



**INDIVIDUAL STYLES
AND TEAM DYNAMICS
INDICATOR**

GROUP REPORT

For
Sample Group

April 5, 2010



HAMLIN HARKINS, Ltd.

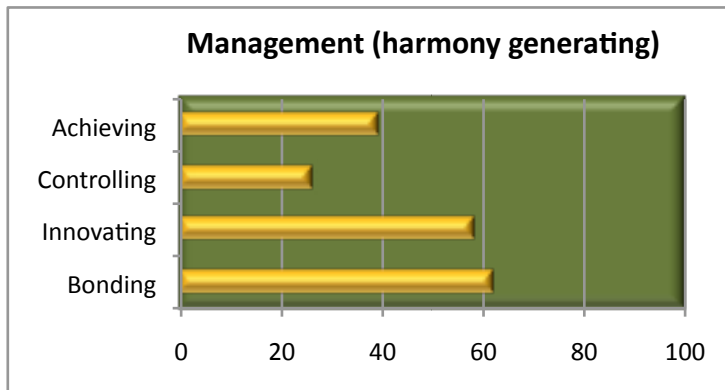
GROUP MEMBERS

This report is based on the results of 10 individuals who comprise the Sample Group team. The names of the team-members are listed below.

Team Members:

1. M F, *Member*
2. W R, *Member*
3. C B, *Member*
4. C E, *Member*
5. D H, *Head of the Group*
6. K D, *Member*
7. R K, *Member*
8. A C, *Member*
9. R A, *Member*
10. K M, *Member*

GROUP MANAGEMENT STYLE



GROUP-TYPE: The group score is calculated as an average value of all group members' scores.

Each of the basic dimensions can be present in some group's style in the range from 0 to 100 percent, combining into millions of different possible types.

Chart 1: Group Management Style

Based on the aggregated results, the group predominantly behaves as **Innovating and Bonding**

The strength of this group-style is in its capability to deal with new situations that seek original and innovative approaches.

The obvious lack of Achieving and Controlling dimensions in the group, usually is compensated with a huge amount of support (Unifying) between the group members.

#	Name	A	R	C	U	Management Style
1	M F	39	26	58	62	Controlling Bonder
2	W R	38	40	56	68	Innovating Bonder
3	C B	52	33	62	68	Controlling Bonder
4	C E	51	33	61	49	Achieving Innovator
5	D H	40	24	75	66	Bonding Innovator
6	K D	35	30	38	67	Bonder
7	R K	70	36	52	57	Bonding Achiever
8	A C	52	51	41	49	Controlling Achiever
9	R A	51	39	40	85	Achieving Bonder
10	K M	67	69	51	35	Achieving Controller
Average		49	38	53	61	Innovating Bonder

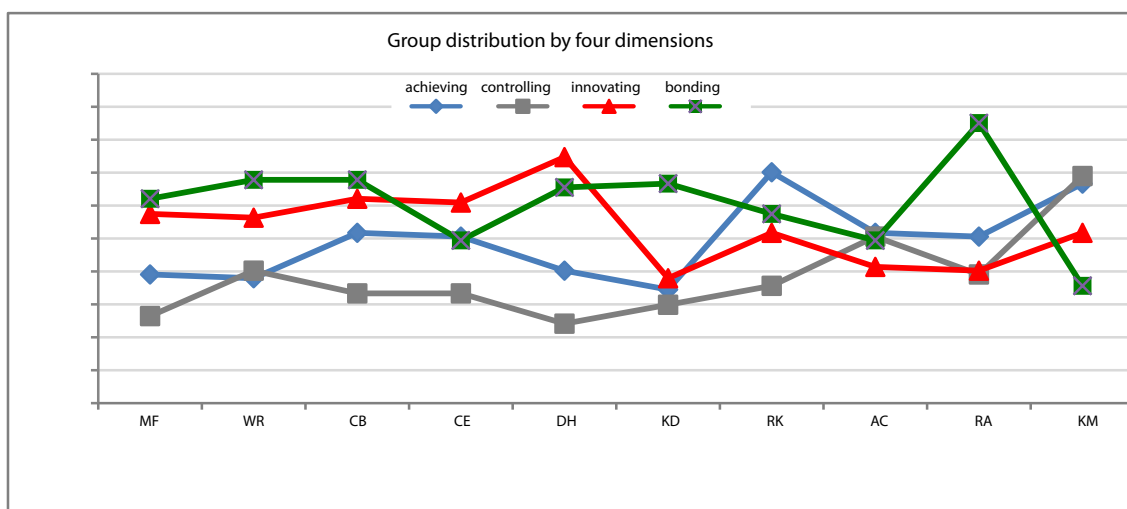
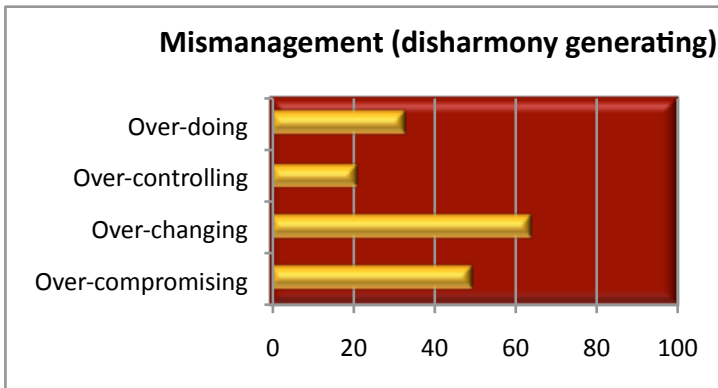


Chart 2: Group Scorecard by Individuals, Management Part

GROUP MIS-MANAGEMENT STYLE



Based on the aggregated results, the group predominantly mismanage by **over-doing** and **over-bonding**

Chart 3: Group Mismanagement Style

The group's main intention is to achieve an environment without conflicts, where everything flows smoothly. That is a good intention but every company operates under changing and uncertain circumstances that necessarily produce conflicts. One of the ways to institutionalize those conflicts is to have rules and systems in place.

People stay united as long as they achieve good results – this is what the group believes in. But many times, the standards and balanced processes are the means that lead to uniting people, too.

#	Name	A	R	C	U	Mismanagement Style
1	M F	33	21	64	49	Bonding Innovator
2	W R	49	36	36	55	Achieving Bonder
3	C B	66	36	29	43	Bonding Achiever
4	C E	66	21	36	49	Bonding Achiever
5	D H	8	21	36	55	Bonder
6	K D	16	57	21	47	Bonding Controller
7	R K	49	36	36	52	Achieving Bonder
8	A C	25	29	29	43	Bonder
9	R A	49	29	21	49	Achieving Bonder
10	K M	82	57	50	55	Controlling Achiever
Average		41	34	36	50	Achieving and Bonding

Group distribution by four dimensions - mismanagement

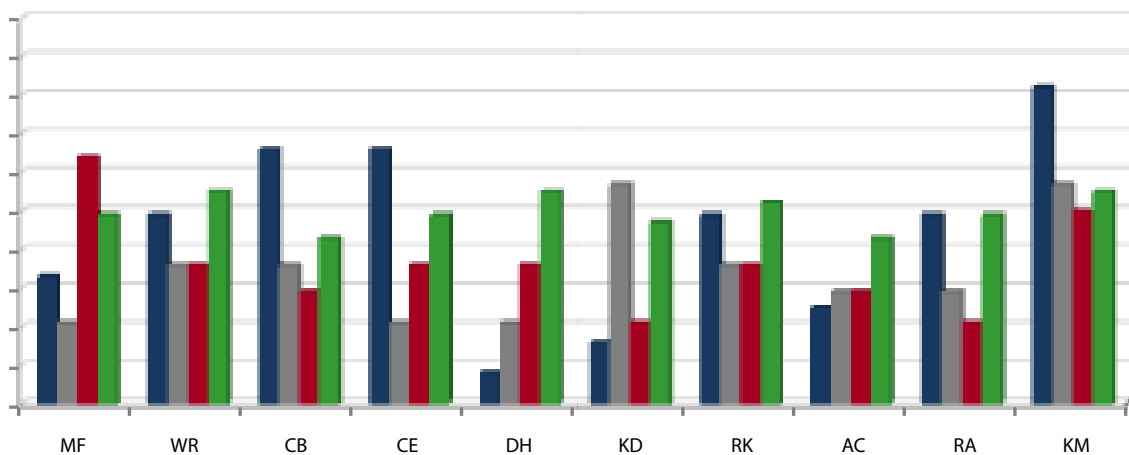


Chart 4: Group Scorecard by Individuals, Mismanagement Part

PREDICTING GROUP BEHAVIOR IN BASIC MANAGEMENT ACTIVITIES

Group Strengths

- Coping with Change

Group Weaknesses

- Problem Solving

1. Communication and meetings. Communication is a process by which the group assigns and conveys meaning in an attempt to create shared understanding. This process requires a vast repertoire of skills in intra-personal and interpersonal processing, listening, observing, speaking, questioning, analyzing, and evaluating. During the meetings, the group should use whatever resources are available, in the best way possible. Because teams run on human energy, personalities and behaviors can be valuable resources. Failure to use these resources during the meetings can diminish what a team can accomplish.

2. Coping with change. The teams in organizations cause change and are subject of change. Thus, change is an organizational reality and coping with change should be a continuous item on teams' agendas. Whenever a team is faced with uncertainty, some risk should be taken. The risk exists when the team lacks complete certainty regarding the outcomes of various courses of action, but has some awareness of the probabilities associated with their occurrence.

3. Teamwork. The degree to which members are attracted to each other and motivated to remain part of a group is called group cohesiveness. The group members in cohesive groups are more energetic when working on group activities, less likely to be absent, and more likely to be happy about performance success and sad about failures.

4. Time management. Effective time management is not a singular skill - becoming a member of a group, changes the format of using the time.

5. Decision Making and implementation. Decision making is the process of choosing a course of action for dealing with a problem or opportunity.

6. Problem Solving. The teams in organizations face all kind of problems that need to be solved, in many areas of organizational activities.

7. Conflict Resolution. Organizational conflict emerges naturally from the diverse styles of its members and thus is inevitable.

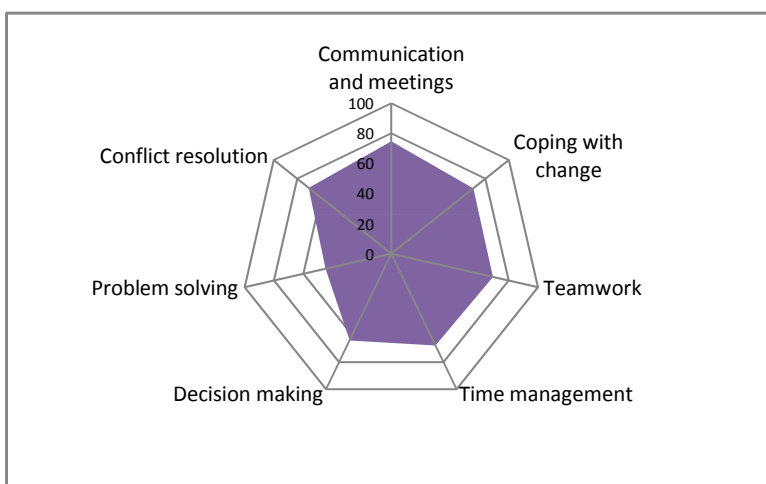


Chart 5: Group Potential for Fulfilling the Fundamental Management Activities

GROUP-SIMILARITY AND GROUP-DIVERSITY

The group shows biggest similarity by the **Bonding** dimension.

The group shows biggest diversity by the **Innovating** dimension.

SIMILARITY: The more the group members are similar to each other on various characteristics (Achieving, Controlling, Innovating and Bonding), the easier it would be to reach internal cohesiveness. People feel closer to those whom they perceive as similar to themselves in terms of internal characteristics (style, values, attitudes). In addition, similar background makes it more likely that members share similar views on various issues, including group objectives, how to communicate and the type of desired leadership. In general, closer styles of group members result in greater trust and less dysfunctional conflict.

DIVERSITY: The more the group members are different to each other on various characteristics (Achieving, Controlling, Innovating and Bonding), the more internal competition will be. For some group-tasks, the competition is good; for some other jobs, it is bad. However, the differences in styles are a source for building complementarity between the team-members: if there is a good team-spirit, people can benefit of their differences by eliminating the deficiencies in some of the basic dimensions. That is how the team becomes harmonized.

CALCULATION: The group similarity was calculated as standard deviation within each dimension.

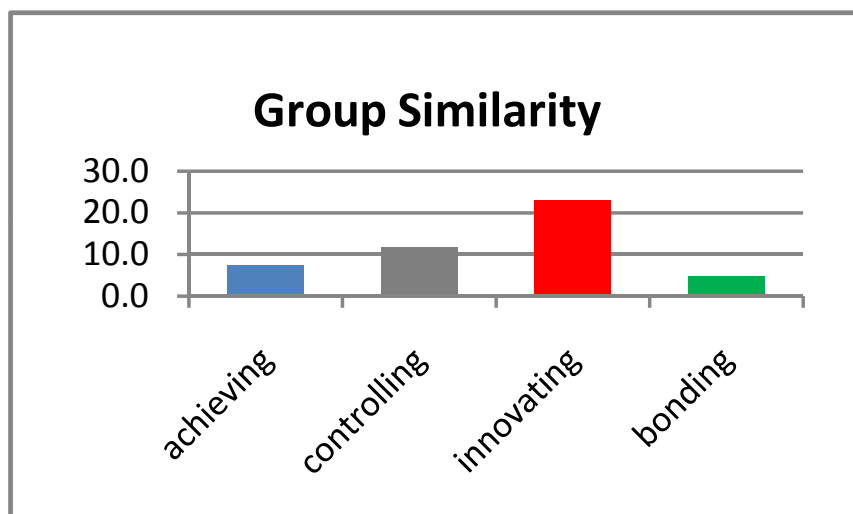


Chart 6: Group Similarity and Diversity

GROUP-SIMILARITY AND GROUP-DIVERSITY (continued)

	MF	WR	CB	CE	DH	KD	RK	AC	RA	KM
MF	0	15,395	16,432	19,261	17,607	21,378	33,496	35,384	34,147	58,404
WR	15,395	0	16,763	24,576	25,000	20,833	34,307	30,050	26,739	52,877
CB	16,432	16,763	0	19,053	19,950	29,580	23,537	33,556	28,460	52,259
CE	19,261	24,576	19,053	0	26,211	33,437	22,694	26,926	42,107	42,988
DH	17,607	25,000	19,950	26,211	0	37,829	40,669	48,146	43,955	65,506
KD	21,378	20,833	29,580	33,437	37,829	0	39,459	32,604	25,788	61,139
RK	33,496	34,307	23,537	22,694	40,669	39,459	0	27,092	36,028	39,787
AC	35,384	30,050	33,556	26,926	48,146	32,604	27,092	0	37,974	29,069
RA	34,147	26,739	28,460	42,107	43,955	25,788	36,028	37,974	0	61,457
KM	58,404	52,877	52,259	42,988	65,506	61,139	39,787	29,069	61,457	0

Group Heatmap

Euclidean Distance is the most common use of distance. In most cases when people said about distance, they will refer to Euclidean distance.

Euclidean distance or simply 'distance' examines the root of square differences between coordinates of a pair of objects.

Our "heat map" illustrates the real distance between group-members on a sample page layout. The colors fade from **dark red** (closest) to **dark green** (farthest).

Farthest Members:
DH and KM

Closest Members:
WR and MF

Chart 7: Distance-map (heatmap)

GROUP-SIMILARITY AND GROUP-DIVERSITY (continued)

HR - Radar: the HR-Radar is based on a complex statistical procedure called multi-dimensional scaling (MDS). The aim of the methods is to build a mapping of a series of individuals from a proximities matrix (similarities or dissimilarities) between these individuals. It shows the distribution of the four dimensional space.

This method is similar to representing the globe (multidimensional space) on a map (two-dimensional space).

Based on the group-results on Management Profiler, four referent points have been defined in the x-y space: the Achiever, the Controller, the Innovator, and the Bonder.

The distance between the individual group members and these four referent points shows how far they are from those "ideal" profiles for this particular group.

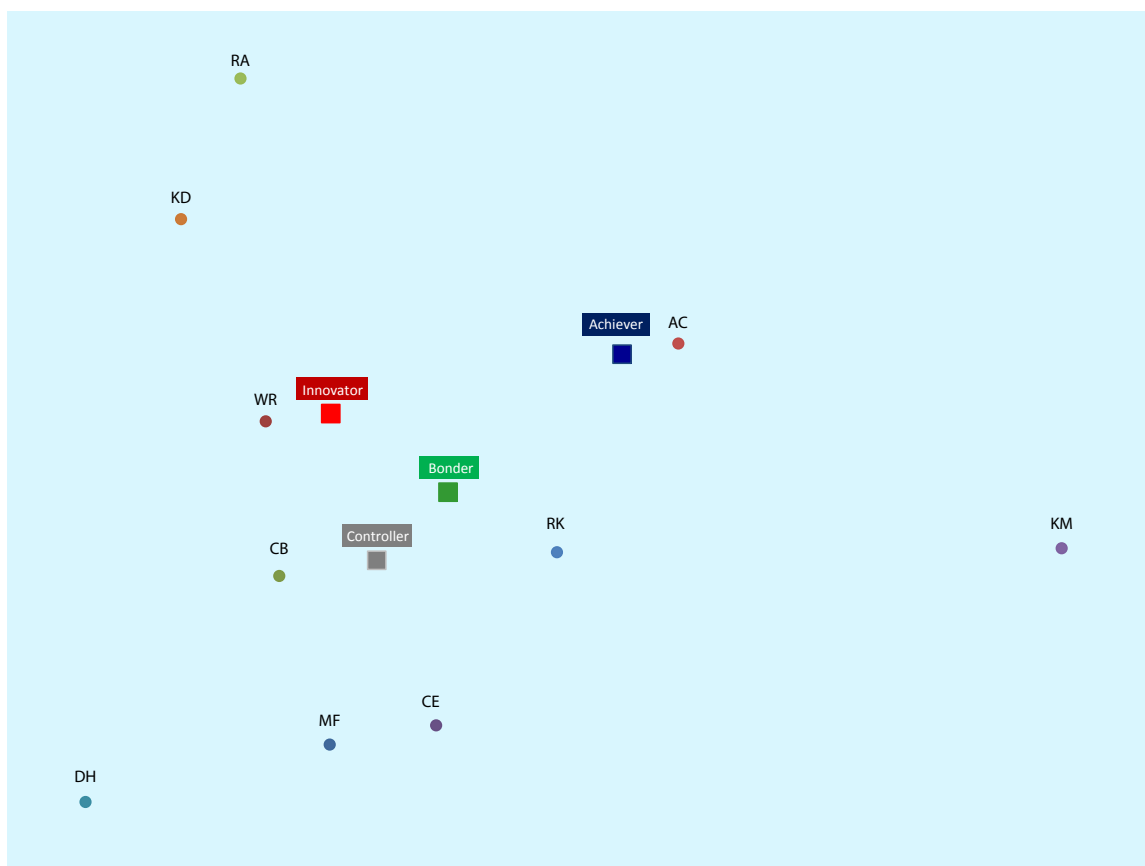


Chart 9: HR-Radar

GROUP-LEADER AND OTHERS IN SIMPLE AND COMPLEX SITUATIONS

Based on the Group score, we have found that:

- the group-leader is stronger in Innovating, and bonding in simple situations, but it is weaker in Controlling and Contributing.
- the group-leader is stronger in Innovation in complex situations, but he/she is weaker in achieving and controlling and almost equal to others in bonding.

DIFFERENCES ARE NORMAL

Our Individual Styles and Team Dynamics Indicator is designed to determine the managerial style by using both “yes-no” and “ranking” or “prioritizing” options. We believe that the managers face both kind of situations in their real jobs: sometimes, they have to chose between two juxtaposing options, and sometimes they have an opportunity to make priorities between more options. These, so called indicators, capture the managers’ predominant behavior - whether the managers act as predominant [Achievers], or [Controllers], or [Innovators] or [Bonders], with or without the support of the second dominant dimension.

It is normal and expected to have some differences in CEO’s (or, the Head of the Group) style compared to other members’ style - we are all different. Sometimes these differences add value to the group performance, sometimes they are source of internal conflicts: it all depends on the nature of the group and what is its goal.

COMPUTING DIFFERENCES

- Step 1: Take the group-leader’s score on four dimensions based on the **first** part of the Indicator.
- Step 2: Calculate the average result for the remaining members on the same basis.
- Step 3: Compare these two values.

COMPUTING DIFFERENCES

- Step 1: Take the group-leader’s score on four dimensions based on the **second** part of the Indicator.
- Step 2: Calculate the average result for the remaining members on the same basis.
- Step 3: Compare these two values.

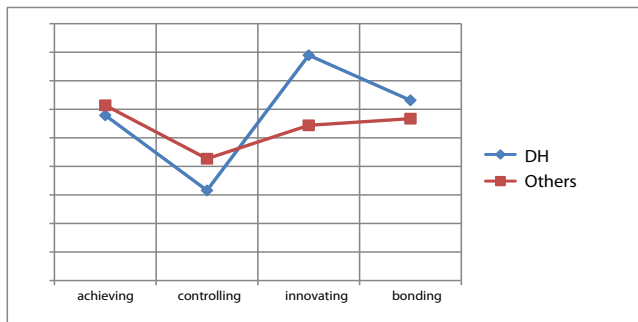


Chart 10: Group-leader vs. others in simple situations

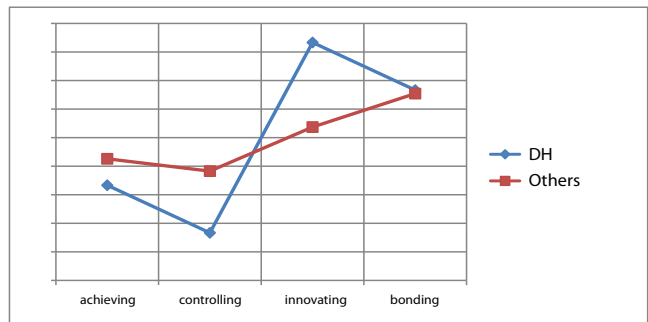
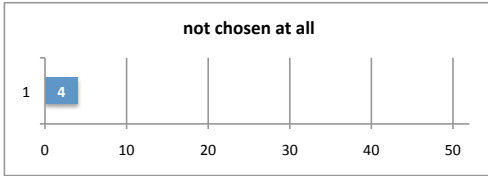


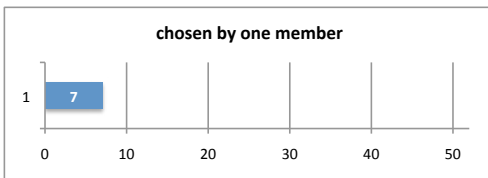
Chart 11: Group-leader vs. others in complex situations

FREQUENCY OF CHOOSING MISMANAGEMENT SYMPTOMS



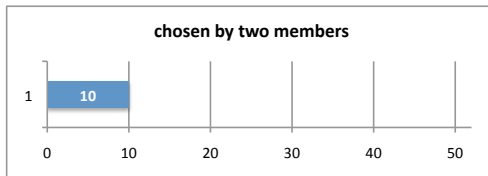
Not chosen by anyone (4 symptoms in total)

- I often change direction without warning.
- We shouldn't scrutinize strategic decisions.
- Subordinates cannot easily follow me and my changes.
- It is important to focus on what you do today and not worry too much about tomorrow.



Chosen by at least 1 team-member (7 symptoms in total)

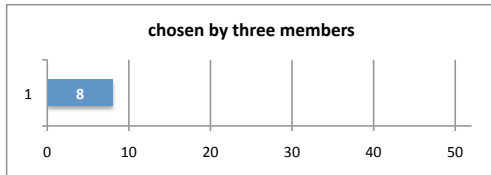
- I cannot achieve my tasks without having authority that matches my responsibility.
- I like to go to the lowest hierarchical levels and immediately assign tasks, if needed.
- Having a team consisting of people who think alike produces faster and better results.
- I usually do not follow any pattern in solving problems.
- We shouldn't waste our time in long discussions.
- I hire people based on the experience described in their resumes.
- By definition, team decision-making is a bad idea.



Chosen by at least 2 team-members (10 symptoms in total)

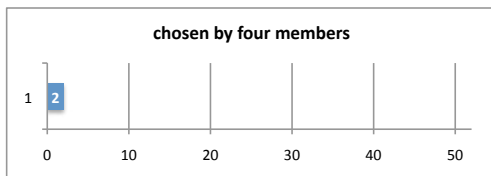
- The best way for my subordinates to learn is to have them watch how I do things.
- My subordinates expect to see me involved in most decisions.
- Organizations with "law and order" have few conflicts.
- I hate to deal with conflicts between people.
- Managing costs is the quickest way to produce profits.
- If I get criticized, I tend to withdraw and become quiet.
- Most of the solutions have to be proven or experienced in the past.
- Consideration of factors is more important than taking risks.
- I think most of the best decisions are those that I make when I work alone.
- Typically, a bad team will disagree on many things.

FREQUENCY OF CHOOSING MISMANAGEMENT SYMPTOMS (continued)



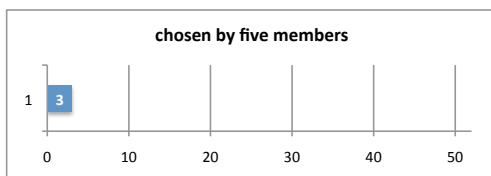
Chosen by at least 3 team-members (8 symptoms in total)

- My judgment is superior to others.
- I usually give people directions in writing.
- I can immediately see the solution for most problems.
- Planning is the most important part of the managerial job.
- Most of my business trips are planned in great detail.
- As a manager, vision is more important to me than anything else.
- Management should take only calculated risks.
- When I say "no," it means that "I need more information".



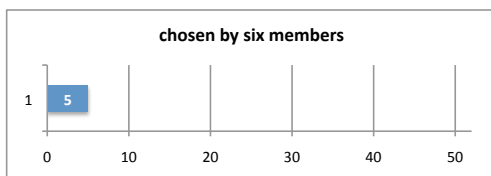
Chosen by at least 4 team-members (2 symptoms in total)

- I know by heart most of the standard operating procedures in my organization.
- I pay more attention to who says what in meetings.



Chosen by at least 5 team-members (3 symptoms in total)

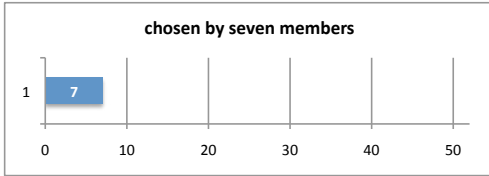
- It doesn't matter how and by whom the things are done as long as we achieve our goals.
- As a leader, I like to be first among equals.
- If I get criticized, I try to compromise.



Chosen by at least 6 team-members (5 symptoms in total)

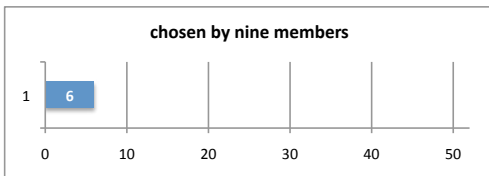
- I believe that consensus-based decisions are the best.
- Meetings are useless unless there is a call for action at the end.
- In any conflict situation, there must be a point that everyone agrees upon.
- Most organizational crises require immediate action.
- I get impatient when I have to listen to other people's long stories.

FREQUENCY OF CHOOSING MISMANAGEMENT SYMPTOMS (continued)



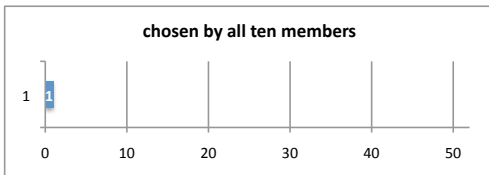
Chosen by 7 team-members (7 symptoms in total)

- I generally don't prepare my speeches beyond their outlines.
- When I communicate my decision, I give as many details as possible.
- I usually influence others more than they influence me.
- I believe employees should resolve their conflicts by themselves.
- Even disciplined teamwork creates conflicts.
- In many cases, "maybe" would be the right answer.
- I wouldn't hire even a highly capable person if I see that he/she might create problems.



Chosen by 9 team-members (6 symptoms in total)

- I usually demand a lot from my subordinates.
- Having a system and process leads to higher efficiency.
- Good managers are passion-driven.
- If I get criticized, I try to compromise.
- It is important to understand which direction the wind is blowing in the organization.
- Most of problems can be solved through communication.



Chosen by 10 team-members (1 symptom in total)

- I can easily move from one subject to another.

HOW TO BUILD HARMONIZED MANAGEMENT TEAMS

**IN ORDER TO HAVE GOOD
MANAGEMENT, ORGANI-
ZATIONS NEED TEAMS
OF MANAGERS WHOSE
STYLES ARE
DIFFERENT,
WHO SUPPLEMENT
EACH OTHER, WHO CAN
WORK TOGETHER
AND BALANCE
ONE ANOTHER'S
DEFICIENCIES.**

No one manager can perform all four basic management dimensions at the same time. There is no professional training that can produce such a thing as a supreme manager. An average manager may be able to perform all of the dimensions but at various times and in service of various goals. If this is true, then what should we be looking for?

Every organization needs Accomplishers who produce results, Controllers who can make producing results in a standardized way, Innovators who can push organizations into new and unexplored terrains, and finally every organization needs Bonders who can make all this happen in an integrated way.

Using the analogy from the classic philosophy, we can compare the basic dimensions with the classic elements: [Accomplisher] corresponds to water, [Controllers] corresponds to earth, [Innovators] corresponds to fire, and [Bonders] corresponds to air. As we can see from this analogy, the four basic dimensions establish all kinds of conflict/support relationships between them: the water and earth put down the fire but the air supports the fire; the water takes the shape of the earth but it can destroy the surface; the air is consumed by the fire; the fire and the water together produce steam (air).

Thus, in order to have good management, organizations need teams of managers with harmonious styles. The organizations need teams of managers whose styles are different, who complement each other, who can work together and balance one another's deficiencies.

Instead of talking about a single individual who manages it all, the four dimensions must be fulfilled by a harmonious managerial team. When we use the word "a harmonious team" of people whose styles are different, we are not talking about putting on the team somebody who knows chemical engineering and somebody else who knows electrical engineering and a third person who knows mechanical engineering. These are differences in knowledge. We are talking about differentiation in style, in behavior. Each person's style should complement the others' by balancing their natural deficiencies (like the air complements the air). If a team is composed of people whose judgments are all the same, the team is very vulnerable. If it is completely incompatible, it's also vulnerable. What makes a team strong and viable is when it has members with different styles which act united.

A harmonious team can occur successfully at all levels of the organizational hierarchy, but it does not evolve naturally all by itself. So, how do we build managerial teams in which the members are different from each other, and how can we encourage and support their ability to work together, avoiding the unproductive work?

Some combinations of good and some of bad team compositions are given on the next page.

[Achiever] = water
[Controller] = earth
[Innovator] = fire
[Bonder] = air

COMBINATIONS FOR HARMONIOUS TEAMS

Once you've chosen one or two team members, your choices for the rest will to some extent depend on the choices you've already made. Thus, even if the person you are considering has all the abilities that are needed to perform all the necessary dimensions of management and even if his abilities fit the team's requirements perfectly, he will not be an appropriate team member if his style adds too much of one dimension to the team's makeup, or if it does not supply a dimensions that is weak.

GOOD COMBINATIONS

[Achiever]
[Controller]
[Innovator]
[Bonder]

Jazz Quartet. They desperately need each other to complement their deficiencies in other three dimensions.

[Bonding Achiever]
[Bonding Controller]
[Bonding Innovator]

Three Musketeers. All members excel at [Bonding] as well as some other dimension; each has the potential to transcend good management.

[Achieving Bonder]
[Controlling Bonder]
[Innovating Bonder]

Russian Troika. Excellent combination, everyone can deploy the abilities to their full extent.

[Innovating Achiever]
[Bonding Controller]

Mama-Poppa Team. Although it has only two members, it can still work well as a team - the members perfectly complement each other.

BAD COMBINATIONS

[Innovating Achiever]
[Achieving Controller]
[Controlling Innovator]
[Achieving Innovator]

Orchestra without Conductor. The critical [Bonding] ingredient is missing; the team can easily fall apart.

[Bonding Achiever]
[Bonding Innovator]
[Bonder]

Brainstorming team. only - no structure, no rules, no agenda, no schedule.

[Controlling Achiever]
[Bonding Innovator]

Suicidal Combination. If #1 is the leader, he/she will kill the creativity; if #2 is the leader, he/she will kill the productivity.

[Bonding Innovator]
[Bonding Controller]
[Controlling Innovator]
[Bonder]

Do-nothing Team. Usually in politics. The [Achieving] ingredient is missing, just talks, no action.

There isn't one magical combination of people that produces a harmonious team. There are at least several configurations that can work.

Although success is never guaranteed, there are certain combinations that seem by nature doomed to failure.

