	8.3
12	Lori Philyaw	8.3
13	Michael Mowery	2.1
14	Ron Holifield	2.1



HYPOTHETICAL ANALYZER PROFILE

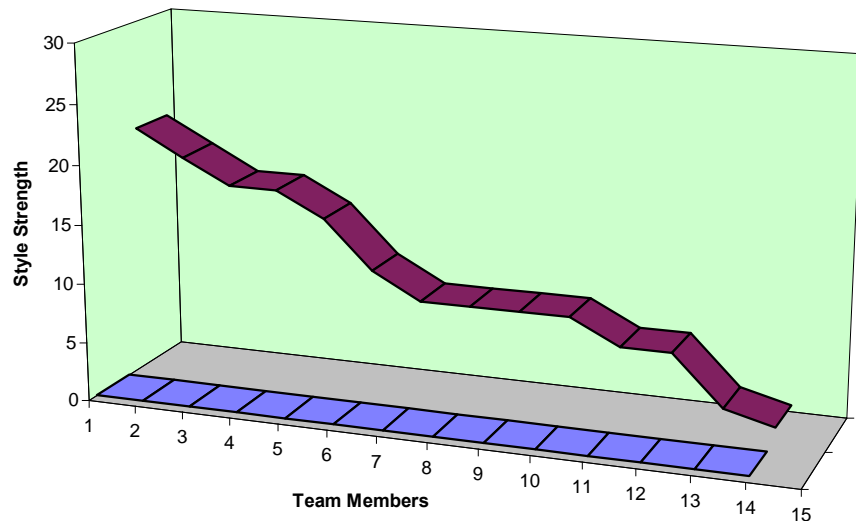
The HA strategic style is held at high levels by 3 team members, at moderate levels by 7 members, and at low levels by 4 people.

A strength of the HA style is the ability to analyze and assess complicated problems and situations. This style is typically able to effectively communicate the results of their study to others (*e.g., many judges, teachers and professors have a high HA component*). This is a strategy particularly well suited to assessing options, creating plans and analyzing risk.

This profile suggests that the team has considerable ability and inclination to thoroughly analyze a situation. It is likely that this segment and those holding higher levels of the LP posture will both see value in deliberate, considered and comprehensive approaches to team issues. The HA is likely to focus on planning and assessment. The LP on specification and action. This combined strategy can be expected to make few mistakes. However, the price may be that the team will move at a relatively deliberate pace.

INDIVIDUAL COMPONENT ANALYSIS

1	Ron Holifield	20.9
2	Lori Philyaw	18.8
3	Crystal Robinson	16.7
4	Krisa Delacruz	16.7
5	Michael Mowery	14.6
6	CINDY HANNA	10.5
7	Cynthia Leach	8.3
8	Hope Ekwue	8.3
9	Lauren Holifield	8.3
10	molly deckert	8.3
11	Greg Anderson	6.3
12	Melissa Valentine	6.3
13	Abi Compton	2.1
14	Cyndy Brown	1.0



RELATIONAL INNOVATOR PROFILE

The RI strategic style is held at high levels by 1 team member, at moderate levels by 5 members, and at low levels by 8 people.

A strength of the RI style is the ability to generate new, often unusual, ways of accomplishing things. For example, inventors and entrepreneurs typically have a strong RI component. This is a strategy particularly well suited to addressing issues that do not have "canned" solutions.

This profile suggests that the team will generate suggestions involving quantum leaps and unusual, often unexpected, relationships. The team has the capacity of coming up with reasonable levels of these new and innovative solutions to team concerns. It is likely that these ideas will be encouraged by the HA component of the group. The focus of the HA will probably be study and understanding. The team may want to question whether it is giving sufficient attention to implementation.

COMPARISON TO PEOPLE ON OTHER TEAMS

<u>NAME</u>	<u>Reactive Stimulator</u>	<u>Logical Processor</u>	<u>Hypothetical Analyzer</u>	<u>Relational Innovator</u>
1 Cynthia Leach	60.6%	38.1%	73.2%	43.5%
2 Crystal Robinson	32.6%	38.6%	52.4%	72.1%
3 Abi Compton	21.5%	94.3%	64.0%	7.5%
4 Greg Anderson	21.5%	80.6%	73.2%	27.7%
5 Hope Ekwue	59.8%	52.4%	64.0%	43.5%
6 Cyndy Brown	12.2%	94.3%	83.1%	2.7%
7 Michael Mowery	91.4%	38.6%	2.9%	65.8%
8 Krisa Delacruz	91.4%	9.6%	26.0%	72.1%
9 CINDY HANNA	56.7%	16.0%	89.7%	54.9%
10 Lori Philyaw	60.6%	38.1%	26.0%	79.9%
11 Lauren Holifield	32.6%	38.6%	89.7%	43.5%
12 Melissa Valentine	59.8%	70.4%	52.4%	27.7%
13 molly deckert	60.6%	51.7%	55.0%	43.5%
14 Ron Holifield	90.8%	16.0%	2.9%	89.6%

The percentile is the ranking of the person's strategic style score in terms of people on other teams in corporations, medical facilities, city governments, non-profit associations and the military among others.

For example, a percentile score of 75% means that the person ranks above 75% of the participating people in that particular strategic style.

This chart can be used by team members to get a sense of how their commitment to a particular strategic style might compare to the average person they could encounter in an organized business environment.

COMPARISON TO A TYPICAL TEAM

	<u>Reactive Stimulator</u>	<u>Logical Processor</u>	<u>Hypothetical Analyzer</u>	<u>Relational Innovator</u>
1	12.2%	9.6%	2.9%	2.7%
2	21.5%	16.0%	2.9%	7.5%
3	21.5%	16.0%	26.0%	27.7%
4	32.6%	38.1%	26.0%	27.7%
5	32.6%	38.1%	52.4%	43.5%
6	56.7%	38.6%	52.4%	43.5%
7	59.8%	38.6%	55.0%	43.5%
8	59.8%	38.6%	64.0%	43.5%
9	60.6%	51.7%	64.0%	54.9%
10	60.6%	52.4%	73.2%	65.8%
11	60.6%	70.4%	73.2%	72.1%
12	90.8%	80.6%	83.1%	72.1%
13	91.4%	94.3%	89.7%	79.9%
14	91.4%	94.3%	89.7%	89.6%

In this graphic, the percentile scores of each individual style are sorted disregarding the particular person who holds that ranking. It is used to show how this team might compare to a "typical" team of the same size which was randomly drawn from the population of team members who have contributed data.

The shaded area represents that part of the team which exceeds the 50th percentile. If more than half the team scores higher than the 50th percentile in a strategic style, the team—as a group—will probably be seen as being stronger in the attributes associated with that style than other teams in which members may have participated in the past.

SECTION 2

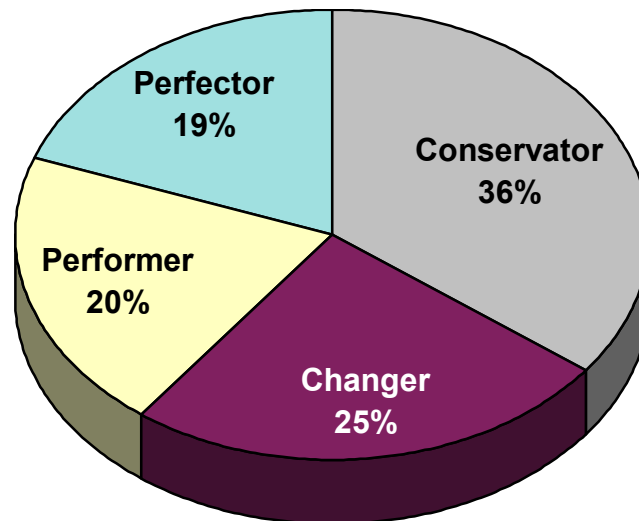
JOINT STYLE ANALYSIS

This section analyzes the team by considering its structural perspectives jointly. In other words, the interaction effects of the individual styles are fully considered. This level of analysis allows the identification of probable group tendencies since the individual styles share some common tendencies. For example, both the RS style and the LP style value action (*although the speed of implementation differs*). If both styles are strongly represented on the team, it is likely that the team will have a visible action orientation.

This section also assesses the probable direction of decisions under various decision strategies. These assessments have been arrived at by measuring the number of team members who would find a given kind of decision acceptable (*e.g., a decision to employ a new, promising but untried process*). Consensus indicates that everyone on the team would find the position acceptable. Majority rule indicates that more than 50% of team members would find the position acceptable. It is often found that decisions made under different decision strategies can produce different results even with the same group of people.

SUMMARY OF TEAM ORIENTATIONS

TOTAL PREFERENCE DISTRIBUTION



This chart measures the total decision preferences of each of the four joint styles regardless of the probability of their implementation by the team as a whole. This measurement depicts the overall direction or "sense" of the team. The categories below are listed in order of the frequency with which they will probably characterize the "image" of the team.

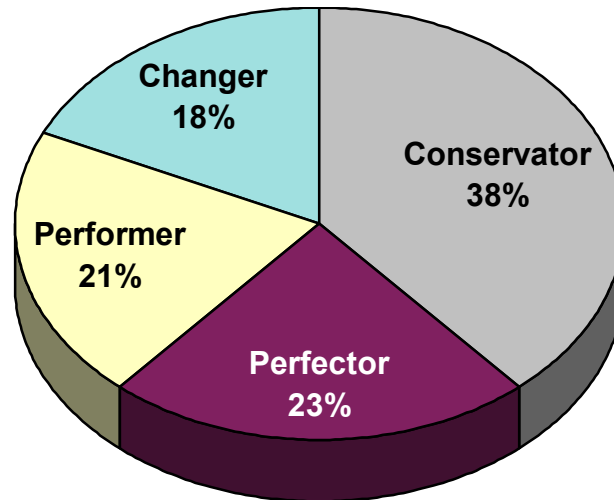
"Conservators" represent the joint style of the process-oriented LP and the analytically-oriented HA. These styles share a careful, skeptical approach to new situations and decisions involving major shifts from proven methodologies. "Conservators" are oriented to keeping what they have. Suggestions reviewed will usually carefully consider the "downside" of potential misjudgments.

"Changer" is the joint style of the idea-oriented RI and the action-oriented RS. This pattern might be characterized by the statement, "I've got an idea, let's give it a try!" Proposals are often presented without considering details and often with limited assessment of downside risk. A preferred evaluation strategy of the "Changer" is experimentation rather than analysis.

"Performers" are the joint style of the process-oriented LP and the spontaneous, action-oriented RS. Recommendations arising from this orientation will probably tightly focus on the objectives and particularly on those parts of the objectives that are observable and measurable. "Performers" are often considered the "doers" of an organizational unit.

"Perfectors" represent the joint style of the idea-oriented RI and the analytically-oriented HA. The ideas become input for the HA. In effect the HA "perfects" the raw ideas generated by the RI component. "Perfectors" like new ideas but are typically cautious, thorough and their preferred output is a considered assessment, refinement or appraisal rather than action.

SUMMARY OF TEAM ORIENTATIONS PREFERENCE UNDER MAJORITY RULE



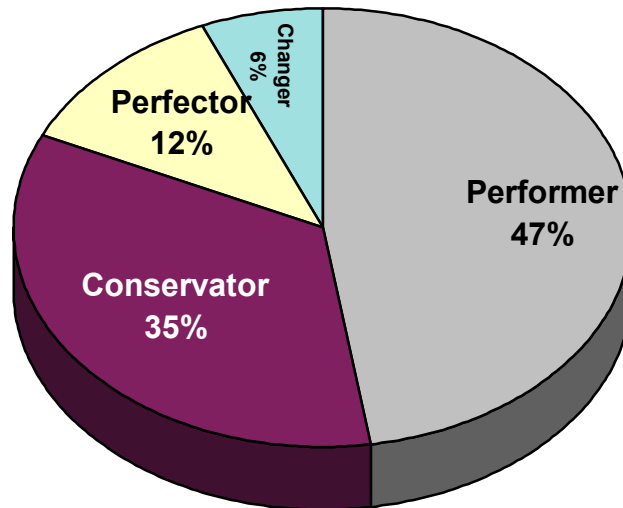
This graph shows the likely outcome of decisions made under "majority rule." In other words, if the team chooses to make decisions using "majority rule," the tendency will be for decisions to fall into those categories shown above.

Under "majority rule" decision procedures, "Conservators" are likely to dominate the decision making of the team. This orientation is likely to favor tested, proven, and well-known methods, procedures and techniques. A focus on concrete results and efficient execution can also be expected under majority rule procedures.

"Perfectors" occupy a secondary position under majority rule. The preferences of this joint style (RI/HA) are likely to be considered in the decision making process. The joint style can be expected to favor new approaches and innovative ideas but only after thorough analysis and careful consideration. This secondary position is likely to be focused on plans, evaluations and assessments rather than action as an immediate outcome.

Overall, of all of the possible decisions which could be taken by this team, the percentage which will be acceptable under majority rule procedures is about 30.5%. This is about average for teams which have been analyzed using a majority rule decision technique. A typical team has a ratio of about 33% to 36%. If the team chooses to use this method it can expect to encounter about the same difficulty than experienced by the average team.

SUMMARY OF TEAM ORIENTATIONS PREFERENCE UNDER CONSENSUS

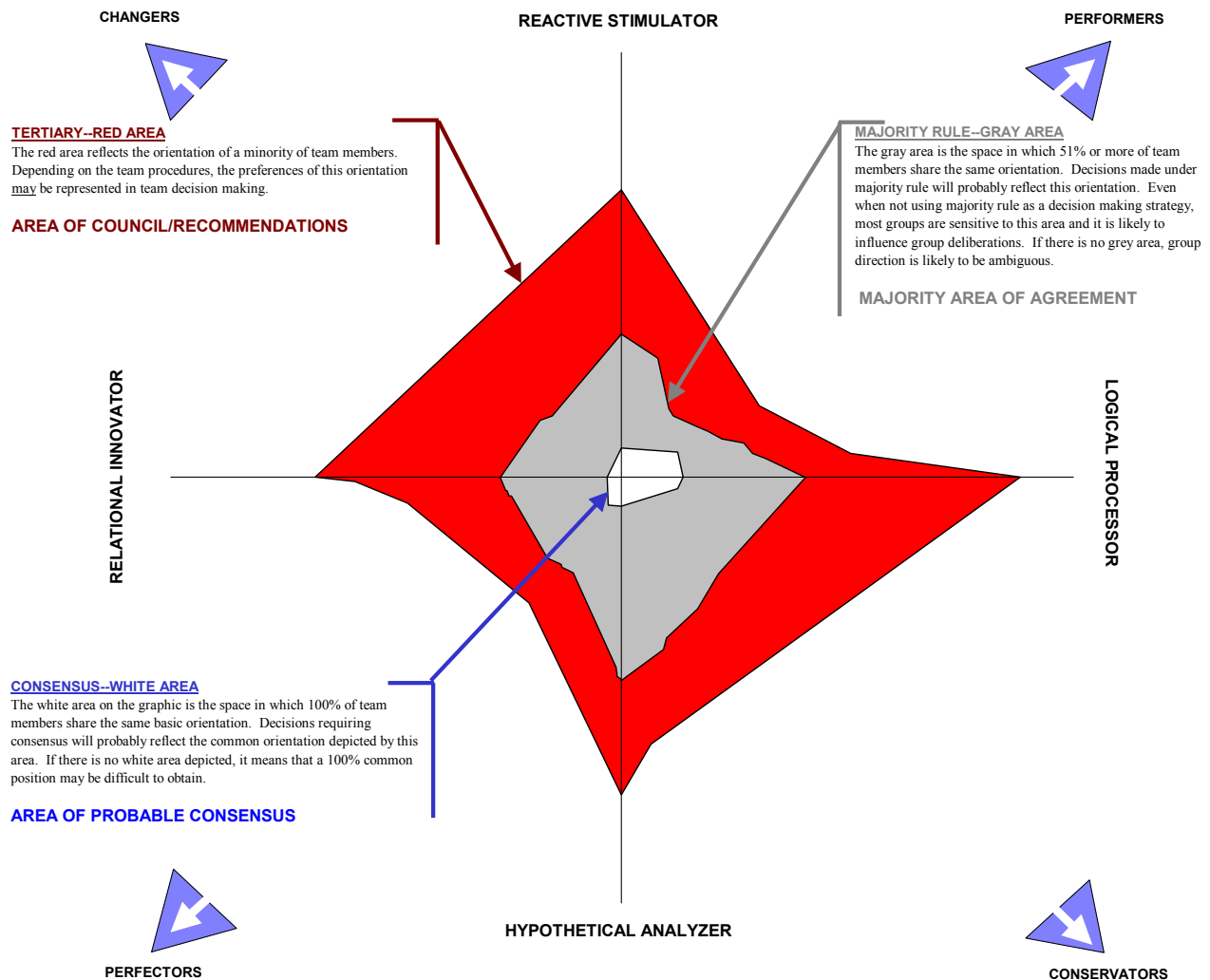


This chart shows the probable outcome of decisions made using a "consensus" decision requirement. It represents decisions which each and every team member can accede to without compromising their basic preferences.

Under consensus decision procedures the inclinations of the team as a whole are altered. This does not mean that every decision will be different. In many cases the situation itself sends clear signals as to appropriate resolution procedures. In these cases the decision character will probably be unchanged. However, in situations which are unclear as to the most appropriate strategy, a definite change in decision character should be detectable.

Under consensus, the Performer's favored strategy of quick resolution using available methods will be most favored. The next most likely response will reflect the disciplined, sure-footed tendencies of the Conservator. This change in pattern will probably be visible if the team were to alternate between consensus and majority procedures.

Overall, of all of the possible decisions which could be taken by this team, the percentage which will be acceptable under consensus decision procedures is about 2%. This means that if the consensus decision strategy is chosen, consensus will be somewhat more difficult to achieve than would be experienced by other groups using the same strategy. In other analysis this ratio has typically varied between 5% and 13% with a median of about 7%.



COMPOSITE GROUP PROFILE

This graphic displays the overall team tendencies. It is constructed by overlaying each team member's individual graphic, one on top of the other. The number of team members occupying representative points are then counted. The "consensus" area (*white*) is that part of the decision space where each and every team member has at least part of their overall orientation. In other words, decisions made in this area would be acceptable to each and every team member without compromising their preferences. Chances are that consensus decisions will probably fall in this area.

The same procedure is applied to the "majority rule" area (*gray*) of the graphic. Here the requirement is that at least 51% of the team members have a position in that area. This means decisions that fall within this area are likely to be passed under "majority rule" procedures. The larger the area in a quadrant, the more likely that a decision falling within that area will pass.

The "tertiary" area (*red*) is the entire decision space that is represented by the team but which is not enough to carry a vote. However, people occupying these positions will probably offer recommendations to the team consistent with their preferences. The larger the area in a particular quadrant, the more likely it is that recommendations consistent with that perspective will be offered.

SECTION 3

INDIVIDUAL PROFILES

This section displays the profiles of each team member in terms of all of the structural styles that they individually hold. These charts visually summarize an individual in terms of strategic categories and allow rapid, easily understood comparisons of equally valid and valuable perspectives available in the team.

STRATEGIC STYLE ANALYSIS

BASIC DATA

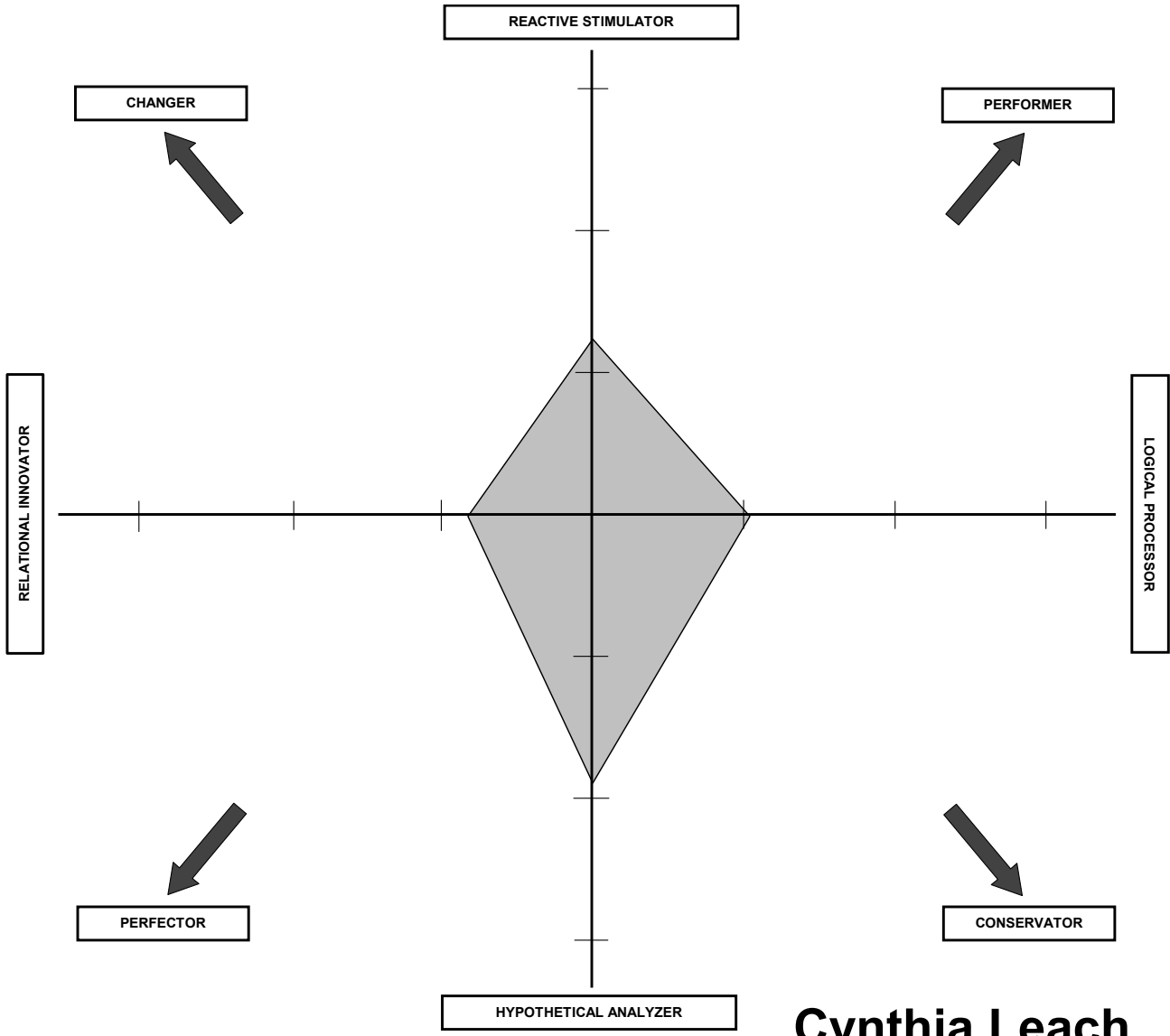
SGR TEAM NOV 2013

<u>NAME</u>	<u>Reactive Stimulator</u>	<u>Logical Processor</u>	<u>Hypothetical Analyzer</u>	<u>Relational Innovator</u>
1 Cynthia Leach	12.5	10.4	18.8	8.3
2 Crystal Robinson	6.3	12.5	14.6	16.7
3 Abi Compton	4.2	27.1	16.7	2.1
4 Greg Anderson	4.2	20.8	18.8	6.3
5 Hope Ekwue	10.4	14.6	16.7	8.3
6 Cyndy Brown	2.1	27.1	20.8	1.0
7 Michael Mowery	20.8	12.5	2.1	14.6
8 Krisa Delacruz	20.8	4.2	8.3	16.7
9 CINDY HANNA	10.3	6.3	22.9	10.5
10 Lori Philyaw	12.5	10.4	8.3	18.8
11 Lauren Holifield	6.3	12.5	22.9	8.3
12 Melissa Valentine	10.4	18.8	14.6	6.3
13 molly deckert	12.5	14.5	14.7	8.3
14 Ron Holifield	20.7	6.3	2.1	20.9

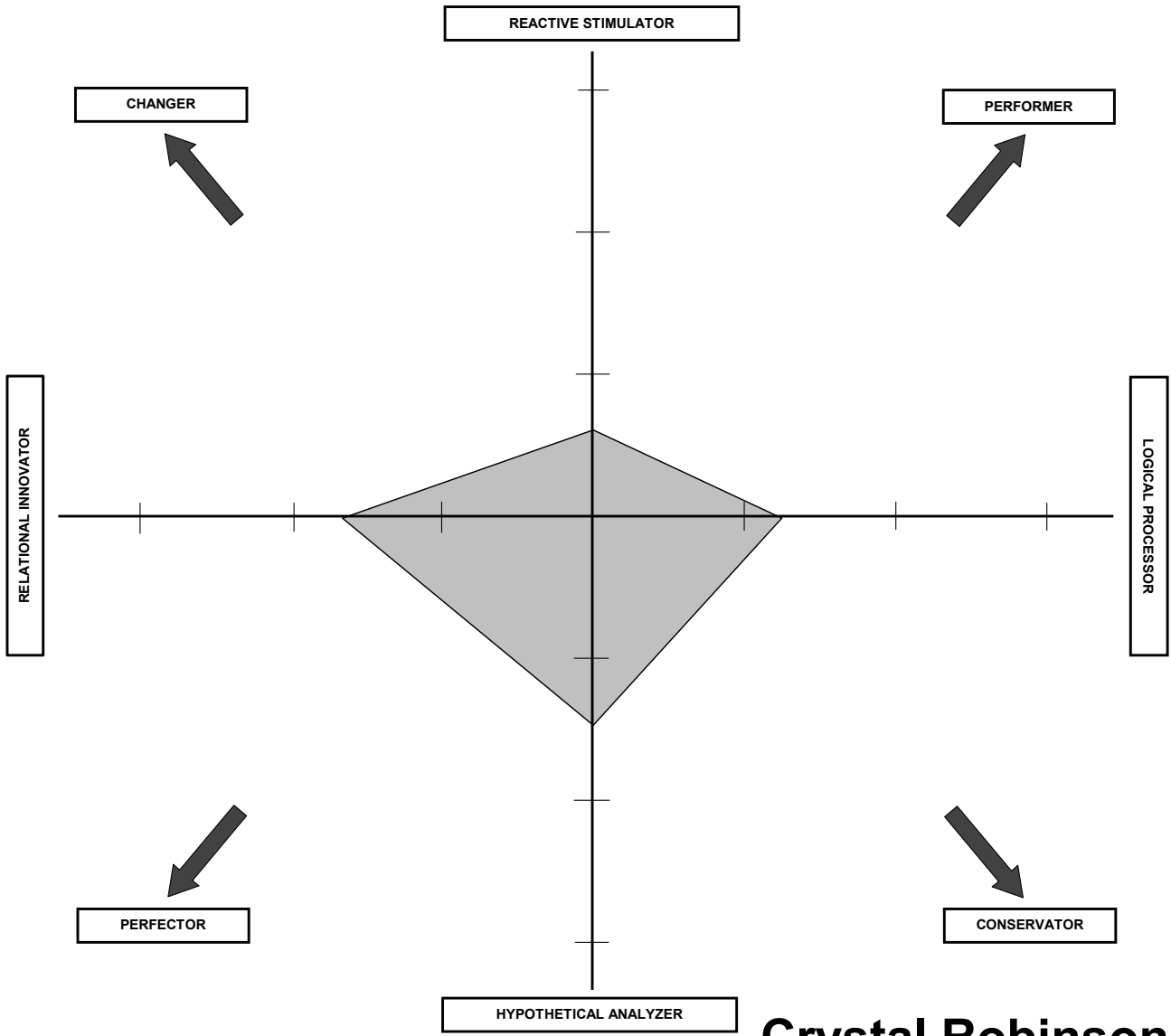
24
25
26
27
28
29
30
31
32
33
34
35

# Dominant	2	4	5	3
Av Strength	11.0	14.1	14.4	10.5

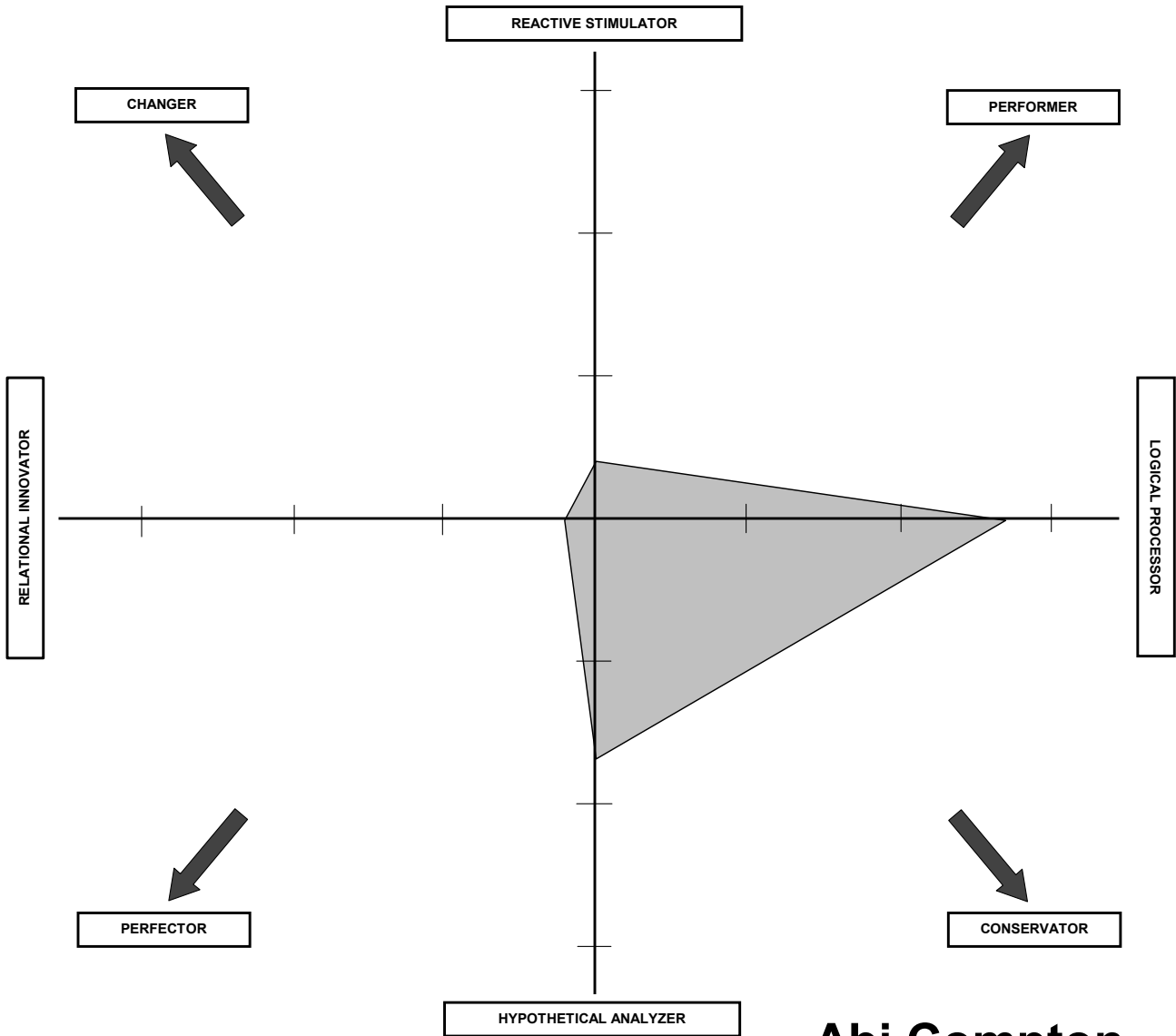
=Dominant Style



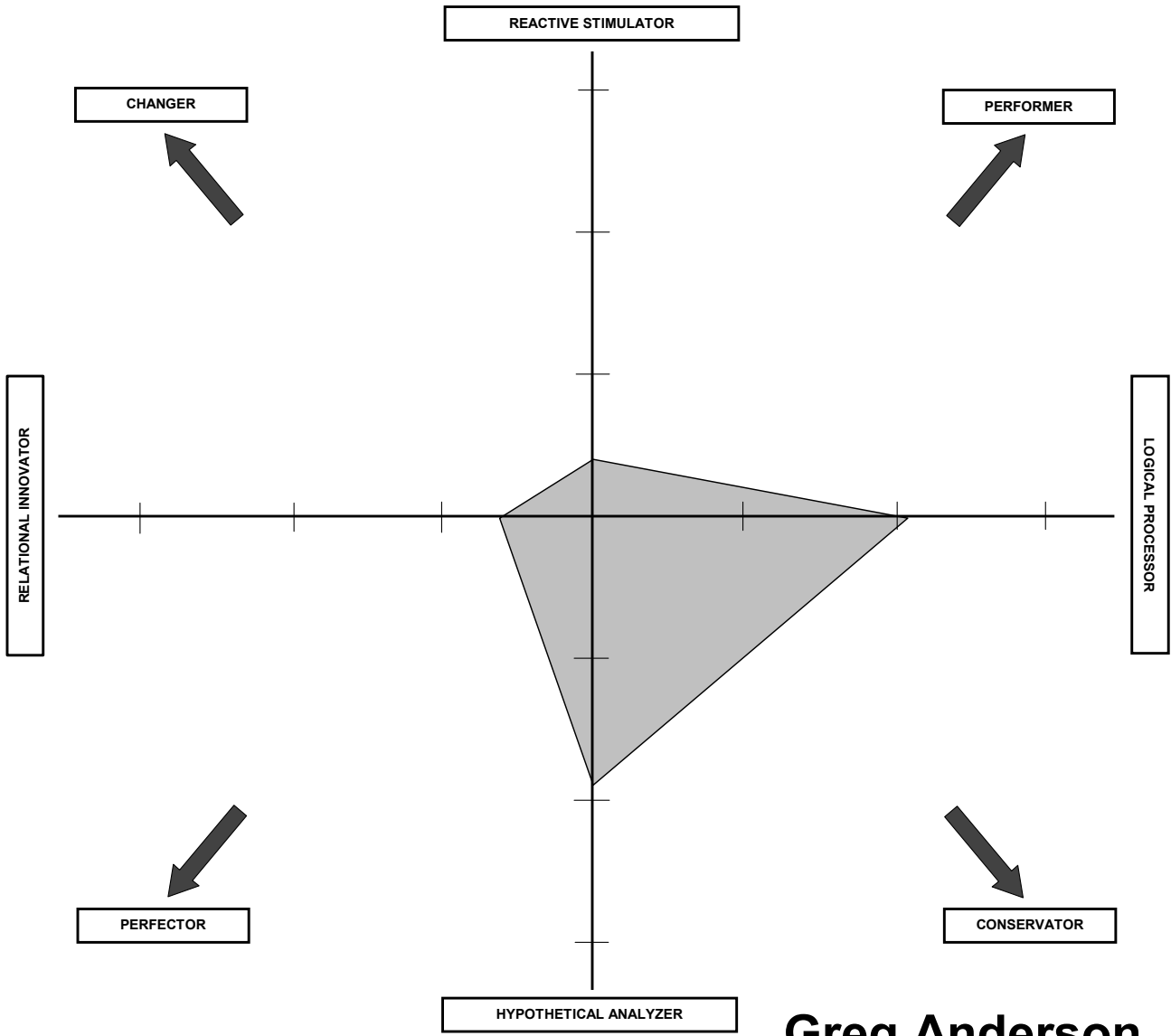
Cynthia Leach



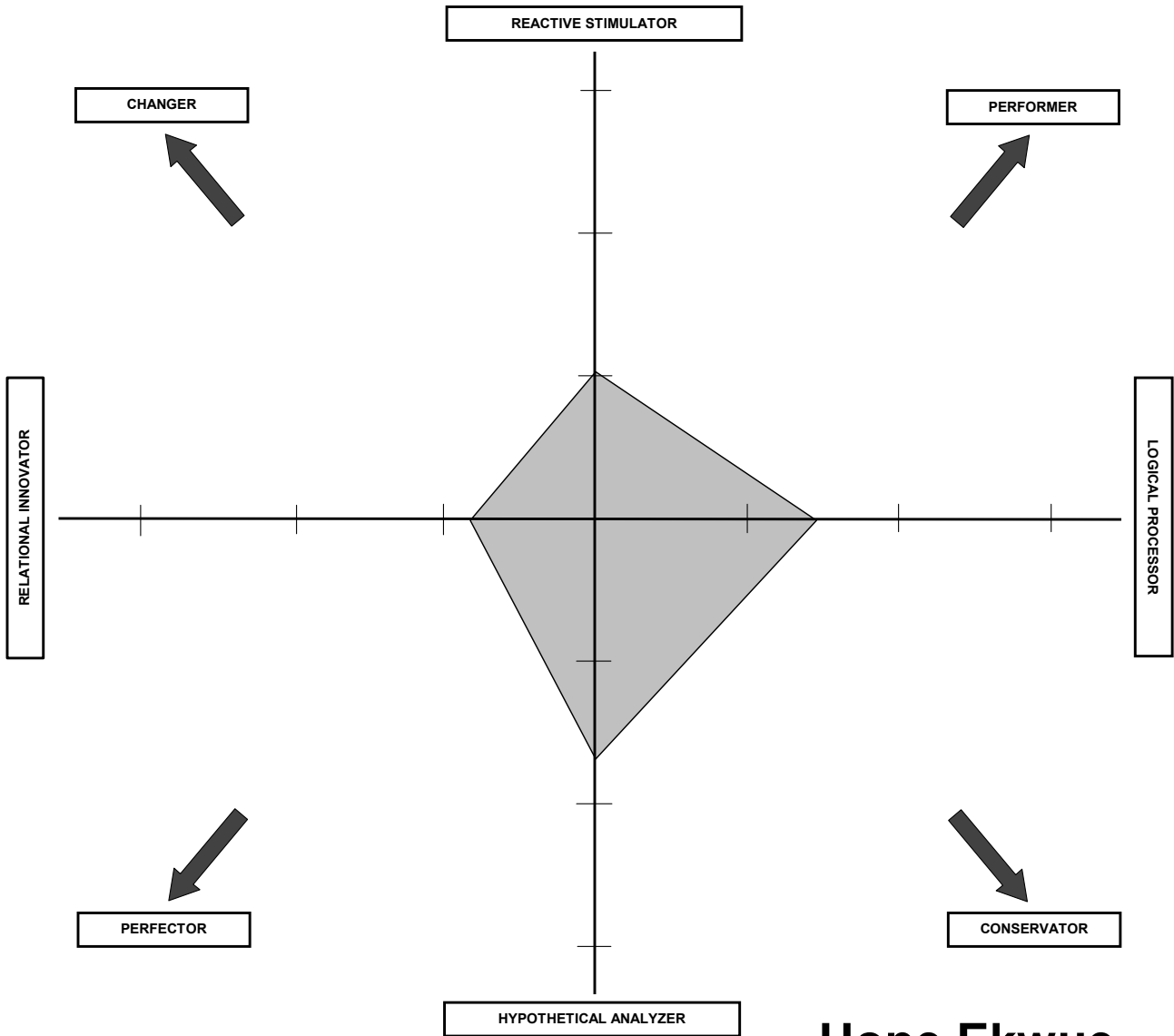
Crystal Robinson



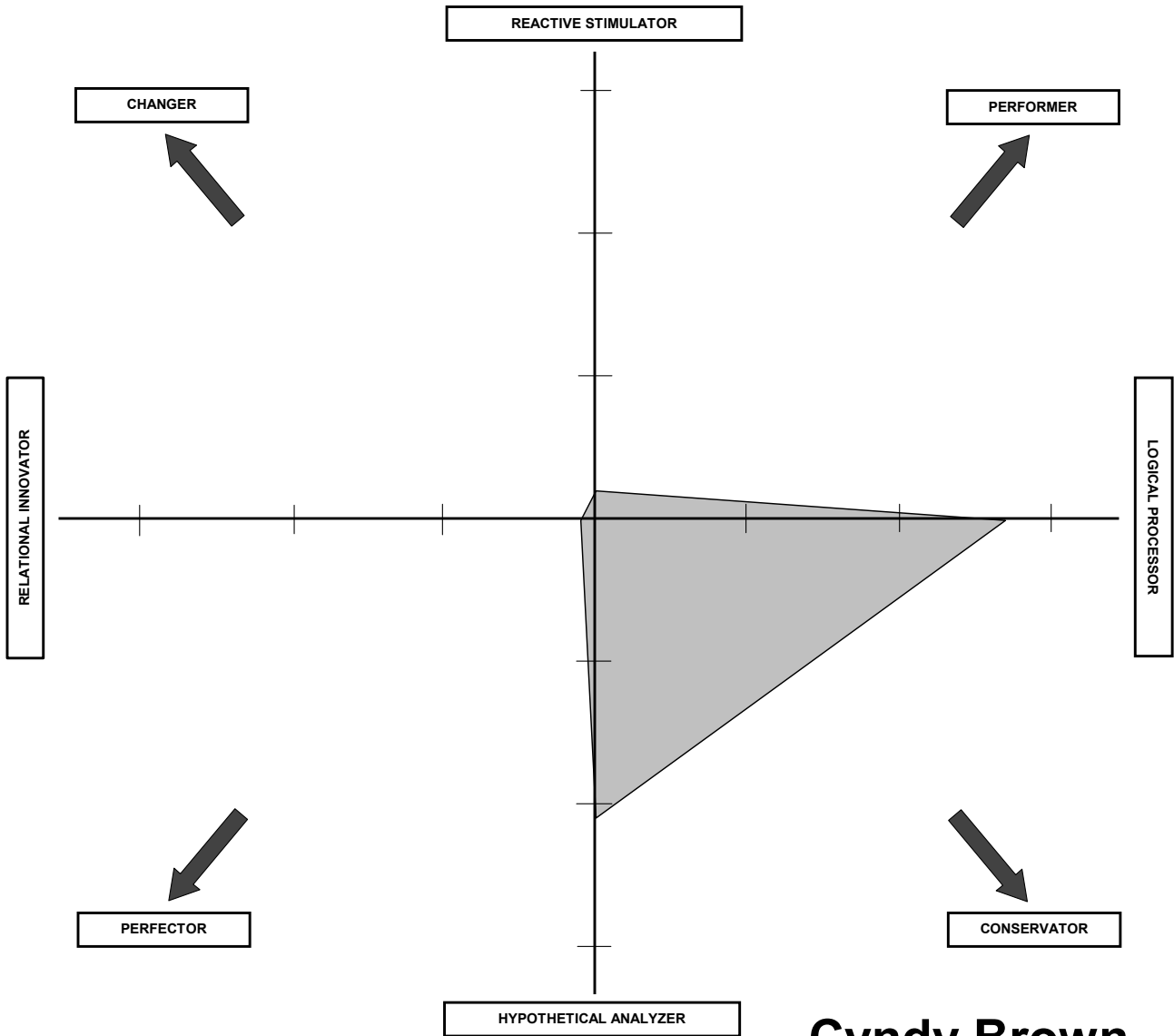
Abi Compton



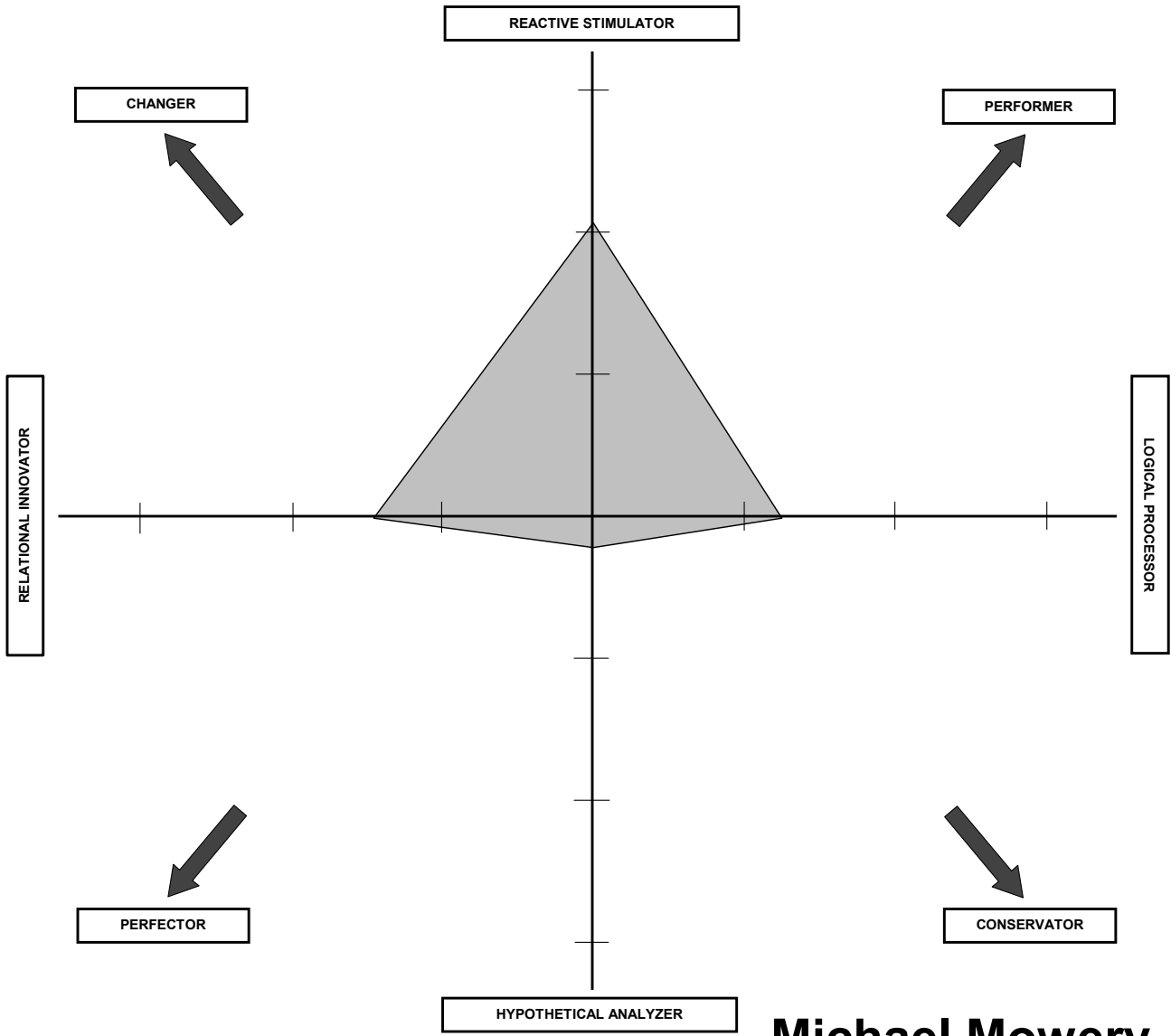
Greg Anderson



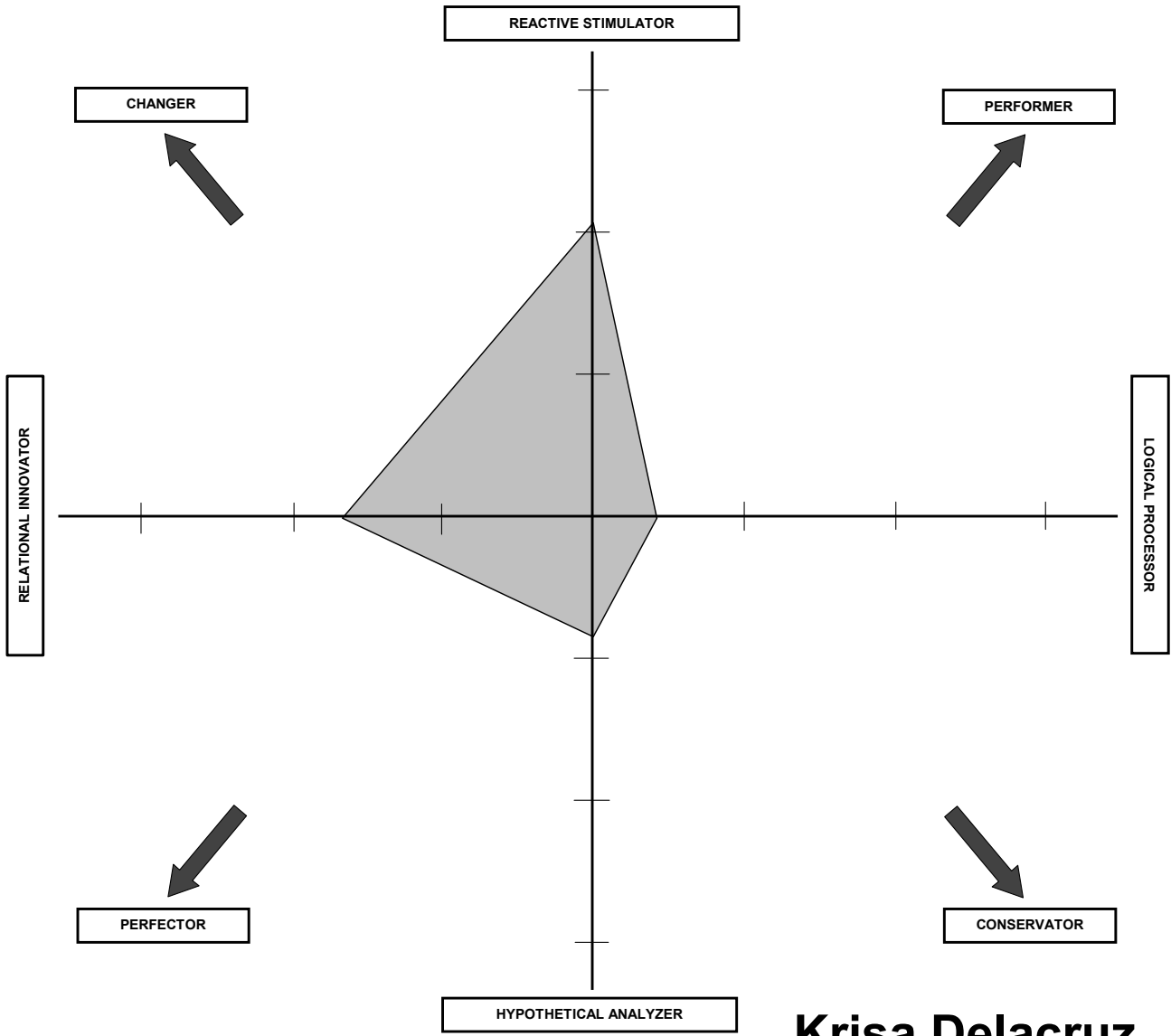
Hope Ekwue



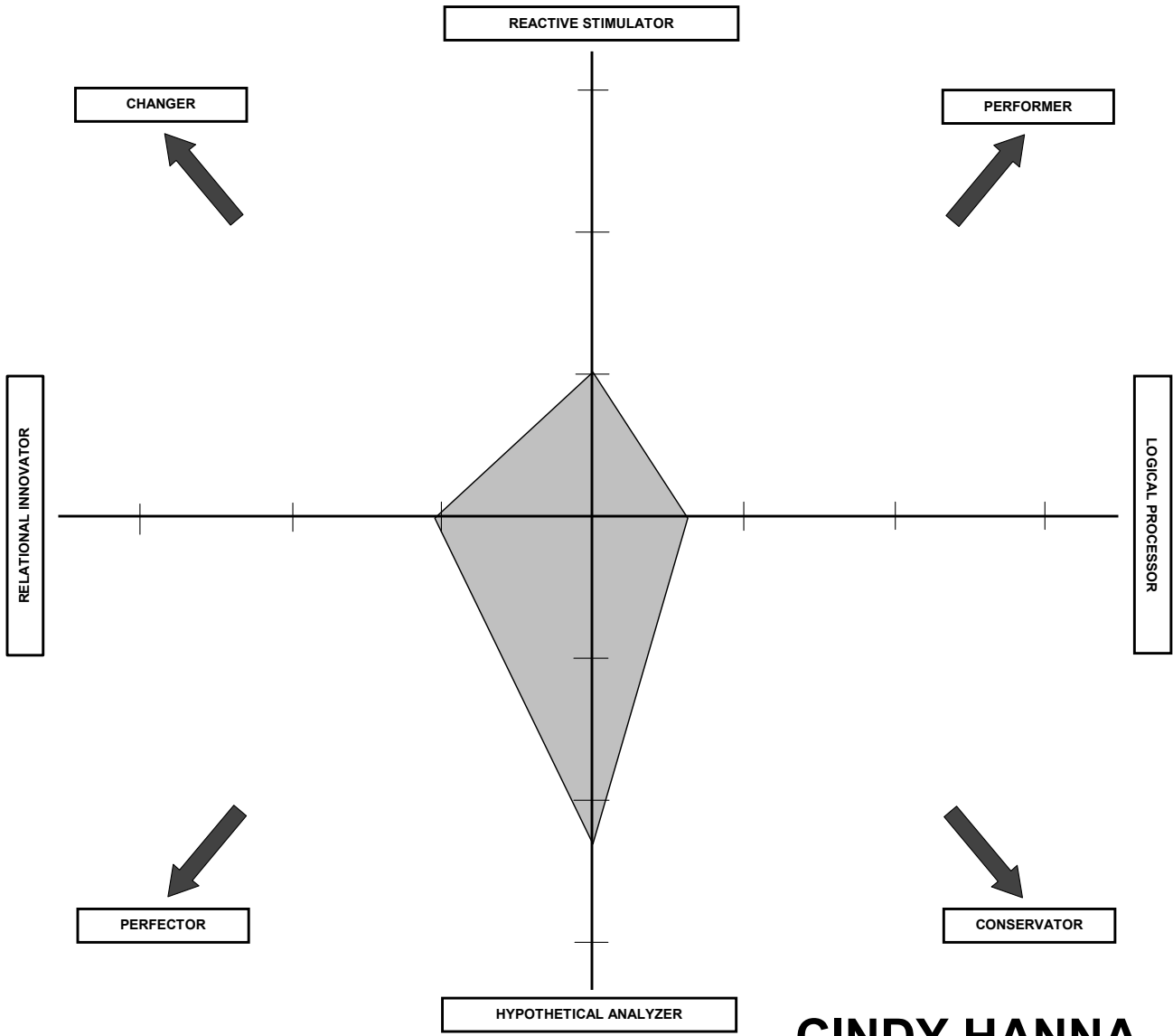
Cyndy Brown



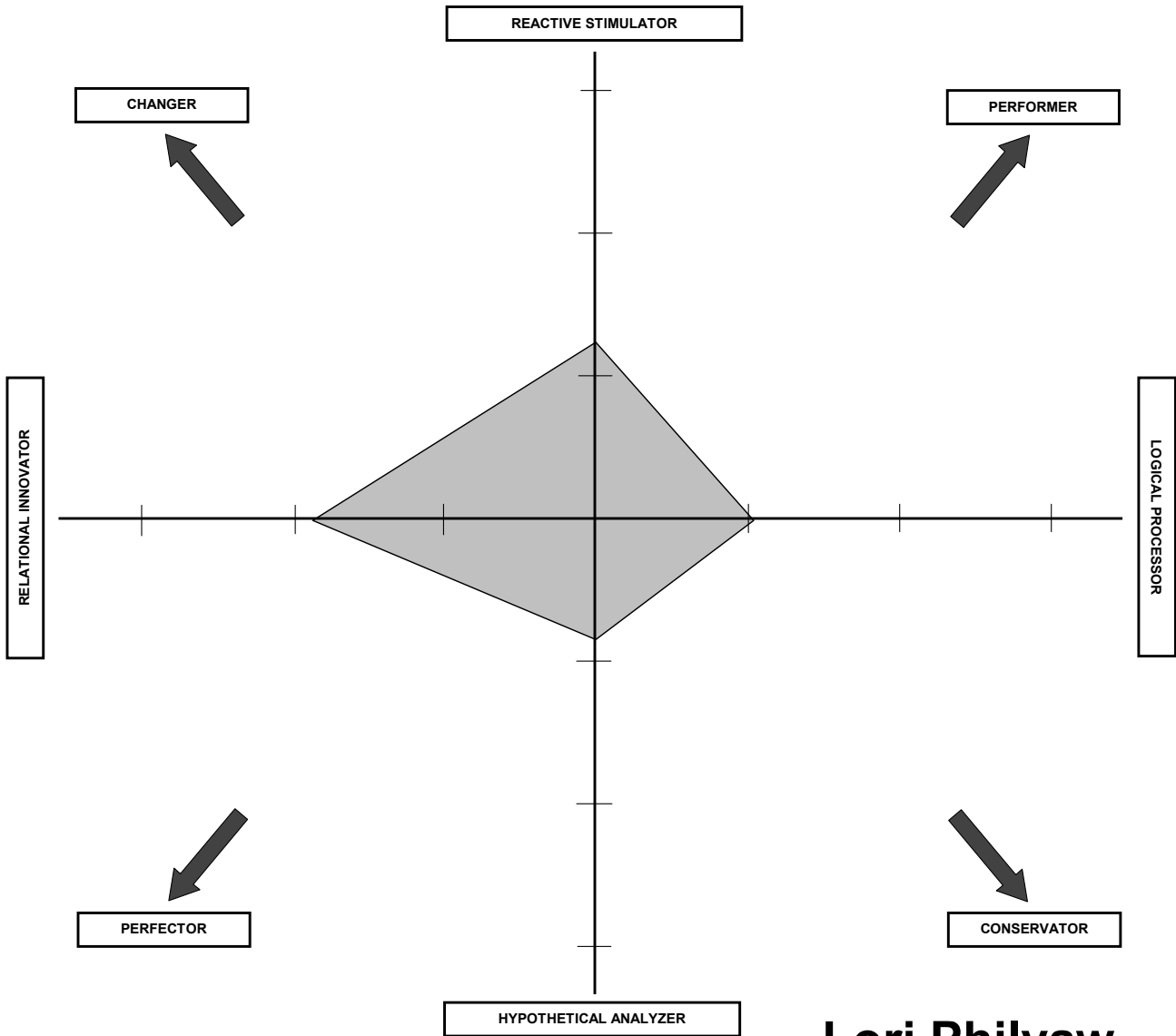
Michael Mowery



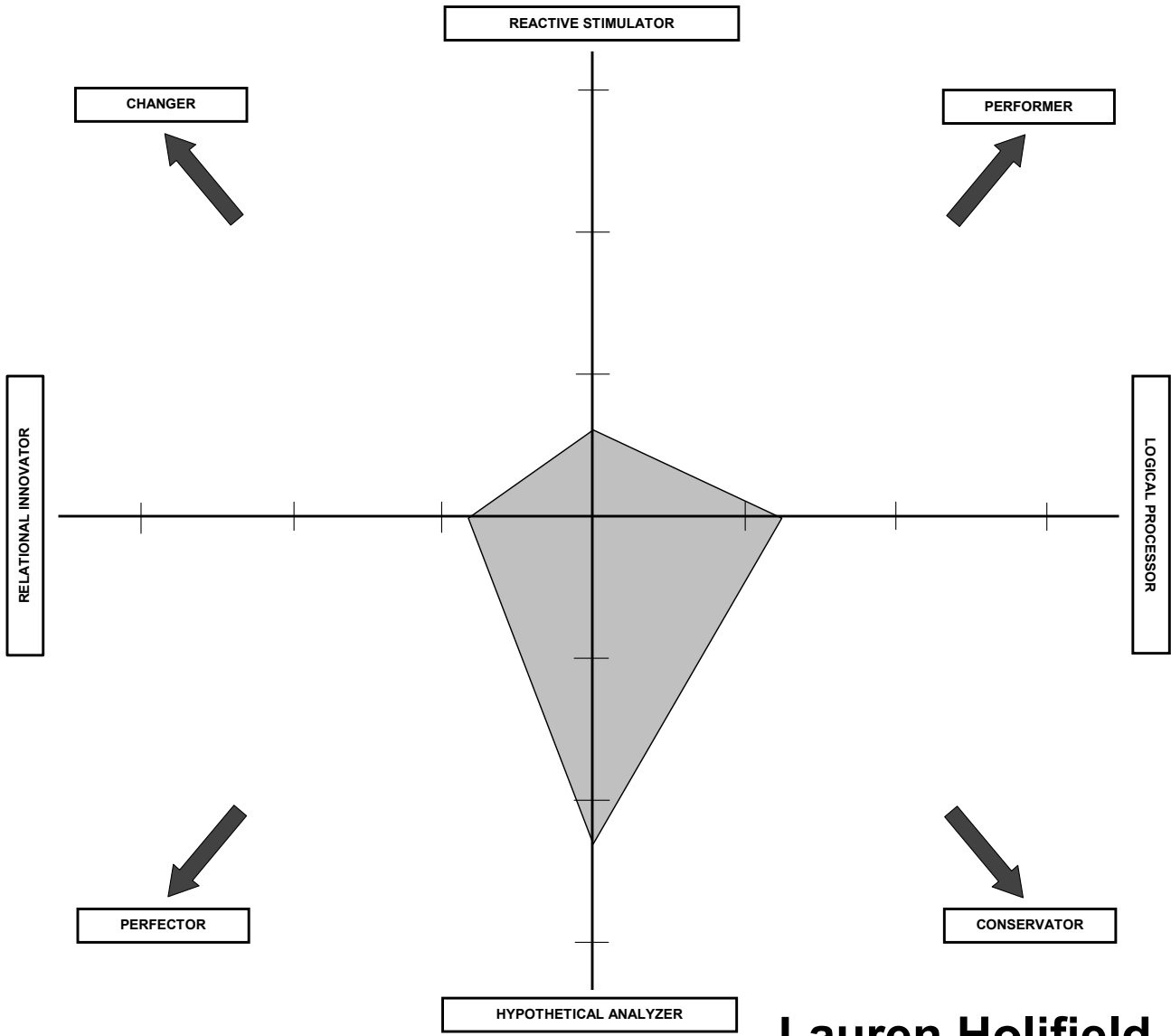
Krisa Delacruz



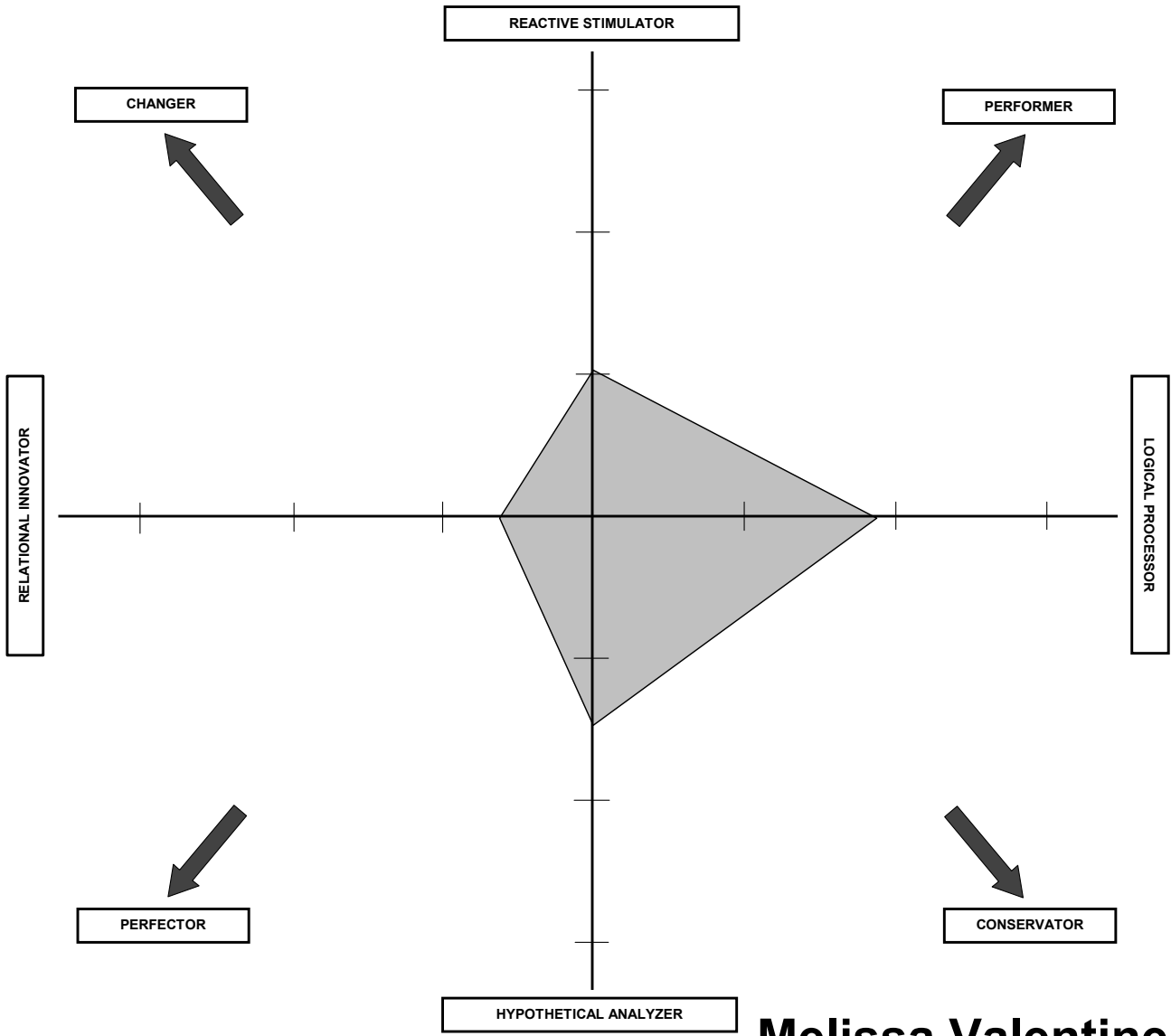
CINDY HANNA



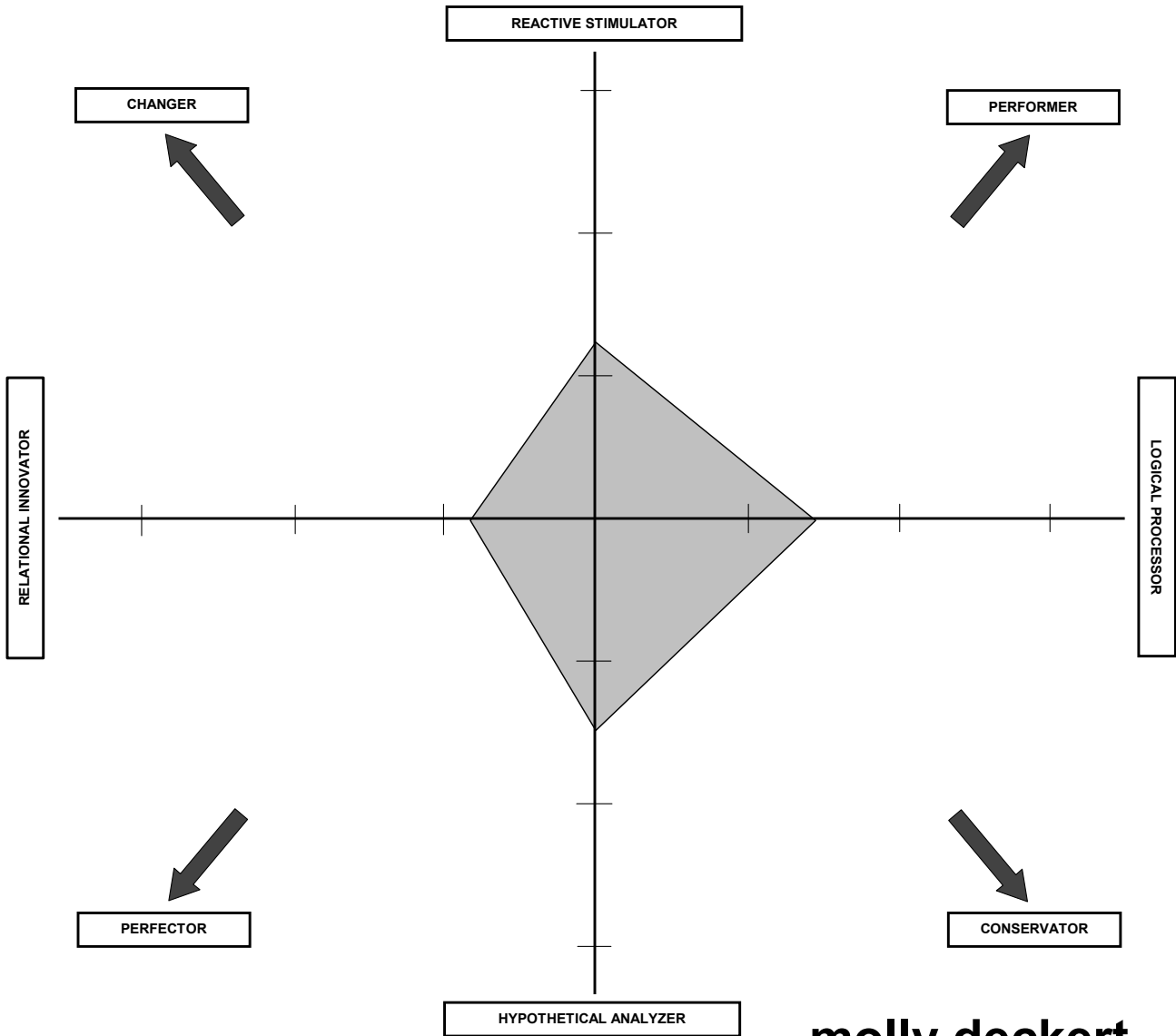
Lori Philyaw



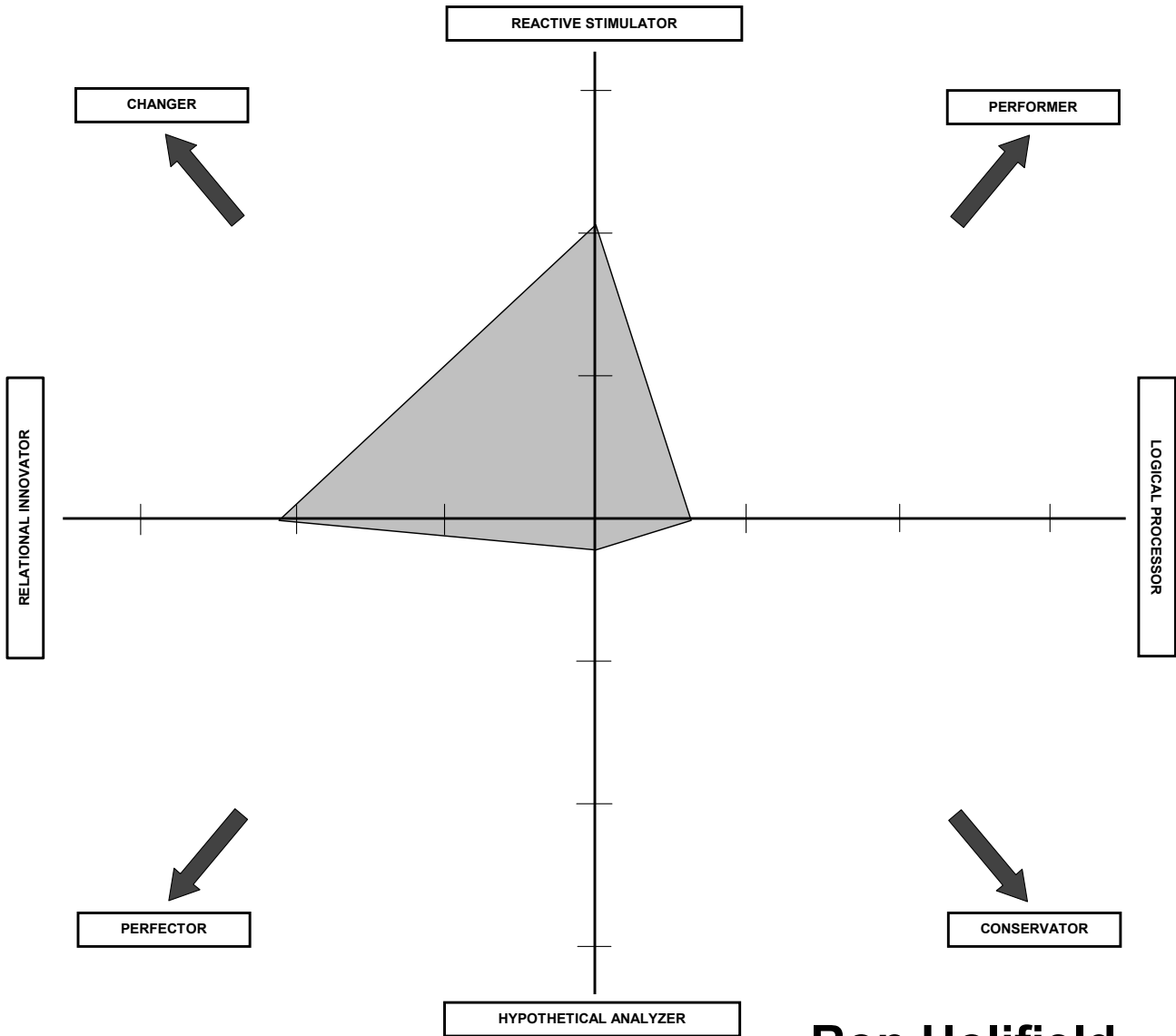
Lauren Holifield



Melissa Valentine



molly deckert



Ron Holifield