

“

Upon the conduct of
each depends the
fate of all. ”

Alexander the Great
King of Macedonia
(356-323 BC)

The SPECTRUM™ Behavioural Evaluation Team report

Feedback Report for
sample team

24th April 2012



Contents

Page	Details
3	Introduction to behaviour and SPECTRUM™
6	Your team SPECTRUM™ score
10	Team member's preferences (normal circumstances)
20	Stress behaviour
21	Team member's preferences (stressful circumstances)
26	Your team compared to others
28	Individual team member scores

Note: throughout the report, we use English spelling (e.g. 'behaviour' rather than the American 'behavior' or 'utilise' rather than the American 'utilize' or 'colour' rather than the American 'color').

Introduction



Teams are used as a basic organisational construct across the world and yet, surprisingly, the process of team analysis and development is so little understood within many organisations.

This booklet will help you understand the dynamic of effective teamwork from a behavioural perspective. It uses SPECTRUM as the basis for this analysis and is, therefore, very focussed and specific in terms of the feedback presented. We present it to you as a vital element of your team and individual development portfolio.

This booklet provides with the both the output from your Team Behaviour Evaluation and an interpretation of these results. This will provide you with food for thought about the types of behaviours your team currently prefers to use and how this impacts on performance. We wish you every success in applying this knowledge within your team.





About teams

Teams are the building blocks of the modern organisation. They are comprised of people and, therefore exhibit a whole range of potential misunderstandings, assumptions and miscommunications. A fundamental understanding of the behavioural preferences of team members allows both the team and its leader to have a greater chance of resolving issues of misunderstanding. This clarification also allows a solid platform for associated team development which will lead to enhanced performance. In short, it allows for collaboration between team members to utilise their strengths in harmony and negate any blind spots the team or individuals have.

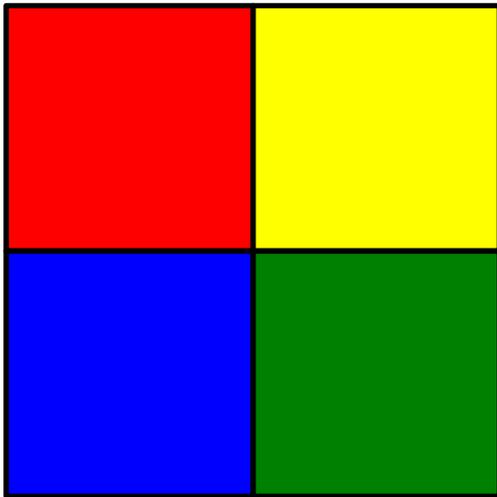
'In the long history of humankind (and animalkind too), those who learned to collaborate and improvise most effectively have prevailed'

Charles Darwin

What is behaviour?

Behaviour can be defined as what you do plus your voice (content, pitch, tone & volume) together with the appropriate use of facial mask and body language. **On the basis of these elements, others make assessments and judgements of you** – and you make assessments and judgements about others – both consciously and subconsciously. It is not merely about what you say but also, critically, how you say it. Our education, our environment, our role models, our genetic heritage, our situation, our culture, our values and our society's rules all combine to give us a complex range of inputs to our personal behavioural preferences and choices.

However, behaviour is not set – it is a choice. You can choose your content, pitch, tone, volume and body language and so you can choose to use the most appropriate behaviour for a situation. Knowledge about the individual profiles and the collective profile of the team provides a far greater insight into the types of behavioural choices we will make. This will allow us to analyse the strengths of these behaviours and the associated blind spots with far greater objectivity.



What does this report tell you?

The report is broken down into four main sections:

1. An overall analysis of the team: the aggregate / combined scores of individual team members and some of the implications of these scores.
2. Individual behavioural patterns of team members in normal conditions.
3. Individual behavioural patterns of team members when under stress.
4. A comparative review of the individual scores of team members.

A combination of the information contained within this report and a more detailed individual analysis should allow team members to understand and appreciate each other with a more objective view. Each member should have their own individual report generated when completing their evaluation.

The *SPECTRUM™* evaluation uses colours to explain the different behavioural preferences and choices we possess. The four basic colours – **RED**, **GREEN**, **BLUE**, **YELLOW**, give us the overview. A minority of people will have a very strong preference for just one of these but even they can choose to use the others. They just do so less frequently and probably less effectively. Most people have a blend of these colour preferences.

The colours are easy to understand:

Think of **Red**– what do you imagine? Fire, Blood, Heat, Danger - these are red behaviours. Change these words for **assertive, risk taking, hot headed, strong minded, action orientated** and you have a short profile of red behaviour.

Think of **Blue** and you could be thinking cold, water, sky, icebergs. Substitute these words for **calculating, calm, unemotional, thinking logically & safety**.

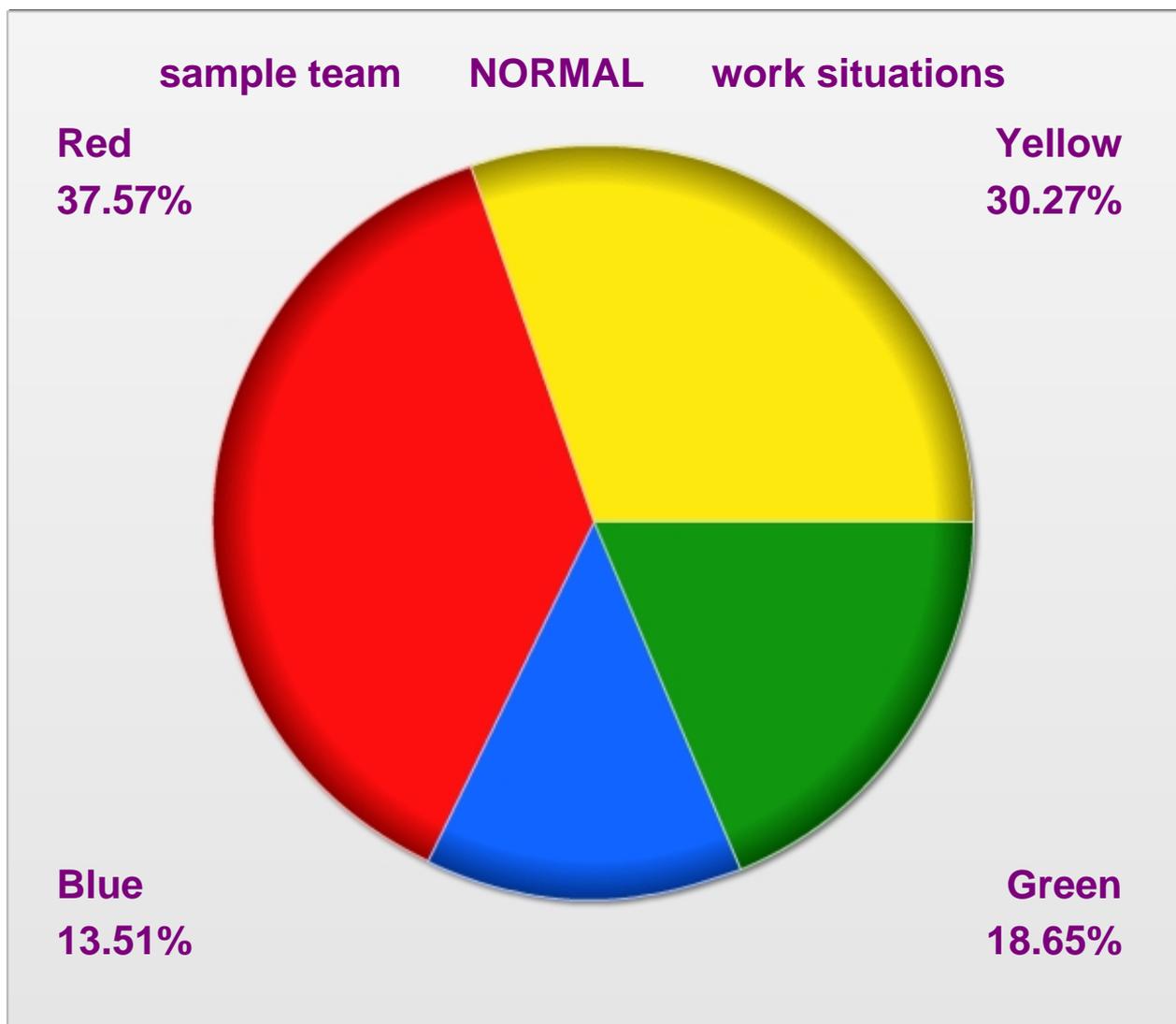
Green might include nature, trees, ecological ideals, peace. Substitute these words for **friendly, growing relationships, strong ideals of fairness and justice** – elements of green behaviour.

Lastly, imagine **Yellow** and you may see the sun, brightness and maybe gold. Substitute these words for **positive, smile, warm & happy** – characteristics of yellow behaviour.

Your team summary SPECTRUM™ score

Based on the answers team members gave to the questions, their personal blends of the 4 key behavioural colours are combined and shown below to give an overall team summary.

Individual behaviour will change with a different environment, with a different role and in stress situations – but these results are derived from the questions which sought to understand their behavioural choices in a NORMAL (non-stress) WORK situation.



This report is designed to be sufficiently understandable to give you an insight into your team behavioural preferences along with its strengths, weaknesses and possible blindspots.

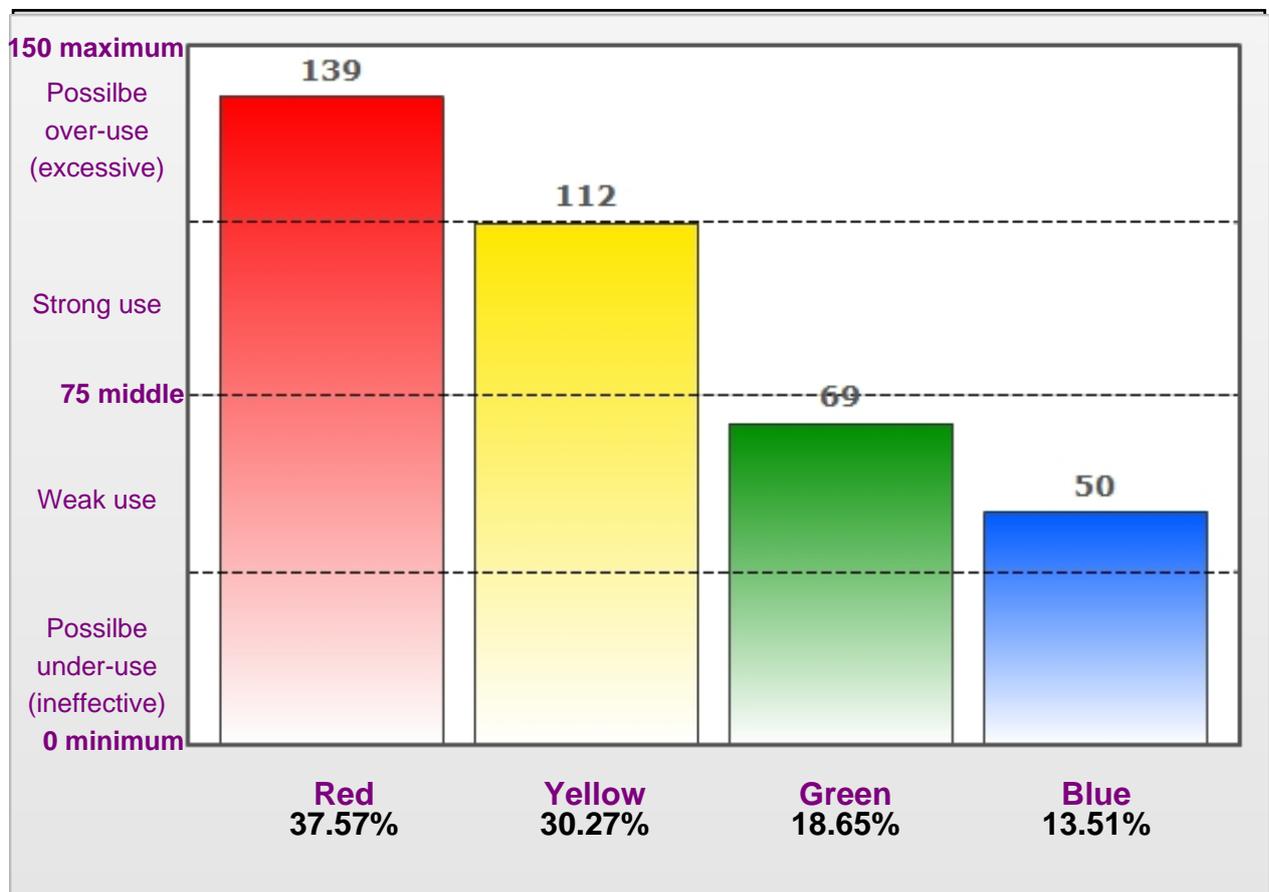
You may then wish to discuss it with a suitably qualified and experienced business coach. EvaluationStore.com lists a number of companies and individuals offering such coaching services.

Your team summary SPECTRUM™ score

In addition to considering the percentage scores, we suggest that you discuss the absolute scores your team. If your team score is high in a particular colour of behaviour, the team is likely to be adept at using it well. If you score low, you may not be using it to the greatest effect.

If you score very high, you may collectively be using this behaviour excessively, which usually has negative consequences.

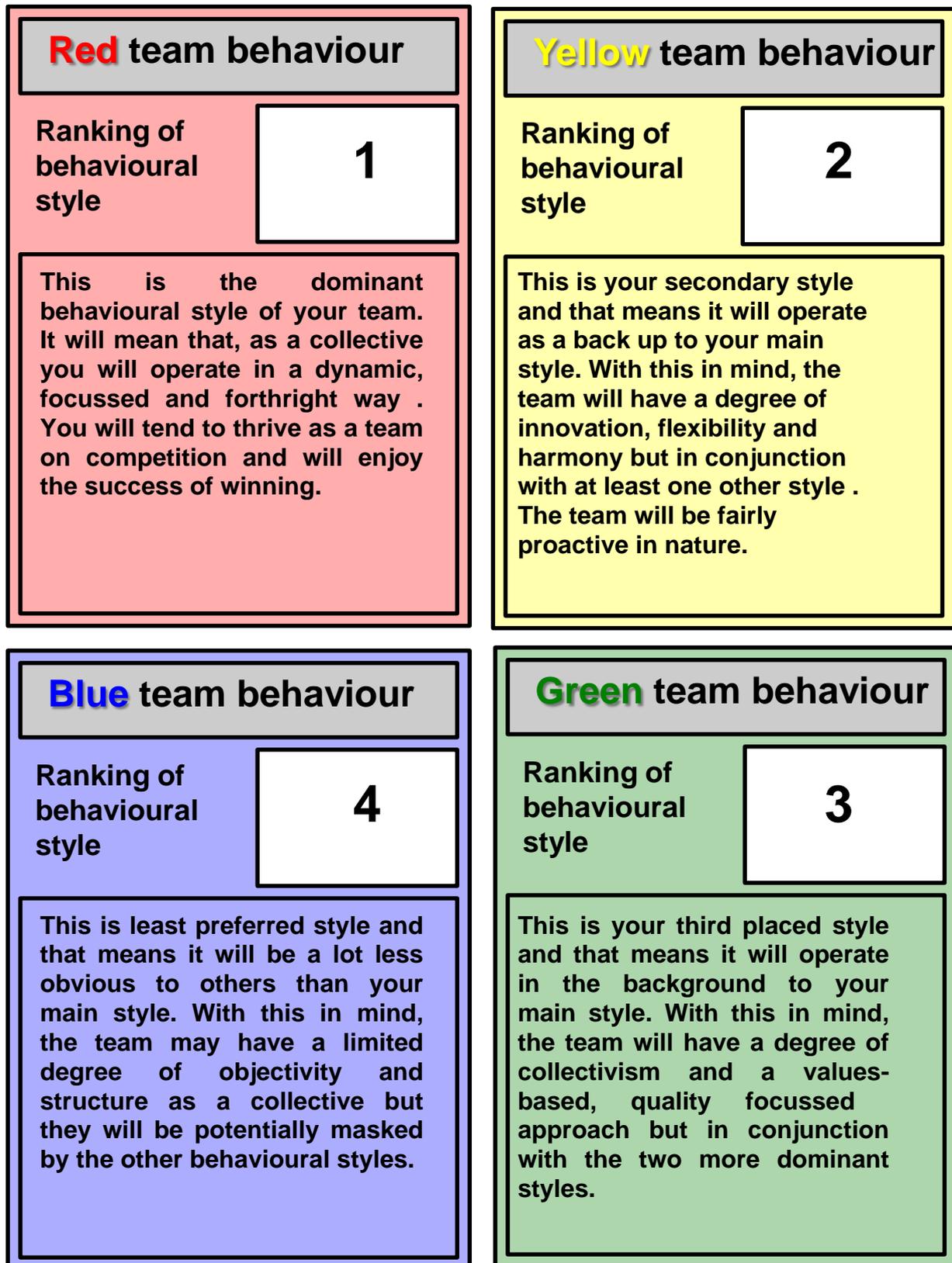
Understanding team behavioural tendencies and preferences assists you to assess the impact you have on others.



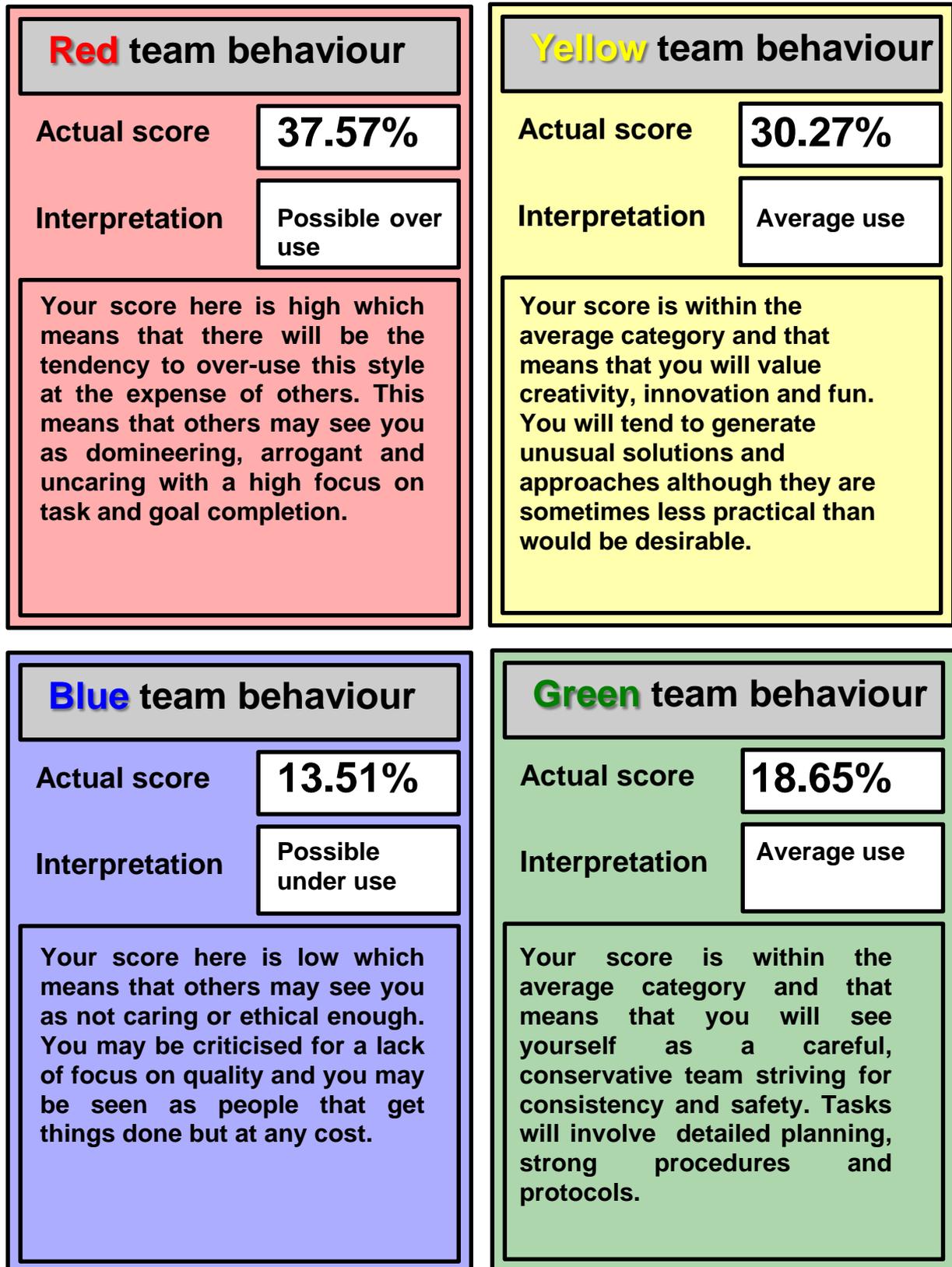
Very low and very high scores can equally produce 'blind-spots'. A team with a low score in one colour will typically not appreciate the advantages of this style of behaviour. A high score in one colour will typically mean that they are equally blind to the excesses or disadvantages of this colour.

Team members who have a different behavioural style to that of the rest of the team can feel unwelcome, but can add immense value in identifying these 'blind-spots' within the team. A good team can benefit from the effective use of such differences of behavioural preference.

Your team summary SPECTRUM™ score

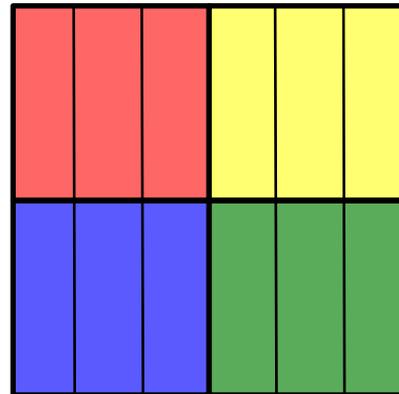


Your team summary SPECTRUM™ score

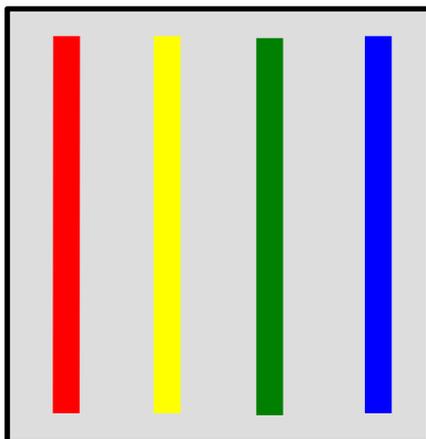


Individual team members behavioural preferences

Our research and customer feedback has shown that different individuals, teams, coaches and consultants prefer to view the information about the team in different ways. We therefore provide it in a variety of formats to match more fully the needs of those who use this evaluation.



This page is a summary of the formats of data which follow.



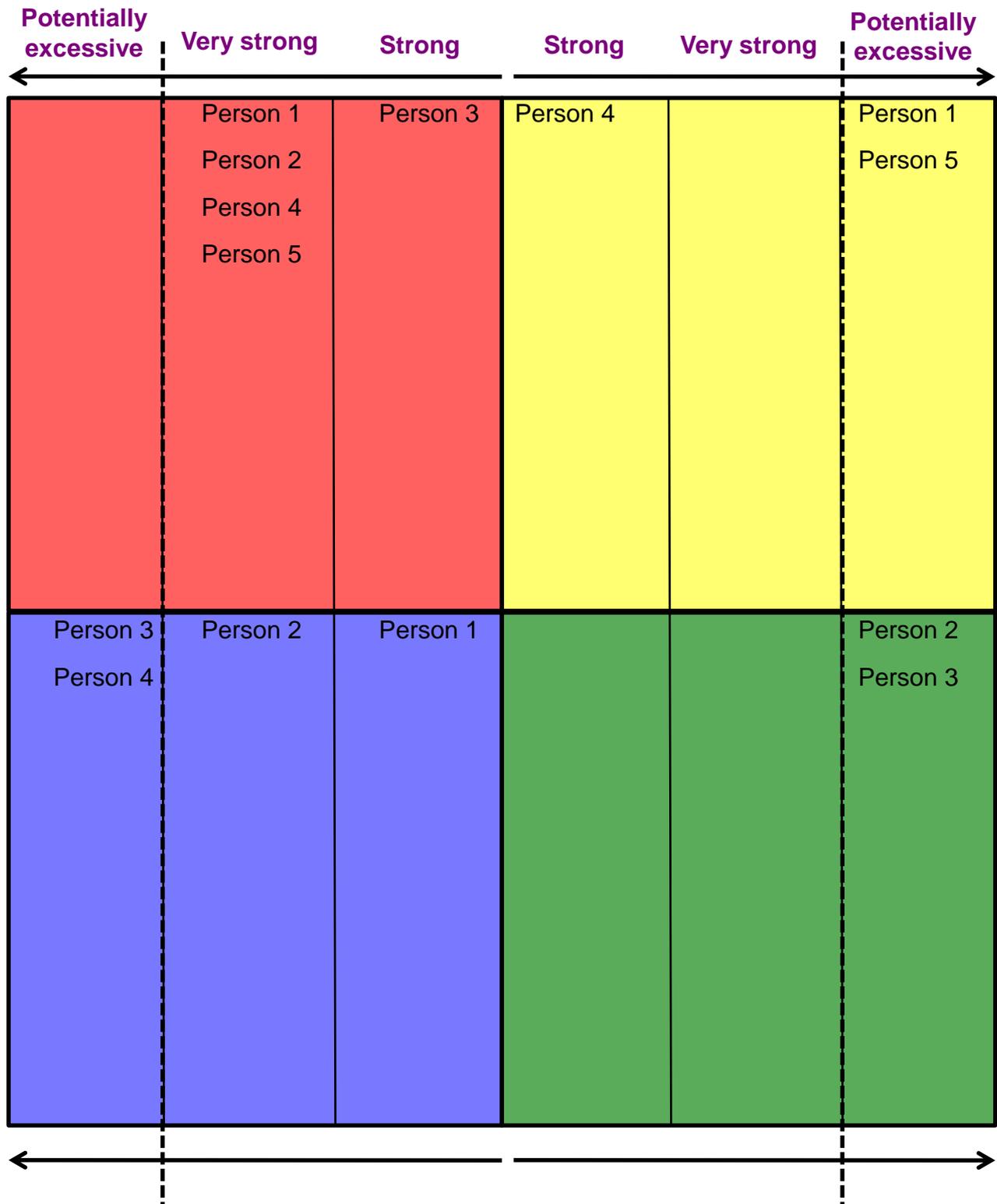
All team members are shown on each page with their score (absolute not percentage) for each of the 4 colour behaviours. Those with the higher scores will generally see the positive aspects of this behaviour, those with smaller scores will often see the negative aspects. This information is very valuable for considering the causes of some team conflict and miscommunication.

Individuals with strong, very strong and potentially excessive preferences for a type (or types) of behaviour are placed accordingly. This format does not include those with mild preferences and seeks to identify team trends for potential over-use of specific behavioural types.



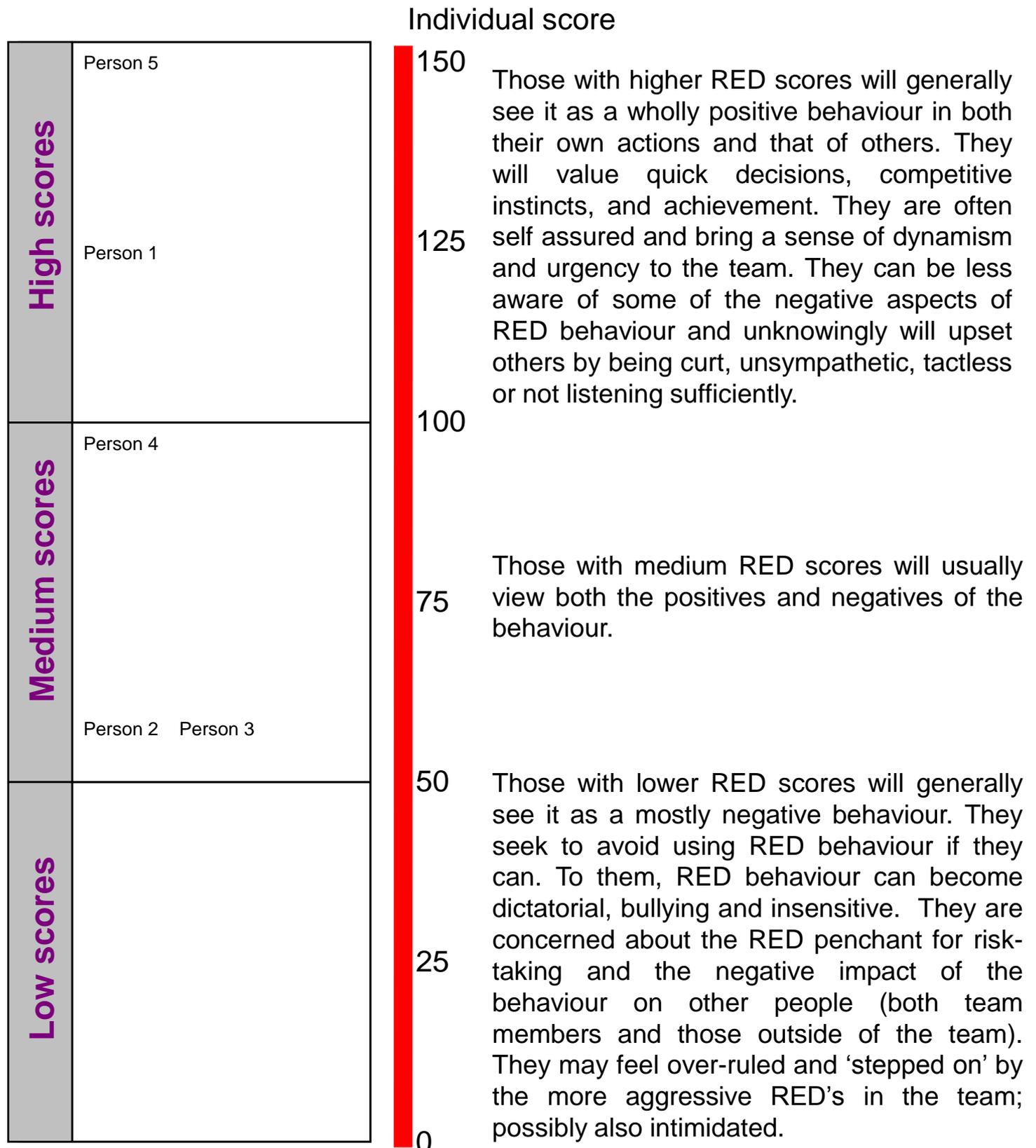
Each team member's individual breakdown of the 4 key colours are shown with their score (percentage). If they have taken the full individual SPECTRUM report at the time of completing their evaluation (as recommended), they will have a more detailed personal range of information and interpretation together with an assessment of their individual blends of behavioural colours.

Team members with strong behavioural preferences actual scores (not percentages)



Individual team members behavioural preferences

RED behaviour



Summary of RED behaviour

Overall team score 37.57%

Highest scoring team members

Person 3 Person 2 Person 4

Advantages of correctly applied RED behaviour

Individuals and teams demonstrating large amounts of red behaviour are usually task driven and results focussed. They seek professionalism and exhibit competence. Their overriding message is that they are good at what they do and can be relied upon by the customer.

They are not afraid to speak up, even when their message may not be popular. They thrive in competitive situations and value winning. They are frequently more financially driven than other behavioural preferences.

Disadvantages of RED behaviour

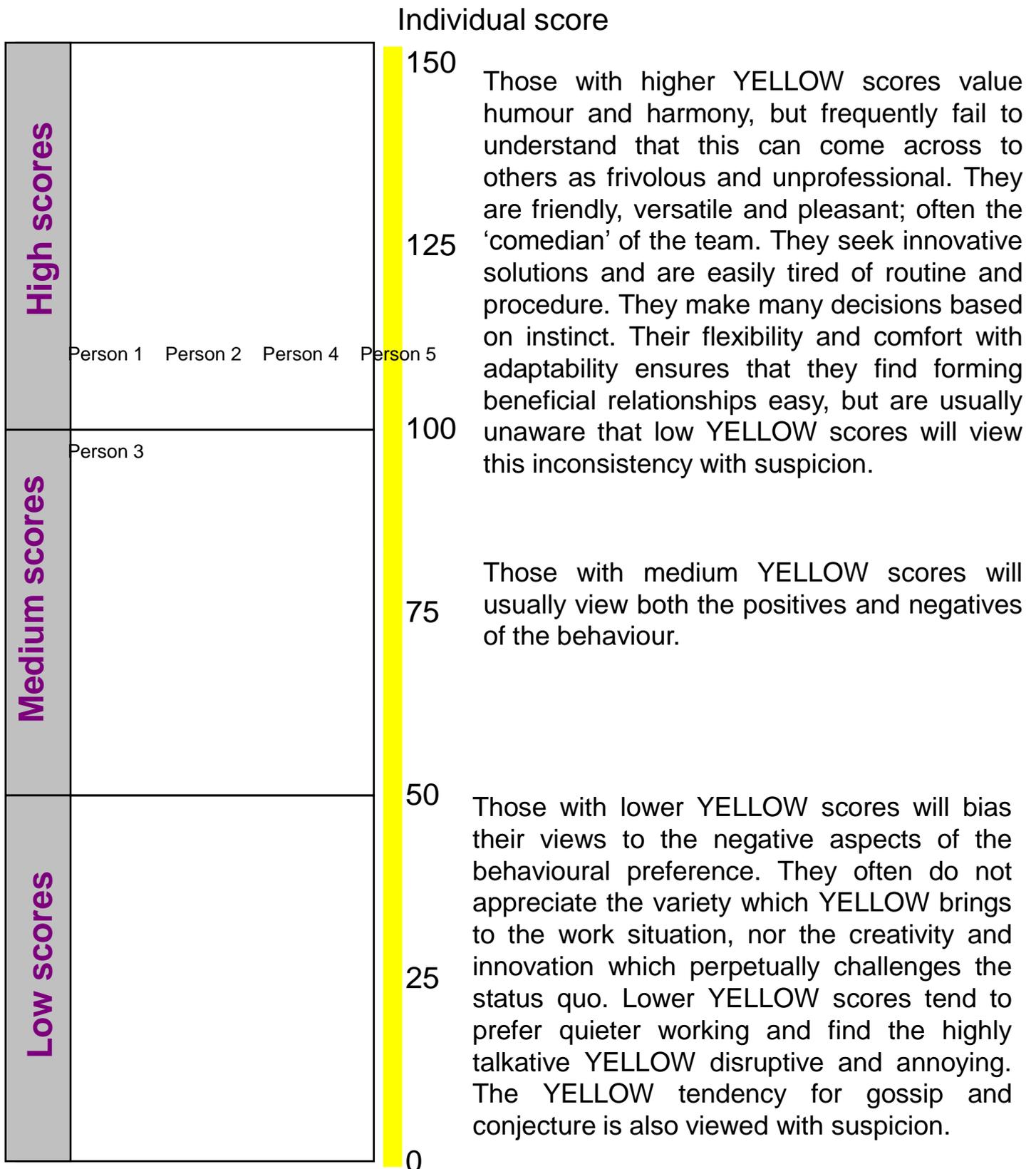
Disadvantages are that they can be so task focused that they miss some of the human consequences. High staff turnover may result. They can be aggressive in conflict situations and even unintentionally be guilty of bullying. Their desire for rapid solutions can sometimes result in naïve simplistic solutions which do not thoroughly appraise the full position. They tend to value decisive quick action when sometimes a more measured approach may generate a better outcome.

How to work with high RED behaviour

People with strong RED behavioural preferences enjoy leading from the front, challenge and competition. A tough challenge, for them, is inspiring. They will thrive on being given responsibility for delivering results, particularly short term results. They often see conflict as positive and may gravitate towards it – use this to good effect as they will go where others fear to tread. They enjoy working alone or with a group of like minded people but often struggle with the views of others in ‘balanced’ teams. They favour ‘task’ over ‘people’ and may therefore be insensitive at times.

Individual team members behavioural preferences

YELLOW behaviour



Summary of YELLOW behaviour

Overall team score 30.27%

Highest scoring team members

Person 3 Person 2 Person 4

Advantages of correctly applied YELLOW behaviour

Yellow behaviour values creativity, innovation and fun. They will tend to generate unusual solutions although they are sometimes less practical than is desirable. They value good relationships at all levels. Being able to see the big picture is a yellow trait as is having a positive 'can do' attitude. They are able to adapt to new situations and market changes better than others and are able to mobilise rapidly to great effect. They find criticism, even constructive, difficult to handle well.

Disadvantages of YELLOW behaviour

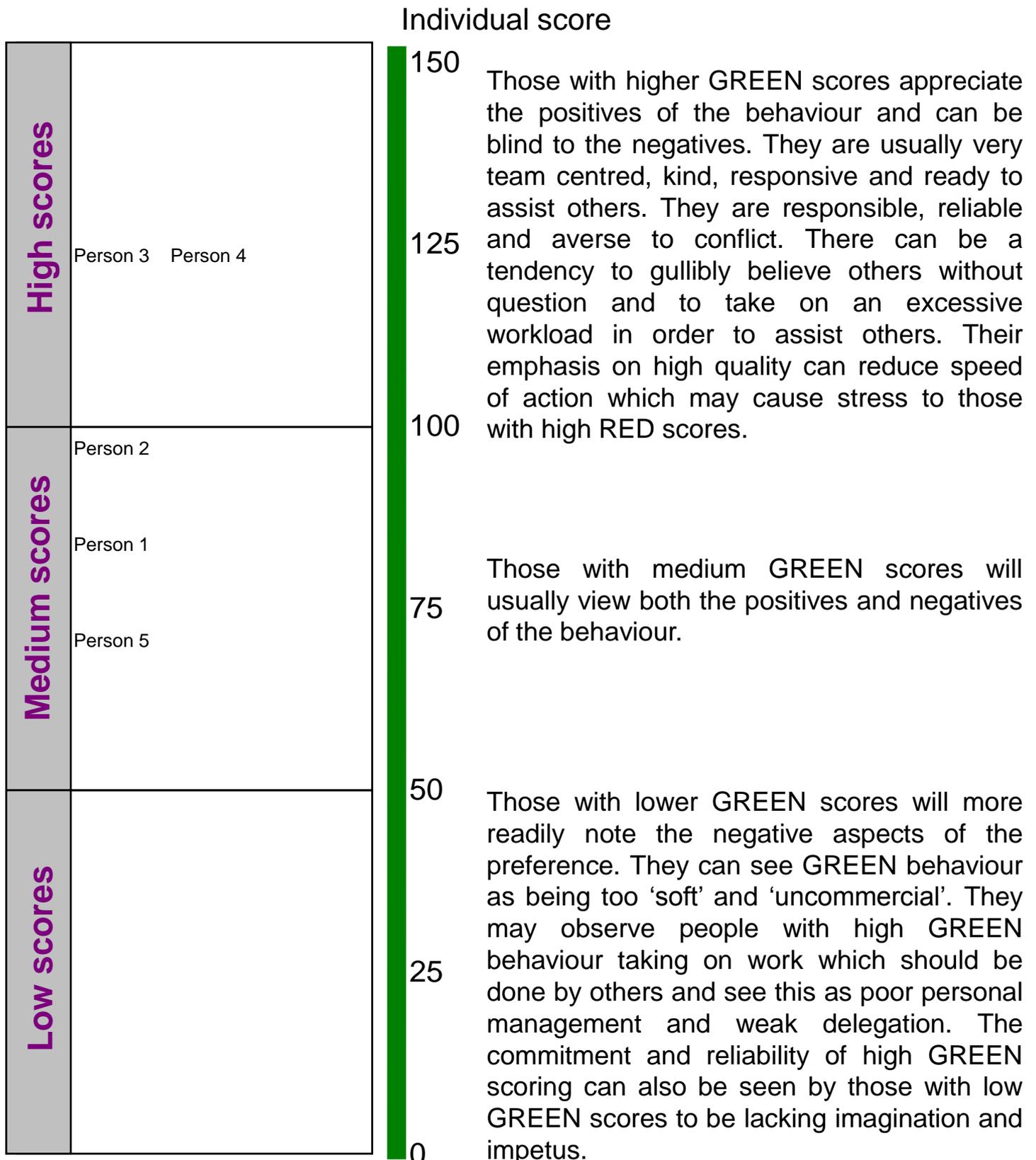
Disadvantages of yellow behaviour includes a tendency to be less organised than other behavioural preferences. They can also be over-emotional and react on their gut feel or instinct at times when acting on fact and reason may generate a better solution. Inconsistency can also be a trait which others can find irritating. This can sometimes be due to a desire to please everyone and say what others want to hear.

How to work with high YELLOW behaviour

People with high YELLOW behaviour are usually innovative, adaptable and sociable. They may have a wide network of contacts and the ability to get on with a range of people – encourage them to use this. They are likely to think of new solutions for problems and do what has not been done before, so work which leverages this preference should be beneficial. They find pressure and delivering precise results uncomfortable and they often start a task with enthusiasm but easily get distracted by the next exciting piece of work leaving the first one unfinished. Others can help them here.

Individual team members behavioural preferences

GREEN behaviour



Summary of GREEN behaviour

Overall team score 18.65%

Highest scoring team members

Person 5 Person 1 Person 2

Advantages of correctly applied GREEN behaviour

High levels of green behaviour results in a focus on high quality and being the best they can be. Ethics are usually strong and projected throughout the business. They are people focused and usually place a large emphasis on support mechanisms for their staff. They are comfortable working collaboratively and sharing knowledge, although generally rely on what they know has worked in the past rather than striving to stretch new frontiers.

Disadvantages of GREEN behaviour

Disadvantages of green behaviour can include a naivety where they do not perceive the hidden intentions or motivations of others. They can make the false assumption that others share their drive for high quality or their high ethics and feel surprised and let down when this proves not to be the case. Responses to situations can be slow and insufficiently creative.

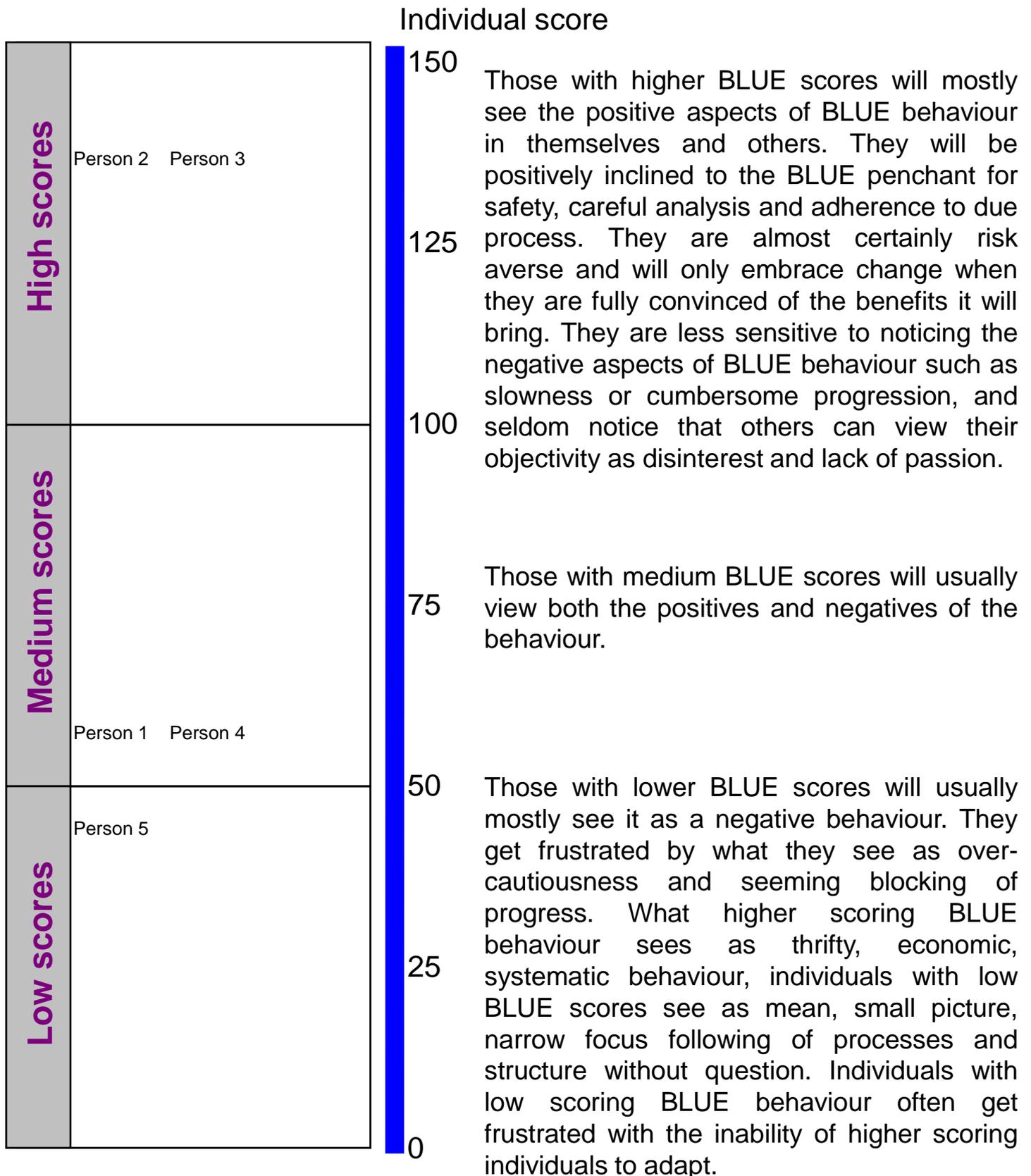
How to work with high GREEN behaviour

High GREEN behaviour has a strong team ethos, a high quality focus and a commitment to fairness. Build on the strengths of this and avoid the negatives – so not working alone, not having work which is ‘only just good enough’ and not engaging dubious business practices.

They are passionate about what they do and loyal. To work effectively, their emotions need to be engaged – so if the ‘vision’, project or aim is engaging to them, their admirable passion and loyalty will follow. They can take on too much willingly (to help the team) and so help them to say ‘NO’.

Individual team members behavioural preferences

BLUE behaviour



Summary of BLUE behaviour

Overall team score 13.51%

Highest scoring team members

Person 5 Person 1 Person 4

Advantages of correctly applied BLUE behaviour

Strong blue behaviour is an indication of a careful, conservative organisation striving for consistency and safety. Usually very task focused, they are often driven by detailed planning, strong procedures and protocols. They rely on facts and analysis for developing their strategies.

They are often calm in a crisis and do not lose control when others around them are panicking. Others see them as reliable and know that they are unlikely to get unpleasant surprises from blue Individuals and teams.

Disadvantages of BLUE behaviour

Disadvantages of blue behaviour include the possibility that their procedures are so cumbersome that they cannot act sufficiently rapidly to take advantage of business or market opportunities. They are seldom first to act in a new opportunity and would rather follow closely behind the leader than blaze a trail themselves. Strong task orientation means that they can be oblivious to the feelings and sensitivities of people – both employees and customers.

How to work with high BLUE behaviour

High BLUE behavioural preferences prefer a logical, structured and consistent work environment. They are likely to be the most resistant to change and so 'future pacing' (telling them in advance) is important.

Their methodical and risk averse nature mean that they may see problems which others have overlooked – capitalise on this. They are usually comfortable working alone, particularly with a clearly defined task. Their attention to detail and long term thinking can bring value to a team.

‘Stress’ behaviour profiles

When under pressure, in conflict and in stressful situations, depending on who you are with, what role you are playing and the culture in which this event/situation is taking place, any individual’s behavioural style can change. From the questions answered in the evaluation, we can predict what style each team member might adopt in these stressful situations. During the evaluation we asked some questions about how they handle stress, conflict and pressure .

When a team is in collective stress, the team members are likely to react in accordance with their stress behavioural profiles. As these differ between people, the collective team behaviour will be different. Team members stress behaviour will typically become more extreme as the stress level rises and, as they are different from others, the team can exhibit radically different behaviours from different individuals. This, at the time when good understanding and communication would be paramount, can potentially lead to misunderstanding and miscommunication.

Understanding how each other reacts in stress can reduce these negative impacts. A breakdown of where individual team members operate when under stress is reflected on the following pages.

Positive stress

This is what is experienced in a situation which is **stretching** but where someone feels **able to prevail and achieve**. There is a degree of thrill, adrenaline and excitement which helps them **rise to the challenge** and probably gain better results than in a non-stress situation. Permanent positive stress can lead to ‘burn-out’ but in the short term it is almost always beneficial.

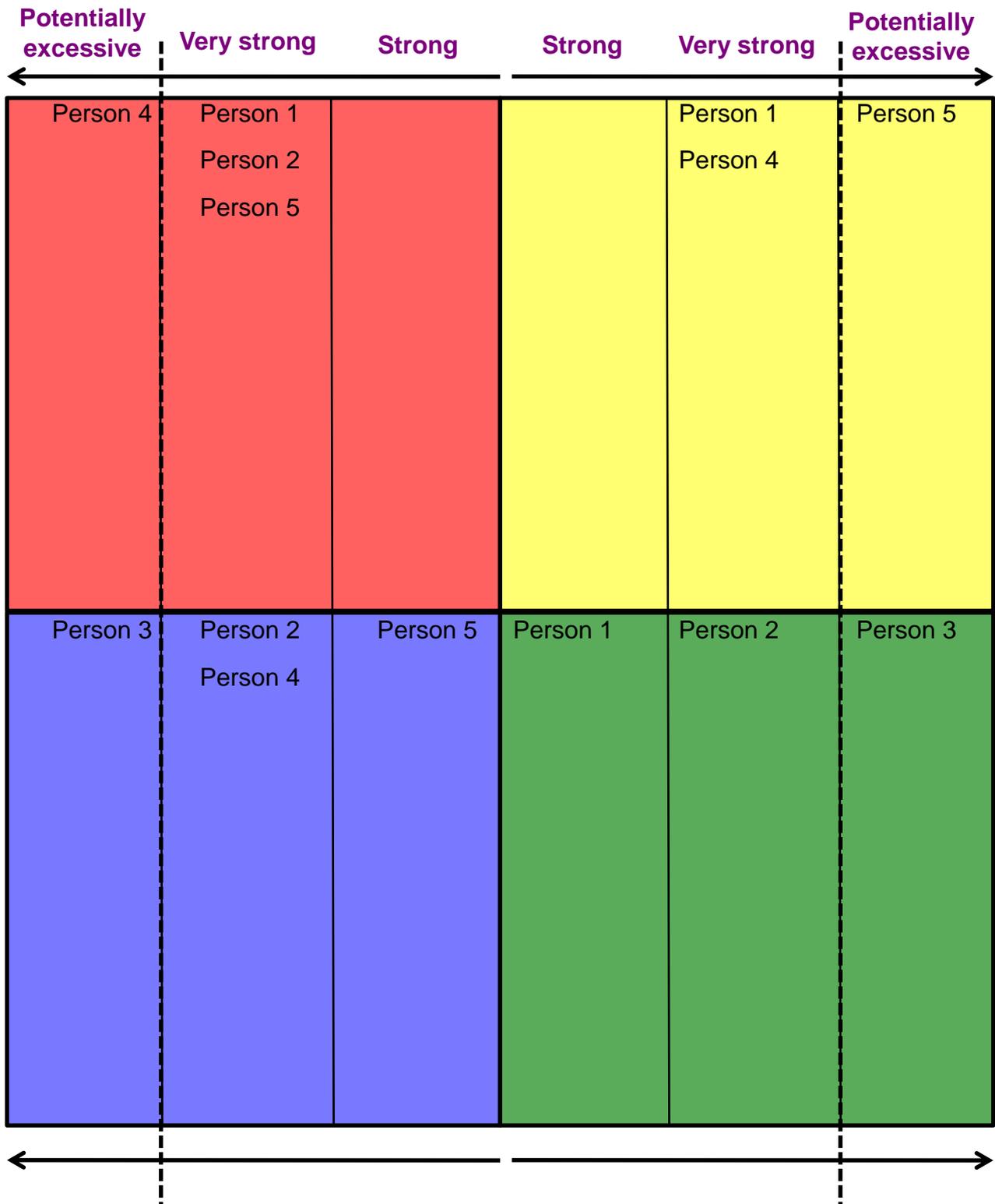
Negative stress

Here individuals are significantly **less in control** of the situation and have a real chance of not achieving their aims. They become concerned. **Worry commences** and performance decreases. Stress has moved from being a performance enhancer to being detrimental to an individual’s personal performance and subsequently therefore to a team performance.

Distress

Here an individual is **not in control** of the situation and performance undoubtedly deteriorates into wholly **negative actions**. They may engage in panic or obsessive behaviour and may undertake frantic tactics to avoid what they see as inevitable **failure** or to avoid detection or punishment.

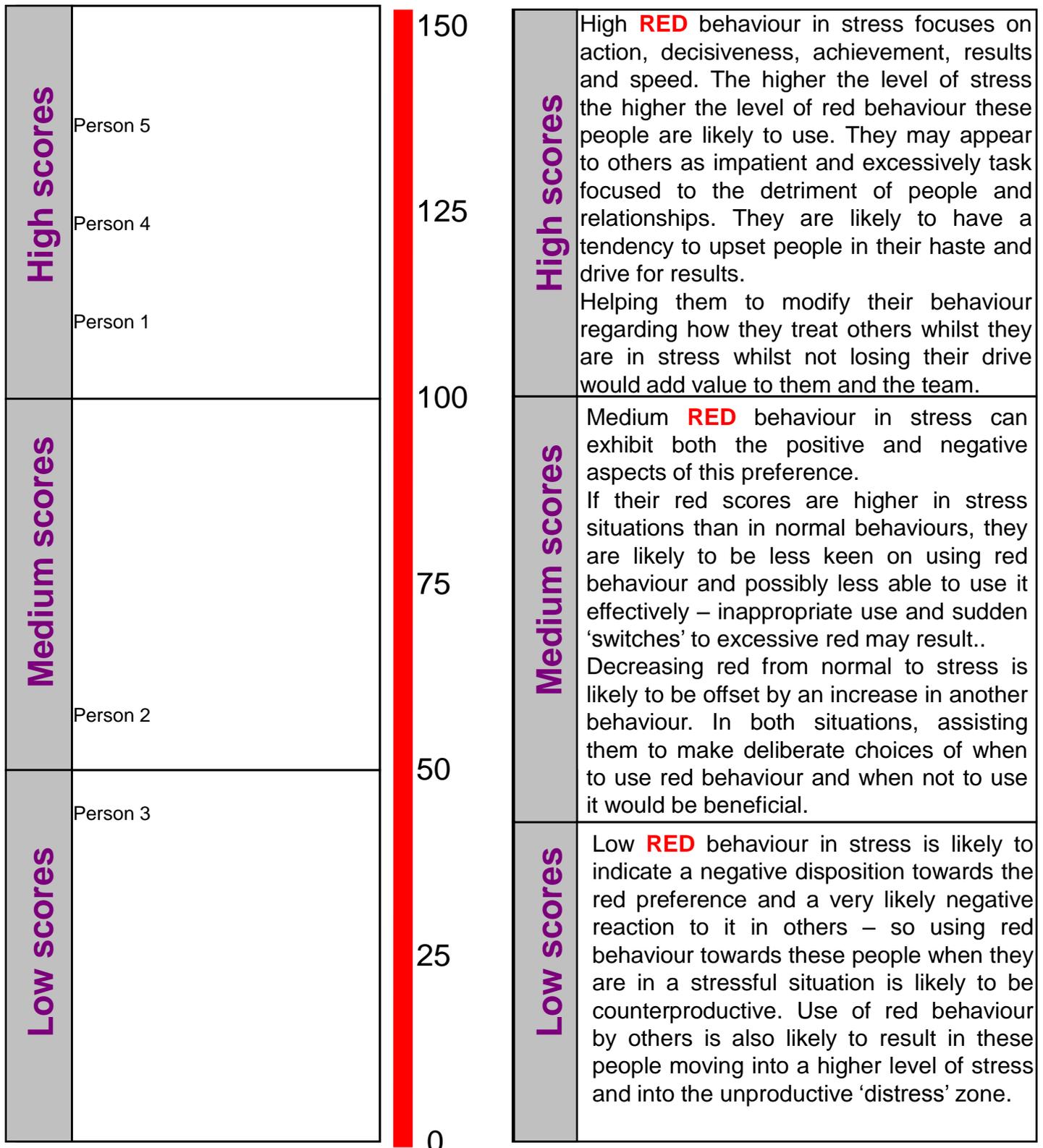
Profiles of team members when under stress actual scores (not percentages)



Individual team members stress related behaviours

RED behaviour

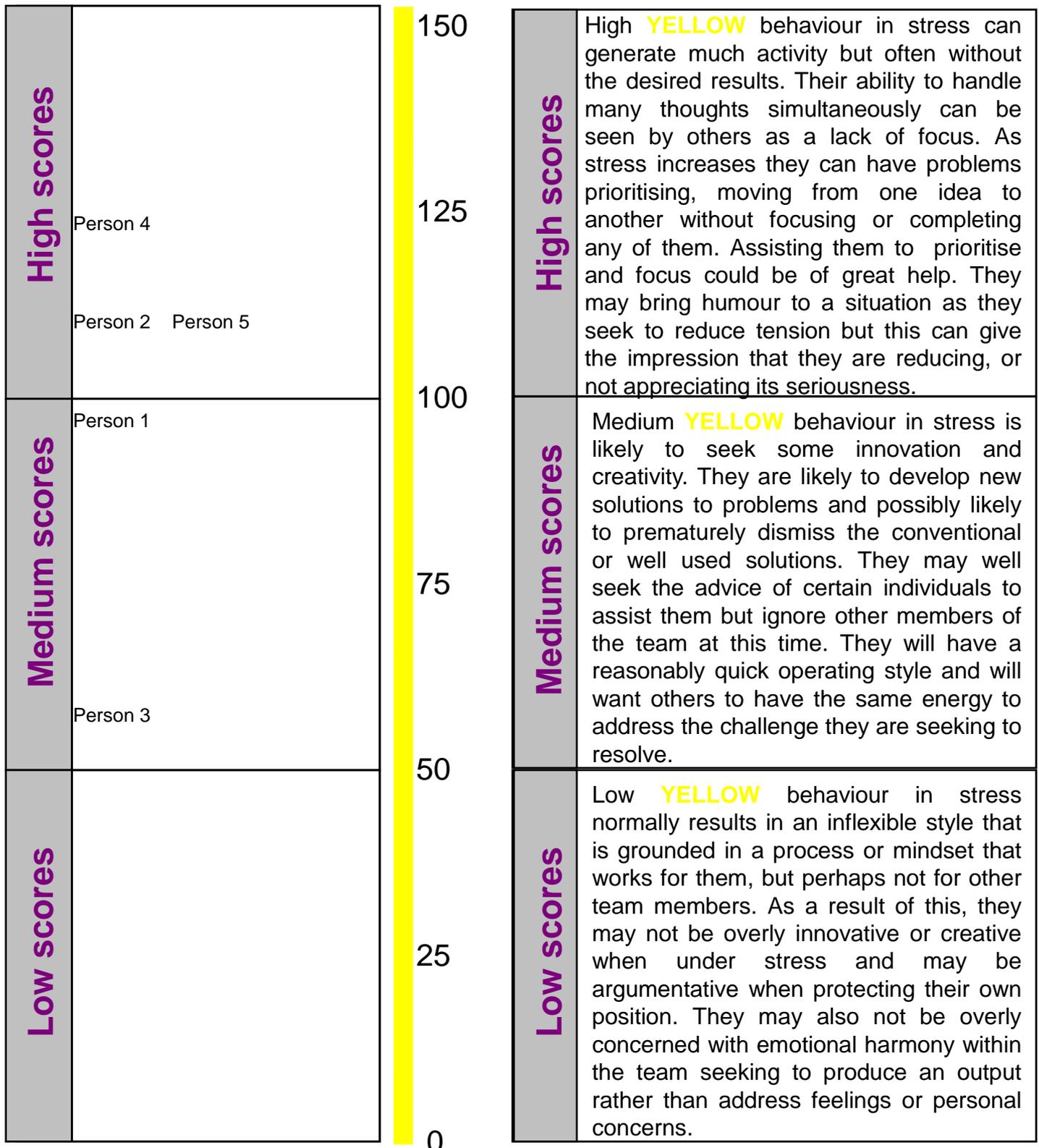
Individual score



Individual team members stress related behaviours

YELLOW behaviour

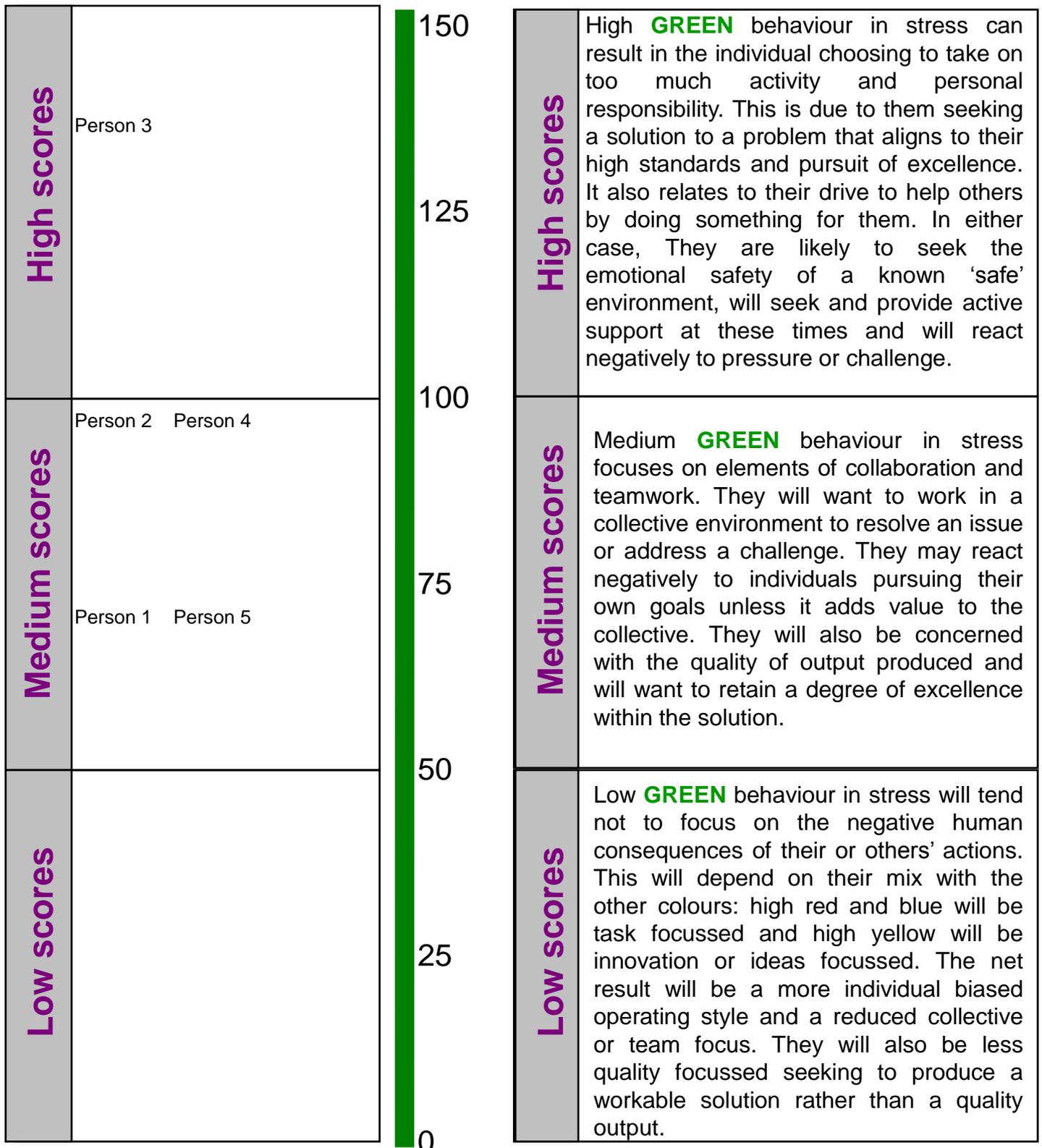
Individual score



Individual team members stress related behaviours

GREEN behaviour

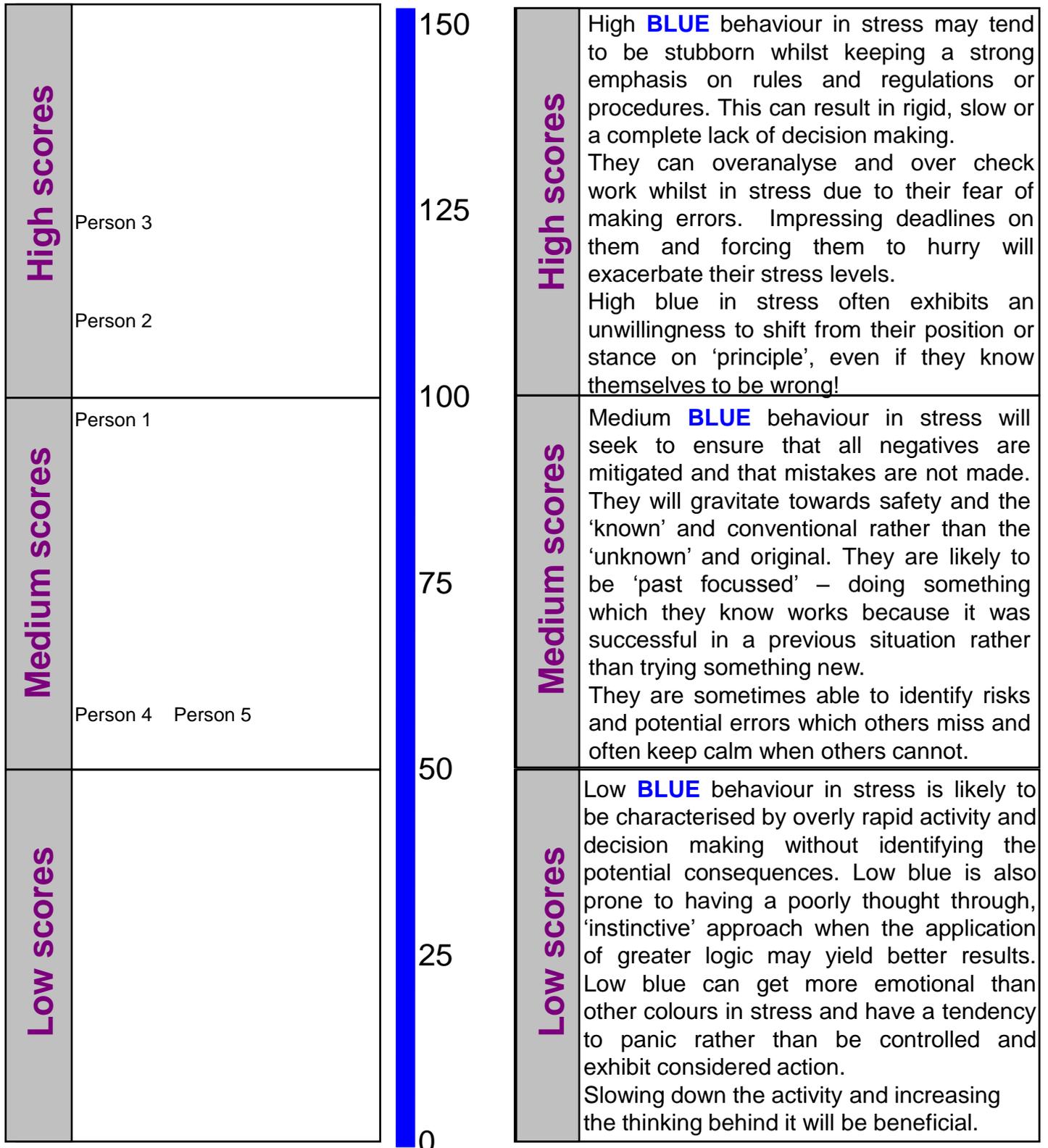
Individual score



Individual team members stress related behaviours

BLUE behaviour

Individual score



Comparatives

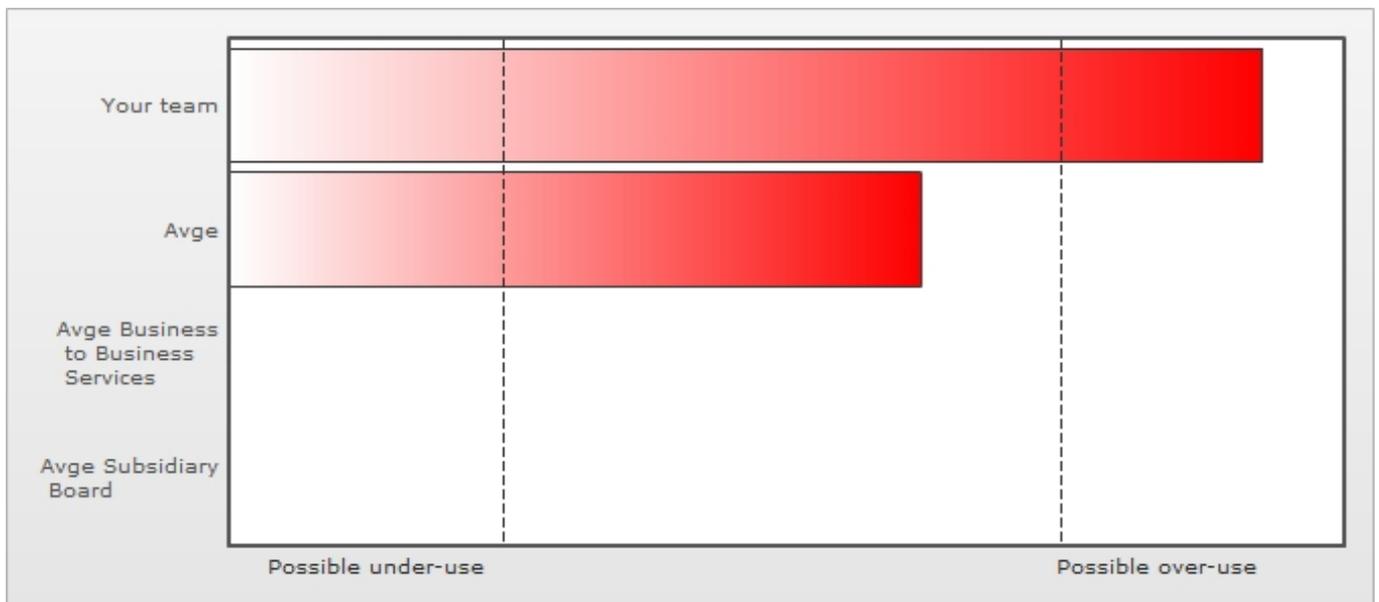
You may find it useful to consider how your team behavioural preferences compare with the behaviour averages derived from others in similar situations to you who have completed the SPECTRUM™ team behaviour evaluation.

All of the listed factors are likely to have some impact on your behaviour. Being similar to the average or being different is not, in itself, either positive or negative. It is how these similarities and differences are used which makes them critical to your behavioural effectiveness.

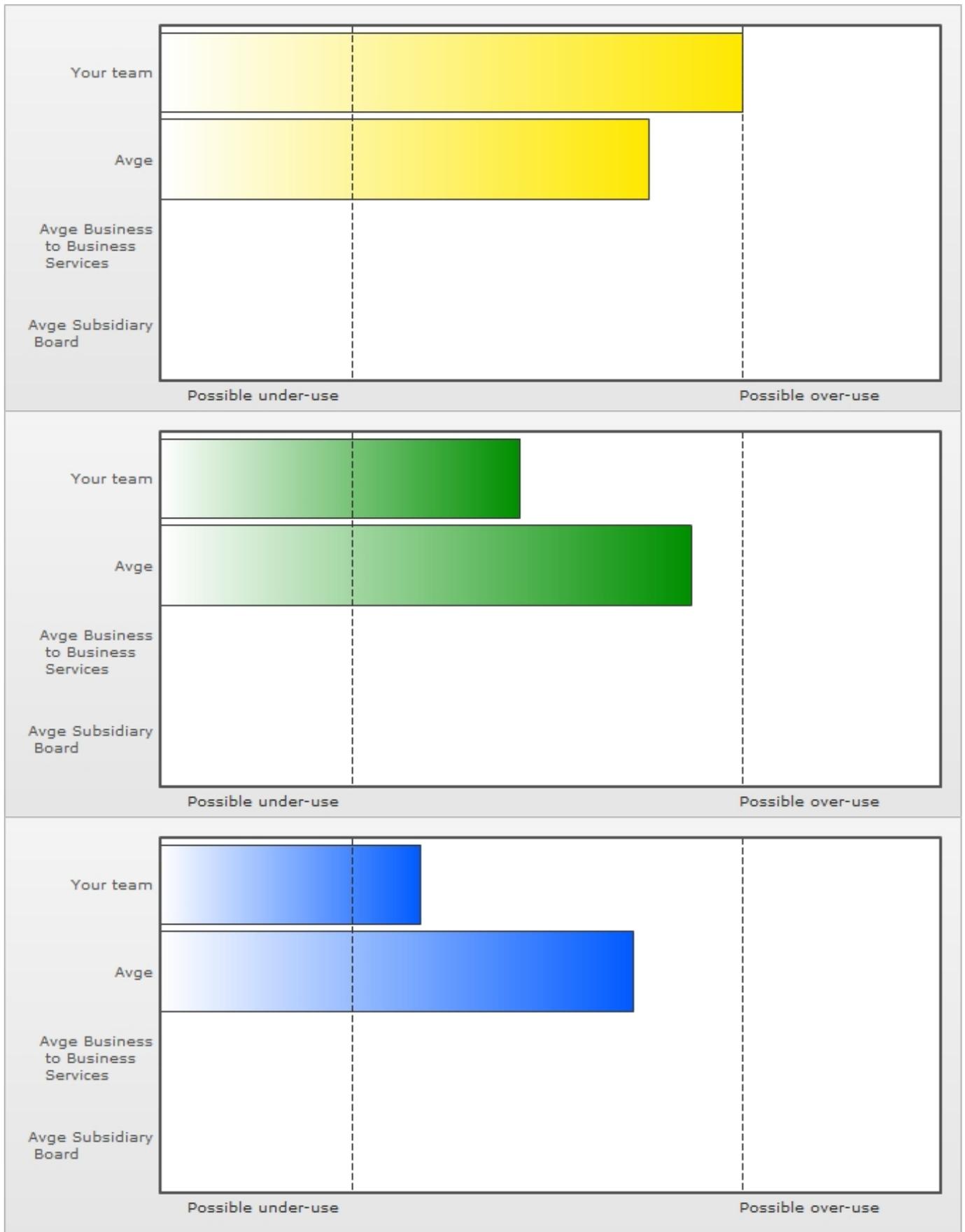
Team function:
Subsidiary Board

Location:
United States

Industry:
Business to Business Services

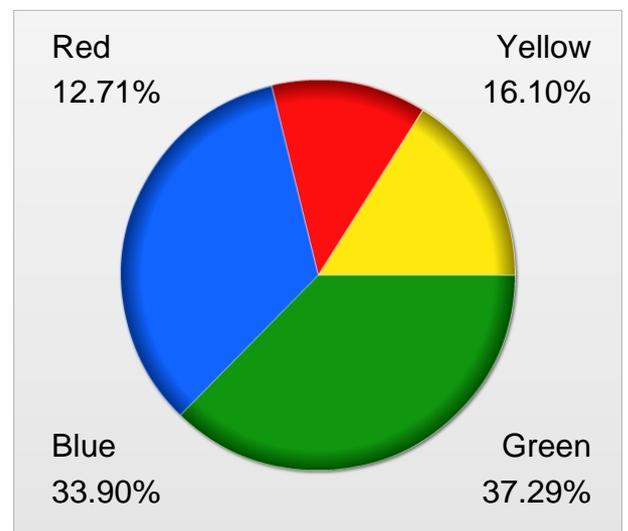
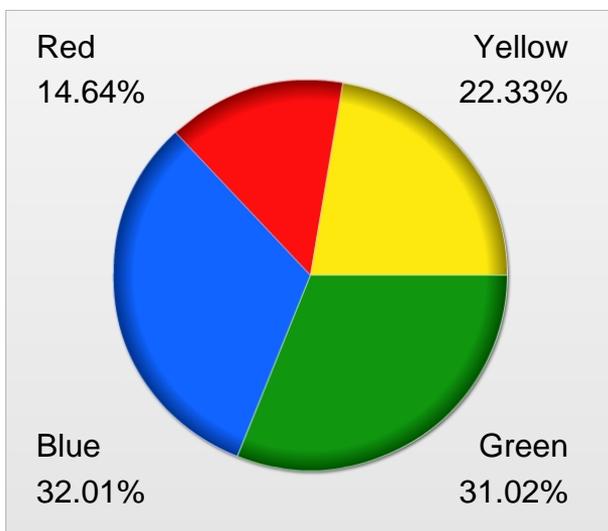
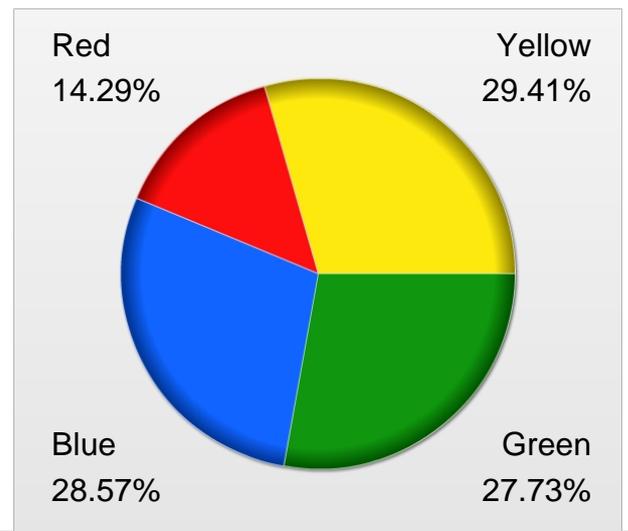
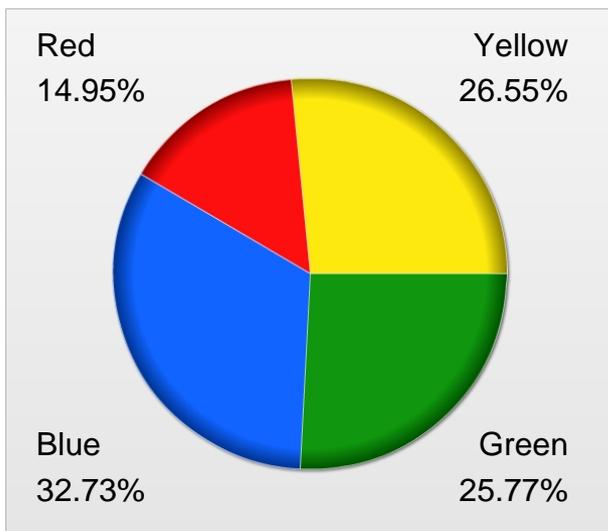
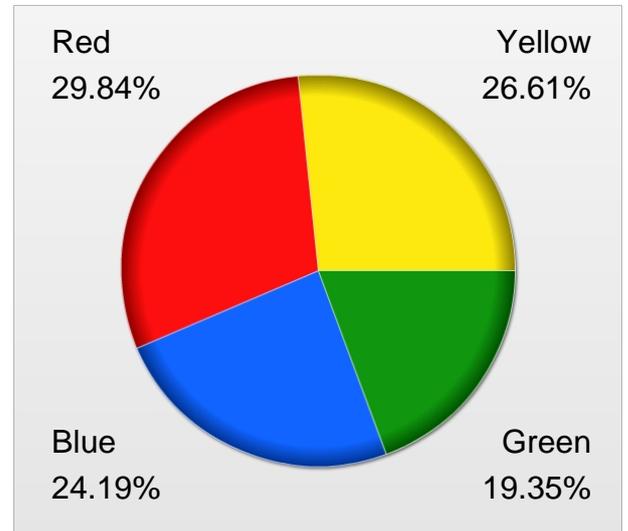
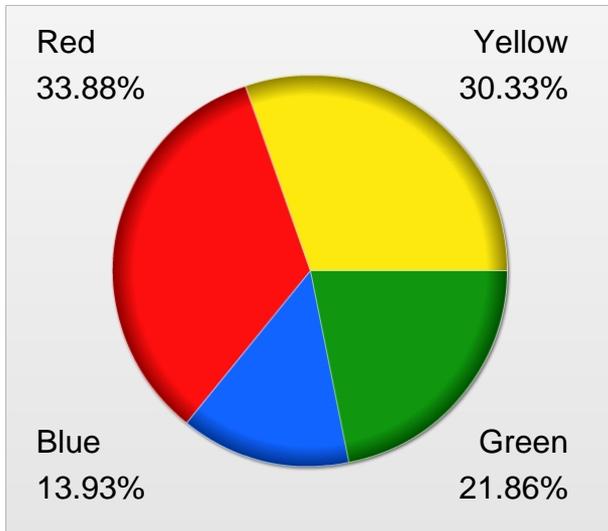


Comparatives (continued)



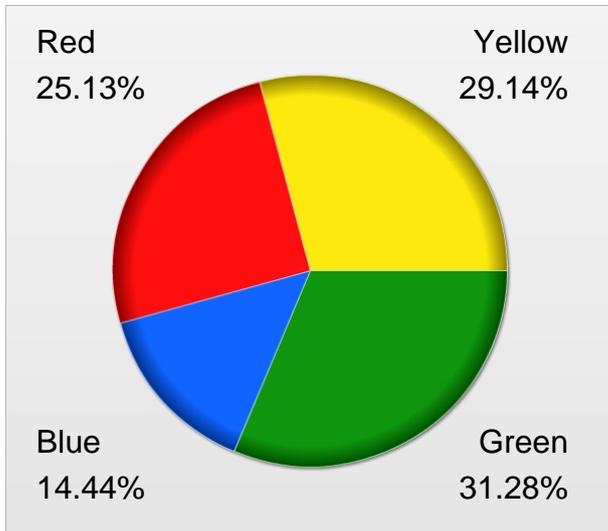
Individual team members behavioural preferences

'normal' behaviour 'stress' behaviour

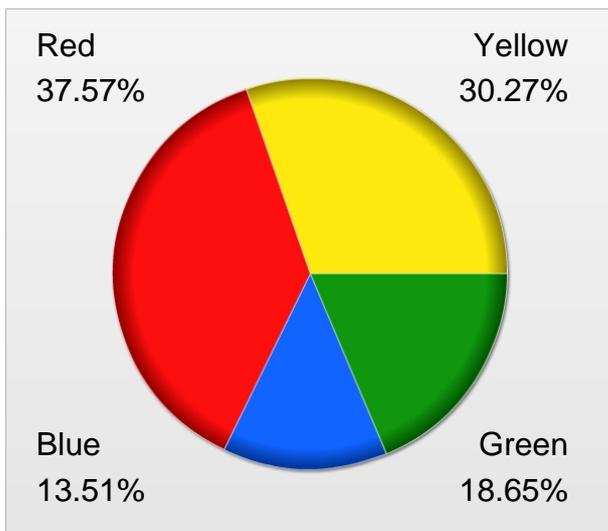
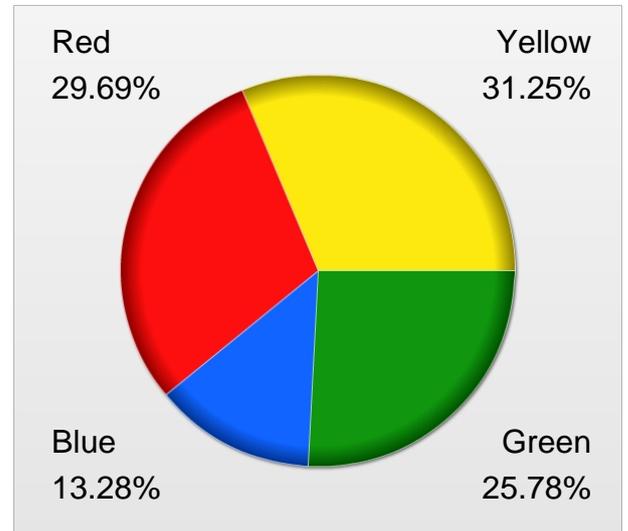


Individual team members behavioural preferences

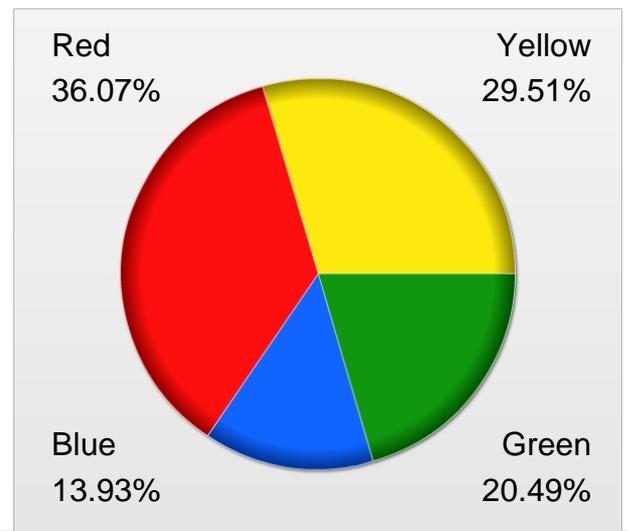
'normal' behaviour 'stress' behaviour



Person 4



Person 5



Red

Yellow

Red

Yellow

Blue

Green

Blue

Green

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The core principles within every diagnostic offered are:

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- Easy to use.
- High quality.
- Instantly usable.
- Consistent in approach.
- Reliable and valid.



Are you set up for success? Evaluate your organisation

Organisational evaluations such as strategy and culture can be completed



How effective is your team? Evaluate your team

Team evaluations can be set to combine the opinions of all team members and the results can be obtained with a simple click



Are you achieving your potential? Evaluate yourself or others

Individual evaluations: from your learning, to your deep set values, to the behaviours and interactions you have with other people - all can give ideas to increase your personal effectiveness

“

Individually, we are
one drop. Together,
we are an ocean.”

Ryunosuke Satoro

The SPECTRUM™ Behavioural Evaluation Team report

