

People Analytics **INSIGHTS**



INTELLIGENT TEAM REPORT

MAKING BETTER PEOPLE-RELATED DECISIONS,
INCREASING COMPANY PERFORMANCE
AND EMPLOYEE ENGAGEMENT

THOMAS DOWELL



POTENTIAL 90



REPUTATION 90



PERFORMANCE 90

ALICE TALENT



POTENTIAL 90



REPUTATION 63



PERFORMANCE 40

JOHN TALK



POTENTIAL 40



REPUTATION 93



PERFORMANCE 10

JANE RELAXED



POTENTIAL 83

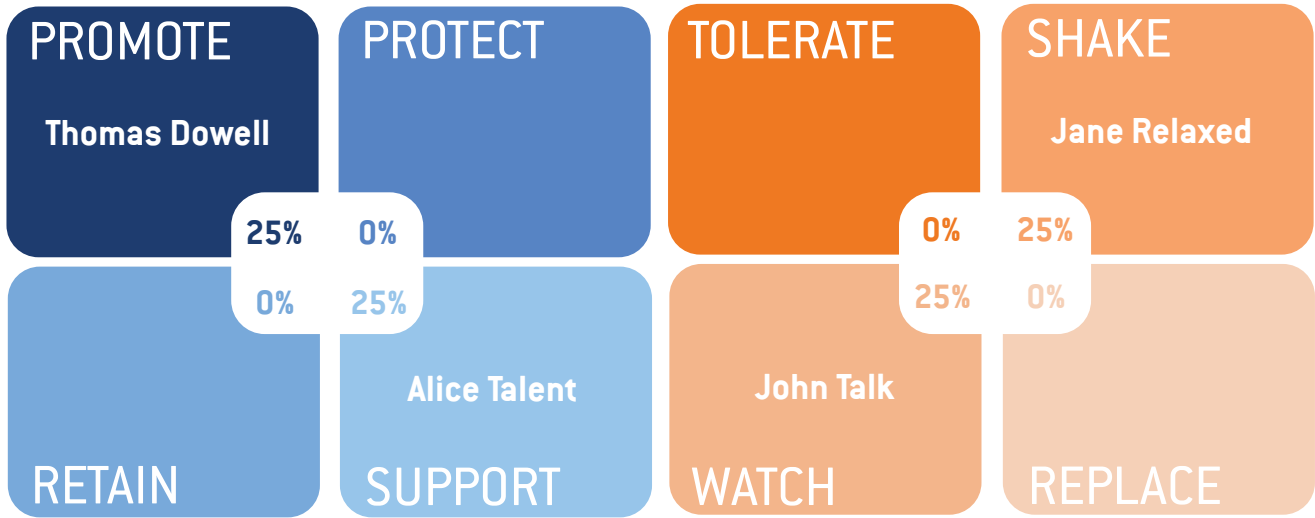


REPUTATION 36

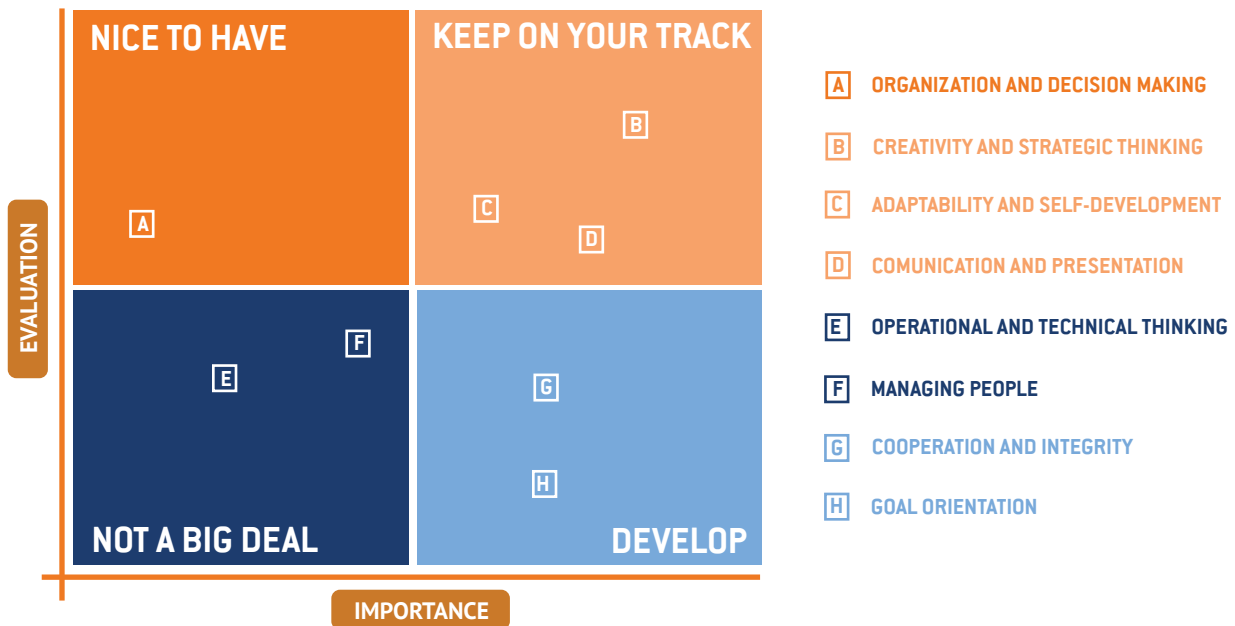


PERFORMANCE 40

1. RECOMMENDATIONS - CALL FOR AN ACTION



2.1 DEVELOPMENTAL AREAS



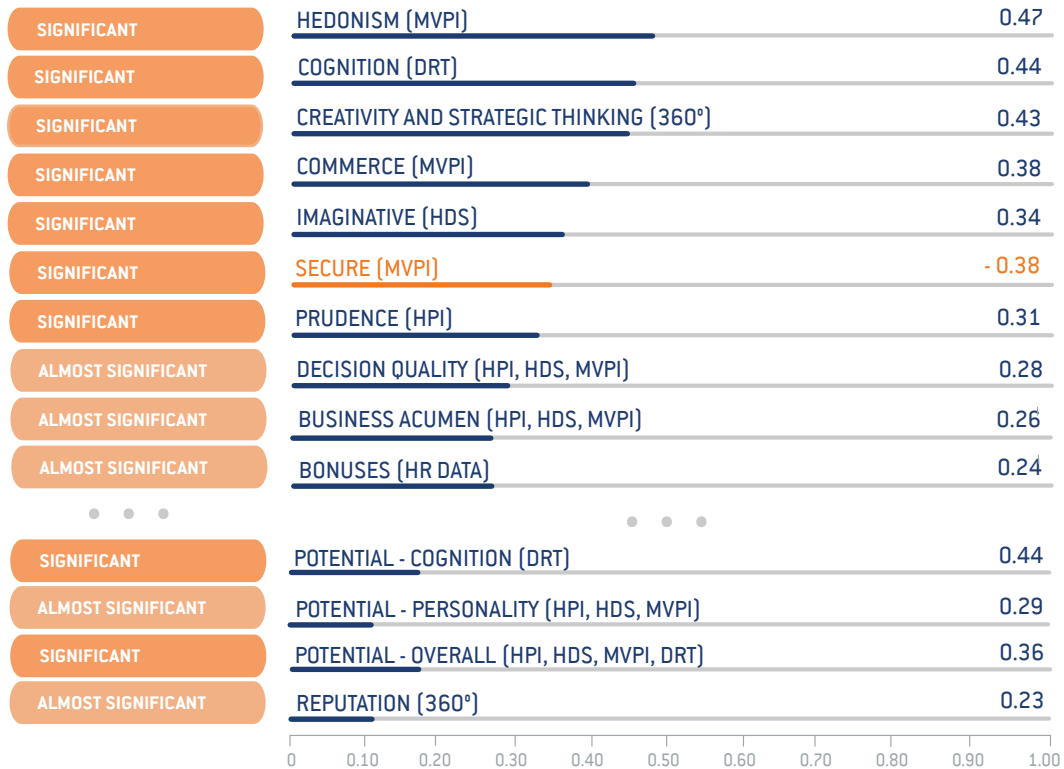
2.2 DEVELOPMENTAL RECOMMENDATIONS

| COMPETENCES | NAMES |
|------------------------------------|---------------------------------------|
| MANAGING PEOPLE | John Talk |
| COOPERATION AND INTEGRITY | Alice Talent, Jane Relaxed, John Talk |
| COMMUNICATION AND PRESENTATION | N/A |
| OPERATIONAL AND TECHNICAL THINKING | Jane Relaxed, John Talk |
| CREATIVITY AND STRATEGIC THINKING | N/A |
| ORGANIZATION AND DECISION MAKING | Alice Talent |
| ADAPTABILITY AND SELF-DEVELOPMENT | John Talk |
| GOAL ORIENTATION | Alice Talent, Jane Relaxed, John Talk |

2.3 INTERNAL MENTORS

| COMPETENCES | TOP PERFORMERS |
|------------------------------------|----------------|
| MANAGING PEOPLE | Thomas Dowell |
| COOPERATION AND INTEGRITY | N/A |
| COMMUNICATION AND PRESENTATION | John Talk |
| OPERATIONAL AND TECHNICAL THINKING | N/A |
| CREATIVITY AND STRATEGIC THINKING | Alice Talent |
| ORGANIZATION AND DECISION MAKING | Thomas Dowell |
| ADAPTABILITY AND SELF-DEVELOPMENT | Alice Talent |
| GOAL ORIENTATION | Thomas Dowell |

3.1 PERFORMANCE PREDICTORS



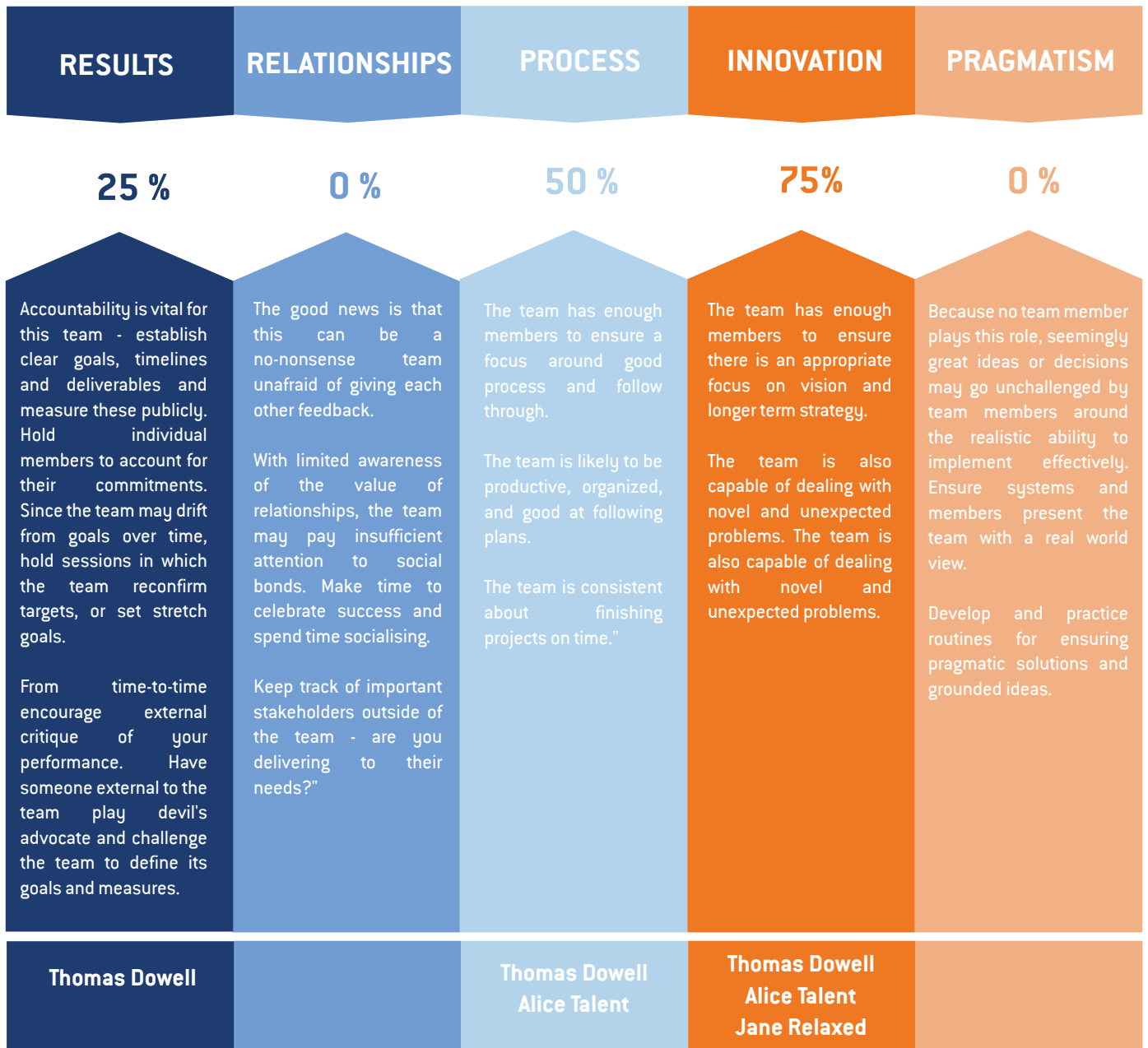
3.2 INTERNAL BENCHMARKS

| IDENTIFIED DIFFERENCES | COMPANY | TEAM | SIGNIFICANCE |
|--|---------|------|--------------------|
| COOPERATION AND INTEGRITY (360°) | 4,2 | 3 | VERY SIGNIFICANT |
| MONTHS IN COMPANY (HR DATA) | 35 | 16 | VERY SIGNIFICANT |
| PRUDENCE | 57 | 20 | VERY SIGNIFICANT |
| CREATIVITY AND STRATEGIC THINKING (360°) | 3,5 | 4,6 | VERY SIGNIFICANT |
| COMMERCE (MVPI) | 84 | 52 | SIGNIFICANT |
| GOAL ORIENTATION (MVPI) | 3,5 | 2,5 | ALMOST SIGNIFICANT |
| SAFE BEHAVIOR (SAFETY) | 48 | 33 | ALMOST SIGNIFICANT |

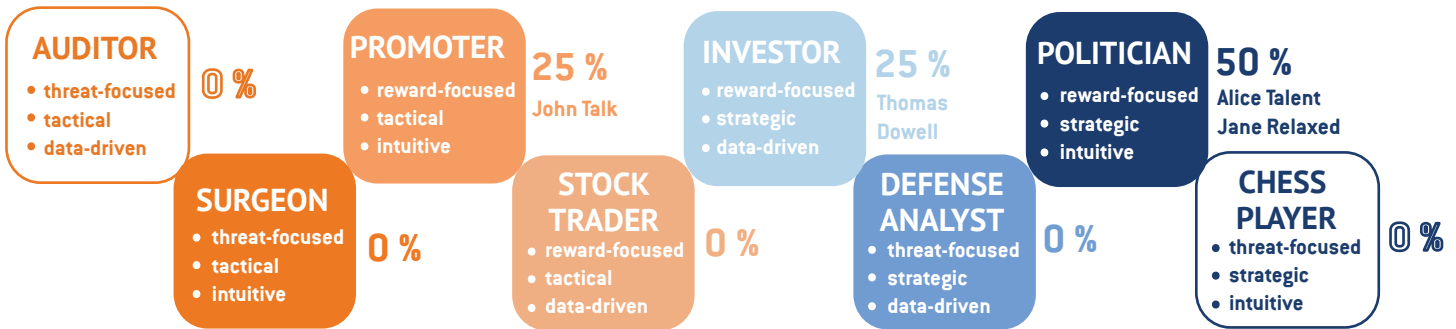
3.3 BOSS PERFORMANCE VS. TEAM PERFORMANCE



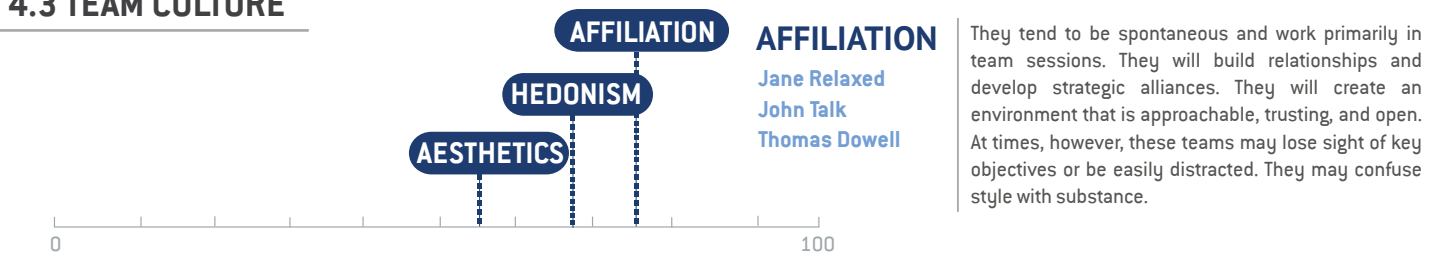
4.1 TEAM ROLES



4.2 DECISION-MAKING STYLES



4.3 TEAM CULTURE



HEDONISM

Alice Talent
Jane Relaxed
John Talk

Focus may suffer as the team can be impulsive and lack discipline. They will create a work environment with opportunities to have a good time and that emphasizes enjoyment over results. Team members may be easily bored and unconcerned with details. Staff may grow impatient as the team lacks follow-through.

AESTHETICS

Alice Talent
Jane Relaxed

They use their imagination and are happiest in work environments that allow experimentation, exploration, and discussion. They will create a work environment that values innovation and the aesthetic appearance of work products. As a team, at times their enthusiasm for the new and the interesting may cause them to ignore routine and process, or they may sacrifice momentum and production for the sake of an interesting idea. Others may see them as disorganized and reluctant to delegate.

4.4 TEAM DERAILERS

IMAGINATIVE

Jane Relaxed, John Talk

Major risks: they are not always logical, so creative ideas may be off the mark and impractical. The team may prove intellectually quick and insightful, but have trouble getting its ideas across and remaining focused enough to ensure delivery. They may be confused about their goals, directions, or intentions. Colleagues will see them as self-absorbed and insensitive to feedback. The team can be impractical and out of touch.

- The team needs to ensure it keeps the mission and deliverables firmly in front of it. Keep goals and directions succinct.
- Take the time to test reactions to team ideas before actioning them. To do this, employ an a trusted colleague or outsider as devil's advocate to challenge your thinking and test your logic.
- Be aware others may not follow the team's intuitions of leaps of insight - develop methods of explaining the links between data, ideas and outcomes.
- Engage the organisation's pragmatists to keep grounded.
- Test communication for understanding and rehearse.
- Always discuss implementation and delivery.
- Benchmark to keep grounded.

COLORFUL

IMAGINATIVE

BOLD

COLORFUL

Jane Relaxed, John Talk

Major risks: they have trouble staying organised and focused, keeping on top of tasks and delivering; they may mistake the urgent for the important; they may create factions or competition for attention.

- Under pressure the team should regroup and come back to basics. The team should discipline itself to knuckle down and deliver when the pressure mounts.
- Keep clear priorities and consciously check the impulse to chase exciting, but low value, pieces of work.
- Recast existing goals in new ways to sustain interest.
- Listen to members who emphasise substance over style, and delivery over promises.
- Tie rewards and recognition to completion and delivery.

BOLD

John Talk, Alice Talent

Major risks: they have extreme difficulty remaining cohesive; they are arrogant, and they may over estimate their talents and overreach themselves; they are unlikely to care about each other's success and may compete.

- This team needs to learn humility and grace; overconfidence can bring the team down.
- Build risk assessment into its planning and take time to review risks formally.
- The team needs to learn to listen to criticism and to consult, allowing outside voices into decision making.
- Gather feedback on team performance and reputation.
- Methods for tracking and correcting errors (like "lessons learned" sessions) will be vital. Acknowledge mistakes immediately and formally.

5.1 TEAM OUTLIERS

| VARIABLE | OUTLIERS |
|-----------------------------|-------------------------------|
| DAY-TO-DAY BEHAVIOR | John Talk |
| MOTIVATION/VALUES/INTERESTS | Jane Relaxed |
| DERAILERS | Thomas Dowell |
| POTENTIAL | N/A |
| REPUTATION | John Talk ↑ |
| PERFORMANCE | Thomas Dowell ↑ , John Talk ↓ |

5.2 RETENTION PREDICTION

| | NAME | RISK OF LEAVING |
|----|---------------|-----------------|
| 1. | Jane Relaxed | 93 |
| 2. | Thomas Dowell | 67 |
| 3. | Alice Talent | 43 |
| 4. | John Talk | 33 |

Thomas Dowell

[3rd layer]

 Campaign Manager

36 months in the company

23 months in the current position

 12 direct subordinates

 Bristol University
(Marketing)

Male

32 year

Married



 POTENTIAL - COGNITION (GENERAL POPULATION)

 POTENTIAL - PERSONALITY (MANAGERS)

 POTENTIAL - OVERALL

 REPUTATION (MANAGERS)

 PERFORMANCE (MANAGERS)

 RECOMMENDATION STATUS

 SUBORDINATE TEAM'S PERFORMANCE

92

88

90

86

90

PROMOTE

90

RELATIVE RISK OF LEAVING

MEDIUM (67)

DEVELOPMENT AREAS

N/A

MOTIVATORS

- INTERESTED IN MONEY, PROFITS, INVESTMENT, AND BUSINESS OPPORTUNITIES;
- ENJOYING AND SEEKING OUT SOCIAL INTERACTION

DAY-TO-DAY BEHAVIOUR

- ORGANIZED, DEPENDABLE, AND EASY TO SUPERVISE
- CONFIDENT, RESILIENT, AND OPTIMISTIC
- COMPETITIVE AND HARD WORKING OUTGOING AND COLORFUL
- FRIENDLY, WARM, AND POPULAR
- QUICK-WITTED AND VISIONARY, BUT EASILY BORED
- LESS INTERESTED IN FORMAL EDUCATION AND MORE
- INTERESTED IN HANDS-ON LEARNING ON THE JOB

DERAILERS

- OVERLY SELF-CONFIDENT, ARROGANT, ENTITLED

SKILLS

- ✓ MARKETING
- ✓ MANAGEMENT
- ✓ CAMPAIGNS
- ✓ DESIGN

OUTLIER



DAY-TO-DAY BEHAVIOUR
SELF-DISCIPLINED, RESPONSIBLE, AND THOROUGH



PERFORMANCE
VERY HIGH

TEAM ROLES

RESULTS

PROCESS

DECISION-MAKING STYLE

INVESTOR

(reward-focused, strategic,
data-driven)

CORE COMPETENCY FITS

| | |
|-------------------------|----------------|
| CAREER AMBITION | VERY HIGH (92) |
| DECISION QUALITY | HIGH (75) |
| DRIVE FOR RESULTS | VERY HIGH (91) |
| INTELLECTUAL HORSEPOWER | MEDIUM (36) |
| PLANNING | HIGH (78) |
| PROBLEM SOLVING | MEDIUM (73) |
| SELF-KNOWLEDGE | HIGH (76) |
| TECHNICAL LEARNING | MEDIUM (41) |

JOB FITS

| | |
|---------------------------|----------------|
| LEADERS | HIGH (83) |
| MANAGERS | VERY HIGH (88) |
| PROFESSIONALS | HIGH (81) |
| TECHNICIANS & SPECIALISTS | MEDIUM (47) |
| OPERATIONS & TRADERS | LOW (22) |
| SALES & CUSTOMER SUPPORT | MEDIUM (25) |
| ADMINISTRATIVE & CLERICAL | LOW (21) |
| SERVICE & SUPPORT | LOW (17) |

Alice Talent

[3rd layer]

 Marketing Research Manager

12 months in the company

9 months in the current position

 8 direct subordinates

 Plymouth University
(Sociology)

Female

28 year

Single



 POTENTIAL - COGNITION (GENERAL POPULATION)

 POTENTIAL - PERSONALITY (MANAGERS)

 POTENTIAL - OVERALL

 REPUTATION (MANAGERS)

 PERFORMANCE (MANAGERS)

 RECOMMENDATION STATUS

 SUBORDINATE TEAM'S PERFORMANCE

98

79

90

63

40

SUPPORT

77

RELATIVE RISK OF LEAVING

MEDIUM (43)

DEVELOPMENT AREAS

- COOPERATION AND INTEGRITY
- ORGANIZATION AND DECISION-MAKING
- GOAL ORIENTATION

MOTIVATORS

- ORIENTATION FOR FUN, PLEASURE, AND ENJOYMENT
- NEED FOR SELF-EXPRESSION, CONCERN OVER LOOK, FEEL, AND DESIGN OF WORK PRODUCTS
- RESPONSIVE TO ATTENTION, APPROVAL, AND PRAISE

DAY-TO-DAY BEHAVIOUR

- CONFIDENT, RESILIENT, AND OPTIMISTIC
- COMPETITIVE AND HARD WORKING
- OUTGOING AND COLORFUL
- FRIENDLY, WARM, AND POPULAR
- SPONTANEOUS AND FLEXIBLE
- CURIOUS, ADVENTUROUS, AND IMAGINATIVE
- ENJOY READING AND STUDYING

DERAILERS

- EAGER TO PLEASE AND RELUCTANT TO ACT INDEPENDENTLY OR AGAINST POPULAR OPINION

SKILLS

- ✓ MARKETING RESEARCH
- ✓ SEGMENTATION
- ✓ LEADERSHIP

OUTLIER



MOTIVATORS
RESPONSIVE TO ATTENTION, APPROVAL, AND PRAISE

TEAM ROLES

PROCESS

INNOVATION

DECISION-MAKING STYLE

POLITICIAN

(reward-focused, strategic,
intuitive)

CORE COMPETENCY FITS

| | |
|-------------------------|----------------|
| CAREER AMBITION | HIGH (75) |
| DECISION QUALITY | HIGH (77) |
| DRIVE FOR RESULTS | HIGH (83) |
| INTELLECTUAL HORSEPOWER | VERY HIGH (88) |
| PLANNING | MEDIUM (61) |
| PROBLEM SOLVING | HIGH (82) |
| SELF-KNOWLEDGE | HIGH (78) |
| TECHNICAL LEARNING | VERY HIGH (94) |

JOB FITS

| | |
|---------------------------|----------------|
| LEADERS | MEDIUM (70) |
| MANAGERS | HIGH (79) |
| PROFESSIONALS | VERY HIGH (88) |
| TECHNICIANS & SPECIALISTS | HIGH (78) |
| OPERATIONS & TRADERS | MEDIUM (36) |
| SALES & CUSTOMER SUPPORT | MEDIUM (43) |
| ADMINISTRATIVE & CLERICAL | MEDIUM (74) |
| SERVICE & SUPPORT | MEDIUM (65) |

John Talk

[3rd layer]

 ATL Manager

9 months in the company
5 months in the current position

 6 direct subordinates

 London University
(Communication)

Male
42 year
Married



- POTENTIAL - COGNITION (GENERAL POPULATION)
- POTENTIAL - PERSONALITY (MANAGERS)
- POTENTIAL - OVERALL
- REPUTATION (MANAGERS)
- PERFORMANCE (MANAGERS)
- RECOMMENDATION STATUS
- SUBORDINATE TEAM'S PERFORMANCE

78
19
40
94
10
WATCH
50

RELATIVE RISK OF LEAVING

MEDIUM (33)

DEVELOPMENT AREAS

- MANAGING PEOPLE, COOPERATION AND INTEGRITY
- OPERATIONAL AND TECHNICAL THINKING
- ADAPTABILITY AND SELF-DEVELOPMENT
- GOAL ORIENTATION

MOTIVATORS

- DESIRE FOR AND ENJOYMENT OF SOCIAL INTERACTION
- ORIENTATION FOR FUN, PLEASURE, AND ENJOYMENT

DAY-TO-DAY BEHAVIOUR

- TENSE, IRRITABLE, AND NEGATIVE
- UNASSERTIVE AND LESS INTERESTED IN ADVANCEMENT
- OUTGOING AND COLORFUL
- FRIENDLY, WARM, AND POPULAR
- SPONTANEOUS AND FLEXIBLE
- PRACTICAL, FOCUSED, AND ABLE TO CONCENTRATE
- LESS INTERESTED IN FORMAL EDUCATION AND MORE INTERESTED IN HANDS-ON LEARNING ON THE JOB

DERAILERS

- DRAMATIC, ATTENTION-SEEKING, AND INTERRUPTIVE
- CREATIVE, BUT THINKING AND ACTING IN UNUSUAL OR ECCENTRIC WAYS
- OVERLY COOPERATIVE, BUT PRIVATELY IRRITABLE, STUBBORN, AND UNCOOPERATIVE

SKILLS

- ✓ PRICE NEGOTIATION
- ✓ BROADCASTED ADVERTISEMENTS
- ✓ PRODUCT PLACEMENT

OUTLIER

- DERAILERS
OVERTLY COOPERATIVE, BUT PRIVATELY IRRITABLE, STUBBORN, AND UNCOOPERATIVE
- PERFORMANCE
VERY LOW
- REPUTATION
VERY HIG

TEAM ROLES

INNOVATION

DECISION-MAKING STYLE

PROMOTER

(reward-focused, tactical, intuitive)

CORE COMPETENCY FITS

| | |
|-------------------------|---------------|
| CAREER AMBITION | VERY LOW (11) |
| DECISION QUALITY | MEDIUM (46) |
| DRIVE FOR RESULTS | VERY LOW (16) |
| INTELLECTUAL HORSEPOWER | MEDIUM (58) |
| PLANNING | LOW (17) |
| PROBLEM SOLVING | LOW (16) |
| SELF-KNOWLEDGE | MEDIUM (53) |
| TECHNICAL LEARNING | LOW (19) |

JOB FITS

| | |
|---------------------------|-------------|
| LEADERS | LOW (17) |
| MANAGERS | LOW (19) |
| PROFFESIONALS | LOW (17) |
| TECHNICIANS & SPECIALISTS | MEDIUM (25) |
| OPERATIONS & TRADERS | LOW (16) |
| SALES & CUSTOMER SUPPORT | MEDIUM (56) |
| ADMINISTRATIVE & CLERICAL | LOW (24) |
| SERVICE & SUPPORT | LOW (21) |

Jane Relaxed

[3rd layer]

 BTL Manager

6 months in the company

6 months in the current position

 4 direct subordinates

 London University
(Public Relations)

Female

37 year

Married



 POTENTIAL - COGNITION (GENERAL POPULATION)

 POTENTIAL - PERSONALITY (MANAGERS)

 POTENTIAL - OVERALL

 REPUTATION (MANAGERS)

 PERFORMANCE (MANAGERS)

 RECOMMENDATION STATUS

 SUBORDINATE TEAM'S PERFORMANCE

89

76

83

36

40

SHAKE

67

RELATIVE RISK OF LEAVING

VERY HIGH (93)

DEVELOPMENT AREAS

- COOPERATION AND INTEGRITY
- OPERATIONAL AND TECHNICAL THINKING
- GOAL ORIENTATION

MOTIVATORS

- DESIRE FOR AND ENJOYMENT OF SOCIAL INTERACTION
- ORIENTATION FOR FUN, PLEASURE, AND ENJOYMENT
- NEED FOR SELF-EXPRESSION, CONCERN OVER LOOK, FEEL, AND DESIGN OF WORK PRODUCTS

DAY-TO-DAY BEHAVIOUR

- CONFIDENT, RESILIENT, AND OPTIMISTIC
- SEEM UNASSERTIVE AND LESS INTERESTED IN ADVANCEMENT
- RESERVED AND QUIET
- FRIENDLY, WARM, AND POPULAR
- SPONTANEOUS AND FLEXIBLE
- CURIOUS, ADVENTUROUS, AND IMAGINATIVE

DERAILERS

- CREATIVE, BUT THINKING AND ACTING IN UNUSUAL OR ECCENTRIC WAYS
- RESERVED AND QUIET

SKILLS

- ✓ ONLINE MARKETING
- ✓ ONLINE ANALYTICS
- ✓ ONLINE CAMPAIGNS

OUTLIER



DERAILERS
RESERVED AND QUIET

TEAM ROLES

INNOVATION

DECISION-MAKING STYLE

POLITICIAN

(reward-focused, strategic,
intuitive)

CORE COMPETENCY FITS

| | |
|-------------------------|----------------|
| CAREER AMBITION | MEDIUM (25) |
| DECISION QUALITY | HIGH (76) |
| DRIVE FOR RESULTS | MEDIUM (49) |
| INTELLECTUAL HORSEPOWER | VERY HIGH (92) |
| PLANNING | LOW (17) |
| PROBLEM SOLVING | HIGH (78) |
| SELF-KNOWLEDGE | HIGH (78) |
| TECHNICAL LEARNING | HIGH (81) |

JOB FITS

| | |
|---------------------------|--------------|
| LEADERS | MEDIUM (67) |
| MANAGERS | HIGH (76) |
| PROFFESIONALS | HIGH (80) |
| TECHNICIANS & SPECIALISTS | LOW (22) |
| OPERATIONS & TRADERS | LOW (17) |
| SALES & CUSTOMER SUPPORT | MEDIUM (43) |
| ADMINISTRATIVE & CLERICAL | VERY LOW (4) |
| SERVICE & SUPPORT | MEDIUM (54) |

People Analytics **INSIGHTS**



**MAKING BETTER PEOPLE-RELATED DECISIONS,
INCREASING COMPANY PERFORMANCE
AND EMPLOYEE ENGAGEMENT**

INTELLIGENT TEAM REPORT