

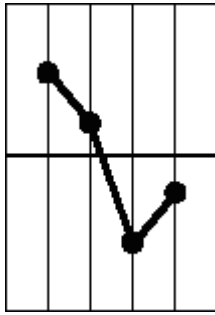
Team Report

PRIVATE & CONFIDENTIAL

THOMAS INTERNATIONAL TEAM REPORT

THOMAS TEAM SAMPLE

IDEAL TEAM CULTURE



IDEAL TEAM CULTURE

The ideal culture profile created by the organisation indicates that the requirement is for a team style that involves Innovative and Pioneer type roles. Such a team will:

- Enjoy new and challenging situations.
- Venture into the unknown and question the status quo.
- Seek the power and authority to act independently.
- Achieve tangible results through people.
- Want the authority to make decisions without constant referral.
- Take control of a wide-scope-operation.
- Be focused and committed to achieve results.

IDEAL TEAM ROLE

In order for the Ideal Team to operate successfully it is vital that at least one of each of the following team roles is represented.

PIONEER

A Pioneer is results orientated, proactive and demanding, especially in the face of uncertainty and/or opposition. Pioneer members drive themselves and others to develop and achieve long-term objectives, goals and results.

INNOVATOR

An Innovator is able to face new challenges and develop imaginative solutions to difficult problems by creating and developing new and innovative ideas.

NETWORKER

A Networker develops a wide range of contacts and resources. Networkers persuade and communicate in order to build relationships.

IDEAL TEAM LEADER

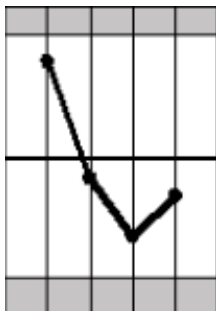
The person leading a team such as this should ideally have a Personal Profile that matches the Ideal Culture profile or be competent to modify his or her behaviour in order to meet the Ideal Culture needs.

Note:

It is assumed that any person filling these team roles have the required level of education, knowledge, aptitude and experience necessary to execute the tasks.

Team Members

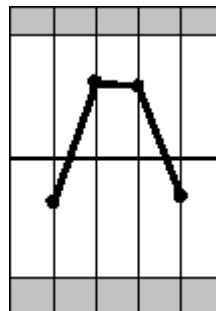
**Ms Sylvia
Anderson
Sales Consultant**



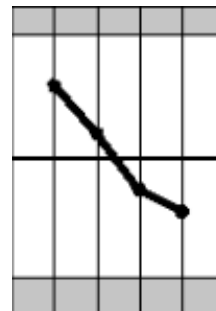
**Mr Charles Cox
Key Accounts
Manager**



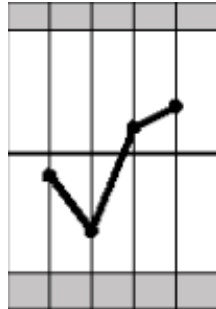
**Ms Margaret
Denton
Appointment
Maker**



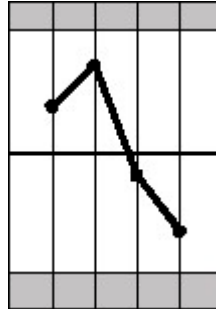
**Ms Patricia
Ealing
Sales Consultant**



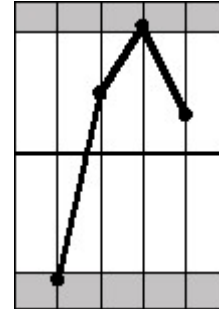
**Ms Claire Fanshaw
Administrator**



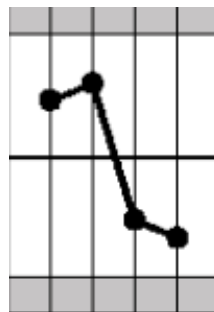
**Mr Stanley Georgiades
Sales Consultant**



**Ms Heather Hunter
Appointment Maker**



**ACTUAL TEAM
CULTURE**



TEAM STRENGTHS

This friendly and optimistic group inspires people with its enthusiasm. It has the ability to motivate others and create an atmosphere that encourages people to commit themselves to the task in hand. Results are important to this team, as is a fast-moving environment. It acts with a sense of urgency, competes to win and continually looks for challenging assignments.

This forward-looking group questions the status quo and ventures into the unknown. It communicates verbally with others and provides an optimum level of encouragement, training and support.

Being people orientated this team will strive to develop a culture of participation and involvement, whilst at the same time competing to win and achieve results.

TEAM REACTION TO CHANGE

This highly optimistic group will readily welcome, accept and create change.

Results are important and as such, if value can be added it will approach change enthusiastically and without fear. However, it may be somewhat impulsive at times and not always fully consider the likely consequence of the actions being taken. This group of people is active, alert and quick to respond to change.

PREFERRED TEAM LEADER

Ideally, the person leading a team such as this should have good people skills and an ability to both influence and persuade others in order to gain commitment. The environment should be friendly and the leader enthusiastic and results orientated. Such a person should radiate optimism, react to a challenge and boost the morale of the other team members.

TEAM VALUES

The environment in which a team works, the level at which it operates and the value it brings to the organisation are vital factors in its success or failure.

The value this team brings to the organisation is as follows:

- Achieving results through people.
- Creating contacts, networking information and resourcing solutions in order to overcome problems.
- Leading, enthusing and motivating people.
- A desire to gain the commitment of others in order to complete tasks.
- Making favourable impressions and encouraging involvement.
- A willingness to question the status quo.

TEAM LIMITATIONS

All teams have strengths which bring value to the organisation, but equally they also have limitations. This team's limitations are that they may:

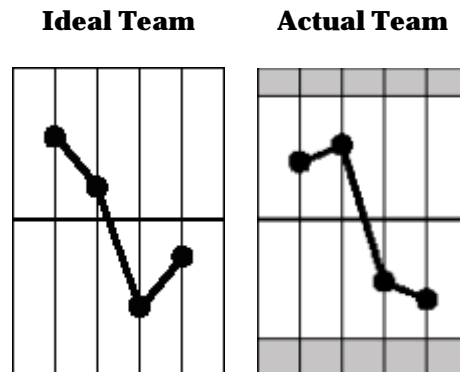
- Have difficulty coping with detailed administrative procedures.
- Fail to develop strategy and long term objectives.
- Not listen to or hear the ideas of others.

Notes:

Education, experience, aptitude and knowledge are vital factors in team members and should be considered in conjunction with the above observations.

COMPARISON - IDEAL V ACTUAL

The following graphs show both the Ideal and Actual Team Culture.



When comparing the Actual and Ideal Team there are some differences. The team does match in terms of the major strengths, which suggests that the team emphasis is in line with the Ideal Team Culture. The other differences are minor and although the overall emphasis may not be exactly in line with the Ideal Culture the existing team should be comfortable with the organisational needs.

TEAM ROLE CHART

The Team Role Chart below identifies the intensity of each role within this Team. The roles fall into three categories, strengths, balanced, or limitations.

VITAL TEAM ROLES



The Team Roles shown as vital under the heading "Ideal Team Role" that should fall into the 'Strengths' sector of the chart shown below are as follows:

PIONEER

INNOVATOR

NETWORKER

If they show as 'Balanced', it may limit the results of the team slightly. However, if they show as 'Limitations' then lack of achievement against goals and objectives could ensue. It is absolutely essential that the effect of any limitation is carefully reviewed.

Team Roles	Limitations	Balanced	Strengths
Anchor			
Pioneer			
Specialiser			
Motivator			
Analyser			
Innovator			
Concluder			
Supporter			
Networker			

LIMITATIONS

The comments below refer to the team's potential limitations. We cannot over stress the importance of considering the effect this may have on the team's ultimate ability to work together and provide optimum results, especially if they are identified as vital to the Ideal Team. However, if they are not flagged above as vital, then the likelihood is that their absence will not have a significant impact.

ANCHOR

The lack of Anchor members within the group suggests that this team is unlikely to plan, organise and administer procedures in a reliable and dependable manner.

SPECIALISER

The low level of Specialiser members showing in this team indicates a potential shortage in the provision of technical knowledge and specialist expertise. As a result, the team may not always have the ability to deliver workable solutions.

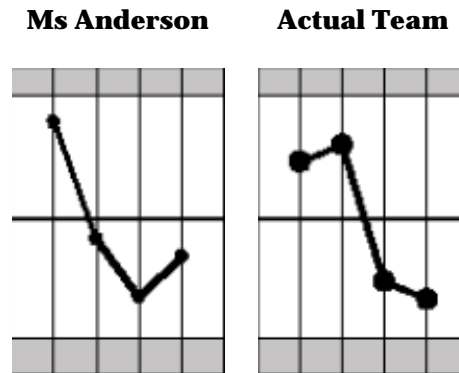
ANALYSER

The relative absence of Analyser members within the team suggests that facts may not always be researched and analysed or products and procedures perfected. Equally, it is unlikely that performance will be continually monitored in order that high quality and standards are maintained.

CONCLUDER

Within the team there appears to be a lack of members who have Concluder characteristics. As a result, the procedures and systems necessary for monitoring detail and ensuring completion may not be in place.

Ms Anderson



Role Factors	Limitations	Mid-zone	Strengths
Anchor	■		
Pioneer	■		
Specialiser	■		
Motivator	■		
Analyser	■		
Innovator	■		
Concluder	■		
Supporter	■		
Networker	■		

CONTRIBUTION TO THE TEAM

Ms Anderson's major contribution to the team is likely to be as follows:

PIONEER

Ms Anderson is results oriented, proactive and demanding, especially in the face of uncertainty and/or opposition. She drives herself and others to develop and achieve long-term objectives, goals and results.

Ms Anderson is self-motivated, energetic and has an inner need to achieve. As such she may be an assertive challenger and could push others into decisions and actions. She is at her best when confronted as she thrives in pressure

situations and generates action. Ms Anderson will always challenge the status quo and is prepared to make unpopular decisions and take positive action, especially in negative situations.

INNOVATOR

Ms Anderson willingly faces new challenges and develops imaginative solutions to difficult problems by creating and developing new and innovative ideas.

Innovators are valuable in starting new projects or in assisting a team which is failing to achieve its objectives. Ms Anderson has the ability to come up with innovative and creative ideas for new products and services, as well as those to reduce cost and improve performance. However, her thoughts and ideas may be far-reaching and could lack any form of constraint.

WORKING IN & WITH THE ACTUAL TEAM

Being reserved and serious Ms Anderson may not have the required communicative and positive style when compared with the culture of this team. Therefore, she is not likely to motivate and encourage others or boost the morale, confidence and personal esteem of those around her. As a result, she could feel uncomfortable being in a team which encourages participation and involvement.

COMPARISON WITH THE IDEAL TEAM CULTURE

The Ideal Team Culture is calling for members with influencing skills. However, because of her reserved and serious nature Ms Anderson may not have the capacity to motivate and encourage those around her. Her personal style may not match the standard as defined and this could result in her feeling discomfort in a team that encourages its members to participate, communicate verbally and boosts the morale and personal esteem of those around them.

PLEASE NOTE

Ms Anderson's Personal Profile is not an exact match for the Ideal Culture or the Actual Culture of the team. Nevertheless, she can still make a contribution through her major team role strengths, her mid-zone role factors, education, experience, aptitude and knowledge. Although she may not fit the requirements in total these other factors may well enable her to perform successfully within the group.

Equally, if Ms Anderson is able to modify her behaviour in order to fit within the team, she is likely to be able to make her contribution without displaying any signs of frustration or pressure.

Mr Cox willingly faces new challenges and develops imaginative solutions to difficult problems. He has the ability to create and develop new and innovative ideas.

Innovators are valuable in starting new projects or in assisting a team which is failing to achieve its objectives. Mr Cox has the ability to come up with innovative and creative ideas for new products and services, as well as those to reduce cost and improve performance. However, his thoughts and ideas may be far-reaching and could lack any form of constraint.

NETWORKER

Mr Cox develops a wide range of contacts and resources. He persuades and communicates in order to build relationships. This Networker's greatest asset to the team is that he makes external contacts and searches for, as well as organises resources. As such, he is likely to be a good communicator both inside and outside the team. Mr Cox can take another's idea, add value to it and enthusiastically seek out opportunities for its use or implementation.

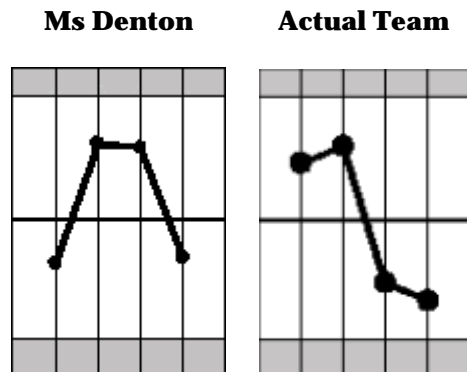
WORKING IN & WITH THE ACTUAL TEAM

When comparing Mr Cox's profile with the culture of this team there are minor discrepancies. He has a good match in terms of his major strengths which suggests that he is in line with the culture of the team. The differences in terms of the other factors are minor which would suggest that although the emphasis in behavioural terms may not be totally the same when compared with the Team Culture Mr Cox should be comfortable with the standards set by the group.

COMPARISON WITH THE IDEAL TEAM CULTURE

When comparing Mr Cox's profile with the Ideal Culture there appears to be a good match. This would suggest that he has all the characteristics defined as necessary and therefore could work comfortably within the standards set by the organisation.

Ms Denton



Role Factors	Limitations	Mid-zone	Strengths
Anchor			
Pioneer			
Specialiser			
Motivator			
Analyser			
Innovator			
Concluder			
Supporter			
Networker			

CONTRIBUTION TO THE TEAM

Ms Denton's major contribution to the team is likely to be as follows:

MOTIVATOR

Ms Denton creates team spirit; influences and enthuses people to work together effectively.

Ms Denton possesses the ability to persuade others in order to maximise her contribution within the team. She draws out the talent in people and rarely shows prejudice. Consultation and participation are factors which this person will bring to the team.

SUPPORTER/NURTURER

Ms Denton provides support, care and help for both team members and customers.

The attributes that this Supporter/Nurturer brings to the team are encouragement and the capacity to reduce tension, as well as a willingness to help members resolve interpersonal problems. Ms Denton generates a desire within the team to co-operate and she will usually put both the team and its results before anything else. She is prepared to listen to others and is in general seen as a good and loyal team member.

WORKING IN & WITH THE ACTUAL TEAM

Ms Denton is non-aggressive by nature and may not have the necessary drive and assertion defined in the Team Culture. Therefore, she is not likely to push herself and others in order to achieve tangible results and could have difficulty handling pressure and meeting tough deadlines. As a result, she may not be as quick as the standard suggests especially when it comes to achieving her goals and objectives.

Finally, this patient, deliberate and self-controlled person may not be as active and quick paced as is required. She, being disciplined and consistent when executing tasks prefers to work within a structure rather than coping with ever-changing situations. Ms Denton may lack the necessary urgency and as such could be too relaxed and contented with things as they are.

COMPARISON WITH THE IDEAL TEAM CULTURE

The Ideal Team Culture is calling for assertive members. However, being non-demanding Ms Denton may find it difficult to handle pressure situations or meet tough deadlines. She may not be as quick as the standard requires and when it comes to achieving tangible results could fail to push herself and others with sufficient weight. As a result, she may be slower and more methodical in achieving her goals and objectives.

In conclusion, this kind, dependable and steady person could have difficulty coping with the quickness of pace called for by the standards. Ms Denton prefers to work within a secure, structured environment rather than one where the members are required to be flexible in their approach. She may therefore become frustrated trying to cope with ever-changing situations preferring to take an assignment through to a conclusion. She may be too relaxed and contented with things as they are.

PLEASE NOTE

Ms Denton's Personal Profile is not an exact match for the Ideal Culture or the Actual Culture of the team. Nevertheless, she can still make a contribution through her major team role strengths, her mid-zone role factors, education, experience, aptitude and knowledge. Although she may not fit the requirements in total these other factors may well enable her to perform successfully within the group.

and actions. She is at her best when confronted as she thrives in pressure situations and generates action. Ms Ealing will always challenge the status quo and is prepared to make unpopular decisions and take positive action, especially in negative situations.

INNOVATOR

Ms Ealing willingly faces new challenges and develops imaginative solutions to difficult problems. She has the ability to create and develop new and innovative ideas.

Innovators are valuable in starting new projects or in assisting a team which is failing to achieve its objectives. Ms Ealing has the ability to come up with innovative and creative ideas for new products and services, as well as those to reduce cost and improve performance. However, her thoughts and ideas may be far-reaching and could lack any form of constraint.

NETWORKER

Ms Ealing develops a wide range of contacts and resources. She persuades and communicates in order to build relationships.

This Networker's greatest asset to the team is that she makes external contacts and searches for, as well as organises resources. As such, she is likely to be a good communicator both inside and outside the team. Ms Ealing can take another's idea, add value to it and enthusiastically seek out opportunities for its use or implementation.

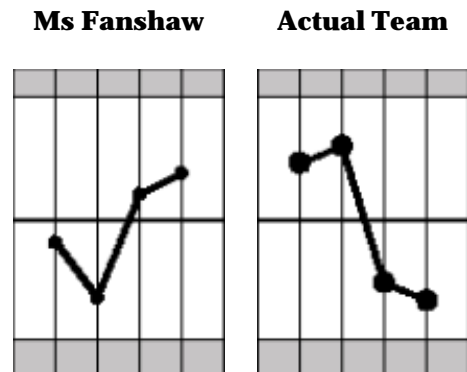
WORKING IN & WITH THE ACTUAL TEAM

When comparing Ms Ealing's profile with the culture of this team there are minor discrepancies. She has a good match in terms of her major strengths which suggests that she is in line with the culture of the team. The differences in terms of the other factors are minor which would suggest that although the emphasis in behavioural terms may not be totally the same when compared with the Team Culture Ms Ealing should be comfortable with the standards set by the group.

COMPARISON WITH THE IDEAL TEAM CULTURE

When comparing Ms Ealing's profile with the Ideal Culture there appears to be a good match. This would suggest that she has all the characteristics defined as necessary and therefore could work comfortably within the standards set by the organisation.

Ms Fanshaw



Role Factors	Limitations	Mid-zone	Strengths
Anchor			
Pioneer			
Specialiser			
Motivator			
Analyser			
Innovator			
Concluder			
Supporter			
Networker			

CONTRIBUTION TO THE TEAM

Ms Fanshaw's major contribution to the team is likely to be as follows:

ANCHOR

Ms Fanshaw plans, organises and administers procedures to provide reliability and dependability both within and outside the team.

She possesses good organisational strengths, is prepared to work hard and usually tackles problems in a systematic manner. As an Anchor she is reliable and has a sense of what is achievable, feasible and valuable. Ms Fanshaw tends to be a loyal team member and is not concerned with the pursuit of self-interest. She is generally prepared to do what has to be done in an efficient manner.

SPECIALISER

Ms Fanshaw provides technical knowledge and specialist expertise in order to generate and deliver workable solutions.

Quality, high standards, technical expertise and hard work epitomise this Specialiser. As such Ms Fanshaw may possess a single minded attitude and commit herself to becoming a technical/specialist expert, probably in a narrow area of skill or knowledge.

ANALYSER

Ms Fanshaw researches, analyses and perfects products and procedures. She generally ensures high standards and quality are maintained through rigorous monitoring.

Ms Fanshaw is a probing, single minded and serious individual who enjoys making evaluations of thoughts, ideas, suggestions and information. She likes to think things through and is a shrewd rather than quick decision taker. Analysers are renowned for considering all factors and as such, this person can be relied upon to provide detailed and factual advice. Ms Fanshaw often excels in areas which involve strategic planning.

CONCLUDER

Ms Fanshaw ensures procedures and systems are implemented in order to monitor situations and ensure completion.

Hard work, attention to detail and the fulfilment of promises are factors which define Ms Fanshaw. She is a good listener, has a high level of concentration and a desire to provide error free information. Aspiring to high standards, she rarely starts a task which she cannot finish. Ms Fanshaw will be particularly good when working within clearly defined procedures but is likely to want to complete one task before commencing the next. She will be good at meeting pre-determined time schedules.

WORKING IN & WITH THE ACTUAL TEAM

Being reserved and serious Ms Fanshaw may not have the required communicative and positive style when compared with the culture of this team. Therefore, she is not likely to motivate and encourage others or boost the morale, confidence and personal esteem of those around her. As a result, she could feel uncomfortable being in a team which encourages participation and involvement.

Additionally, this non-assertive and accommodating person may not have the necessary drive and assertion outlined by the standards. As a result Ms

Fanshaw could have difficulty handling pressure and may not push herself and others in order to achieve tangible results. She is likely to be slower in pace than that required, reluctant to take risks and hesitant when making decisions outside her area of expertise.

We also note that this deliberate and amiable individual is likely to prefer a structured environment rather than one that is full of ever changing situations. Therefore, Ms Fanshaw may take things at a slower pace, deliberately and consistently seeing an assignment through to conclusion. She could be inflexible and is likely to be too patient and relaxed when executing tasks.

Finally, this cautious and logical person adheres to rules and procedures rather than adopting a strong-willed and independent style of approach. She may spend too much time analysing information, which could result in her failing to take action or make decisions. As a result, Ms Fanshaw is likely to exercise caution and encourage others to tread carefully rather than take independent action.

COMPARISON WITH THE IDEAL TEAM CULTURE

The Ideal Team Culture is calling for members with influencing skills. However, because of her reserved and serious nature Ms Fanshaw may not have the capacity to motivate and encourage those around her. Her personal style may not match the standard as defined and this could result in her feeling discomfort in a team that encourages its members to participate, communicate verbally and boosts the morale and personal esteem of those around them.

Moreover this non-aggressive individual may not feel relaxed if faced with either pressure or confrontational issues. She may not have the necessary drive and assertion and as a result fail to push herself and others hard enough when results are needed. Therefore, this fairly hesitant person may feel uncomfortable working in a team that encourages its members to make quick decisions especially if they are outside her area of expertise.

Also this steady, kind and deliberate individual could be less flexible and slower in pace than required. She likes to follow systems and has a need to finish an assignment through to its conclusion. She may therefore have difficulty coping with an environment that requires its members to act quickly and where situations are ever changing. Ms Fanshaw may be too satisfied and contented with things as they are rather than questioning the status quo.

In conclusion, this cautious and logical individual could have difficulty coping in an environment that requires independent action. Ms Fanshaw adheres to rules and procedures and as such may feel frustrated by members who take a stubborn, strong-willed approach to situations. She likes to spend time

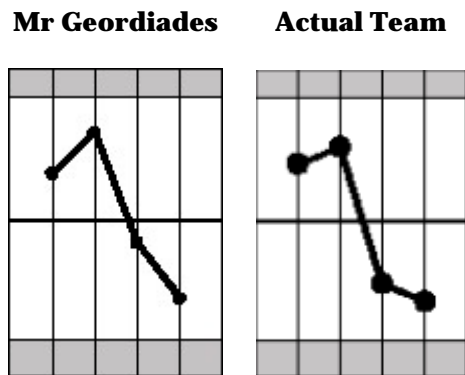
analysing facts and information and rather than encourage people to take independent action she may expect them to do the same. As such she could slow down the decision making process.

PLEASE NOTE

Ms Fanshaw's Personal Profile is not an exact match for the Ideal Culture or the Actual Culture of the team. Nevertheless, she can still make a contribution through her major team role strengths, her mid-zone role factors, education, experience, aptitude and knowledge. Although she may not fit the requirements in total these other factors may well enable her to perform successfully within the group.

Equally, if Ms Fanshaw is able to modify her behaviour in order to fit within the team, she is likely to be able to make her contribution without displaying any signs of frustration or pressure.

Mr Geordiades



Role Factors	Limitations	Mid-zone	Strengths
Anchor	██████████		
Pioneer	████████████████████		
Specialiser	██████████		
Motivator	██		
Analyser	██████████		
Innovator	██		
Concluder	██████████		
Supporter	████████████████████		
Networker	██		

CONTRIBUTION TO THE TEAM

Mr Georgiades's major contribution to the team is likely to be as follows:

MOTIVATOR

Mr Georgiades creates team spirit; influences and enthuses people to work together effectively.

Mr Georgiades possesses the ability to persuade others in order to maximise his contribution within the team. He draws out the talent in people and rarely shows prejudice. Consultation and participation are factors which this person will bring to the team.

INNOVATOR

Mr Georgiades willingly faces new challenges and develops imaginative solutions to difficult problems. He has the ability to create and develop new and innovative ideas.

Innovators are valuable in starting new projects or in assisting a team which is failing to achieve its objectives. Mr Georgiades has the ability to come up with innovative and creative ideas for new products and services, as well as those to reduce cost and improve performance. However, his thoughts and ideas may be far-reaching and could lack any form of constraint.

NETWORKER

Mr Georgiades develops a wide range of contacts and resources. He persuades and communicates in order to build relationships.

This Networker's greatest asset to the team is that he makes external contacts and searches for, as well as organises resources. As such, he is likely to be a good communicator both inside and outside the team. Mr Georgiades can take another's idea, add value to it and enthusiastically seek out opportunities for its use or implementation.

WORKING IN & WITH THE ACTUAL TEAM

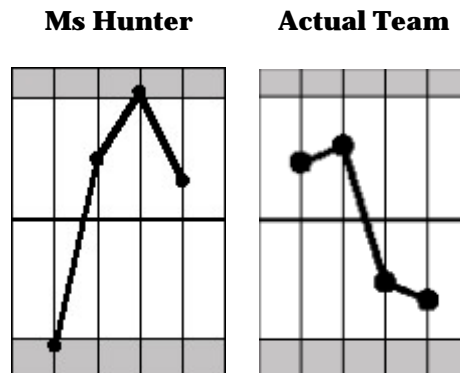
When comparing Mr Georgiades's profile with the actual culture of the whole team there appears to be a good match. This would suggest that he has all the characteristics defined as necessary and as such therefore, he should have the capacity to operate successfully within this group.

COMPARISON WITH THE IDEAL TEAM CULTURE

When comparing Mr Georgiades's profile with the Ideal Culture set by the organisation there are minor discrepancies. He has a good match in terms of his major strengths, which suggests that he is in line with the proposed

culture. The differences in terms of the other factors are minor and although the emphasis in behavioural terms may not be totally the same when compared with the Ideal Culture Mr Georgiades should feel comfortable with the standards set.

Ms Hunter



Role Factors	Limitations	Mid-zone	Strengths
Anchor	[Bar spanning Limitations and Mid-zone]		
Pioneer	[Bar in Limitations]		
Specialiser	[Bar spanning Limitations and Mid-zone]		
Motivator	[Bar spanning Limitations and Mid-zone]		
Analyser	[Bar spanning Limitations and Mid-zone]		
Innovator	[Bar in Limitations]		
Concluder	[Bar spanning Limitations and Mid-zone]		
Supporter	[Bar spanning Limitations and Mid-zone]		
Networker	[Bar in Limitations]		

CONTRIBUTION TO THE TEAM

Ms Hunter's major contribution to the team is likely to be as follows:

ANCHOR

Ms Hunter plans, organises and administers procedures to provide reliability and dependability both within and outside the team.

She possesses good organisational strengths, is prepared to work hard and usually tackles problems in a systematic manner. As an Anchor she is reliable and has a sense of what is achievable, feasible and valuable. Ms Hunter tends to be a loyal team member and is not concerned with the pursuit

of self-interest. She is generally prepared to do what has to be done in an efficient manner.

CONCLUDER

Ms Hunter ensures procedures and systems are implemented in order to monitor situations and ensure completion.

Hard work, attention to detail and the fulfilment of promises are factors which define Ms Hunter. She is a good listener, has a high level of concentration and a desire to provide error free information. Aspiring to high standards, she rarely starts a task which she cannot finish. Ms Hunter will be particularly good when working within clearly defined procedures but is likely to want to complete one task before commencing the next. She will be good at meeting pre-determined time schedules.

SUPPORTER/NURTURER

Ms Hunter provides support, care and help for both team members and customers.

The attributes that this Supporter/Nurturer brings to the team are encouragement and the capacity to reduce tension, as well as a willingness to help members resolve interpersonal problems. Ms Hunter generates a desire within the team to co-operate and she will usually put both the team and its results before anything else. She is prepared to listen to others and is in general seen as a good and loyal team member.

WORKING IN & WITH THE ACTUAL TEAM

Ms Hunter is non-aggressive by nature and may not have the necessary drive and assertion defined in the Team Culture. Therefore, she is not likely to push herself and others in order to achieve tangible results and could have difficulty handling pressure and meeting tough deadlines. As a result, she may not be as quick as the standard suggests especially when it comes to achieving her goals and objectives.

We also note that this deliberate and amiable individual is likely to prefer a structured environment rather than one that is full of ever changing situations. Therefore, Ms Hunter may take things at a slower pace, deliberately and consistently seeing an assignment through to conclusion. She could be inflexible and is likely to be too patient and relaxed when executing tasks.

Finally, this cautious and logical person adheres to rules and procedures rather than adopting a strong-willed and independent style of approach. She may spend too much time analysing information, which could result in

her failing to take action or make decisions. As a result, Ms Hunter is likely to exercise caution and encourage others to tread carefully rather than take independent action.

COMPARISON WITH THE IDEAL TEAM CULTURE

The Ideal Team Culture is calling for assertive members. However, being non-demanding Ms Hunter may find it difficult to handle pressure situations or meet tough deadlines. She may not be as quick as the standard requires and when it comes to achieving tangible results could fail to push herself and others with sufficient weight. As a result, she may be slower and more methodical in achieving her goals and objectives.

Also this steady, kind and deliberate individual could be less flexible and slower in pace than required. She likes to follow systems and has a need to finish an assignment through to its conclusion. She may therefore have difficulty coping with an environment that requires its members to act quickly and where situations are ever changing. Ms Hunter may be too satisfied and contented with things as they are rather than questioning the status quo.

In conclusion, this cautious and logical individual could have difficulty coping in an environment that requires independent action. Ms Hunter adheres to rules and procedures and as such may feel frustrated by members who take a stubborn, strong-willed approach to situations. She likes to spend time analysing facts and information and rather than encourage people to take independent action she may expect them to do the same. As such she could slow down the decision making process.

PLEASE NOTE

Ms Hunter's Personal Profile is not an exact match for the Ideal Culture or the Actual Culture of the team. Nevertheless, she can still make a contribution through her major team role strengths, her mid-zone role factors, education, experience, aptitude and knowledge. Although she may not fit the requirements in total these other factors may well enable her to perform successfully within the group.

Equally, if Ms Hunter is able to modify her behaviour in order to fit within the team, she is likely to be able to make her contribution without displaying any signs of frustration or pressure.