HOGAN

TEAM REPORT

TECHNICAL MANUAL

Strategies to help teams achieve full potential

HOGAN

CONTENTS

INTRODUCTION

Managers intuitively understand that achieving the right mix of people in terms of skills, experience, and personality is key to ensuring a productive team and content workforce.

The interest in assessing the personality mix of individuals in groups is not matched by a great deal of coherence. There are three reasons for this:

- First, getting team-dependent outcome criteria is difficult. Most studies are conducted with artificial tasks in lab settings.

- Second, there is no agreement as to how to examine people in teams. What attributes count? What mix constitutes the best one?

- Finally, the existing team role systems that examine how people behave in teams are of uncertain psychometric value. For example, the most popular such instruments, the Myers–Briggs Type Indicator (MBTI) and Belbin's Self-Perception Team Role Inventory, are ipsative assessments.

The five-factor model of personality (FFM; cf. Digman, 1990; Goldberg, 1992; John, 1990, p. 72; McCrae & Costa, 1987) provides a well-validated approach to categorizing people. What has been missing, however, is a well-constructed team role assessment based on that model.

The Hogan Team Report is a practical tool that fills that gap. It is intended to help in the design and effective functioning of teams. Trained team leaders will find it useful in understanding the internal dynamics of their team. Specifically, the Hogan Team Report can help team leaders:

- Understand the team's mix of strengths and weaknesses

- Highlight potential team derailers

- Identify the team's key values

PERSONALITY AND TEAMS

In the 250,000 years since our emergence as a distinct species, humans have been defined by our "groupness." This essential fact goes to the core of any real appreciation of human psychology. In our ancestral past, all individuals had to work effectively within the group or risk expulsion, which was tantamount to a death sentence. Even today, we are sensitive to threats of rejection or exclusion from others (Kerr & Levine, 2008). Individual aspirations and motivations play out against the hopes and behavior of others, which presents us with the great opposing challenge of a life lived within a social context: how to get ahead within the group while at the same time sustaining effective relationships to get along.

It was the effectiveness of the group—not any one individual—that was key to the survival of our species. Humans learned to accomplish more together than any one person could alone. More importantly, humans learned to aggregate the knowledge of individuals and spread it throughout the group, passing it down through time. Groups that perfected cooperation and harnessed the skills and energy of its members outperformed and outcompeted those who failed to work together. What we now call teamwork became a competitive advantage for Homo sapiens, or as Emerson said, "No member of a crew is praised for the rugged individuality of his rowing."

Groups are our natural human work unit, and the rules for operating in them have not changed in hundreds of millennia. For a group to be successful, members are required to put aside their selfish desires, contribute ideas and effort, and cooperate. Critically, these skills vary across individuals.

Why is personality important to teamwork?

Many organizations assign people to teams purely on the basis of their functional skills, a reflection of Victorian industrial logic that people are essentially interchangeable. Hogan and colleagues point out that this is an unsophisticated view (Driskell, Hogan, & Salas, 1987; Hogan, 2007). For example, some people are by nature and life experience creative and apt to generate ideas, whereas others are pragmatic and prefer concrete tasks. Individuals with different personalities will approach tasks differently, with real consequences for their team.

Selecting individuals for a team on the basis of knowledge, skills, and abilities is useful but insufficient. We also need to understand how an individual's personality and values predict how he or she will approach the work and how he or she will interact with other members of the team.

Driskell, Goodwin, Salas, and O'Shea (2006) outlined the ways in which personality, using the five-factor model, can be expected to impact the way work is done inside a team. As seen in the following table, different teamwork dimensions require different aspects of personality. For example, Agreeableness has a negligible impact on Coordination, whereas Conscientiousness has a positive effect. That is, people with particular personality characteristics tend to either take on or avoid certain roles in the functioning of the team.

Table 1. *Effects of Team Member Personality Facets on Teamwork Dimensions*

Team member facets	Teamwork dimensions							
	Adaptability	Shared situational awareness	Performance monitoring and feedback	Team management	Interpersonal relations	Coord.	Comm.	Decision-making
Emotional stability								
Adjustment	+	+	+	+	+	+	+	+
Self-esteem	+	~	~	+	+	~	~	~
Extraversion								
Dominance	~	−	~	~	−	~	−	−
Affiliation	+	+	+	−	+	−	+	−
Social perceptiveness	+	+	~	~	+	~	+	+
Expressivity	+	+	~	~	+	~	+	+
Openness								
Flexibility	+	+	+	+	+	+	+	+
Agreeableness								
Trust	~	~	+	~	+	~	+	+
Cooperation	+	+	~	~	+	~	+	~
Conscientiousness								
Dependability	+	~	+	+	~	+	+	~
Dutifulness	~	+	+	~	+	~	~	~
Achievement	+	+	+	+	~	+	+	+

Note: + denotes positive prediction; ~ denotes intermediate prediction; − denotes negative prediction; Coord. – Coordination; Comm. – Communication. Reproduced from "What Makes a Good Team Player? Personality and Team Effectiveness," by J. E. Driskell, G. Goodwin, E. Salas, P. O'Shea, 2006, *Group Dynamics: Theory, Research, and Practice, 10*, p. 260. Copyright 2006 by the American Psychological Association. Reprinted with permission.

Team members play two types of roles:

- Functional roles – These are formal, technical roles defined by a person's job description or position title (e.g., chief executive, human resources manager, accountant).

- Psychological roles – These are the informal roles that are essential for effective team operation, such as concern for relationships, results, or generating ideas. Members naturally gravitate towards these informal roles based on their personalities.

The impact of personality on teamwork and effectiveness

Despite the common sense thinking above, evidence on the impact of personality on team performance and makeup is mixed. It is worth considering why previous researchers arrived at differing conclusions. First, there is no consensus on how to measure team effectiveness, and without a clear criterion measure, predictive variables will inevitably struggle to account for all the variance in performance. Second, the methods for assessing personality at the team level are inconsistent. Should the team profile be the average score of the team, the lowest or highest score of any one member, or perhaps the variation between members (e.g., the standard deviation)? Different researchers have adopted different techniques, with predictably different results. Finally, the interactions of tasks and personality appear to have concerned researchers immoderately but produced no clear outcomes.

However, it is possible to draw some clear conclusions from the literature:

Conscientiousness. Several researchers note that Conscientiousness is useful for team effectiveness (Barrick, Stewart, Neubert, & Mount, 1998; Barry & Stewart, 1997; English, Griffith, & Steelman, 2004; Halfhill, Sundstrom, Lahner, Calderone, & Nielsen, 2005; LePine, Hollenbeck, Ilgen, & Hedlund, 1997) because conscientious team members are good planners, ordered, rule-compliant, and careful. On the one hand, low scores on Conscientiousness have been associated with lower performance (Peeters, van Tuijl, Rutte, & Reymen, 2006). On the other hand, it would be wrong to think that stacking a team with highly conscientious members is an infallible tactic. Driskell and colleagues (2006) point out that teams sometimes need to be adaptable, which is itself a predictor of performance. In such cases, lower Conscientiousness may be a strength.

Agreeableness. Concern for relationships and others' well-being seems intuitively beneficial to the life of a team. But Agreeableness correlates with performance only under certain conditions. Specifically, teams scoring high on Agreeableness outperform low-scoring teams, provided that they also have high scores on Conscientiousness, Extraversion, and Emotional Stability (Barrick et al., 1998; Halfhill et al., 2005; Hollenbeck et al., 2002).

Extraversion has been shown to have both positive and negative impacts on teams (Barrick et al., 1998; Peeters et al., 2006; Gustavsson & Baccman, 2005). These results can be attributed to the breadth of this construct. Because Hogan and colleagues (Hogan & Hogan, 2007) distinguish between competitive and ascendant characteristics of this factor (Ambition) on one hand, and the gregarious and social elements (Sociability) on the other hand, we are able to predict role-relevant behavior. By definition, teams need some degree of socialization.

Emotional Stability. Low Emotional Stability is generally assumed to be detrimental to team functioning (Gustavsson & Baccman, 2005) due to the self-critical and stress-prone nature of individuals low in Emotional Stability. For example, Hollenbeck et al. (2002) found low Emotional Stability to consistently predict poor performance. Similarly, others have suggested that the emotional reactivity and self-doubt associated with low Emotional Stability may be contagious, and thus contribute to poorer team relations.

Openness. It could be assumed that individuals that are creative, curious, with wide-ranging interests are useful on a team, especially for those in which these characteristics might be adaptive (e.g., teams charged with producing ideas). However, the evidence for this is mixed and weak (Peeters et al., 2006; Porter et al., 2003), although LePine (1997) showed that elevation in a team's Openness results in better decision-making performance.

Personality similarity and diversity

Another important question concerns the homogeneity or diversity of people on the team. There are two types of fit:

- Diversity, or complementary fit, to span the various roles needed for successful team functioning; and

- Commonality, or similarity fit, to have enough people who share roles to provide a critical mass for each role's purpose and values to bind the team together.

Complementary fit is helpful because it is impossible for any one person to fill all the roles that a great team needs. However, collectively a team can cover many informal psychological roles. The best teams are often the ones in which each person adds unique attributes that are necessary for the team to be successful (Neuman, Wagner, & Christiansen, 1999). Evidence suggests that having a balance of roles in a team is helpful to performance, and an absence of critical roles may inhibit performance (Campion, Medsker & Higgs, 1993; Campion, Papper, & Medsker, 1996; Senior, 1997).

Similarity fit is also helpful for team functioning. Part of the concept of team role balance is that it may not be enough to have one person carry the burden of any particular role. For example, it is well-established that the greater a team's collective Conscientiousness, the better the team's performance. However, just as too much similarity can lead to groupthink, too much difference can also be problematic. Dissimilarity in certain personality characteristics, notably Conscientiousness, is linked with not only lower satisfaction with the team, but also decreased team performance (Halfhill et al., 2005). Team similarity generally increases the stability of a team. Individual dissimilarity with other team members predicts individual turnover, whereas team dissimilarity predicts team turnover (Jackson et al., 1991). Similarity of fit is beneficial in terms of both personality and values. Research indicates that excessive value diversity can decrease team satisfaction and commitment, and potentially increase intentions to turn over (Jehn, Northcraft, & Neale, 1999).

The idea that teams need a proper balance of skills and values fits with the weight of evolutionary evidence and theory. This is the insight of the Hogan Team Report.

Although the empirical evidence for the relationships between personality and team effectiveness is mixed, we view these findings against the backdrop of criterion measurement issues described earlier. We also consider these past findings in light of the argument that best business practices often precede academic research supporting them (Cascio & Aguinis, 2008).

As such, we designed the Hogan Team Report using best practices in both the scientific and professional communities to combine the strengths of each approach into one product.

Team roles

When we began to examine team roles, we reviewed a diverse set of perspectives in academic and applied literatures. We noticed that most writers and practitioners converged on a small set of psychological roles people play in teams. Similarly, an exercise we run at the start of our team performance coaching workshops asks how many roles leaders think their teams need. Again and again, participants describe four particular roles:

1. People who focus on results and getting things done.

2. People who focus on team relations and interpersonal harmony.

3. People who produce ideas for the team.

4. People who ensure that details and processes are covered.

Consider the following description from a CEO (Bryant, 2010):

"At the risk of oversimplifying, I think that in any great leadership team, you find at least four personalities, and you never find all four of those personalities in a single person.

You need to have somebody who is a strategist or visionary, who sets the goals for where the organization needs to go.

You need to have somebody who is the classic manager — somebody who takes care of the organization, in terms of making sure that everybody knows what they need to do and making sure that tasks are broken up into manageable actions and how they're going to be measured.

You need a champion for the customer, because you are trying to translate your product into something that customers are going to pay for. So it's important to have somebody who empathizes and understands how customers will see it. I've seen many endeavors fail because people weren't able to connect the strategy to the way the customers would see the issue.

Then, lastly, you need the enforcer. You need somebody who says: "We've stared at this issue long enough. We're not going to stare at it anymore. We're going to do something about it. We're going to make a decision. We're going to deal with whatever conflict we have."

In reviewing existing guidance on team roles, we also examined other popular role-based tests. Specifically, we examined Belbin's Team Roles and the Myers-Briggs Type Indicator (MBTI), two popular tools for team development.

Belbin's Team Roles

Meredith Belbin identified nine roles, based on his observations of management students in England. He championed the concept that a variety of roles existed within a team, outside of technical or functional roles, and that a balance of these was necessary for optimum team performance.

Although very popular, Belbin's Team Role Self-Perception Inventory remains the subject of controversy for being a theoretical and for the psychometric quality of the instrument itself (Furnham, 1992). Although some studies find adequate reliability and validity, others report poor internal consistency and a lack of construct, convergent, and discriminant validity (Aritzeta, Swailes, & Senior, 2007; Furnham, Steele, & Pendleton, 1993).

Another issue is the ipsative (forced choice) format of the inventory. This limits the instrument to within-person interpretation and does not allow for comparisons in role preferences between people.

Additionally, factor analyses have found that the nine Belbin team roles can be reduced to five factors. As such, it is likely that Belbin was describing the FFM personality traits in his original observations (Fisher, Hunter, & Macrosson, 2001).

Myers-Briggs Type Indicator (MBTI)

Another popular tool for team facilitation work is the MBTI. The MBTI is likely one of the most widely known personality assessments in the world. Similar to Belbin's Team Roles, the MBTI is often questioned for its psychometric properties, specifically its reliability and validity. One of the main features of the MBTI is that each of four attributes is presented as a dichotomy. People are classified as having a preference for one type or another, with no distinction for moderate scores. In this way, the MBTI does not accurately capture the continuous nature of personality constructs distributed from low to moderate to high scores. As such, an individual who completes the MBTI on multiple occasions may be classified quite differently from one testing instance to the next, due to minor differences in item responses. Additionally, moderate to strong correlations from .44 to .76 have been reported between each of the Myers-Briggs dimensions and the Big Five personality characteristics (McCrae & Costa, 1989).

Certain personality characteristics make some people a natural fit for particular psychological roles, just as accumulated knowledge and skill can make others well-suited for particular functional roles. Moreover, some people are better suited for a task than others, due to specific characteristics they possess. In other words, it may not be wise to put a shy person in a sales position or an insensitive person in a management position, (Hogan, 2007). Beyond functional roles, personality influences how an individual behaves and interacts within the team (e.g., Conscientiousness and Extraversion predict the propensity of individuals to make effective task and social inputs, respectively; Hofmann, & Jones, 2005; Manning, Parker, Pogson, 2006). Finally, there are a limited number of roles that can be used for theoretical and practical reasons (Langvik, 2006).

The existing team role tests are very popular, yet they all suffer from certain fatal flaws. The first is that they nominate too many roles. The Belbin includes nine, and the MBTI has 16.

Second, academics criticize these tools for lacking a coherent underlying theoretical structure. As an alternative, a grounded structure based on the five-factor model of personality is needed.

Third, none of the previous tests in the market produces an overall picture of how the team is likely to perform collectively and how it likely appears to others outside the group. Current products still require artful interpretation or inferential leaps. A better product would describe the team from a collective standpoint.

As such, our goal was to produce a new team report to describe teams as collective units. More specifically, we sought to create a team report that would explain:

- The informal psychological roles occupied by team members;

- The likely team risks that may emerge when the team is stressed;

- The key values defining critical cultural aspects of the team.

Based on the role emergence analysis described above, reviews of the literature, and professional experience,

we settled on the following five roles:

1. Someone who will focus on results and getting things done.

2. Someone who will focus on team relations and interpersonal harmony.

3. Someone who will produce ideas for the team.

4. Someone who will ensure that details and processes are covered.

5. The pragmatist, who can apply a hard-headed realism.

THE HOGAN TEAM ROLES

The Team Roles section of the Hogan Team Report is based on the Hogan Personality Inventory (HPI; R. Hogan & Hogan, 2007), a normal, day-to-day personality assessment based on the extensively researched and validated five-factor model.

The seven HPI scales (and associated FFM constructs measured) are defined as follows:

Adjustment concerns the degree to which a person is steady in the face of pressure, or conversely, tense and self-critical (FFM Emotional Stability).

Ambition concerns the degree to which a person seems leader-like, status-seeking, and achievement-oriented (FFM Extraversion).

Sociability concerns the degree to which a person needs or enjoys social interaction (FFM Extraversion).

Interpersonal Sensitivity concerns the degree to which a person seems socially sensitive, tactful, and perceptive (FFM Agreeableness).

Prudence concerns the degree to which a person seems conforming, dependable, and self-controlled (FFM Conscientiousness).

Inquisitive concerns the degree to which a person seems imaginative, adventurous, and analytical (FFM Intellect/Openness).

Learning Approach concerns the degree to which a person enjoys academic activities and values education as an end unto itself (FFM Intellect/Openness).

Each of the five informal psychological roles is based on a score from a single HPI scale or a configuration of scores from two HPI scales. The five informal roles are defined as follows:

Results Role - Someone who takes on the role of directing the team. Members who fulfill this role are likely to make sure everyone knows what they should be doing, tasks are broken up into manageable actions and delegated to appropriate team members, and outcomes are evaluated (HPI Ambition).

Relationships Role - Someone with a focus on relationships, personal involvement, and social perspective. Members who fulfill this role are likely to strive for harmony and cooperation within the team. They may also be the champion for customers and other stakeholders, empathizing with and understanding those outside the team (HPI Interpersonal Sensitivity and Sociability).

Process Role - Someone with a focus on structure and tasks, ensuring that there is a process for implementation. Members who fulfill this role are most likely to be known as conscientious and detail-focused team members (HPI Prudence).

Innovation Role - Someone with a strategic perspective and a vision for the team's future direction. Members who fulfill this role are likely to focus on change, vision, and ideas (HPI Inquisitive and Ambition).

Pragmatism Role - Someone willing to take on the unpopular role of team enforcer. Members who fulfill this role are most likely to say something like, "We've stared at this issue long enough. We're not going to stare at it anymore. We're going to do something about it. We're going to make a decision. We're going to deal with whatever conflict we have." (Bryant, 2010; HPI Interpersonal Sensitivity and Inquisitive)

HOW TO UNDERSTAND THE ROLE GRAPHIC

For each role in the Hogan Team Report, we present the percentage of team members who fulfill that role. Percentages of team members between 0% and 20% are considered low, percentages from 21% to 49% are considered moderate, and percentages at or above 50% are considered high.

Figure 1. **Example Team Role Graphic**

TEAM ROLES

Team members play two distinct types of roles. The first are formal or functional roles defined by their job descriptions. The second are the informal or psychological roles they play on the team. Both roles are important for team success, and individuals vary in the extent to which they fulfill them. With informal roles, some people focus on the social life of the team, whereas others may encourage the team to pay attention to detail and quality. At least five informal roles need to be filled in most teams for them to be optimally successful, and an unfilled role may lead to a gap in the team's functioning. These roles are Results, Pragmatism, Innovation, Process, and Relationships. The following numbers represent the percentage of the team that fulfills each informal role on your team. Because each team member may fulfill multiple roles, percentages may not sum to 100%. Particularly high or low percentages for these roles will likely influence the team's functioning and the team's reputation. Fifty percent or higher is considered a high concentration in a given role, and 20% or lower is considered a low concentration.

TEAM SCORES

RESULTS	PRAGMATISM	INNOVATION	PROCESS	RELATIONSHIPS
36	73	27	18	18
People who organize work, clarify roles, coordinate, and provide direction for others. They enjoy taking charge and pushing for results.	People who provide practical, hard-headed evaluations of ideas and proposals. They advocate pragmatic solutions, and their views are not influenced by the need to maintain harmony. They are direct and grounded in reality.	People who recognize when conditions have changed and when the team needs to adapt. They spot emerging trends and patterns quickly, enjoy solving problems, and generate creative solutions.	People who are concerned with implementation, the details of execution, and the use of processes and systems to complete tasks. They are reliable, organized, and conscientious about following procedures.	People who are concerned about morale and how team members are getting along. They are positive and optimistic, attuned to people's feelings, and good at building cohesive relationships.

Further, we include a brief description of the role holders and their likely effect on the team.

Results

Team members who naturally focus on results tend to organize work, clarify roles, coordinate the team, and provide direction for others. They want to guide the team's work, are comfortable taking charge, and are active in pursuing results. Team members fulfilling this role are beneficial because they often communicate and manage ideas, work processes, individual contributions, progress, and problems to the team. However, an excess of team members fulfilling this role may potentially lead to conflict over team leadership.

Team members fulfill this role by achieving a **high score on the HPI Ambition scale** (65th percentile or higher). Such individuals are likely to be perceived by others as socially self-confident, leader-like, competitive, and energetic. At their best, they may seek leadership roles, drive others towards business goals, and focus on achieving results. However, at their worst, such team members may compete with other team members for leadership and not seek others' input.

The following table presents implications of having high (greater than 50%), moderate (21% to 49%), or low percentages (20% or less) of the team fulfilling the Results role.

Table 2. *Implications of High, Moderate, and Low Percentages of Results Team Members*

HIGH	MODERATE	LOW
• These teams will likely focus on achieving goals and will tend to approach challenges eagerly.	• These teams will likely be able to balance a focus on short-term results with a focus on longer-term strategy.	• These teams will likely find it easy to work together and avoid internal competition.
• Teams with high percentages of Results individuals may focus heavily on short-term goals.	• Teams with moderate percentages of Results individuals may experience conflict related to perceived differences in individual levels of effort or commitment.	• Teams with low percentages of Results individuals may appear complacent and unmotivated to improve.
• These teams will likely benefit from ensuring that results are considered from a long-term, strategic perspective.	• These teams will likely benefit from discussing and reaching a clear agreement about accountability and goals early on.	• These teams will likely benefit from publicly posting goals and time lines, regularly setting stretch goals, and frequently reviewing performance.

Relationships

Team members who naturally focus on relationships are typically concerned about how others feel and how well team members are getting along. They are often upbeat, attuned to people's feelings, and good at building cohesive and positive relationships among team members.

Team members fulfill this role by achieving an **above-average score on the HPI Interpersonal Sensitivity scale** (50th percentile or higher) and **a moderate or high score on the HPI Sociability scale** (35th percentile or higher). Such individuals are likely to be perceived by others as gregarious, outgoing, talkative, warm, friendly, approachable, and charming in their interactions with other team members. At their best, they are perceptive, thoughtful, and cooperative team members who can listen to others and foster trust and respect from peers and staff. However, at their worst, they can be overly focused on others and getting along rather than team performance.

The following table presents implications of having high (greater than 50%), moderate (21% to 49%), or low percentages (20% or less) of the team fulfilling the Relationships role.

Table 3. *Implications of High, Moderate, and Low Percentages of Relationships Team Members*

HIGH	MODERATE	LOW
• These teams will likely be good at creating inclusive, open, and highly interactive environments.	• These teams will likely be cohesive, but still able to give blunt, constructive feedback.	• These teams will likely be able to approach tough tasks and discussions and to provide difficult feedback to others.
• Teams with high percentages of Relationships individuals may have difficulty showing their interactive approach produces tangible results or providing negative feedback to other team members.	• Teams with moderate percentages of Relationships individuals may experience tension, with team members potentially viewing colleagues as either too blunt or too yielding.	• Teams with low percentages of Relationships individuals may lack a sense of cohesion and appear insensitive to the needs or feelings of others inside and outside the team.
• These teams will likely benefit from monitoring time spent in meetings and asking for measurable commitments from team members.	• These teams will likely benefit from considering communication expectations when matching team members to formal roles.	• These teams will likely benefit from taking time to build support and maintain regular communication within the team and with other key stakeholders.

Process

Team members who naturally focus on process are typically concerned with implementation, the details of execution, and the use of processes and systems to complete tasks. They are often known by other team members as reliable, organized, and conscientious about following procedures.

Team members fulfill this role by achieving a **high score on the HPI Prudence scale** (65th percentile or higher). Such individuals are likely to be perceived by others as procedurally driven, organized, and attentive to details and implementation. At their best, they hold high standards for both their own and others' performance. However, at their worst they may be seen as rigid and inflexible and may lack sufficient focus on the big picture.

The following table presents implications of having high (greater than 50%), moderate (21% to 49%), or low percentages (20% or less) of the team fulfilling the Process role.

Table 4. *Implications of High, Moderate, and Low Percentages of Process Team Members*

HIGH	MODERATE	LOW
• These teams will tend to be good at completing detailed tasks on time and on budget.	• These teams will likely be good at process and flexibility.	• These teams will likely be flexible, adapting quickly in response to change.
• Teams with high percentages of Process individuals may lack tactical agility when needed.	• Teams with moderate percentages of Process individuals may experience friction if someone is careless with the rules.	• Teams with low percentages of Process individuals may lack self-discipline, having difficulty following required processes to execute plans.
• These teams will likely benefit by taking a step back and looking at changes in environment and considering the implications of these changes.	• These teams will likely benefit from setting standards early on and delegating tasks according to individuals' strengths.	• These teams will likely benefit from developing clear project plans for works in progress and checking and double-checking details and quality.

Innovation

Team members who naturally focus on innovation are likely to anticipate problems, recognize when conditions have changed, and when the team may need to adapt. They often spot trends and patterns quickly, enjoy solving problems, and generate creative solutions.

Team members fulfill this role by achieving an **above-average score on the HPI Inquisitive scale** (50th percentile or higher) and **a moderate or high score on the HPI Ambition scale** (35th percentile or higher). Such individuals are likely to be perceived by others as imaginative, curious, and open-minded thinkers. At their best, they focus on the big picture and bring a variety of ideas and solutions to the table. However, at their worst, they may have difficulty with practical or well-established ideas and prefer generating ideas over implementing solutions.

The following table presents implications of having high (greater than 50%), moderate (21% to 49%), or low percentages (20% or less) of the team fulfilling the Innovation role.

Table 5. *Implications of High, Moderate, and Low Percentages of Innovation Team Members*

HIGH	MODERATE	LOW
• These teams will likely seem creative and open to new ways of thinking.	• These teams will likely be able to balance long-term strategy with practical implication.	• These teams will tend to work on proven solutions using processes shown to have worked well.
• Teams with high percentages of Innovation individuals may easily lose sight of what is practical or may take unwise risks.	• Teams with moderate percentages of Innovation individuals may frustrate each other by seeming either negative in the face of good ideas or highly impractical.	• Teams with low percentages of Innovation individuals may view new ideas with a high degree of skepticism.
• These teams will likely benefit from grounding their thinking and linking their plans directly to the organization's needs.	• These teams will likely benefit from instituting a mechanism that ensures both low and high Innovation views are heard.	• These teams will likely benefit from inviting outside experts to initiate new thinking and ideas.

Pragmatism

Team members who naturally focus on pragmatism are typically realistic and perhaps even hard-headed challengers of ideas and theories. They often promote practical approaches and aren't easily swayed by the need to preserve harmony or innovation for their own sake.

Team members fulfill this role by achieving **low or moderate scores on HPI Interpersonal Sensitivity** (64th percentile or lower) **and below-average scores on HPI Inquisitive** (49th percentile or lower). Such individuals are likely to be perceived by others as practical and level-headed, slow to accept new ideas, and preferring a hands-on approach to problem solving. At their best, they are not easily swayed by emotions and are comfortable confronting conflict and taking on unpopular positions. However, at their worst, they may be perceived by others as ignoring other team members' feelings, as well as the big picture.

The following table presents implications of having high (greater than 50%), moderate (21% to 49%), or low percentages (20% or less) of the team fulfilling the Pragmatism role.

Table 6. *Implications of High, Moderate, and Low Percentages of Pragmatism Team Members*

HIGH	MODERATE	LOW
• These teams will likely be good at evaluating whether proposed actions are supported by resources and realistic time lines.	• These teams will likely be good at evaluating new ideas and tabling them when necessary.	• These teams will likely be willing to stretch the status quo and consider new solutions.
• Teams with high percentages of Pragmatism individuals may make hasty judgments about ideas that challenge the status quo.	• Teams with moderate percentages of Pragmatism individuals may be somewhat hostile to creativity.	• Teams with low percentages of Pragmatism individuals may not challenge solutions that are highly impractical or impossible to implement solutions.
• These teams will likely benefit from inviting outside experts to help provide new ideas.	• These teams will likely benefit from ensuring that all team members are encouraged to offer ideas, and that Pragmatism individuals do not automatically put those ideas down.	• These teams will likely benefit from finding ways to ensure their plans and solutions are realistic.

Hogan Team Roles and other typologies

As stated above, the roles in the Hogan Team Report are each defined by certain scores or score combinations on scales from the HPI. These roles have conceptual links to Holland's occupation types, Belbin's team roles, and MBTI dimensions summarized in the table below. The table lists the correlations found between Belbin team roles and the FFM personality dimensions on which the HPI is based (Holland, 1966; Manning et al., 2006; Schneider, Goldstein & Smith, 1995).

Table 7. *Relationships among Hogan Team Report Roles and Other Team Role and Career Choice Typologies*

Role	HPI Scale(s)	Holland Code	Belbin Role	Belbin-FFM Correlations	MBTI Scale
Results	AMB ≥ 65%	E	Shaper	.45 (Extraversion)	Extraversion
Relationships	INP ≥ 50% SOC ≥ 35%	S	Team Worker	.49 (Agreeableness)	Feeling
Process	PRU ≥ 65%	C	Implementer Completer-Finisher	.60 (Conscientiousness) .48 (Conscientiousness)	Judging
Innovation	INQ ≥ 50% AMB ≥ 35%	I	Plant	.41 (Openness)	Intuition
Pragmatism	INP ≤ 64% INQ ≤ 49%	R	Monitor-Evaluator	-.20 (Agreeableness)	Thinking Sensing

Note: AMB – Ambition, SOC – Sociability, INP – Interpersonal Sensitivity, PRU – Prudence, INQ –Inquisitive; C – Conventional; E – Enterprising; I – Investigative; R – Realistic; S – Social.

The distribution of roles in the population

Although there is no universal ideal for how members of a team should optimally be distributed across these roles, there are certain natural tendencies that typically occur. This likely stems from the fact that individuals with certain personalities are naturally attracted to certain roles, jobs, and work environments (e.g., Holland, 1966, Schneider, et al., 1995). Results-oriented individuals may be more likely to take on managerial and executive jobs. Relationships-oriented individuals may be more likely to take service- and support-type jobs.

Research (Bradley & Hebert, 1997; Prichard & Stanton, 1999; Senior, 1997) points to balance across roles being more effective for teams in general and for leadership and executive teams specifically. However, it is worth noting that, due to the distinctive nature of job tasks, more specialized teams may be more likely than more general teams to show an imbalance of roles across team members. For example, accounting teams seem to have a smaller number of Innovation role-holders. Therefore, to help users of the Hogan Team Report, we explored the distribution of these roles in the global working population using a comprehensive normative dataset. As shown in the table, workers in certain job families naturally fulfill certain roles to a greater degree than others.

Table 8. *Distribution of Hogan Team Report Role Types across Hogan Job Families*

Role	Total N	Total %	Hogan Job Family						
			M&E	Prof	T&S	O&T	S&CS	A&C	S&S
Results	60,322	41.4%	46.2%	41.4%	33.9%	39.2%	53.4%	40.6%	32.1%
Relationships	57,866	39.7%	39.8%	42.4%	36.1%	42.3%	47.2%	39.0%	45.0%
Process	54,821	37.6%	33.1%	43.2%	29.4%	44.1%	38.8%	37.6%	43.4%
Innovation	61,600	42.3%	42.7%	43.8%	36.3%	40.4%	53.5%	39.5%	39.4%
Pragmatism	46,731	32.1%	33.1%	28.7%	36.5%	29.1%	25.8%	32.6%	24.7%
TOTAL	145,746		30,800	27,276	5,970	10,450	9,553	7,553	8,926

Note: M&E – Managers and Executives; Prof – Professionals; T&S – Technicians and Specialists; O&T – Operations and Trades; S&CS – Sales and Customer Support; A&C – Administrative and Clerical; S&S – Service and Support.

Due to the large number of possible scale score configurations on the HPI, some people may fulfill multiple informal roles on their team. Others, however, may not fulfill an informal role. Research on a large sample of working adults from a global population suggests that approximately 6% of people will be listed as not filling any of the informal roles. This feature of the Hogan Team Report is significantly different from other role typologies, which force every person into at least one role.

It is worth noting, however, that individuals who fulfill one or more roles are not necessarily better than their colleagues who fulfill none. Individuals who are not listed as fulfilling a role may still fulfill aspects of that role at times, though not to the same degree as someone who is listed as filling that role. Also individuals may fulfill formal roles very differently than informal ones. As such, individuals fulfilling no informal roles may still play an important part in helping the team deliver its objectives, specifically by means of technical experience, organizational knowledge, or functional expertise that other team members may lack.

TEAM DERAILERS

The Team Derailer section of the Hogan Team Report is based on the Hogan Development Survey (HDS; Hogan & Hogan, 2009), which identifies characteristics that can derail individual performance. These faulty interpersonal strategies emerge when individuals are not actively managing their public images: when they are excited, over-burdened, tired, or let their guards down. Psychologically, these behaviors have useful antecedents—they help people manage stress or difficult situations. However, they can become risks when they are over-relied upon in response to stress.

The HDS scales are defined as follows:

Excitable concerns seeming emotional and inconsistent, being enthusiastic about new persons or projects and then becoming disappointed with them.

Skeptical concerns seeming cynical, distrustful, overly sensitive to criticism, and questioning others' true intentions.

Cautious concerns seeming resistant to change and reluctant to take reasonable chances for fear of being evaluated negatively.

Reserved concerns seeming socially withdrawn and lacking interest in, or awareness of, the feelings of others.

Leisurely concerns seeming autonomous, indifferent to other people's requests, and becoming irritable when they persist.

Bold concerns seeming unusually self-confident and, as a result, slow to admit mistakes or listen to advice, and having difficulties learning from experience.

Mischievous concerns seeming to enjoy taking risks and testing the limits.

Colorful concerns seeming expressive, dramatic, and wanting to be noticed.

Imaginative concerns seeming to act and think in creative and sometimes unusual ways.

Diligent concerns seeming careful, precise, and critical of the performance of others.

Dutiful concerns seeming eager to please, reliant on others for support, and reluctant to take independent action.

If a majority of team members (half of the team or more) show the same derailer, a specific problematic individual behavior may become a shared team derailer. These behaviors can interfere with the team's ability to build relationships and maintain a cohesive direction towards accomplishing goals. The shared derailers may even be regarded as normal because the team may lack insight into their collective behavior. Teams with significant shared derailers may run heightened risks of poor performance and behavior.

For each HDS scale, the Hogan Team Report provides both an average score across all team members and a count of the number of team members scoring in the No Risk (0th to 39th percentiles), Low Risk (40th to 69th percentiles), Moderate Risk (70th to 89th percentiles) and High Risk (90th to 100th percentiles) ranges.

Broadly speaking, the derailers described by the HDS fall into three factors describing flawed interpersonal strategies used in response to stress: Moving Away from Others, Moving Against Others, and Moving Toward Others (Horney, 1950).

Moving Away from Others – These behaviors describe individuals who manage anxiety or pressure by maintaining distance from others and pushing them away. These derailers include the Excitable (being emotionally volatile, easily disappointed, or lacking direction), Skeptical (being cynical, mistrusting, or holding grudges), Cautious (being avoidant, fearful, or unassertive), Reserved (being introverted, unsocial, or tough), and Leisurely (being passive aggressive, privately irritated, or feeling unappreciated) scales.

Moving Against Others – These behaviors describe individuals who manage stress by manipulating or controlling others. In contrast to the Moving Away derailers, the Moving Against derailers describe an offensive (rather than defensive) strategy to cope with stress. These derailers include the Bold (being entitled, overconfident, or believing in a destined greatness), Mischievous (being risky, impulsive, or manipulative), Colorful (being overly outgoing, easily distracted, and seeking attention), and Imaginative (being eccentric, overly creative, and believing in extraordinary abilities) scales.

Moving Toward Others – These behaviors describe individuals who manage their anxiety and stress by building alliances with others. These derailers include the Diligent (being perfectionistic, overly organized, and holding excessively high standards) and Dutiful (being indecisive, ingratiating, and overly conforming) scales.

Shared derailers can lead to three broad effects:

* *Shared blind spots.* Members who have a shared derailer may lack insight about that problematic behavior and, as such, be unable to provide feedback to each other. Feeling too comfortable with common responses to stress may cause team members to ignore valuable clues to derailment. For example, a team with a shared Leisurely derailer may fail to provide constructive criticism to each other, each member might continue to advance his/her own agenda and timeframes, or alternatively, might support a team agenda without taking into account external considerations.

* *Multiplication effects.* When team members share flawed responses to stress in common, stressful situations that trigger individual derailing behaviors may be reinforced or exacerbated by similar reactions by other team members. For example, a team with a shared Colorful derailer may react to a stressful project by working each other up or getting distracted by chasing exciting but low-value work.

* *Competitive responses.* Individual team members who share common derailers may unintentionally trigger an arms race of derailment in each other in their reactions to stressful situations. In such cases, one team member's derailing behavior may cause other team members to react with similar derailing behavior. For example, imagine the following conversation between two team members with a shared Skeptical derailer: "Why did you ask about that?," "You seem pretty defensive about that.," "Are you accusing me of something here?" Likewise, a team with a shared Bold derailer may fail to listen to each other when the team is stressed.

HOW TO UNDERSTAND THE DERAILER GRAPHIC

For each HDS scale, we present a derailer graphic. In the middle of the graphic the team's average percentile score appears. The numbers outside that circle represent the number of team members at each level of risk for that derailer. The lightest shading represents No Risk (0th to 39th percentiles), with darker shading representing Low (40th to 69th percentiles), Moderate (70th to 89th percentiles), and High (90th to 100th percentiles) levels of risk, respectively.

Figure 2. *Example Team Derailer Graphic*

SCALE CLUSTER	HDS SCALE

MOVING AWAY
When stressed, people with these derailers may be moody, sensitive to perceived slights, fearful of making mistakes, or mistrusting of others.

EXCITABLE 1 4 67 1 2
SKEPTICAL 4 1 76 3 3
CAUTIOUS 0 3 50 5 3
RESERVED 3 3 65 2 3
LEISURELY 1 2 61 2 6

MOVING AGAINST
When stressed, people with these derailers may destabilize teams by dominating agendas, testing limits, or distracting colleagues.

BOLD 2 2 58 3 4
MISCHIEVOUS 2 1 70 4 4
COLORFUL 0 1 68 5 5
IMAGINATIVE 4 3 61 1 4

MOVING TOWARD
When stressed, people with these derailers may pay excessive attention to detail or to the needs and directives of their supervisors.

DILIGENT 5 3 66 0 3
DUTIFUL 1 3 58 4 3

SCORING KEY
- NO RISK TEAM MEMBERS
- LOW RISK TEAM MEMBERS
- MODERATE RISK TEAM MEMBERS
- HIGH RISK TEAM MEMBERS
- KEY TEAM DERAILER

Tip | All teams deal with the idiosyncrasies of their members. However, these potential derailers may become blind spots when shared by members of a team. These tendencies may trigger a spiral of disruptive behavior when the going gets tough or may emerge when colleagues become more comfortable and informal with each other.

We define a shared derailer as one for which half or more of the team is at moderate or high risk (70th percentile or above). More in-depth information is delivered within the report to help provide insight into how that derailer may affect team functioning.

Implications and development tips for each derailer are also provided below.

Table 9. *Derailer Implications and Development Tips for Teams*

POTENTIAL DERAILER	DEVELOPMENT TIPS
Excitable. Highly Excitable team members may be seen by others as emotionally volatile and easily disappointed. Teams with a shared Excitable derailer may be intense and energetic. They may be initially enthusiastic about new people or projects, only to later become easily frustrated and disappointed with them. Colleagues and others working with such teams may find it passionate, but easily discouraged.	• The team may need to develop indicators of when the pressure is getting too high or relationship strains are emerging. • Take time before reacting. Monitor pressure and moods and learn to argue without getting emotional. • Develop a team charter for team member behavior, and be prepared to call out poor emotional control. When under pressure, build in time out and time away from each other. • Create protocols for handling disagreements and be clear about how decisions will be reached. • Practice debriefing after disappointments to extract learning.
Skeptical. Highly Skeptical team members may become edgy and fault-finding under stress. Teams with a shared Skeptical derailer may overreact to shifts in the politics surrounding the team. Such teams may have trouble forming trusting relationships, both internally and externally. Others outside the team may find it frustrating to work with because of a perceived lack of trust and cynical outlook.	• Consciously develop trust in each other. • Pressure may cause this team to become hyper-vigilant. In these situations, slow conversations down; check facts and assumptions. • Gather information and listen before forming opinions. Take members' actions at face value. • Explore the positive side. • Always balance criticism with a positive plan for improvement. • The team may need to practice having fun and celebrating achievements. • Try to build a no-blame culture.
Cautious. Highly Cautious team members may be overly careful, slow to act, and reluctant to commit. Teams with a shared Cautious derailer may be hypersensitive to criticism and show a tendency to magnify risks, causing it to stick too rigidly to policy. Others may find the team frustrating to work with because it seems indecisive or prone to endless analysis.	• This team may need to learn to stop procrastinating or obsessing over what might go wrong. Instead of encouraging worry in team members, encourage each other to take smart risks. • Focus on benefits as much as risks, embracing them as potential opportunities. • Undertake more experiments and pilot ideas more frequently. • Learn to see mistakes as opportunities to improve. • Set time limits for making decisions. • Restrict the number of meetings held to drive effectiveness.
Reserved. Highly Reserved team members may be task-oriented and not interested in the feelings or needs of other team members. Teams with a shared Reserved derailer may tune out news or information it doesn't want to hear or withdraw from others under stress. Such teams may keep communications based on tasks, and a spirit of teamwork may seem absent. Others outside the team may find it difficult to work with because of a perceived lack of personal relationships or social insensitivity.	• Ensure team goals are shared. • As a group, ensure protocols exist for handling disagreements between team members; a team charter may be useful. • Keep communicating when under pressure. • As pressure mounts, ensure that team members attend meetings together • Challenge avoidance excuses and draw introverts closer. • Actively work on social connections. Allow time for individual work but strongly encourage participation at team meetings. • Ensure that people are not able to withdraw from the team. • Engaging a facilitator may help deal effectively with tough conversations.

POTENTIAL DERAILER	DEVELOPMENT TIPS
Leisurely. Highly Leisurely team members may react to stress with privately emotional responses of irritation. Teams with a shared Leisurely derailer may over-value independence and may be stubborn and resistant to feedback. Relations with other groups may suffer because such teams dislike being told what to do. Others outside the team may be frustrated by the degree to which the team sets its own agenda and timeframes.	• Build in protocols for being responsive and set measurements for stakeholder engagement. • Maintain a steady focus on the competition. • Stick to commitments and deliverables. • Focus on tangible tasks and hard data, limiting time spent justifying opinions. • Move team decisions forward by considering their importance and urgency. • Beware of cynical comments about those outside the team, and avoid engaging in such conversations.
Bold. Highly Bold team members may feel they deserve special treatment, overly confident, and believe they are unusually gifted. Teams with a shared Bold derailer may have difficulties remaining cohesive, demonstrate arrogance, or over-estimate their talents. Others outside the team may find it difficult to work with because of perceived grandiosity or lack of understanding about limitations.	• The team may need to focus on practicing humility and grace, as over-confidence could bring the team down. • Build risk assessment into team planning activities and take time to review risks formally. • The team may need to learn to listen to criticism and allow trusted outside voices into the team's decision making. • Gather feedback on team performance and reputation from external sources. • Develop methods for tracking and correcting errors by extracting lessons learned. • Acknowledge mistakes immediately and formally.
Mischievous. Highly Mischievous team members may respond to stress with risky, impulsive, or manipulative behavior. Teams with a shared Mischievous derailer may enjoy testing rules and stretching limits, or earn a reputation for being unfocused and irresponsible. Others outside the team may find it difficult to work with because of perceived difficulties in learning from experience or following processes and rules.	• Team members may need to consciously act as role models, curbing any individual excess or reckless behavior. • Members should develop a risk register and consider worst case scenarios. • Slow down decision making and build in a pause-and-reflect period before taking action. • Pause to consider consequences before acting on intuition; focus on process and commitments. • The team may need to place the good of the organization and the well-being of the team over fun and excitement of members. • Regularly review actions to ensure that the team learns from experience.
Colorful. Highly Colorful team members may be overly social, easily bored, dramatic and attention-seeking when stressed. Teams with a shared Colorful derailer may have trouble staying organized, keeping on task, or delivering results in stressful circumstances. Others outside the team may find it frustrating to work with if the team is perceived as unfocused, distractible, or over-committed.	• Under pressure the team may need to regroup and come back to basics. • The team should discipline itself to make sure it can focus and deliver when pressure mounts. • Keep team priorities clear and keep the impulse to chase exciting but low value pieces of work in check. • Reframe existing goals in new ways as needed to sustain interest. • Listen to members who emphasize substance over style and delivery over promises. • Tie rewards and recognition to task completion and delivery of results.

POTENTIAL DERAILER	DEVELOPMENT TIPS
Imaginative. Highly Imaginative individuals may become absorbed by eccentric ideas or believe in perceived extraordinary personal abilities or unusual creativity. Teams with a shared Imaginative derailer may not always be logical, so creative ideas may be off the mark or impractical. Such teams may have trouble getting their ideas across or remaining sufficiently focused to ensure delivery. Others outside the team may find it frustrating to work with if the team is perceived as impractical or out of touch.	• The team may need to ensure that it keeps the mission and deliverables in focus. • Take the time to test reactions to team ideas before acting by employing a trusted colleague or outsider to challenge the team's thinking and test its logic. • Be aware that others may not follow the team's intuitions or insights, so develop methods to explain links between data, ideas, and outcomes. • Engage pragmatists inside the organization to make sure the team remains grounded. • Test and rehearse communications between the team and outsiders to ensure understanding. • Always discuss implementation and delivery when considering ideas. • Benchmark the team to keep it grounded.
Diligent. Highly Diligent team members may hold excessive standards, meticulous and inflexible expectations, or become perfectionistic when stressed. Teams with a shared Diligent derailer may have too many priorities, become obsessed with quality of unimportant products, or get lost in minor details. Others outside the team may find it difficult to work with if it is perceived as nit-picky or overly concerned with standards and procedures.	• Rigidity over processes or standards could inhibit the team's effectiveness. Members should identify when they are becoming picky, overly precise, or inflexible. • Encourage more spontaneous and elastic responses to situations. • As a group, recognize that perfection is unattainable; good enough is often good enough. • Keep the team's goals at the forefront of all discussions, and consider whether small details are critical to accomplishing those goals. • Practice delegation and create smaller work groups within the team to ensure the team doesn't take too much on. • Set realistic (not perfectionistic) goals for team projects and make sure that deadlines are always kept in mind and followed.
Dutiful. Highly Dutiful team members may be overly ingratiating, conforming, or reluctant to take independent action when stressed. Teams with a shared Dutiful derailer may discourage dissent, avoid controversial topics, or defer to the decisions of others above them. Others outside the team may find it too obliging and conforming, especially if the team has a reputation for indecisiveness and reluctance to act.	• The team may benefit from skills training in dialogue and decision making. • Place value on autonomous ideas and recognize that an independent stand will enhance the team's credibility. • Develop methods of critiquing external viewpoints and challenging standing assumptions. • Stand up for the team against external criticism from superiors. • Develop a range of responses to requests to the team, and make sure one of those responses is "no." • Place a time limit on team discussions and flag those that become defensive.

TEAM CULTURE

Team members have their own individual values and drivers that guide their actions and priorities. When a majority of team members share the same values in common, the team can bond more easily. Values form the basis for the team's norms, culture, and decision making. Culture is the sum of what we are towards and value; the bias that values give our decisions and preferences. Over time, we create norms and standards that accrue into a culture.

Robert Hogan proposed that shared group values (termed "value anchors") create an internal culture for the group. Research by Winsborough Limited (2007) and others confirms this link and shows that group cohesion is higher in senior leadership groups that share common values. Conversely, groups with no such shared anchors show lower group cohesion and are less effective from a process perspective. Members' degree of fit with their teams is positively related to outcomes such as job satisfaction and negatively related to other outcomes such as intentions to quit (Kristof-Brown, Zimmerman, & Johnson, 2005). This is noteworthy, as less stable teams may not perform as effectively as more stable ones.

The Team Culture section of the Hogan Team Report is based on the Motives, Values, Preferences Inventory (MVPI; Hogan & Hogan, 2010), which measures individual values using 10 scales. These scales reflect the areas motivating an individual, but can also be used to evaluate the degree of fit between an individual and his or her team or organization. Higher scores on an MVPI scale reflect a strong motivating factor; lower scores reflect things to which a person is indifferent.

The MVPI scales are defined as follows:

Aesthetics concerns valuing creative and artistic self-expression. Interests are in quality, product look and feel, and attractive surroundings.

Affiliation concerns valuing frequent and varied social interaction. Interests are in social networking and feeling a sense of belonging to a group or organization.

Altruistic concerns valuing actively helping others and improving society. Interests are in helping others, providing helpful service, and building a better workplace.

Commerce concerns valuing business activities, money, and financial gain. Interests are in earning money, realizing profits, finding business opportunities, and making investments.

Hedonism concerns valuing fun, good company, and good times. Interests are in amusement, excitement, and variety.

Power concerns valuing competition, achievement, and being perceived as influential. Interests are in challenge, competition, and a lifestyle organized around worldly success.

Recognition concerns valuing fame, visibility, and publicity. Interests are in being known, recognized, visible, and famous.

Science concerns valuing ideas, technology, and rational problem solving. Interests are in new ideas, technology, an analytical approach to solving problems, and understanding how things work.

Security concerns valuing certainty, predictability, and risk-free environments. Interests are in structure, order, predictability, and planning for the future.

Tradition concerns valuing similarity between the organization's and employee's perspectives on tradition, history, and old-fashioned virtues.

Shared team values can have three main impacts on the team:

Shared values can make working in the team more enjoyable and cohesive.

Having values in common facilitates bonding and makes working with colleagues easier and more enjoyable. Holding the same things as worth pursuing denotes implicit acceptance of the team and other members, whereas holding different values on what the team should be doing implies disapproval of the same (Chou, Wang, Wang, Huang, & Cheng, 2008). Conflict tends to be more productive on teams with congruent values. That is, when team problems typically focus on tasks rather than people, the team may be more productive and less likely to experience interpersonal friction. Conversely, teams with fewer or no value anchors may experience lower group cohesion and more interpersonal conflict.

Shared values can contribute to greater team efficiency and effectiveness.

Congruent values are essential in the development of high-performing teams (Adams, 2009). Research suggests that shared values can help the team develop efficiently and improve faster by skipping over the stormy phase before reaching effective performance. Conversely, teams that do not share value anchors report being less effective from a process perspective.

Other research has also shown that, along with increased satisfaction with team processes, teams with shared values experience performance improvements (Chou et al., 2008). Potential mechanisms by which this happens may include:

- Coalescing on tasks and situations, which can promote high-level performance. For example, if all members value innovation and challenging the status quo, members are more likely to contribute and accept new ideas, increasing both the quantity and quality of the team's overall creativity.
- Understanding other team members' needs, which can increase the likelihood of getting required support and assistance. This can enhance team efficiency and timeliness as well as the quality of work outcomes.
- Increasing levels of interpersonal trust, which can contribute to improved efficiency and quality of work produced. Shared work values can contribute to team members' satisfaction with cooperation received from other members.

Shared values can help to stabilize the team and reduce team turnover.

Shared team values can increase the stability of a team. On the other hand, a lack of shared values (indicating that team members are working based on different perceptions of the team's purpose) can decrease members' satisfaction with the team and commitment to it, while also potentially increasing their turnover intentions (Jehn et al., 1999). Team stability is linked to performance and turnover in several ways (Winsborough Limited, 1999):

The team's ability to coordinate increases as it spends more time together and develops a shared knowledge base of team processes. High turnover in a team disrupts the ability of members to draw upon that shared knowledge.

Team stability conveys a motivational advantage. Members need to adopt a long-term perspective on their membership in the team to put its interests above their own. Members who stay longer with a team become more psychologically connected to it and more prepared to engage in activities that benefit the team.

Teams tend to reject those who don't fit. This pattern follows the framework provided in the Attraction-Selection-Attrition model (ASA; Schneider, 1987), where people are attracted to organizations with similar values, are selected during the recruitment process, and leave if values turn out not to be similar (Tett & Burnett, 2003).

When team values are shared and aligned with the organization's business strategy and objectives, the team is likely to experience not only a high degree of fit, but also overall performance. Even one or two shared team values can indicate common direction and focus. If the team lacks any values, it could struggle to agree on priorities. On the other hand, a team with too many shared values could risk issues with groupthink.

The 10 scales of the MVPI may be broadly classified into one of four broad groups for greater convenience:

Status values are concerned with standing out from the crowd, being noticed, and with achievement, progression, and position. Such values in the MVPI include Recognition (valuing attention, approval, and praise), Power (valuing success, accomplishment, status, competition, and control), and Hedonism (valuing fun, pleasure, and enjoyment).

Social values are concerned with a focus on people, being gregarious or helpful, and holding certain expectations about how people should behave towards each other. Such values in the MVPI include Altruism (valuing concern for the less fortunate and the desire to contribute to a better society), Affiliation (valuing teamwork and social interaction), and Tradition (valuing history, ritual, standards for behavior, and old-fashioned virtues).

Financial values are concerned with prioritizing bottom-line business issues, seeking economic stability, or maximizing financial gain. Such values in the MVPI include Security (valuing certainty, predictability, and order) and Commerce (valuing business-related matters such as accounting, marketing, management, and finances).
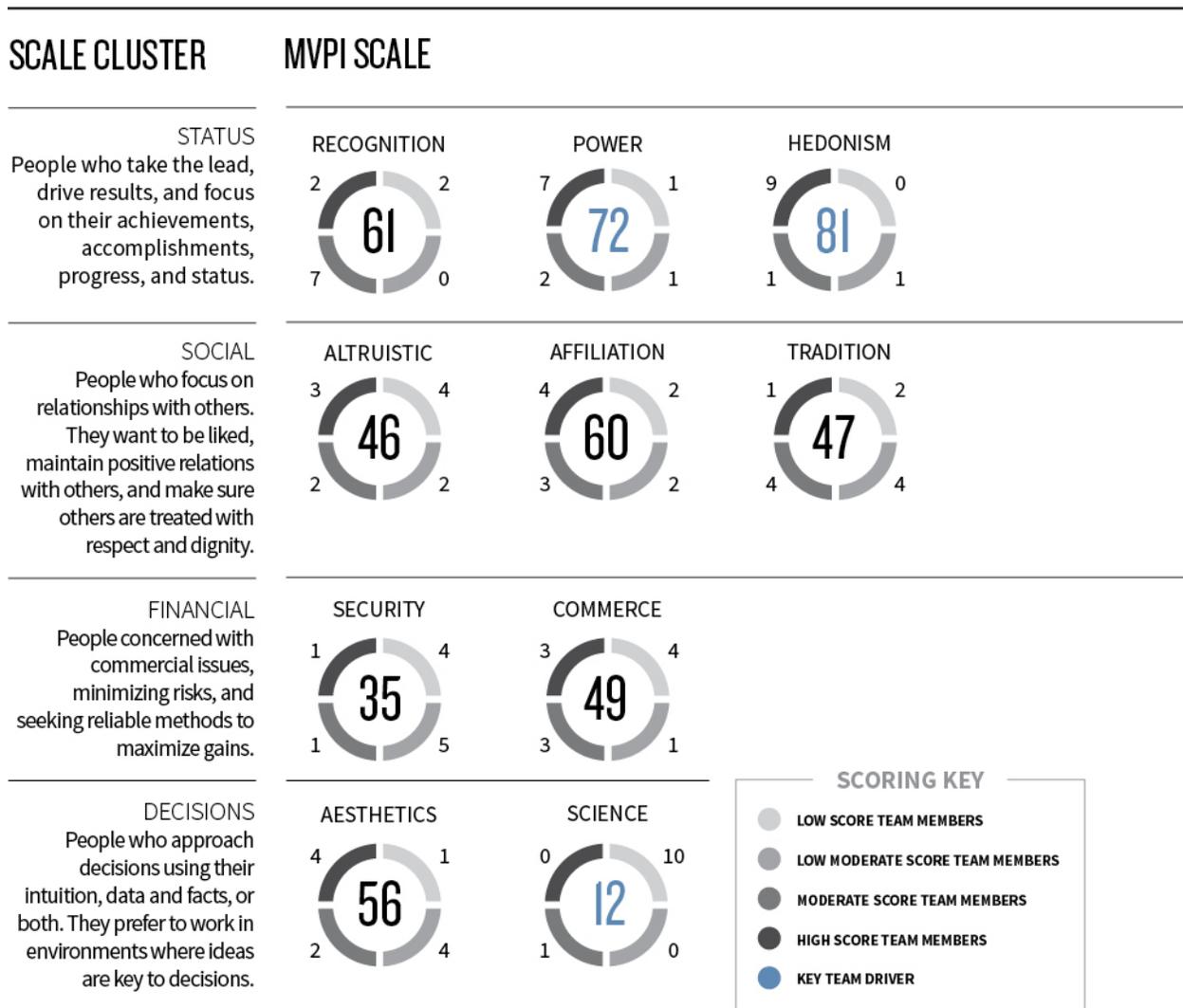
Decision values are concerned with ideas, style, presentation, or a focus on using objective information in making decisions. Such values in the MVPI include Aesthetics (valuing art, literature, music, the humanities, and high culture) and Science (valuing knowledge, technology, analysis, and complex problem-solving).

HOW TO UNDERSTAND THE VALUES GRAPHIC

For each MVPI scale, we present a values graphic. In the middle of the graphic the team's average percentile score appears. The numbers outside that circle represent the number of team members at each quartile on that value. The lightest shading represents the number of team members who scored between the 0th and 24th percentile, with increasingly darker shading representing individuals who scored between the 25th and 49th percentiles, the 50th and 74th percentiles, and the 75th and 100th percentiles, respectively.

Figure 3. *Example Team Values Graphic*

SCALE CLUSTER

MVPI SCALE

STATUS
People who take the lead, drive results, and focus on their achievements, accomplishments, progress, and status.

RECOGNITION	POWER	HEDONISM
2 — 61 — 2	7 — 72 — 1	9 — 81 — 0
7 — 0	2 — 1	1 — 1

SOCIAL
People who focus on relationships with others. They want to be liked, maintain positive relations with others, and make sure others are treated with respect and dignity.

ALTRUISTIC	AFFILIATION	TRADITION
3 — 46 — 4	4 — 60 — 2	1 — 47 — 2
2 — 2	3 — 2	4 — 4

FINANCIAL
People concerned with commercial issues, minimizing risks, and seeking reliable methods to maximize gains.

SECURITY	COMMERCE
1 — 35 — 4	3 — 49 — 4
1 — 5	3 — 1

DECISIONS
People who approach decisions using their intuition, data and facts, or both. They prefer to work in environments where ideas are key to decisions.

AESTHETICS	SCIENCE
4 — 56 — 1	0 — 12 — 10
2 — 4	1 — 0

SCORING KEY
- LOW SCORE TEAM MEMBERS
- LOW MODERATE SCORE TEAM MEMBERS
- MODERATE SCORE TEAM MEMBERS
- HIGH SCORE TEAM MEMBERS
- KEY TEAM DRIVER

We define a shared anchor as one for which more than half of the team scores either very highly (at or above the 76th percentile) or very lowly (at or below the 25th percentile). More in-depth information is delivered within the report to help provide insight into how that value may affect team functioning.

Implications for high and low values for each team are provided below.

Recognition

Teams with a shared high value on the Recognition scale tend to care deeply about maintaining a high profile and garnering attention for the team and organization. The team may emphasize big projects and have a flair for grand gestures, but may also be unpredictable. Such teams enjoy attention and acclaim, but others outside the team may find it difficult to work with because of perceived difficulties admitting mistakes or sharing credit.

Teams with a shared low value on the Recognition scale tend to be quiet, restrained, and modest. Team members may be indifferent to personal recognition, and may not mind working by themselves in behind-the-scenes roles. The team may also shun celebrations or other social events held by the organization. To others outside the team, it may appear reserved, uncommunicative, and quiet.

Power

Teams with a shared high value on the Power scale tend to be perceived as leader-like, assertive, and driven to attain results. Team members likely value achievement and evaluate others in those terms. Such teams create environments where there are opportunities to get ahead, but others outside the team may perceive it as cutthroat and inconsiderate of interpersonal relationships.

Teams with a shared low value on the Power scale tend to emphasize getting along and maintaining consensus. Team members may be perceived as reactive, reluctant to lead, and non-competitive. To others outside the team, it may appear overly tolerant of poor performance and not sufficiently concerned about achieving team or organizational goals.

Hedonism

Teams with a shared high value on the Hedonism scale tend to be perceived as lively, informal, and fun. Team members may show a concern for having a good time and prefer work environments that emphasize enjoyment. To others outside the team, it may appear unfocused, undisciplined, easily bored, or unconcerned with the task at hand.

Teams with a shared low value on the Hedonism scale tend to be highly self-disciplined, focused on the work, and formal. Team members may be reserved and show a preference for a restrained and task-focused environment. To others outside the team, it may appear unsocial, rigid, and unable to relax or have fun at work.

Altruism

Teams with a shared high value on the Altruistic scale tend to be perceived as sympathetic and concerned about the welfare of others. Team members may be highly idealistic and care about social justice issues. However, to those outside the team it may appear overly soft-hearted and more concerned about helping people than accomplishing team and organizational goals.

Teams with a shared low value on the Altruistic scale may be perceived as tough, assertive, forceful, and unafraid to confront people-related issues. Team members may excel at filtering out emotional issues and prefer task-focused work environments. However, to those outside the team it may appear materialistic, unconcerned with interpersonal issues, and indifferent to social good.

Affiliation

Teams with a shared high value on the Affiliation scale tend to be perceived as energetic, outgoing, and communicative. Team members may be spontaneous, social, and prefer working with others rather than alone. However, to those outside the team it may appear overly focused on social interaction, easily distracted from achieving key objectives.

Teams with a shared low value on the Affiliation scale may be perceived as independent, insular, and infrequent in their interactions. Team members may create a climate where people mind their own business and solve their own problems. To those outside the team, it may appear detached and independent, perhaps as though it's not a team at all.

Tradition

Teams with a shared high value on the Tradition scale tend to be perceived as conventional, formal, and concerned about socially acceptable behavior. Team members may value long-standing rules, maintaining standards, and prefer following established procedures over experimenting. However, to those outside the team it may appear overly formal, set in its ways, and resistant to change.

Teams with a shared low value on the Tradition scale may be perceived as unconventional and comfortable challenging established procedures and the status quo. Team members may appreciate diverse viewpoints and appear modern, dynamic, and flexible. To those outside the team, it may appear too unconventional and unconcerned with conventional authority or continuity.

Security

Teams with a shared high value on the Security scale tend to be perceived as safe, cautious in decision making, and concerned about avoiding mistakes. Team members may value attention to detail and order, and prefer controlled and predictable work environments that promise job security. However, to those outside the team it may appear overly cautious and prone missing opportunities to achieve results by taking risks.

Teams with a shared low value on the Security scale may be perceived as adventurous, risk-taking, and limit-testing. Team members may thrive in circumstances of ambiguity and uncertainty, and prefer work environments where innovation and taking initiative are rewarded. To those outside the team, it may appear overly risk-prone and unpredictable.

Commerce

Teams with a shared high value on the Commerce scale tend to be perceived as businesslike, ambitious, active, and focused on the bottom-line. Team members may use income, budgets, and other financial metrics as forms of evaluation, and prefer work environments where care about monetary matters is expressed. However, to those outside the team it may appear too concerned about money and insensitive about people matters.

Teams with a shared low value on the Commerce scale may be perceived as more interested in ideas and concepts than the financial bottom-line. Team members may be sympathetic, loyal to others, and prefer work environments placing people over profitability. To others outside the team, it may appear unconcerned with achieving results or earning financial rewards.

Aesthetics

Teams with a shared high value on the Aesthetics scale tend to be perceived as spontaneous, creative, imaginative, and more concerned with form than function. Team members may encourage experimentation and exploration, and prefer work environments where appearance of work products is highly valued. However, to those outside the team it may appear overly concerned about style over substance.

Teams with a shared low value on the Aesthetics scale may be perceived as practical, grounded, and concerned with functionality over form. Team members may be steady, businesslike, level-headed, and prefer work environments that emphasize productivity over creative self-expression. To others outside the team, it may appear unconcerned about the appearance of work products and potentially resistant to innovation.

Science

Teams with a shared high value on the Science scale tend to be perceived as curious, analytical, and interested in how things work. Team members may enjoy complex problem-solving and keeping up with scientific and technological trends. However, to those outside the team it may appear overly concerned with details and slow to make timely decisions with adequate information.

Teams with a shared low value on the Science scale may be perceived as intuitive, spontaneous, and more comfortable working with people than technology. Team members may have practical interests, focus on immediate goals, and prefer action over endless analysis. To others outside the team, it may appear uninterested in how things work and satisfied with a "good enough" approach.

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APPENDIX: DISTRIBUTIONS OF TEAM ROLES, SHARED DERAILERS, AND SHARED DRIVERS

To frame team results for those using the Hogan Team Report, we ran some individual- and team-level simulations. These simulations show how the team roles, shared derailers, and shared drivers are typically distributed among working adults. We obtained individual-level results presented in Tables A1 and A2 by analyzing data from a comprehensive sample of working adults from across the globe (HAS, 2012). Because it includes data for nearly 146,000 working adults who completed the HPI in 41 different languages, this sample facilitates language- and culture-free comparisons of individuals for each of the team roles. For the team-level results presented in Tables A3 through A6, we analyzed data on 676 occupational teams (NTotal = 6,505; MTeam = 11 members) using data available in the Hogan archive (HAS, 2015).

Table A1 presents the distributions of each of the team roles in a population of working adults from across the globe. Specifically, for each of the five team roles, we describe the percentage of the total sample fulfilling that role as well as the percentage of working adults in each of seven job families that fulfills the role.

***Table A1.* Distribution of Team Roles**

	Total		Hogan Job Family						
Role	**N**	**%**	**M&E**	**Prof**	**T&S**	**O&T**	**S&CS**	**A&C**	**S&S**
Results	60,322	41.4%	46.2%	41.4%	33.9%	39.2%	53.4%	40.6%	32.1%
Relationships	57,866	39.7%	39.8%	42.4%	36.1%	42.3%	47.2%	39.0%	45.0%
Process	54,821	37.6%	33.1%	43.2%	29.4%	44.1%	38.8%	37.6%	43.4%
Innovation	61,600	42.3%	42.7%	43.8%	36.3%	40.4%	53.5%	39.5%	39.4%
Pragmatism	46,731	32.1%	33.1%	28.7%	36.5%	29.1%	25.8%	32.6%	24.7%
TOTAL N	145,746	--------	30,800	27,276	5,970	10,450	9,553	7,553	8,926

Note: N = Sample size; M&E = Managers and Executives; Prof = Professionals; T&S = Technicians and Specialists; O&T = Operations and Trades; S&CS = Sales and Customer Support; A&C = Administrative and Clerical; S&S = Service and Support.

As seen in the table, individuals in Sales and Customer Support jobs are more likely to take on Results and Innovation roles within their teams, as are Managers and Executives. Individuals in Sales and Customer Support and in Service and Support jobs are most likely to fill their teams' Relationships roles and are also least likely to fulfill the Pragmatism role. Individuals in Operations and Trades and Technicians and Specialists are most likely to fill their teams' Process and Pragmatism roles, respectively.

Table A2 presents information on how many team roles individuals typically fulfill. Using the data from the same global working population previously described, we calculated each of the team roles and counted the number that each individual fulfilled.

Table A2. **Number of Roles Fulfilled by Individual Employees**

Number of Roles Fulfilled	Frequency	Percentage (%)
0	9394	6.4
1	45,880	31.5
2	47,615	32.7
3	31,198	21.4
4	11,659	8.0
5	0	0.0
TOTAL	145,746	100.0

As seen in the table, roughly 94% of individuals from the global working population fulfill at least one team role, with most individuals fulfilling between one and three roles. The roles' definitions make it difficult for an individual to fulfill no or four roles and impossible for an individual to fulfill all five roles, as the definition of the Pragmatism role is mutually exclusive with the definitions of the Relationships and Innovation roles.

Although the information presented in Tables A1 and A2 is useful for interpreting individual results on the Hogan Team Report, they do not help users frame their teams' results in terms of how common or uncommon they may be. As such, to provide this information we also analyzed team-level data from 676 occupational teams. Tables A3 through A6 present the results of these analyses.

Table A3 provides information on how many roles are typically fulfilled by members of occupational teams.

Table A3. **Number of Roles Fulfilled by Teams**

Number of Roles Fulfilled	Frequency	Percentage (%)
0	0	0.0
1	0	0.0
2	4	0.6
3	20	3.0
4	117	17.3
5	535	79.1
TOTAL	676	100.0

As seen in the table, roughly 80% of teams fulfill all five of the team roles. The majority of the teams without full role coverage had four roles fulfilled. A small minority of teams had only two or three roles covered, and we did not find any teams in which none or only one team role was filled.

Table A4 provides information on the number of shared workplace derailers in teams. Shared derailers, for which at least half of the team were at moderate or high risk, are common behaviors that may interfere with the team's ability to build relationships and maintain a cohesive direction towards accomplishing goals.

Table A4. **Distribution of Shared Team Derailers**

Number of Roles Fulfilled	Frequency	Percentage (%)
0	115	17.0
1	196	29.0
2	126	18.7
3	105	15.6
4	60	8.9
5	35	5.2
6	22	3.3
7	7	1.0
8	7	1.0
9	2	0.3
10	0	0.0
11	0	0.0
TOTAL	675	100.0

Note: Total sample size is 675 due to one team having missing HDS data.

As seen in the table, the majority teams have either zero or a small number of shared team derailers. Twenty-nine percent of teams have one shared derailer (the most common), followed by two shared derailers (19%), no shared derailers (17%), and three shared derailers (16%). It is possible, but increasingly rare, to have four or more derailers. No teams were found to have 10 or all 11 derailers.

Table A5 provides information on the number of shared team drivers. Shared drivers, for which at least two-thirds of the team have low or high MVPI scale scores, help form the basis of the team's norms, culture, and decision-making processes.

Table A5. **Distribution of Shared Team Drivers**

Number of Roles Fulfilled	Frequency	Percentage (%)
0	116	17.9
1	180	27.8
2	122	18.8
3	94	14.5
4	81	12.5
5	36	5.6
6	13	2.0
7	2	0.3
8	4	0.6
9	0	0.0
10	0	0.0
TOTAL	648	100.0

Note: Total sample size is 648 due to 28 teams having missing or incomplete MVPI data.

As seen in the table, the majority of teams have at least one shared driver. Twenty-eight percent of teams have one shared driver (the most common response), followed by two shared drivers (19%), no shared drivers (18%), three shared drivers (15%), and four shared drivers (13%). It is possible, but rare, to have five or more shared drivers. No teams have nine or all 10 drivers.

Finally, Table A6 provides information on the combinations of shared derailers and shared drivers in work teams. All data in the following table are percentages of the 647 teams who were not missing either HDS or MVPI data.

Table A6. **Distribution of Shared Derailers and Shared Drivers in Teams**

| | Number of Shared Drivers | | | | | | | | | | | |
	0	1	2	3	4	5	6	7	8	9	10	TOTAL
0	4.2	4.6	2.9	2.3	1.4	1.1	0.2	0.0	0.2	0.0	0.0	16.9
1	5.9	8.4	4.2	3.3	4.2	2.3	0.9	0.0	0.0	0.0	0.0	29.1
2	4.0	5.3	3.3	3.3	1.9	0.5	0.6	0.0	0.0	0.0	0.0	18.7
3	2.3	4.6	2.9	2.6	2.0	1.1	0.2	0.0	0.2	0.0	0.0	15.9
4	1.1	2.5	2.2	1.6	1.6	0.2	0.0	0.2	0.0	0.0	0.0	9.1
5	0.2	1.1	1.9	1.1	0.6	0.3	0.2	0.0	0.0	0.0	0.0	5.3
6	0.3	0.6	1.4	0.5	0.3	0.0	0.0	0.0	0.2	0.0	0.0	3.3
7	0.0	0.3	0.0	0.0	0.5	0.2	0.0	0.0	0.0	0.0	0.0	0.9
8	0.0	0.3	0.2	0.0	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.6
9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.2	0.2	0.0	0.0	0.3
10	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL	17.9	27.7	18.9	14.5	12.5	5.6	2.0	0.3	0.6	0.0	0.0	100.0

Note: Total N = 647 teams with complete HDS and MVPI data. All data are in percentages. Due to rounding, the sums of cell percentages may not equal row or column totals.

As seen in the table, it is more common for teams to have small numbers of shared derailers and drivers. The most common combination, one shared derailer and one shared driver, occurs for 8.4% of teams, with percentages decreasing as you increase either the number of shared derailers, the number of shared drivers, or both.

These results are meant to help inform users' interpretations of their reports and to help users contextualize their teams' results in the larger population of other teams. However, fulfilling less than all of the team roles, having more shared team derailers, or having fewer shared team drivers is not indicative of imminent and certain team failure. Teams are unique in their specializations and their reasons for existence, and those differences may make a team appear atypical.