

# Understanding your TeamScape Report Participant's Guide

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## Introduction

In a perfect world organisations always have sufficient resources to achieve their aims. Money is plentiful, materials are always in stock. People are fully trained and highly capable. Systems run flawlessly and are always fully optimised. All pigs are sleek, well fed and ready to fly.

In normal organisations, where these conditions are frequently not met, life is more problematic. Budgets are never as much as people feel they need, materials are frequently in short supply and people frequently need time to develop the necessary skills. Systems development seems to lag behind requirements and many people seem to use the wrong pig food.

Whenever these situations occur problems arise. Projects need to be adjusted to fit the budget constraints, resources frequently need to be shared or re-allocated and pigs are uncooperative. Solving these problems becomes a normal part of everyday life for teams and the individuals in them. However, people vary in the way they go about solving these problems. Some review the situation carefully aiming to understand everything before committing while other are more adventurous. Some know instinctively what needs to be done while others need time to think and consult.

It is these differences which quickly become sources of frustration and irritation within teams. And yet frequently the core differences are easily resolvable often being based on little more than different perceptions or ways of working. People will take offence at the way something is said or distrust the person who says it. People are different (some more different than others). All are capable of contributing but some always seem to contribute more.

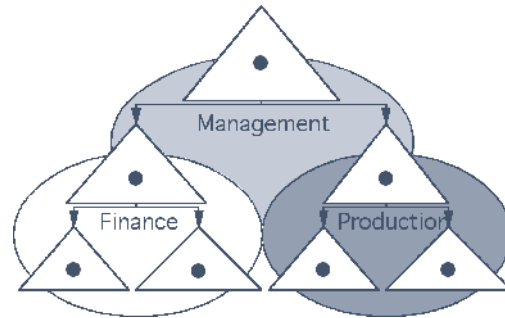
TeamScape concentrates on two key issues which are fundamental to people working together:

- 1** How they solve problems; and
- 2** How they reach an accord

The next sections explain these areas and the influence of Facet5.

## ❖ What is a team?

Likert, in 1961 described an organisation as a series of small groups linked by individuals who are members of one group and leaders of another. This became known as the "Linking Pin Model". As a result an organisation operates through a series of inter-linked and overlapping teams of individuals as shown here.



Such teams are frequently pulled together because of specific technical skills of the members. Somebody once pointed out however that:

*"around here we hire people for their technical skills and fire them for their interpersonal skills!"*

The tacit understanding of this fact has led to many organisations implementing "team building" as a continuing process. A team in such an organisation consists therefore of a group of people who work together in order to achieve a common goal. There is also an assumption that the team stays together for a reasonable length of time i.e. it does not just form momentarily.

Analysing work done by McKinsey & Company with many business teams, Katzenbach and Smith<sup>1</sup> recognised the existence of two types of groups working together. They refer to these as Working Groups and Teams. The two groups differ as follows:

Working Groups	Teams
Strong, clearly focused leader	Shared leadership roles
Individual accountability	Individual & mutual accountability
Group's purpose is the same as the organisation's mission	Specific team purpose which the team itself delivers
Individual work products	Collective work products
Efficient meetings	Open ended discussion and active problem solving meetings
Effectiveness measured indirectly by influence on others	Performance measured directly by assessing collective work products
Discusses, decided and then delegates	Discusses, decides then does real work together

*"A team is a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable."*

## ❖ The Creation of Teams

Many organisations work almost exclusively through teams. People rely on each other, one person using the information produced by another and then integrating with a third or fourth. The concept of teamwork has been extensively discussed and researched in recent years. Management theory and practice places enormous emphasis on the functioning of teams. Some people such as Katzenbach and Smith<sup>2</sup> emphasise the processes and structure of teams in an attempt to maximise team performance while others such as Meredith Belbin<sup>3</sup> and Margerison and McCann<sup>4</sup> moved more towards evaluating the different contributions which different people make to a team's functioning. This lead to some well known views about appropriate team functioning. Teams are said to work though stages of development such as: Forming, Storming, Norming and Performing<sup>5</sup>. Alternatively they are seen to move from a working group through pseudo-team, potential team, real team and finally high performance team. Others try to classify teams according to the way they were developed. Teams can therefore be classified according to whether they are Permanent or Temporary and whether they are formal or informal. This yields the following classification:

	<b>Temporary</b>	<b>Permanent</b>
<b>Formal</b>	These are referred to as a project team. They are typically set up for a specific purpose but will be disbanded once the project is completed. IT introduction teams, Change teams and Factory commissioning teams are typical.	These are described as work groups and frequently are very long lived. They perform a function within an organisation such as sales administration, Market research etc.
<b>Informal</b>	Often referred to as a strategic alliance, they are loose linked groups of people with common interests who join together specifically to enhance their chances of commercial success. Without any specific commercial interest in each other they will recognise the joint benefits of working together.	These may not be teams in the traditional sense. They are a network that exists because they get on well together and share views and possibly values. They are not only informal in that the organisation did not actually set them up, but it is unlikely that any organisation could ever set them up. In many ways they are the soul of the organisation and consist of like-minded people.

### The Structure of Teams

However being able to classify a team is of little use in terms of improving its performance. Here people like Belbin opened an alternative line of thought with the recognition that people fulfil different roles in a team and that this role is related to their personal style. Understanding their personal style will help to understand how they will contribute best. Some are unhappy making a decision unless they really have all the data to hand while others are happy to take a risk. Some get frustrated with theories and concepts, preferring to get their teeth into something practical. Others enjoy dreaming and conceptualising.

The predisposition people have for different elements of work reflects their own personal style. This is the concept sometimes called "thinking", "learning" or working styles<sup>6</sup>: i.e. people differ in the way that they go about their work. These differences are consistent over time and reflect individual preferences and personalities. Each style has its strengths and risks.

### **Complementary vs Supplementary Teams**

Some people suggest that a team needs to have a balance of different styles in it in order to be effective. Teams with key "roles" missing need to find ways of plugging the gaps. This approach is termed "complementary" team formation and some are adamant that complementary fit is of paramount importance and that organisations should try to achieve a well-rounded team by including a range of people with different operating styles. Teams should be selected to broaden the base of people in the organisation. This "Complementary" selection "adds what is missing" to the team.

An alternative suggestion is that the most effective teams are those where people of similar styles are working together. This approach is referred to as "supplementary" team formation. Selected this way new people will embellish and enhance the team's way of working.

There is great debate as to the relative value of supplementary and complementary team formation. There does not seem to be a clear answer to this debate. While there is a great deal of anecdotal data around in support of the complementary fit model, there is very little hard research to support it. In fact when Amy Kristof reviewed the available evidence on Person-Organisation fit which is a related topic she found the data to be equivocal<sup>7</sup>. It may be summarised as follows:

- Supplementary fit is best where there is a closely defined culture and accepted ways of working. What is needed is "more of the same" as opposed to "new ideas". This may be the case for example in call-centres where people are expected to follow a well-defined script.
- Complementary fit may be better where a variety of ideas and approaches is helpful. There is some suggestion that this is better at senior management level.
- There is little evidence to suggest that heterogeneous teams (built for complementary fit) are more creative than homogeneous teams.
- Supplementary fit seems to be more important for people who have strong social needs.

Whichever approach is preferred, Facet5 allows the mix of styles in the team to be quickly and accurately assessed.

## ❖ The TeamScape Model

Work produces problems and the processes we use for resolving these problems have been studied extensively for many years. Some people have suggested procedure-based approaches, specifying the steps that need to be gone through or processes that can be applied. For example if a manager wants to hire a new person or find a new office location much of the decision process is predefined and encapsulated in rules and practices. A manager can solve the problem by applying these rules. Such problem solving approaches are often written down in a procedure manual, which is usually out of date as soon as it is written. In other cases the process exists in memos and notes or more frequently in the minds of individuals in the organisation. This is where more experienced people contribute strongly to the process. Has it ever come up before? What did we do last time? What were the results? are all valid questions that rely on some store of archival information. This process works well where the issues can be clearly defined and people can be relied upon to follow the procedures.

On the other hand the problems we often deal with at work are often poorly structured, without precedent and with few guidelines for solution. Should we be in this market? Should we expand or contract to counter this threat? These are the sorts of problems which managers are more likely to face. Uncertainty can be introduced to a process when we:

- Don't know which events affecting the outcomes will occur
- Don't know the causal links in the environment
- Have little control over the environment
- Are in an unstable environment.

Researchers here have tended to focus on the Problem Solving process itself. It is widely suggested by researchers that the process can be looked at as a sequence of phases with one phase following logically from the previous one and building upon it. In most of these approaches the process is seen as circular leading people to two conclusions:

- Problem solving is a normal part of work and
- People solve problems differently depending on their own personal preference and style.

For team building to work effectively, team members need to have a simple, shorthand language to use to describe themselves and each other. Facet5 can provide this from the five main factors but there can be situations where a language of types can help to encapsulate the main characteristics of a range of similar profiles. The Facet Families provide this language.

The TeamScape report is an integrated part of Facet5 which can either be based solely on Facet5 data or can incorporate multi rater reviews from all members of the team. The report shows the approach adopted by a team when approaching problems at work and the team's preferred approach when faced with conflict or disagreement.

The report has 2 sections:

- 1 The Work Cycle
- 2 Reaching Agreement

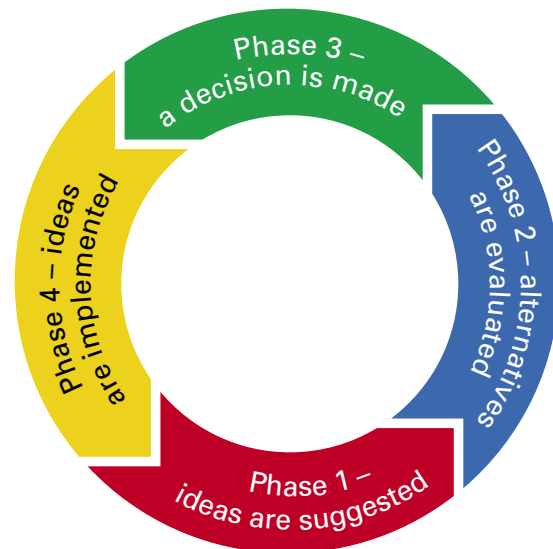
To get a fully rounded perspective TeamScope looks at both the natural tendencies highlighted by a person's Facet5 profile and the perceptions of other members of the team. This combination allows you to see:

- Your "natural" predisposition and
- The way your contribution is seen by others.

TeamScope also allows people to illustrate their ratings with comments and examples. These are presented in unedited form. The principles underlying TeamScope are shown on the following pages.

### The Work Cycle

Teams form for various reasons. They launch a product, review a process or manage a project. Whatever a team's purpose, it spends its time creating ideas, evaluating alternatives, making decisions and implementing them. It is possible to think of this process as a circular one with four phases:



To get the best decisions each phase must be taken, preferably in sequence. If a phase is left out the quality of the problem solving will suffer. Decisions without Evaluation or Actions without Ideas (looking at alternatives) are risky.

### Phase 1 – Idea Generation

Protocols at work here are:

Pragmatism (low Affection)	Ideation (high Affection)
Benefits: <ul style="list-style-type: none"> <li>• quick thinking and analytical</li> <li>• pragmatic and keen to get to the point</li> <li>• cut through complexity to the core issues</li> <li>• focused and precise.</li> <li>• Looks at practical implications</li> </ul>	Benefits: <ul style="list-style-type: none"> <li>• listen to others 'ideas.</li> <li>• Look at problems from all angles</li> <li>• possibilities are discussed</li> <li>• imaginative ideas ahead of practicalities</li> <li>• search for what is "right".</li> </ul>
Risks: <ul style="list-style-type: none"> <li>• Can prejudice issues</li> <li>• oversimplify issues</li> <li>• dismissive and sceptical of others views</li> </ul>	Risks: <ul style="list-style-type: none"> <li>• may seem utopian and impractical</li> <li>• creative but idealistic</li> <li>• overcomplicated</li> </ul>

### Phase 2 – Evaluation

Protocols at work here are:

Revolution (low Control)	Evolution (high Control)
<p>Benefits:</p> <ul style="list-style-type: none"> <li>encourages radical ideas and strategies</li> <li>challenges the status quo and take risks</li> <li>prefers concepts to details</li> <li>produces many ideas</li> <li>tries to “break the mould”</li> </ul>	<p>Benefits:</p> <ul style="list-style-type: none"> <li>logical - moves from one issue to the next</li> <li>looks at the background and implications</li> <li>wants details and evaluates alternatives</li> <li>careful and rational</li> <li>based on precedent and research</li> </ul>
<p>Risks:</p> <ul style="list-style-type: none"> <li>can be unfocussed</li> <li>skips details and avoids routine</li> <li>“different” for the sake of it</li> </ul>	<p>Risks:</p> <ul style="list-style-type: none"> <li>conservative</li> <li>avoids risks</li> <li>slow to adapt</li> </ul>

### Phase 3 – Decisions making

Protocols at work here are:

Defer till later (low Will)	Decide quickly (high Will)
<p>Benefits:</p> <ul style="list-style-type: none"> <li>listens before forming an opinion</li> <li>base decisions on careful review of data</li> <li>accommodating and able to fit in others</li> <li>approach problems carefully</li> <li>analyses all aspects before committing</li> </ul>	<p>Benefits:</p> <ul style="list-style-type: none"> <li>decides quickly</li> <li>defends a position with conviction</li> <li>will take charge of events and impose</li> <li>clear and well expressed opinions</li> <li>ignores others viewpoints</li> </ul>
<p>Risks:</p> <ul style="list-style-type: none"> <li>may over-analyse and be slow to decide</li> <li>avoids responsibility</li> <li>fail to take initiative</li> </ul>	<p>Risks:</p> <ul style="list-style-type: none"> <li>struggles to see alternative points of view</li> <li>quick to give opinion but slow to change</li> <li>overrides quieter people</li> </ul>

### Phase 4 – Implementation

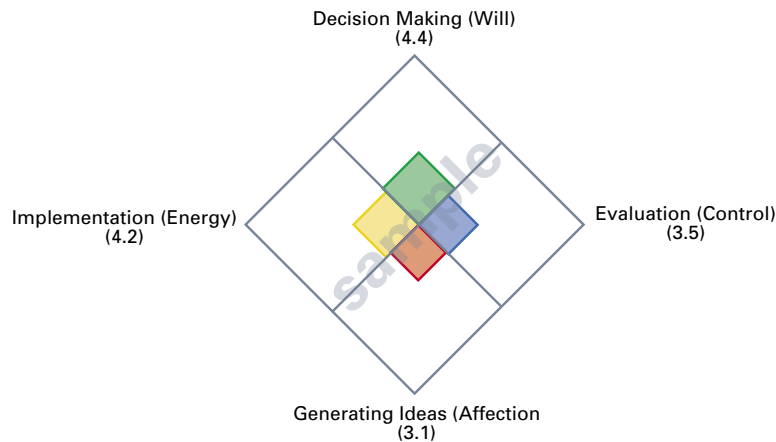
Protocols at work here are:

Understand it (low Energy)	Try it (high Energy)
<p>Benefits:</p> <ul style="list-style-type: none"> <li>considered and careful</li> <li>thinks things through before committing</li> <li>researches before stating a position</li> <li>prefers to read and try to understand</li> <li>identifies flaws and avoids problems</li> </ul>	<p>Benefits:</p> <ul style="list-style-type: none"> <li>involved and active</li> <li>committed to the group process</li> <li>willing to try just to see what happens</li> <li>takes initiative explores alternatives</li> <li>learns through trial and error</li> </ul>
<p>Risks:</p> <ul style="list-style-type: none"> <li>can avoid new and untried ideas</li> <li>may seem unadventurous and risk averse</li> <li>may not communicate with others</li> </ul>	<p>Risks:</p> <ul style="list-style-type: none"> <li>can lack caution</li> <li>doesn't think ahead</li> <li>impulsive</li> </ul>

It would appear logical that not only are all of these phases important in the problem solving process but they probably belong in sequence. Evaluation can really only be carried out once there is a range of options to Evaluate. A Decision should only be made once the options have been evaluated. Implementation without a clear agreed decision can lead to wasted time and effort. And unconditional, objective discussion of the results of the action are critical elements of the review.

### Interpreting your Work Cycle chart

You can see how you fit into this part of the model by looking at the chart on page ?? of your TeamScope report. It will look similar to this:



The boxes are drawn based on your Facet5 profile. A high Facet5 score will lead to a large proportion of the box being filled. A low Facet5 score will lead to a small proportion of the box being filled. An average score (say between 4 and 7) will fill about half of the box. Remember that high and low Facet5 scores are equally important so small and large boxes are equally significant. If you have a high Will score and therefore your Decision Making box is proportionally large, then this will be a big contribution of yours to the team process. If you have a low Will score and therefore a small Decision Making box then this indicates that you will contribute in other ways perhaps by holding back and considering.

You will also see some comments headed "Your Contribution to the Work Cycle". This summarises your likely contribution based on your Facet5 profile.

Next you can see how your preferences compare to your colleagues. This chart shows each of the Work Cycle elements independently and also brings in other elements such as where other team members fit on the same scales. Where you have multi-rater views as well this page shows them as well. So from this page you can see where you fit within the team and where they feel you contribute most effectively.

### Reaching agreement and resolving disputes

We now know that each person has their own way of approaching a problem and contributing to the group process. However, this means that there will often be differences of opinion as to how to proceed. Some will argue while others withdraw. Some will retire to reflect while others demand a conference. One result of these different approaches is the creation of tension between colleagues. This is not because one is right and all the others are wrong. It is rarely because two have seen the light while others wallow in darkness. More often it is because the "convergent" thinkers in the group haven't been given enough time or information. Or because those who want a result quickly are frustrated at having to go over it all again and again. Or because someone who sees herself as an expert feels she's not been consulted.

Leading theorists in the field of Conflict Resolution have all identified the role of individual differences in Conflict Resolution strategies. Again the issue of different personal styles arises. Not only do people approach problems in their own way but, when things go against them, they have their own way of resolving issues and persuading others. Research has defined three broad elements:

- **Orientation** The most common is that people approach a dispute with a different orientation. These can be described as broadly “competitive” or “cooperative”.
- **Tactics** Even people who have adopted a particular approach can still differ in how they go about achieving their aims. For example some are more formal and structured, relying on precedent and rules while others are willing to try anything to achieve their aims.
- **Proportionality** People also differ in terms of just how concerned they are about the outcome. Some are phlegmatic and sanguine. It doesn't matter much if they lose – they can always try again. Others are much more intense and concerned. They take things seriously – perhaps too much so.

This report looks at each of these elements.

**Orientation**

Some people approach a dispute with a view to satisfying themselves while others try to satisfy others. Some “assert their own needs” while others focus on cooperating with others. The former may be described as Assertive or Competitive. The latter as Cooperative. A Cooperative person discloses their position and assumes others will do likewise. An Assertive person is cautious about what they disclose. A Co-operative person makes concessions to show willing while an Assertive person demands a “quid pro quo” – something in return. Co-operative people are open and honest. Assertive people are more guarded and cautious. These differences in philosophy are summarised below:

Assertive	Cooperative
<ul style="list-style-type: none"> <li>• I win if you lose</li> <li>• I am aiming for a larger share for myself</li> <li>• I am trying to secure an advantage for my side</li> <li>• I am prepared to look for a trade-off</li> <li>• I will be tough and assertive</li> <li>• I will divulge only what I feel is necessary</li> <li>• I focus on my own needs</li> <li>• I pre-define the agenda so we know where we stand</li> <li>• I want to keep things business-like</li> </ul>	<ul style="list-style-type: none"> <li>• I win if you win</li> <li>• We should share rewards</li> <li>• We are fair in negotiations</li> <li>• I am prepared to compromise and concede</li> <li>• I try to be open and honest</li> <li>• I am happy to disclose my requirements and limits</li> <li>• I look for areas where we agree</li> <li>• We work together to develop an agenda</li> <li>• I want to establish a relationship</li> </ul>

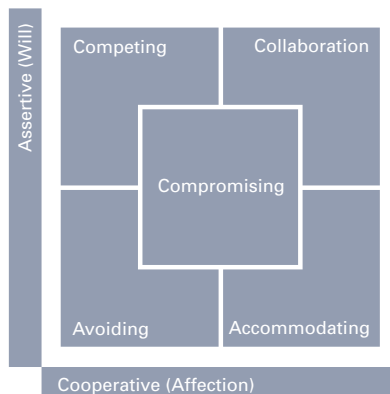
### Orientations and Facet5

These dimensions, (Cooperative and Assertive) are clearly linked to Facet5. Both Will and Affection contribute strongly to this Cooperative/Assertive balance.

<b>Will</b>	<b>High Will</b> people are more Assertive. They have a clear opinion and want others to accept it. If people disagree they will argue to win the point. They want to dominate the debate and win.
	<b>Low Will</b> people tend to be less Assertive. They don't have strong views and are prepared to listen. They can be talked out of things more easily and quickly see the benefit of another's opinion. They would rather fit in with others' suggestions.
<b>Affection</b>	<b>High Affection</b> people are more Cooperative. They naturally look at things from the other person's point of view. They listen to others and value their input. They encourage people to say what it is they want and tend to put their own needs last.
	<b>Low Affection</b> tends to see things from a more personal perspective and be less Cooperative. They tend to view things in terms of what it means for them. What impact does it have, what can they get out of it.

These two factors will have a multiplying effect. If Will is high and Affection low then the person is even more "Assertive". If Will is low and Affection high then the person will be even more "Cooperative".

### The 5 Orientations



#### Competing (Will+ with Affection-) – Win-Lose

They feel that conflict is normal and unavoidable. Some people are right and some people are wrong. The key issue is who is right. Argument may be necessary to get this view across
<p><b>Typical Actions</b></p> <ul style="list-style-type: none"> <li>• Lets you know what they want</li> <li>• Argues their own case strongly</li> <li>• Focuses on their own goals</li> <li>• Focuses on their needs</li> <li>• Argues to convince others</li> <li>• Prepared to go it alone</li> </ul>
<p><b>This style is useful when:</b></p> <ul style="list-style-type: none"> <li>• quick, decisive action is needed</li> <li>• where unpopular courses of action need implementing</li> <li>• on vital issues when you know you're right</li> <li>• to protect against people who take advantage</li> </ul>



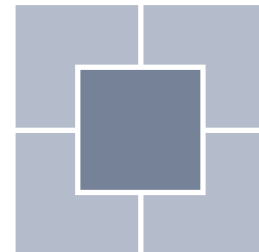
**Collaborating (Will+ with Affection+) – Win-Win**

<p>Collaborators believe that conflict is natural. We should value people's differences and prize uniqueness. We should recognize tensions and contrasts and work through conflicts to get a result.</p>
<p><b>Typical Actions</b></p> <ul style="list-style-type: none"> <li>• Discusses the issues directly</li> <li>• Shares the problem with others</li> <li>• Is concerned to satisfy everybody's wishes</li> <li>• Quickly tries to resolve differences</li> <li>• Seek other's help in working out a solution.</li> <li>• Tells others their own ideas and ask for others</li> </ul>
<p><b>This style is useful when:</b></p> <ul style="list-style-type: none"> <li>• concerns are too important to compromise</li> <li>• you want to learn from others</li> <li>• you need to see things from different perspectives</li> <li>• gain commitment by involving others</li> </ul>



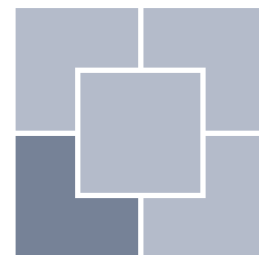
**Compromising (average Will and Affection)**

<p>They see conflict as best resolved by cooperation and compromise. If each comes halfway, progress can be made by the democratic process. They will trade off to get an agreement but they expect some movement from the other person as well.</p>
<p><b>Typical Actions</b></p> <ul style="list-style-type: none"> <li>• Is happy to give up some points in exchange for others</li> <li>• Often proposes a middle ground</li> <li>• Tries to find a compromise</li> <li>• Looks for a fair balance of gains and losses for all</li> <li>• Looks for a position between their own and others</li> <li>• Prepared to trade-off</li> </ul>
<p><b>This style is useful when:</b></p> <ul style="list-style-type: none"> <li>• goals are not worth the disruption caused by being assertive</li> <li>• people of equal power are committed to mutually exclusive goals</li> <li>• you want to achieve temporary settlements</li> <li>• you need a quick expedient solution</li> </ul>



**Avoiding (Will- and Affection-) – Lose-Lose**

<p>Conflict is a waste of time and best avoided. They're not particularly interested in what other think. They prefer leave it to others to sort out.</p>
<p><b>Typical Actions</b></p> <ul style="list-style-type: none"> <li>• Seems to ignore differences of opinion</li> <li>• Avoids taking controversial positions</li> <li>• Avoids unpleasantness and argument</li> <li>• Tries to stay away from tensions situations</li> <li>• Will defer an issue to gain time to think it over</li> <li>• Lets others take responsibility</li> </ul>
<p><b>This style is useful when:</b></p> <ul style="list-style-type: none"> <li>• when an issue is trivial or others are more pressing</li> <li>• you want people to cool down and regain perspective</li> <li>• when more information is needed</li> <li>• when others can resolve it more effectively</li> </ul>



**Accommodating (Will- with Affection+) – Lose-Win**

They tend to think conflict is usually disastrous, so it's better to avoid it. Sacrifice your own interests, ignore the issues, put relationships first but keep peace at any price.

**Typical Actions**

- Tries to soothe feelings to preserve a relationship.
- Will sacrifice their own wishes for others
- Tries not to hurt the other's feelings
- Tries to keep other people happy
- Always tries to be considerate of others' wishes
- Tries to stress those things where they agree

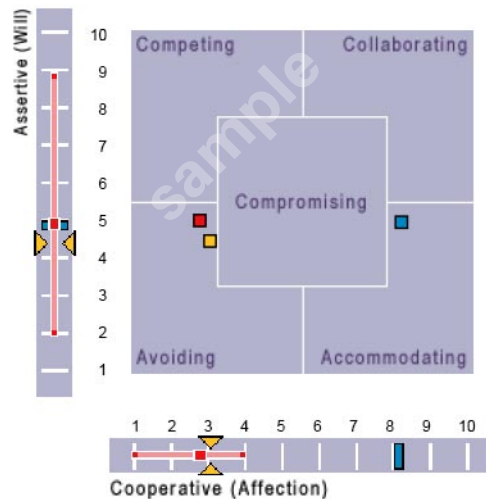
**This style is useful when:**

- when it's more important to others than you
- as a goodwill gesture
- you want to collect credits for later issues
- when preserving harmony is more important



**Interpreting your TeamScope Orientations chart**

This chart also combines your Facet5 data with the ratings received from others. If there is multi-rater information you will remember that each of you was asked where your team was in terms of Cooperation and Assertiveness. This chart shows the results of that review. It looks like this:



The vertical bar shows the ratings on Assertiveness along with a prediction based on your Will score. The horizontal chart shows your ratings on Cooperativeness along with an estimate based on your Affection score. It also shows the range of scores and ratings for the whole team.

By plotting these scores onto the chart you have an indication of where you fall on the five "Orientations" defined previously. If you score high on Will then we would suggest you are more "Assertive". If this is combined with low Affection then we would see you as falling into the Competing style by nature. This is shown by the yellow box on the chart. When asked directly your own estimate is shown by the blue dot. Where others see you is shown by the red dot.

If the three dots are close together this indicates that the way you are seen by others, the way you see yourself coincide and this is supported by your natural style. The only question then is whether this style is conducive to effective team work. If there are big differences between the way you see yourself and the way others see you. Or your self rating and your natural style, then this should be considered with your colleagues and your facilitator.

## Tactics

People have a personal orientation when approaching a dispute and this is linked to their personality. These links are strongest for Will and Affection. However all this simply points out a generalised preference – it does not describe exactly how a person implements this preference. Here other factors become involved to define the tactics that are used.

### **Rule Conscious tactics**

Some when faced with a dispute, will look towards precedent, rules and regulations. They apply processes and procedure to sort out differences. These people are Rule Conscious. When they see dispute looming they will, if they have a mind to get involved at all, remain logical and sensible, setting an agenda and a process to resolve the issue. The process they apply depends on whether they are trying to impose a solution (a Competitive approach) or whether they are trying to help others (a Cooperative approach).

### **Rule Free tactics**

The alternative is where people treat each situation as unique and worthy of innovative and individual solution. These people place little reliance on history since they believe every situation has to be treated on its merits. A new situation merits a new solution. These people are Rule Free. They are not bound by precedent (they may not even be aware of it) and if existing regulations get in the way they will work around or ignore them. How they go about it again depends on whether they are Assertive, in which case they will demand to get their way whatever it takes or Cooperative in which case they will try to help, regardless of the rules.

### **Tactics and Facet5**

In observations with Facet5 over many years it is clear that this element is linked to Facet5 scores too. High Control people are more likely to look for guidelines and precedent in order to resolve a dispute. Low Control people will take each situation as it comes and are prepared to ignore precedent if it doesn't suit.

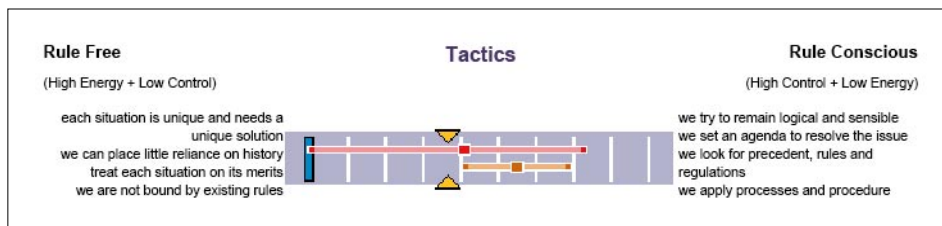
However the picture is a little more complex than just High vs. Low Control. For example Energy has an impact as well. High Energy, especially without the restraint of High Control brings in elements of risk taking and impulsiveness. Therefore the combination of High Energy + Low Control is more likely to take a "Rule Free" approach than just Low Control by itself. Conversely High Control accompanied by Low Energy is more likely to be seen to support the status quo and apply precedent and regulation. Low Control with Low Energy provides a different balance again. Such a person has little interest in rules and precedent but has no strong drive to actually do anything about it.

So the balance between Control and Energy indicates a preference for Rule Conscious or Rule Free approaches. Where the balance is extreme (either towards Energy or towards Control) there will be a greater tendency to action, one out of a sense of duty and the other out of an inbuilt need for action of some sort. To estimate this we use your Facet5 Energy and Control scores. By subtracting Energy from Control (remember each can range from a score of 1 to a score of 10) we can produce a Scale for "Rule Awareness" that runs from -10 (preferring Rule Free behaviour) to 10 (preferring Rule Conscious behaviour). We divide this by 2 to show your natural preference on the scale below. The yellow diamonds show your natural preference (based on your Facet5 scores). The blue bar is your self rating and the red bar shows how others see you. The orange bar shows the ratings for the whole of the team (including you).

This is an area for more research. For example, although the broad Energy to Control spread is fairly obvious, it is likely that other elements will modify it to some degree. Affection may soften a tendency to Rule Free behaviour if it might be seen to upset or disadvantage others. Will may impose a process (which can be seen as Rule Conscious behaviour) in order to dominate even if Control is low. These questions will be answered as the model progresses.

### Interpreting your TeamScope Tactics chart

This chart indicates your preference for Rule Free or Rule Aware behaviour. It also shows how other people see you. It looks like this:



The information in this chart is drawn from your Facet5 scores for Energy and Control and from the ratings given by your team members. Your score derived from Facet5 (Control – Energy) is indicated by the yellow diamond, your self rating by the blue bar and the rating given by others by the red box and whisker chart. The average ratings given to all other team members are shown by the brown/orange box and whisker chart.

## Proportionality

Some people seem to be able to take conflict in their stride and show little concern about it. Winning or losing is not a problem to them: they treat it as just another day and they move on to the next issue. They remain calm and unfussed. They may even seem to underplay concerns and some may feel they are under-reacting.

Others seem to over-react, become agitated and take things to heart. Therefore some people add intensity to the dispute while others' natural calm tends to defuse issues. This sense of proportion would appear to be linked to the 5th Facet5 factor: Emotionality. Such people may appear to overplay issues. Some people would see them as overreacting.

### Proportion and Facet5

What is missing is any obvious link between the decision-making models suggested by Kolb, Honey Kirton or Basadur and the Facet5 dimension of Emotionality. It is unlikely to have emerged from any work that used the MBTI as a base since it doesn't measure Emotionality directly. However there is considerable information from more traditional sources about the likely effect of Emotionality on learning. For example Emotional people are known to "Condition well and extinguish poorly" indicating that they tend to learn things quickly and remember them for a long time or, as Brand put it, "remember everything and forget nothing". However they are also easily distracted and can get things out of proportion so trainers need to be very careful that such people are kept on track. Similarly they tend to remember things in a less organised and sequential way and have an underlying lack of confidence which can cause problems learning new processes. They tend to stick to what they know. Does this make up a new learning pattern or does it just modify the way that the other four styles work?

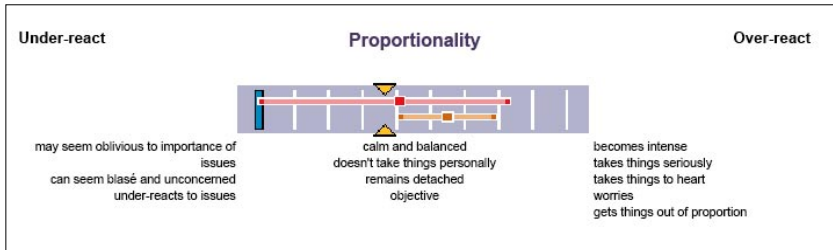
Emotionality influences the degree to which the person gets emotionally involved in a situation. Unemotional people do the opposite. They are very sure of themselves seeing themselves as "well sorted" human beings. Any problems that arise are unlikely to be related to anything they have done and therefore are not really worth worrying about. They are unconcerned with criticism and take stress in their stride. They are resilient and stable. They may appear to under-react or even care, appearing uninvolved, blasé and complacent.

Highly Emotional people take things more personally and things matter to them more. They tend to feel the stress of a situation more and suffer more as a result when things don't go their way. Remember that highly emotional people are less sure of themselves, more self conscious and more likely to react to criticism at a personal level.

In a dispute these two contrasting styles can significantly influence the intensity and passage of a dispute.

### Interpreting your TeamScape Proportion chart

This chart indicates your tendency to react significantly to events or to remain calm and dispassionate. It also shows how other people see you. It looks like this:



The information in this chart is drawn from your Facet5 scores for Emotionality and from the ratings given by your team members. Your Facet5 score is indicated by the yellow diamond, your self rating by the blue bar and the rating given by others by the red box and whisker chart. The average ratings given to all other team members are shown by the brown/orange box and whisker chart.

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