

STRANDVEJEN 72 | 2900 HELLERUP, DENMARK | 12 MARINA VIEW 23-01 ASIA SQUARE TOWER 2, SINGAPORE 018961
+45 5389 0535 | WWW.HUMANOSTICS.COM



FACILITATORS

Jesper Præstensgaard

Managing Partner

5 years Humanostics
30 years+ in senior executive positions
in Europe and Asia with global P&L
responsibility



Persuader



Mie Næblerød

Psychologist

8 years Humanostics
Specialised in Psychometrics



WHAT YOU WILL LEAVE WITH IN 2 HOURS

OBJECTIVE:

As a PI/Humanostics client, we want to make sure you take full advantage of the opportunities available to you in PI.

Provide you with information about the new Team Discovery functionality and the key elements :

AWARENESS

INSIGHT

ACTION

TEAM DISCOVERY

What is it?

Scientific offset

Why do I use it?

How do I use it?

SOFTWARE

Overview of the process

DRY RUN

RESOURCES

WORKING WITH TALENT OPTIMIZATION


**BUSINESS
STRATEGY**



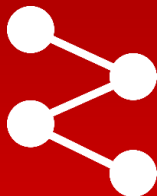

**BUSINESS
RESULTS**

ASSESSMENTS SUPPORTING THE *DESIGN* DISCIPLINE

PI BA

PI BEHAVIORAL ASSESSMENT™

is a psychometric personality profiling tool,
measuring individual motivational factors,
needs and work-related behaviour
associated herewith



TEAM DISCOVERY

explores individual and team strengths and
identifies potential blind spots. Based on
strategic priorities concrete and actionable
insights on team dynamics is provided.



TEAM DISCOVERY

- ❑ Team Discovery is a tool that allows you to work with teams and create actionable insight
- ❑ It concerns exploring the individuals on the team and the team type and determining the strategic priorities the team needs to execute on.
- ❑ The team gets scientifically backed recommendations to build a culture to reach their goals.
- ❑ Team Discovery is an extract and optimised version of key elements from PI Strategy Assessment, Explore Leadership/Team Alignment and Team Work Styles.
- ❑ Team Discovery is included in your license free of charge until the next renewal.

TEAM DISCOVERY – SCIENTIFIC OFFSET

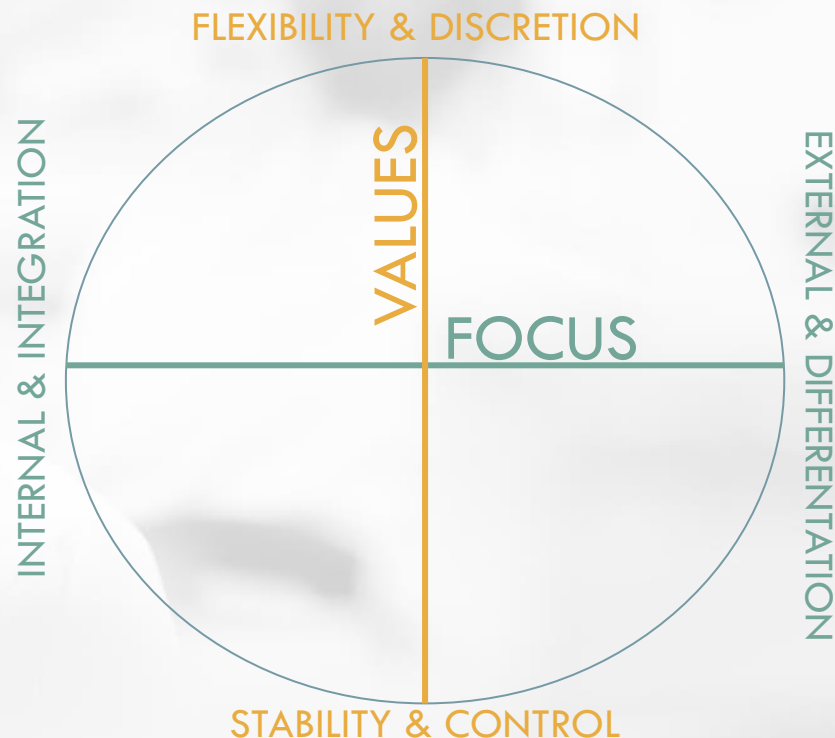
Competing Values Framework (CVF)

‘Competing Values Framework’ (CVF) is a popular model of organisational culture.

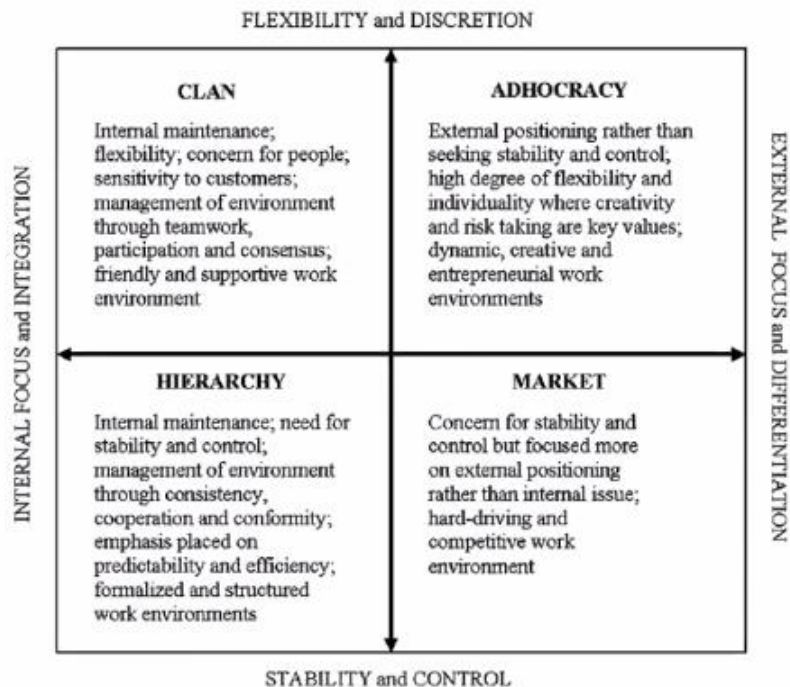
Culture based on
Values
Focus

Table 4. Cameron and Quinn's (2006) Descriptions of CVF Cultures Quadrants.

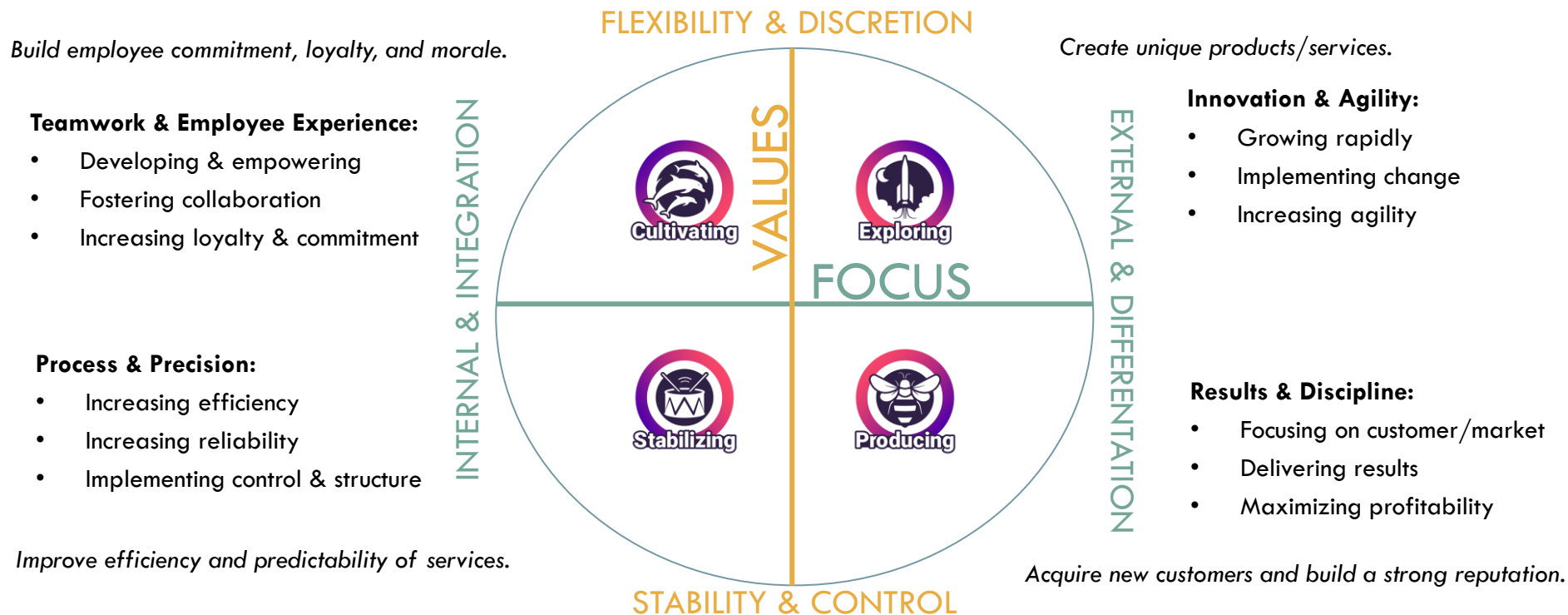
Culture	Values	Focus	Cameron and Quinn's Description
Adhocracy	Flexibility	External	Characterized by a dynamic, entrepreneurial, and creative workplace. People stick their necks out and take risks. Effective leadership is visionary, innovative, and risk-oriented. The glue that holds the organization together is commitment to experimentation and innovation. The emphasis is on being at the leading edge of new knowledge, products, and services. Readiness for change and meeting new challenges are important. The organization's long-term emphasis is on rapid growth and acquiring new resources. Success means producing unique and original products and services. (p. 45)
Clan	Flexibility	Internal	A friendly place to work where people share a lot of themselves. It is like an extended family. Leaders are thought of as mentors and perhaps even as parent figures. The organization is held together by loyalty and tradition. Commitment is high. The organization emphasizes the long-term benefits of individual development, with high cohesion and morale being important. Success is defined in terms of internal climate and concern for people. The organization places a premium on teamwork, participation, and consensus. (p. 42-43)
Hierarchy	Stability	Internal	Characterized by a formalized and structured place to work. Procedures govern what people do. Effective leaders are good coordinators and organizers. Maintaining a smooth-running organization is important. The long-term concerns of the organization are stability, predictability, and efficiency. Formal rules and policies hold the organization together. (p. 38)
Market	Stability	External	A results-oriented workplace. Leaders are hard-driving producers and competitors. They are tough and demanding. The glue that holds the organization together is an emphasis on winning. The long-term concern is on competitive actions and achieving stretch goals and targets. Success is defined in terms of market share and penetration. Outpacing the competition and market leadership are important. (p. 40)



DESCRIPTIONS OF THE QUADRANTS



STRATEGIC PRIORITIES IN THE QUADRANTS IN TEAM DISCOVERY

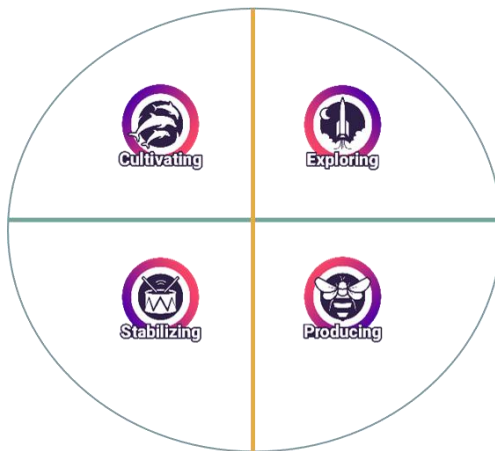


How do we turn a strategy into people terms that we know – to identify which profiles will – naturally - support which strategies.

MAPPING BEHAVIORAL PROFILES ACCORDING TO STRATEGIES

- **EXTRAVERSION** (Factor B) relates to **Flexibility** in the CVF model “outgoing, persuasive, and socially-poised”. These behaviors are valuable for flexible strategies (Exploring, Cultivating), which require teamwork and emergent structures.

- **PATIENCE** (Factor C) relates to **Internal Focus** in the CVF model. “patient, consistent, and deliberate”. These behaviors are valuable for internal-facing strategies (Cultivating, Stabilizing), which focus on the employees’ needs and the stability within the organisation.



- **FORMALITY** (Factor D) relates to **Stability** in the CVF model. High Formality individuals are “organised, precise and self-disciplined”. These behaviors are valuable for stable strategies (Stabilizing, Producing), which necessitate order and control to achieve results.

- **DOMINANCE** (Factor A) relates to **External Focus** in the CVF model. “independent, assertive, and self-confident”. These behaviors are valuable for external-facing strategies (Exploring, Producing), which focus on competition and the external demands of the market outside the organisation.

MAPPING BEHAVIORAL PROFILES ACCORDING TO STRATEGIES

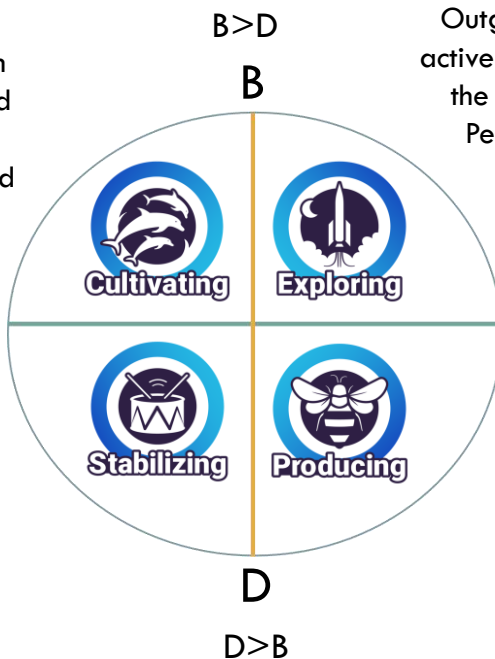
Friendly and accepting, make group decisions and respect the consensus. Tend to avoid conflict, but when it occurs, it's addressed in a constructive manner and used to strengthen relationships. There is a strong sense of communal ownership over work activities, and time, help, and resources are freely shared.

Build employee commitment, loyalty, and morale.

Known for being “by-the-book” and cautious with risk. Work together with clear expectations about who does what and when. May share information on a “need to know” basis. With clearly delineated roles and tasks, they are structured to avoid conflict.

Improve efficiency and predictability of services.

C > A C



Outgoing, cooperative, and eager to work together. An active desire to learn and try new things. With an eye on the big picture, they share ideas freely and informally. People stand by their views but are willing to listen to others allowing for constructive conflict.

Create unique products/services.

Task-oriented with an eye on the prize. Not afraid to reach out to a colleague whose skills can help get the work done. Look to share complementary strengths and skills in a way that ensures both parties benefit. Understand how to navigate their internal and external networks in order to meet lofty goals.

Acquire new customers and build a strong reputation.

UNDERSTANDING INDIVIDUAL MEMBERS – REFERENCE PROFILES



Teamwork & Employee Experience

TEAM MEMBERS TEND TO:

- Focus on collaboration and relationship building
- Be socially and interpersonally sensitive
- Prefer to support others to grow and develop

Process & Precision

TEAM MEMBERS TEND TO:

- Focus on process and predictability
- Be well-organized and efficient
- Prefer analytical decision making



B > D

C > A



D > B



Innovation & Agility

TEAM MEMBERS TEND TO:

- Focus on pursuing new innovations
- Be open to risk and experimentation
- Prefer to act quickly and assertively

A > C

Results & Discipline

TEAM MEMBERS TEND TO:

- Focus on results and goal achievement
- Be driven and competitive
- Prefer a focus on tasks and execution



PROFILES NEEDED ?

- ❖ What are the “best” profiles for high performing companies, people intensive businesses, growth companies etc.?

PLANNING THE STRATEGY

S T A R T U P



- Responsibility unstructured
- Rapid change
- High risk
- High reward
- Lack of systems
- Lack of precedence
 - Rapid decision-making

R A P I D G R O W T H



- Building structure while growing
- Rapid change
- Less risk
- Some reward
- Systems proliferating
- Precedence and culture
- Developing:
 - Decision-making
- Organisational priorities
 - Customer/process focus
 - Teams, cross-functional

M A T U R I T Y



- Responsibility structured
- Some change
- Minimal risk
- Little reward
- Established systems
- Precedence
 - Structured decision-making

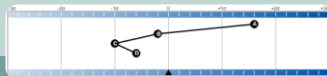
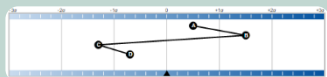
SITUATIONAL LEADERSHIP

DIFFERENT MATURITY STAGES, DIFFERENT PROFILES

S
T
A
R
T
U
P



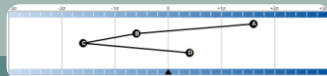
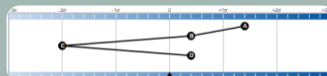
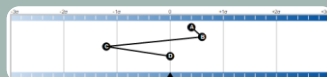
Entrepreneurial drive
Push change
Compete



R
A
P
I
D
G
R
O
W
T
H



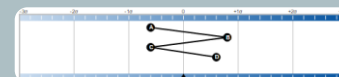
Organisation building while multi-tasking
Tension between democratic/participative
vs. Autocratic/entrepreneurial



M
A
T
U
R
I
T
Y



Expert maintenance
Process control
Task management



TEAM DISCOVERY – PROCESS OVERVIEW

- ❑ The functionality consists of 2 parts
- ❑ Part 1 'Discover Your Team Type' covering the elements YOU and YOU+OTHERS.
- ❑ Part 2 'Design for Strategic Action' covering YOU+OTHERS+WORK and ACTION.

The delivery of a team session can cover 1+2 or 1 (stand alone)

The objective is to create AWARENESS, provide INSIGHT and guide ACTION !

PART 1



YOU

Deeper self-awareness of your strengths, potential blind spots, and areas of synergy and conflict within your team.



YOU+TEAM

An understanding of your team's makeup, including their strengths, potential blind spots, gaps, and trouble areas.



YOU+TEAM +WORK

The ability to see yourself, your team, and your strategy in one centralized place to identify alignment and gaps so you can drive results.



ACTION

A clear path forward to begin building and aligning teams that deliver results for your business.



Part 1: Discover your Team Type

Explore individual work styles, uncover your team's collective strengths and blindspots, and collaborate better than ever with scientifically-backed recommendations.

PART 1: UNDERSTANDING INDIVIDUAL MEMBERS

Teamwork & Employee Experience


TEAM MEMBERS TEND TO:

- Focus on collaboration and relationship building
- Be socially and interpersonally sensitive
- Prefer to support others to grow and develop

Process & Precision

TEAM MEMBERS TEND TO:

- Focus on process and predictability
- Be well-organized and efficient
- Prefer analytical decision making


Jane Austen
 A Captain is a problem solver who likes change and innovation while controlling the big picture.

STRENGTHS:


- Seeks to lead and have an impact
- People-oriented, sociable
- Able to deal with time pressure and change

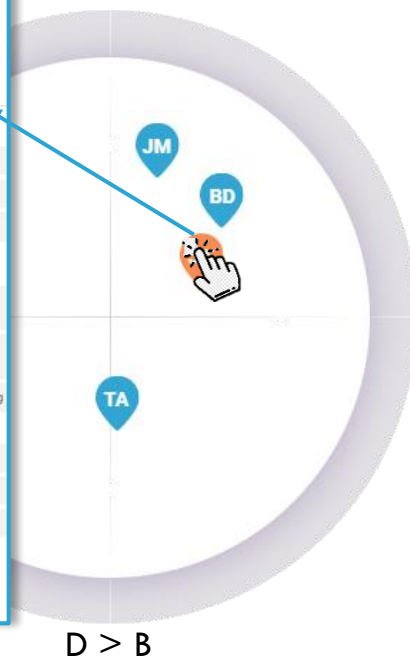
PREFERRED WORK STYLE:

- Proactivity, assertiveness, and sense of urgency in driving to reach personal goals
- Independent in putting forth their own ideas, which are often innovative and, if implemented, cause change
- Proactively connects quickly to others; open and sharing

POTENTIAL BLIND SPOTS:

- Can seem authoritative
- May appear to be brusque
- Struggles to adhere to structure or direction

PI BEHAVIORAL PATTERN:


 $B > D$

 $A > C$
 $D > B$

Innovation & Agility

TEAM MEMBERS TEND TO:

- Focus on pursuing new innovations
- Be open to risk and experimentation
- Prefer to act quickly and assertively

Results & Discipline

TEAM MEMBERS TEND TO:

- Focus on results and goal achievement
- Be driven and competitive
- Prefer a focus on tasks and execution

PART 1: ESTABLISHING THE TEAM TYPE

VIEW ALL TEAM TYPES 

Understanding the TEAM You+Others

An **EXPLORING TEAM**

Daring | Risk Tolerant | Imaginative



60% in Exploring

30% representatives in a quadrant to count



PART 2



YOU

Deeper self-awareness of your strengths, potential blind spots, and areas of synergy and conflict within your team.



YOU+TEAM

An understanding of your team's makeup, including their strengths, potential blind spots, gaps, and trouble areas.



YOU+TEAM +WORK

The ability to see yourself, your team, and your strategy in one centralized place to identify alignment and gaps so you can drive results.



ACTION

A clear path forward to begin building and aligning teams that deliver results for your business.



Part 2: Design for Strategic Action

Align on your team's objectives, unlock unique insights based on your Team Type + Objectives, and get a clear path to success with a custom action plan.

PART 2: STRATEGIC PRIORITIES

Understanding the WORK to be Done



Objectives

Leadership Team

Standard Team

Highly effective teams are clear on their goals. Identify your team's current priorities.

Teamwork & Employee Experience

Promote from within to foster a culture of engagement and professional development.

Increase team cohesion in order to improve team-level outcomes.

Increase employee engagement to improve productivity

Innovation & Agility

Foster and cultivate creativity or a new vision for the company.

Determine how best to commercialize our new ideas or inventions.

Create or redefine our company's brand and perception

THE STRATEGIES



Can be either Exploring and Stabilizing or Cultivating and Producing



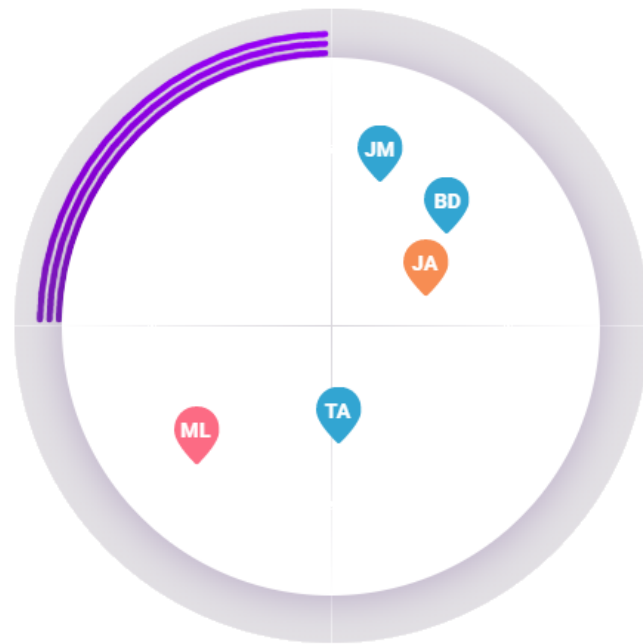
PART 2: INSIGHT & ACTION

Team Type + Objectives

Explore your Team Type through the lens of your objectives.

Takeaways

Boost the odds of success for your **Exploring Team** pursuing a **Cultivating Strategy** with these scientifically-backed recommendations.



PREPARATIONS FOR A TEAM DISCOVERY SESSION

Make sure all attendees have received feedback on their PI BA

Make sure the leader of the team attends

Use the workbook during the session

Technical and scientific explanations do not necessarily belong in your delivery to the team

Establish if you want to go with 1+2 or 1 (stand alone)

SOFTWARE DEMONSTRATION - DRY RUN

RESOURCES

The workbook

The software

[Design Resource Center](#)

- [Team Performance Certification](#)

Case studies (videos) [Turnover](#) [Market Disruption](#) [Stalled Growth](#)

Dream Teams Summit in January – [Registration link](#)

Train-the-trainer sessions – contact Humanotics for details

WRAP-UP

What we have covered

TEAM DISCOVERY

- ❑ Scientific offset
- ❑ What is it?
- ❑ Why do I use it?
- ❑ How do I use it?

SOFTWARE

- ❑ Overview of the process
- ❑ DRY RUN

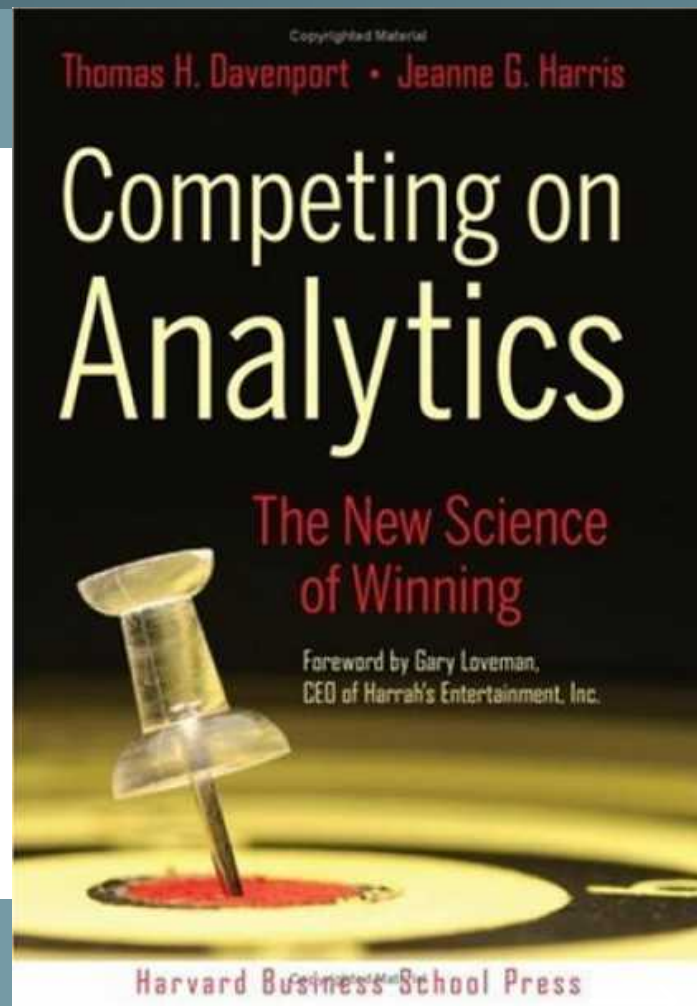
RESOURCES

Q&A

“The most frequent sources of problems and failure in a job are a result of mismatched personalities ...

... and not through a lack of skill, knowledge or experience”

Davenport & Harris



We are ready to help and support you (also)
in your work with Team Discovery ...

Team Type Appendix



Exploring Team

DARING | RISK-TOLERANT | IMAGINATIVE

- Outgoing, cooperative, and eager to work together.
- You have an active desire to learn and try new things.
- With an eye on the big picture, you share ideas freely and informally.
- People stand by their views but are willing to listen to others allowing for constructive conflict.



Bolstering Team

SOCIAL | FUN | ENERGETIC

- You support each other's ideas, and you like to brainstorm together in the name of innovation.
- You always cheer each other on, and you are proactive in helping each other and sharing information.
- With an informal communication style, you enjoy robust discussions.
- Since you address conflict head-on, relationships—and trust—grow stronger over time.



Cultivating Team

COOPERATIVE | SUPPORTIVE | LOYAL

- You are a friendly and accepting team.
- You make group decisions and respect the consensus.
- You tend to avoid conflict, but when it occurs, you address it in a constructive manner and use it to strengthen relationships.
- There is a strong sense of communal ownership over work activities, and you share time, help, and resources freely.



Anchoring Team

PROCESS-ORIENTED | STEADY | EAGER TO HELP

- You're a cooperative, patient, and dependable group.
- Organized and careful in planning work activities, you still welcome input and try to get the whole team involved.
- Team members are highly in tune with what's going on within the organization and are less externally focused.
- There are established procedures for addressing conflict to minimize detrimental outcomes.



Stabilizing Team

STRUCTURED | TASK-FOCUSED | PRACTICAL

- Known for being “by-the-book” and cautious with risk.
- You work together with clear expectations about who does what and when.
- You may share information on a “need to know” basis.
- With clearly delineated roles and tasks, you are structured to avoid conflict.



Executing Team

DISCIPLINED | CONSCIENTIOUS | PROFESSIONAL

- Your team can be best described as straightforward and practical.
- Team members exchange information and resources based on each other's area of expertise.
- The group may tend to complete their own work individually prior to bringing each piece together as a group.
- You address conflict logically and objectively with a focus on what happened, not who is involved.



Producing Team

COMPETITIVE | INTENSE | TASK-ORIENTED

- You are task-oriented with your eye on the prize.
- You are not afraid to reach out to a colleague whose skills can help you get your work done.
- People look to share complementary strengths and skills in a way that ensures both parties benefit.
- The team understands how to navigate their internal and external networks in order to meet their lofty goals.



Pathfinding Team

FAST-PACE | GOAL-ORIENTED | COMPETITIVE

- Your team can be described as "relentless."
- Each person champions their point of view.
- You see conflict as valuable—it forces you to challenge each other and think differently.
- The team is action-oriented—be considerate of taking time to coordinate and share resources.



Adapting Team

FLEXIBLE | EQUIPPED FOR CHANGE

- You self-organize and work together to combine your individual strengths.
- You exchange information organically.
- Your expectations for how to work adapt over time.
- When conflict arises it may be due to behavioral differences, but your team is malleable enough to mediate as appropriate.

Strategy Type Appendix



Exploring Strategy

Seek to create unique products/services.

- Experiment with a wide variety of new ideas and initiatives to see what will have the biggest impact.
- Keep goals flexible and steer clear of narrowly defined objectives.
- Ensure processes are adaptable and decentralized to support quickly taking advantage of new opportunities.
- Success is about products and services that are unique in the market.



Bolstering Strategy

Seek to innovate while also engaging and retaining employees.

- Work to retain top talent.
- Create a sense of staff identity.
- Experiment with a variety of market-focused innovations and new ventures.
- Success is about both bringing unique products/services to market and maintaining high employee engagement.



Cultivating Strategy

Seek to build employee commitment, loyalty, and morale.

- Invest in employee development.
- Processes are predictable and accommodating so employees know what to expect.
- Make efforts to avoid work/personal conflicts.
- Success is about engagement and fostering a positive climate.



Anchoring Strategy

Seek to improve internal processes and invest in employee experience.

- Refine existing processes, products, or services.
- Focus on employees and being a good corporate citizen.
- Innovate around the employee experience while being selective about which business innovations to pursue.
- Success is about both fostering employee engagement and achieving higher performance from existing offerings.



Stabilizing Strategy

Seek to improve efficiency and predictability of services.

- Determine how to improve or simplify internal procedures to minimize risk, trim margins, and scale up rapidly.
- Standardize or automate processes.
- Pursue new innovations only after careful consideration.
- Success is about achieving higher performance from existing offerings and addressing service gaps to retain clients.



Executing Strategy

Seek to become more efficient and innovate through formal procedures.

- Implement structured systems to maintain consistency across customers.
- Innovate by leveraging existing resources.
- May only take very strategic risks.
- Success is about both achieving higher performance from existing offerings and increasing market penetration.



Producing Strategy

Seek to acquire new customers and build a strong reputation.

- Make a name for yourself by outshining the competition.
- Utilize tactics around pricing, quality, and delivery of products or services.
- Pursue innovations only if they add value to existing offerings or help distinguish them from competition.
- Success is about market penetration and market share.



Pathfinding Strategy

Seek to add customers while being open to innovation and partnerships.

- Focus on organizing around the most profitable or popular services.
- Innovation is common, but the focus is building offerings that have traction in the market.
- Being careful not to disrupt existing customer relationships.
- Success is about both products and services that are unique and increasing market share.



Adapting Strategy

May indicate a shift in strategic focus or a focus on multiple initiatives.

- May require a heightened level of agility as priorities shift.
- Teams with this strategy may have a lot on their plate due to unfocused clarity on the top priorities.
- May ask individuals on the team to play different roles on the project depending on the work to be done.
- May provide good opportunities for team members to grow and stretch to fulfill roles the strategy needs that may not exist on the team.



Balancing Strategy

A strategy balancing Innovation and Process seeks to promote both experimentation and efficiency.

- This strategy may have two distinct focuses, creation and scalability.
- May seek to make the innovation process scalable and testable.
- May help drive processes forward to ensure they are cutting-edge.
- Will have a good balance of customer focus and supporting team members in getting the work done well.



Balancing Strategy

A strategy balancing both Employee Experience and Results seeks to build staff engagement and acquire new customers.

- Strives to be the best in terms of their products and services as well as their people practices.
- The people-focused side of this strategy will help the results-driven side from becoming too intense to the detriment of its people.
- The results-driven side of the strategy will continue to raise the bar on employee performance.
- Lofty goals will be set with employee morale in mind.