



STARTM

Enhancing Team Performance

Individual Report



Strategic Team Assessment Research

INDIVIDUAL REPORT

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Work Style & the Team

You tend to be a reactive communicator and do not enjoy being in the spotlight. While you will initiate contacts in social, business, and generally scripted situations, you do not have a strong need to develop close and personal relationships and try not to get overly friendly until you are sure of where you stand. You are comfortable when you can strike a balance between people-oriented and task-focused activities.

Your scores indicate an interest in organizing your work. You like to plan ahead and quality is important to you. You are most effective at making decisions and following through when a plan of action is clearly laid out and the structure and communication plan are clear. You prefer clear direction and support from others and gladly accept guidance from those you perceive to be in authority.

You prefer an environment where you can rely on your job knowledge and experience in a practical and useful manner. You like to develop special skills and efficient work habits which make you a good producer. You feel your hard work will gain you appreciation for a job well done.

You appear to worry a great deal. When you get frustrated, your expressions and demeanor tell all as you seem to lack a strong “poker face”. You should ask yourself if you are too prone to worry about little things and/or show too much emotion when worrying. You may need to learn to separate those things that require such concern from those that do not.

You prefer to avoid conflicts and confrontations in your work situation. You are most comfortable dealing with people in low-key, one-on-one types of relationships. You really do not like to take a stand that is at cross purposes with those around you. When you do need to defend your position, you typically look to facts, logic, and processes to give added weight to your contentions.

You are conscientious and often try harder than most people to act in a conventional and traditional manner. You cooperate with rules and regulations and are respectful of authority. You don't care to take risks that can be avoided. You very much like to operate from a well-informed position with clear cut channels of who is in charge. This leads many to see you as a great resource on the team as you are consistent and tend to understand current project status and next steps.

You may be reluctant to trust people completely. While you may feel your cautiousness is warranted, it may cause you to display a level of vigilance that may make it difficult for you to establish and maintain rapport.

You see yourself as somewhat different from others and may place high value on being unique. You may need or expect individual recognition and attention. While you probably don't mind operating as part of a team, you will want to establish your own identity within it.

Problem Solving Style

The following describes your preferred problem solving style.

- ★ Your problem solving approach usually begins with a logical and rational analysis of potential solutions. You value gathering and analyzing data to help in the decision process and attention will be given to measuring the quality of any proposed plan of action.
- ★ Equally important is the need to organize your plan and implement directly or delegate as needed. You place a high premium on accomplishing objectives and, once you have a set direction, will put a great deal of energy into the task. It is important for you to constantly balance the need to gather and analyze data and complete projects in a timely fashion.
- ★ Some consideration may be given to the interpersonal aspects of a problem solution; however, this is not your main focus. Other requirements of getting the problem solved likely will predominate.
- ★ While some time will be devoted to looking at new and different ways to address the problem, it is likely that a solution will reflect precedent as well as experience. Tried and true will win out over new and untested.

High Performance Team Competencies

In order for a team to function appropriately, the team members must be willing to put aside their own self-interests for the good of the project. In this respect, they should communicate and accept needed information, be willing to share personal and project knowledge, trust their teammates, and be willing to rely on others to complete their assigned tasks and duties.

The following six competencies form the basis of high quality team interactions. Your assessment results suggest how you likely perform with respect to these characteristics and provide information concerning how best to maximize your performance in these areas. As you read this information, please keep in mind three things.

- ★ First, everyone has strengths and weaknesses which will have positive and negative performance implications on all competencies.
- ★ Second, it is best to focus on the overall themes of the results rather than any single detail.
- ★ Third, low scores or development needs do not spell doom. The assessment is one piece of information that can help you to become a better team member.

Frequency of Communication - While you tend not to be the main or proactive speaker in the group, you value social interaction and like to be part of discussions. When asked to speak or when spoken to, you will actively speak up and respond in a socially appropriate manner. It

is important to make sure others clearly understand the best way to interact with you and that you schedule those important interactions that will impact project success.

Knowledge Exchange - When communicating with others, your assessment results suggest you talk in terms of facts, data, plans, and updates. You value sharing data, like to receive data and prefer to present facts. In order to improve on your high quality performance in this arena, be sure to not only present the facts, but also present your ideas and potential solutions to problems.

Reliance on Others - Your results suggest you are structured in your approach and likely excel when working on routine projects; however, you may have trouble implementing in novel situations, situations of uncertainty, and on new projects. As long as you are doing the same types of tasks in very similar situations, this characteristic will remain dormant. In novel situations, the more you work to relate new situations to your old experiences, the less anxiety and pressure you will feel and the more reliance you will put on others (and they will put on you).

Professional Trust - Your assessment results suggest that others will trust your capabilities and ability to do the right thing in standard and typical situations. They tend to lose some trust as you move out of your comfort zone - much of this has to do with your emotional reactions to stress. Further, your performance worries lead you to not put your full faith in others - you prefer to be in control of your own work and will verify others work when possible.

Collaboration - Teamwork is about putting aside your own self-interests for the good of the team or project and it is important to be willing to lean on other team members and to have them feel as if they can lean on you. While you will share your information with other people, you tend to stick so closely to structure and processes that others may not always feel as if there is room to change direction or otherwise work outside the norm. It is important to make sure others feel as if they have a say in direction and content and that their thoughts are heard.

Cohesion - While you value the personal side of feeling close and proximal to other team members, your actions do not always lead to true team cohesion. You tend to see teamwork more in terms of several technically proficient individuals working separately “on their part” of the project and coming together only when they need to (or feel they need to). In cross-functional teams like the ones you work in, getting viewpoints from people outside your expertise can truly benefit your work and project success.

INDIVIDUAL ACTION PLAN

Area of Development Focus (Select ONE)

- Communication
 Reliance on Others
 Professional Trust
 Positive Energy
 Knowledge Exchange

Describe the CURRENT Situation	Describe the DESIRED Situation

ACTION PLAN:			
SPECIFIC ACTION	DESIRED OUTCOME	<i>RESOURCES NEEDED</i>	TARGET DATE