INSIGHT Inventory®

...identifying your unique personality strengths

Insight Team Map

		A Influencing		
INDIRECT				DIRECT
RESERVED		B Responding		OUTGOING
URGENT		C Pacing		STEADY
UNSTRUCTURED		D Organizing		PRECISE
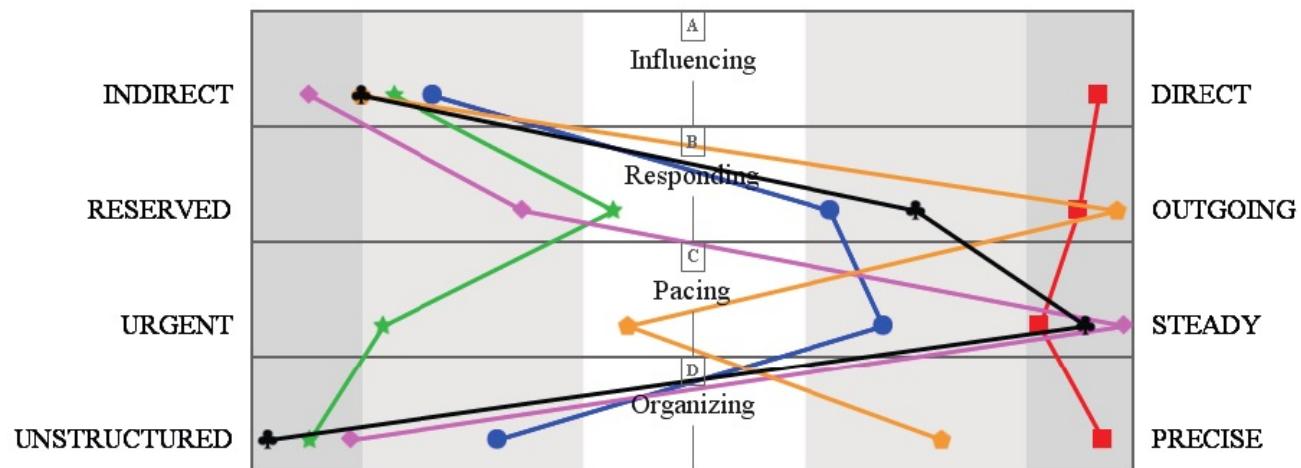
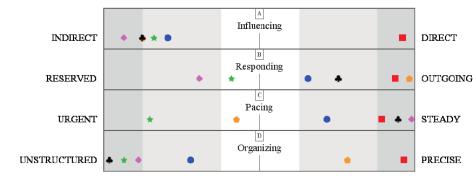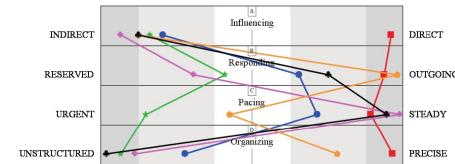# INSIGHT TEAM MAP
FACILITATOR'S GUIDE

Analyzing Insight Team Map reports

This report can be set to generate two versions of a team map. One has lines connecting the scores of each team member's profiles. The second does not have lines. Both layouts have advantages and disadvantages.

Examples:

Team maps with lines make it easier for you to distinguish each individual member's profile. For example, John Doe's profile might be the blue lines connecting the blue circles.

Team maps without lines allow you to quickly spot gaps and overlaps of scores. With the lines omitted, its easier to see clusters of points and spot traits that several team members have in common.

Quick Guidelines for analyzing your Insight Team Map report:

1) Identify clusters and tight groupings of scores on any trait.

2) Check for gaps, isolated singles or pairs.

3) Note the range and the spread of team members' scores.

4) Discuss ways to use discoveries about clusters, gaps, and ranges to work better together.

Identify clusters and tight groups of scores. When these occur, a team loads heavily on that characteristic.

Clusters are tight groupings of scores. When the clusters fall on the extreme ends of traits, the impact of several members sharing the same characteristics can be quite impactful. When the clusters are near the center, they are more neutral yet they still create a certain team dynamic.

Trait clusters can be beneficial when:

- most team members work on the same types of tasks.

- past experience indicates that certain traits are suitable for specific jobs and roles.
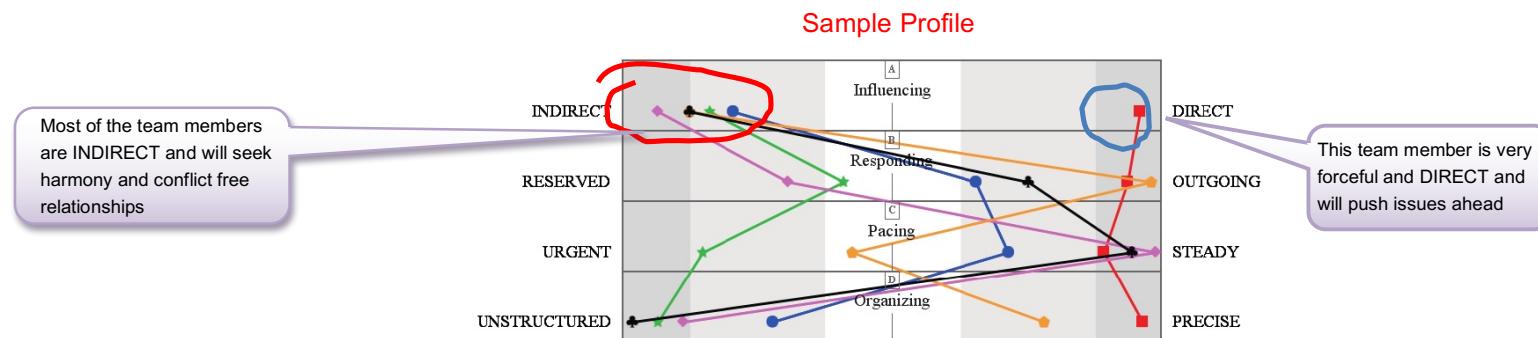
Example: Many sales positions require a lot of meeting and greeting of new customers. In these situations, it may be important for most team members to share the Outgoing, expressive, and friendly characteristics.

Trait clusters can be problematic when:

- a team divides into subgroups around shared traits (us vs. them).

- certain behaviors clearly work better in achieving team goals and one cluster demonstrates this and another doesn't.

Example: A new product design team needs to consider the many perspectives that customers have. If all members of the team are Precise and structured, they may not fully grasp what features Unstructured customers might look for. Variety benefits the team.

EXAMPLE: **Cluster Analysis** (this is an example and not your team's specific map)

Sample Profile

Most of the team members are INDIRECT and will seek harmony and conflict free relationships

This team member is very forceful and DIRECT and will push issues ahead

Team Cluster Analysis (referencing the example above)

Scale A

The most obvious cluster in the example above is the grouping of four team members (circled in red) on the very INDIRECT side of Scale A. As the callout bubble notes, these individuals will share a tendency to be tactful, diplomatic, and very careful not to offend others. Those characteristics can make for a very stress-free team, but they can also can create problems. Indirect people dislike conflict and tend to avoid it. They may postpone

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talking about issues that are interpersonally stressful. Consequently, issues can linger on unaddressed and actually grow into bigger problems. These teams may function better if the issues were dealt with more candidly. Certainly, the Direct person will appreciate this.

Scale B

Two clusters appear on Scale B. Two team members score Reserved and two score very Outgoing. This creates a bi-polar dynamic on Scale B. The two Reserved individuals will talk less and listen more. The two Outgoing members will talk more and listen less. This can create a nice balance and help the team or, it can lead to "us vs. them" discussion pattern and over time create tension.

Scale C

Notice that there also are two clusters on Scale C, a big cluster on the STEADY extreme and a small one on the opposite, URGENT side. These opposite groups can influence team decision-making. Steady individuals like to take their time, consider all the options, and decide when the time is right; but not before then. The Urgents may at time feel the Steady members are slowing things down. The Steady individuals may believe the Urgents are impatient and tend to be impulsive. However, if they see their differences as strengths they can focus on how they balance out extremes in their team's decision making process.

ACTIVITY

Review your team's profile chart and make notes of any clusters or tight groupings you spot and comment on what impact these may have on your team. Discuss these with your team.
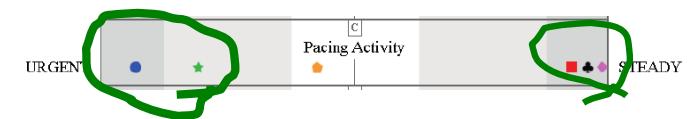
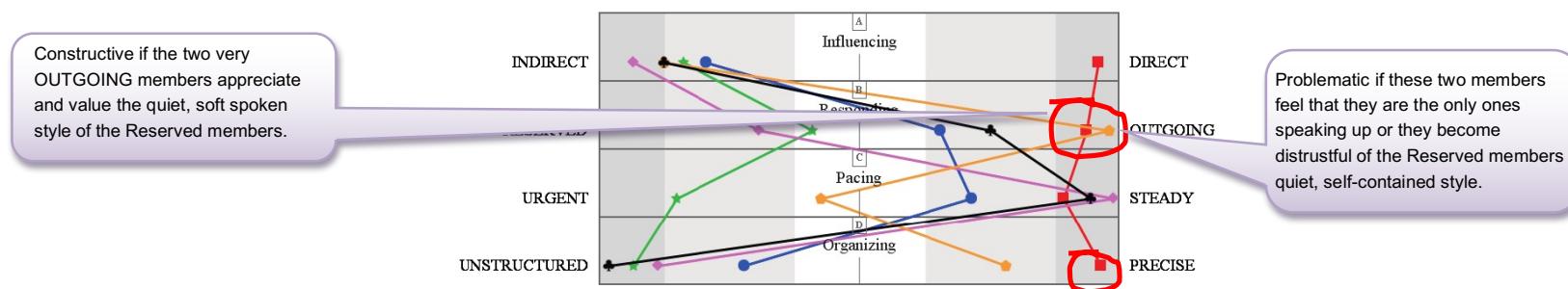| 2nd | Check for gaps, isolated singles or pairs. These create either energy or tension in team dynamics. |

Isolated singles/pairs may generate constructive energy when:

- they provide needed differing perspectives on issues.

- the team members get bogged down in a similar mind set and need completely opposite ways of thinking.

Isolated singles and pairs may generate tension when:

- the team seeks consensus and this polarity prevents it

- research or experience indicates that a certain trait works well for certain job types and the isolated single does not fit.

EXAMPLE: **Isolated Singles or Pairs** (this is an example and not your team's specific map)

Constructive if the two very OUTGOING members appreciate and value the quiet, soft spoken style of the Reserved members.

Problematic if these two members feel that they are the only ones speaking up or they become distrustful of the Reserved members quiet, self-contained style.

Isolated Singles or Pairs - Team Map Analysis (referencing the example above)

The team in this example has one clear isolated individual on Scale A and an intense Outgoing pairing on Scale B. There are several important things to consider.

The isolated person on Scale A will speak up forcefully. If that person has a leadership role, then the Indirect team members may have a tendency to agree with his/her position to avoid conflict. This may empower the Direct person to push his/her ideas harder, confront disagreements more forcefully, and become over confident that his/her ideas are right. The Indirect members will need to learn to speak up and challenge those directives they believe are taking the team in the wrong direction.

On the fourth scale, there is a single isolated very Precise score. No other team member is very close and most of the other team members are just the opposite, moderately to very UNSTRUCTURED. This team member may find that others don't treat team meeting time schedules quite the same (for Unstructured people time is grey, relative and approximate; for Precise people it is black and white and exact) The team may view the Precise member as overly detailed and a stickler for rules and structure. Yet, the team may look to the PRECISE member for the tracking of details, recording of agreements, decisions, and log notes. Again,
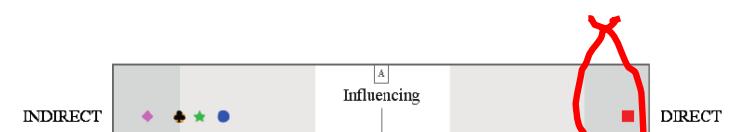
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the difference can be a strength or weakness and it is determined by how the team members discuss their differences in dealing with details.

It's always important to discuss both the advantages and disadvantages of any unusual score. Often strengths to the team can be identified.

Another interesting point is the extreme difference between the most UNSTRUCTURED team member and the most PRECISE member. They are truly at opposite ends. It would be important for these two members to discuss how their different approaches to dealing with details and how these differences impact the team.
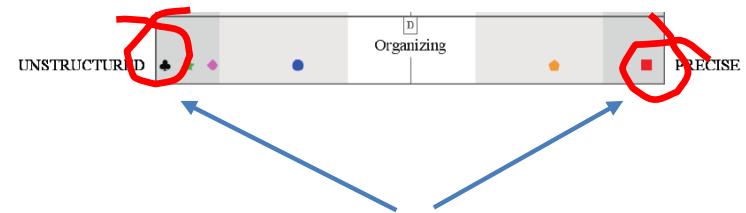
ACTIVITY

Review your team's profile chart and make notes of any isolated singles or pairs that you spot and write out your thoughts on what impact these may have on your team. Discuss these with your team.

Note the range and spread of team members' scores.

When team members' scores spread out fairly evenly across a trait, the team has a wide range of opposite strengths, but also a number of opposing perspectives. This can work for them when they understand their opportunities and against them when they don't appreciate their differences.
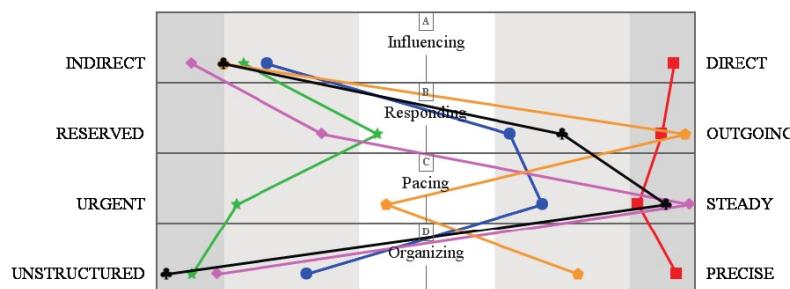
Wide ranges of scores can be beneficial when teams:

- make complex decisions that require a wide variety of perspectives.

- have quite different roles and job responsibilities.

- are adding new members and roles are changing quickly.

Wide ranges can be problematic when teams:

- need to quickly agree to approach tasks in the same manner

- have very similar roles and job descriptions yet very different ways of achieving the results needed.

EXAMPLE: **Wide Ranges** (this is an example and not your team's specific map)

> There is a nice spread of behavior preference on Scale D, but notice the big difference between the two extremes.

Team Map Coaching Points (referencing the example above)

This team has two scales where the scores are spread out wide and are fairly well distributed. Scale B has an equal number of Outgoing and Reserved team members and the spacing between the scores is fairly even. Scale D has a very similar distribution. One might argue that Scale C does also, but there is a three-member cluster on the very Steady side that would impact this.

When analyzing widely distributed scales, try to determine how the range of scores is helpful. Sometimes these well distributed scales don't get much attention because the other, more obvious clusters draw more attention. But, with evenly distributed scores there can still be a lot of interesting things going on that will impact the team. The first pattern to note on a

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wide ranging scale is the amount of disparity between the two most extreme scores. In the team above this occurs on three of the scales. On Scales A, C, and D two team members on each trait are complete opposites and each member is very extreme in his or her score.

On wide ranging scores, two team members are almost always opposite from each other. The impact of this difference, whether positive or negative, affects communications between two individuals. It also impacts all the other members of the team because they can get caught up in the interaction ..

ACTIVITY

Review your team map chart and make notes on the range of distribution on certain traits. Write out your thoughts on the impact these ranges may have and discuss these with your team.

<table>
<tr><td>4th</td><td>Discuss ways to use this information to work better together.</td></tr>
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The byline of the report reminds your team that all of you together can accomplish more than any one of you individually. The same holds true for analyzing the strengths and weaknesses of your Insight Team Map. Spotting, identifying and discussing clusters, isolated scores, and wide-spread ranges is best done as a group. When reviewing the team profile together, you'll discover more interesting clusters, gaps, and singles by than you will individually.

The most important thing about any observation of team characteristics isn't their existence, but rather each team member's opinion of whether the characteristic helps the team, hinders effectiveness, or creates misunderstandings and needs to be dealt with.

Every team member will view their Insight Team Map differently. Discovering why is key to team success!
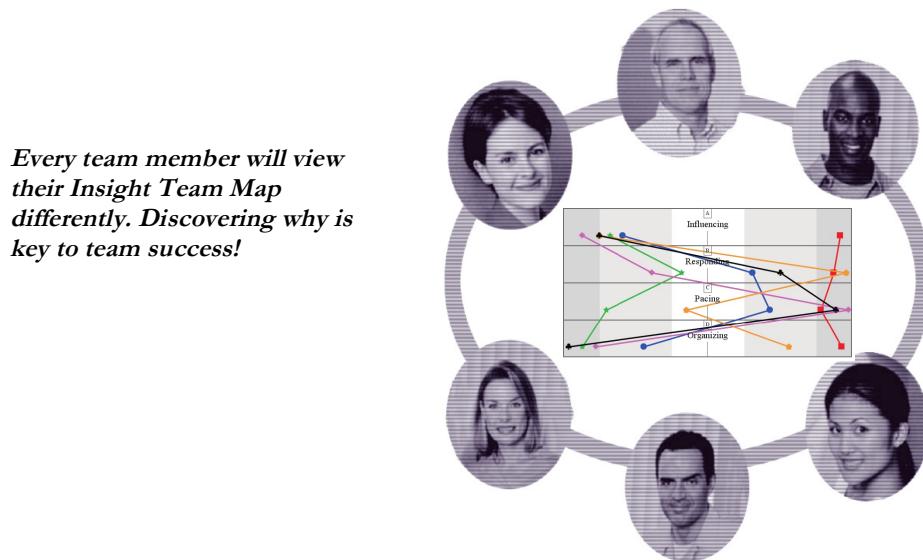
All team members benefit by hearing each other's perspectives.

You all have different:

- opinions and biases based on your unique personalities.

- histories and experiences with the team. Your background impacts how you see the team. Some of you are fairly new to your team, others have seen the team grow and change over the years. All of these offer important vantage points.

- roles on the team and no two roles are exactly the same. Therefore, this adds unique perspectives.

- opinions on your team's interpersonal dynamics. All members find their places within the team and everyone takes on certain relationship roles. These are different from job responsibilities. These include interpersonal roles such as: mediator, change agent, organizer, comic, serious critic, etc.

Share your observations of your Insight Team Map

Study your Insight Team Map and review the comments you made on the previous sections of this report. Again, look for clusters, isolated scores, and wide ranges. Write a summary of your key thoughts on these in the spaces below. When your team meets, members should share comments and discuss the strengths and weaknesses each team member sees. Accept all perspectives without critique. Remember everyone has their own opinions and the primary benefit of the Insight Team Map is that it can serve as a tool for open sharing of opinions about your team.

NOTES:

Observations you'd like to discuss in an upcoming meeting:

i.e. Since most of us are Steady and Precise, perhaps we should discuss how that delays (okay, bogs down) our decision making.

Specific things you'd like to ask one or two members to comment on.

i.e. Jane, how it feels to be the only two Indirect members on a team with six very Direct members.