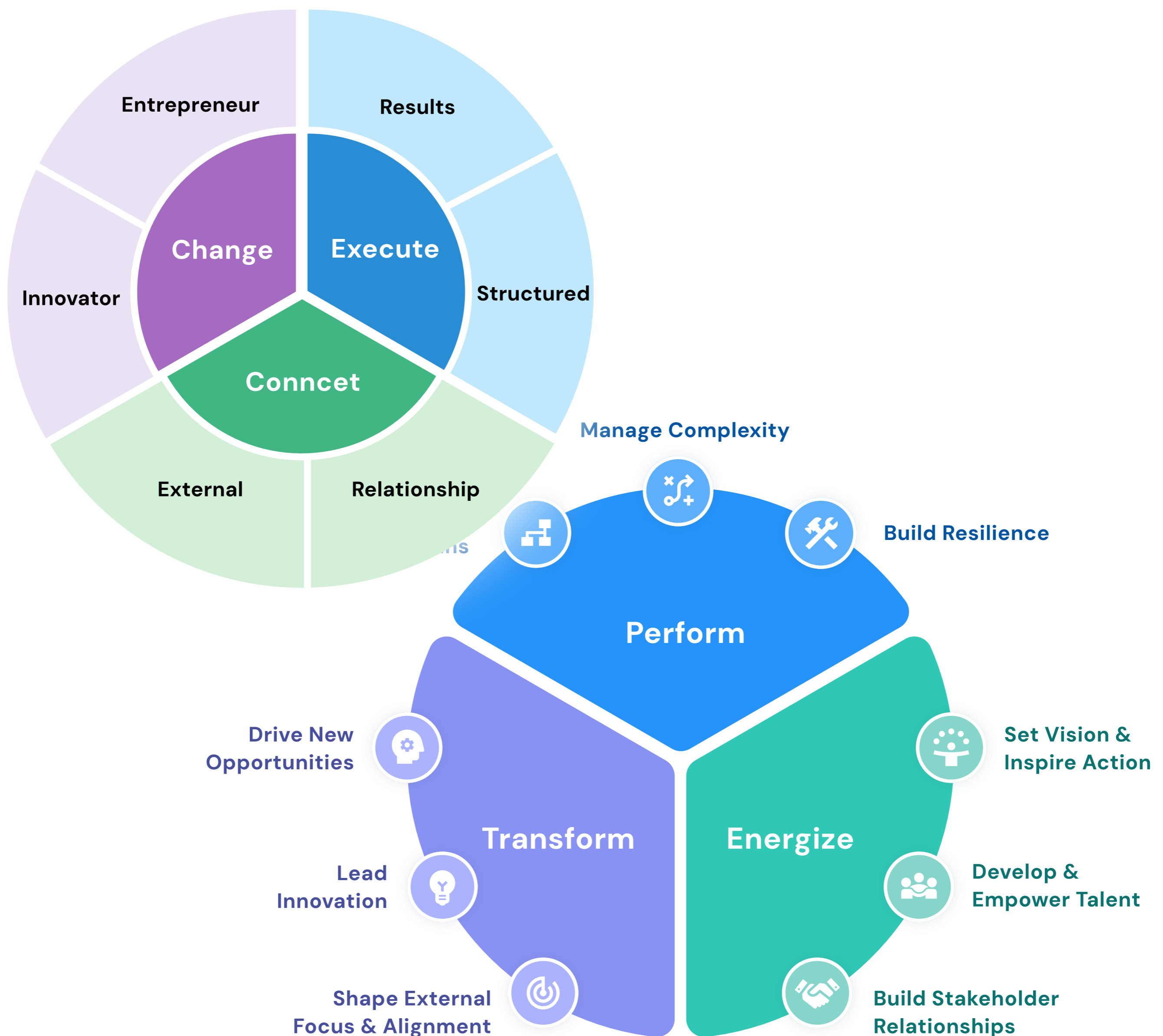


GROWTH LEADER TEAM PROFILE

Team Sample

Jan 24, 2024



Welcome to your Growth Leader Team Profile!

Leadership teams with strong relationships, trust, and commitment outperform other teams. By fully aligning their teams, managers can build these positive team dynamics and help their teams perform, innovate, and be highly effective.

The **Growth Leader Team Report** focuses on two aspects of alignment: People and Personality & Practices. The report includes two sections:

Team Roles

Individual Personality and Practices shape the role each person plays on a team.

- Use this part of the report to understand how individual roles impact team dynamics.
- Identify how the team can leverage these roles positively and work around role gaps.

Team Capabilities

People capabilities across team members shape team performance.

- Use this part of the report to identify the team's strengths and capability gaps.
- Identify how the team can build new capabilities or work around capability gaps.

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Growth Leader Team Roles

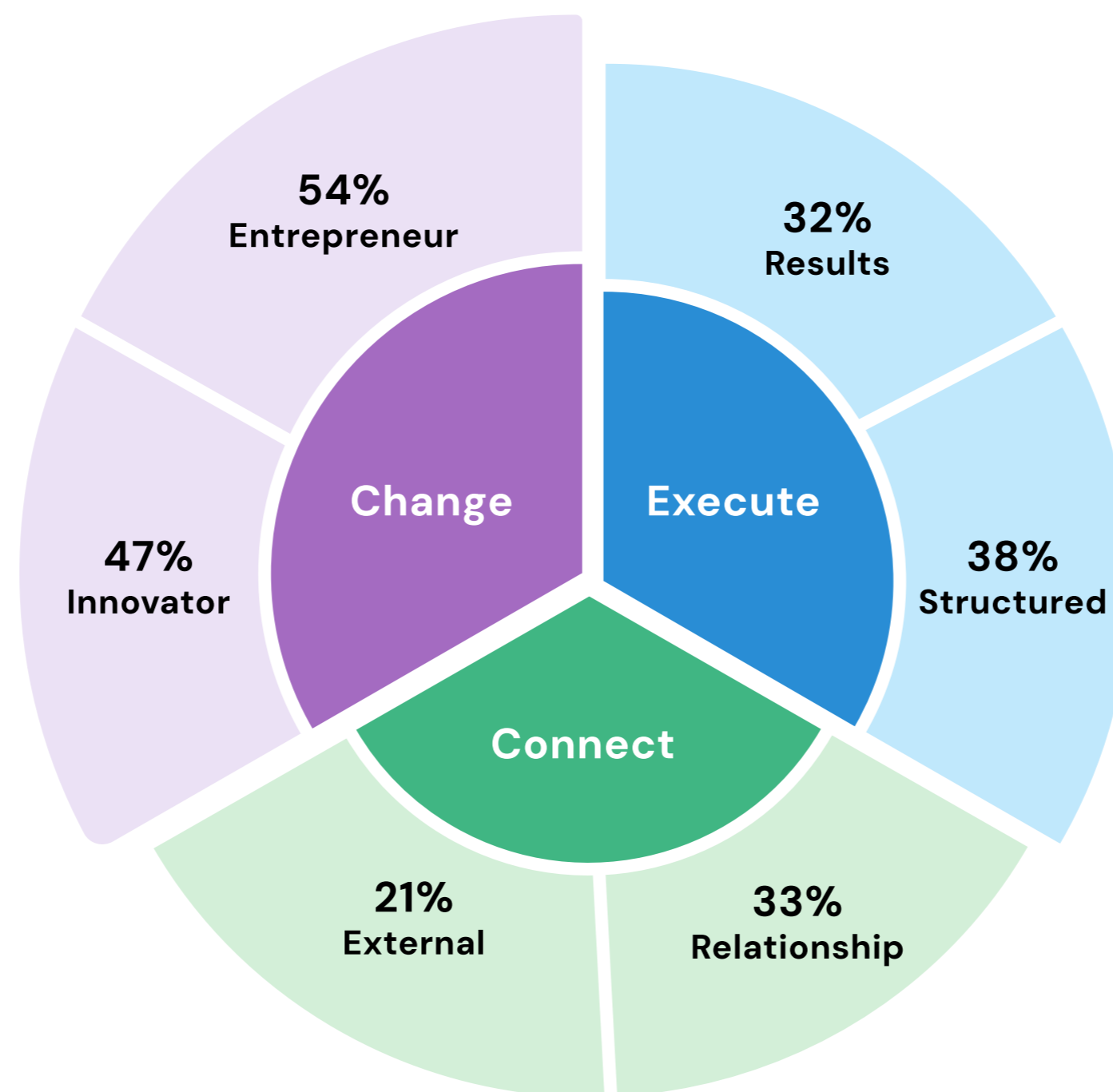
Individuals play different roles on teams based on a person's personality and practices. For example:

Structured.

Individuals who are organized and detail-oriented help the team plan and deliver priorities.

Relationship.

Individuals who connect with and motivate others to help the team engage with each other and with stakeholders.



Teams need all roles to succeed

- A team has high role representation if equal to or more than **60%** of team members play a role.
Example: A team with 75% Innovator team members is likely to innovate
- A team has low role representation if **25%** or fewer of the team members play a role.
Example: A team with 10% External team members is likely to focus too much internally
- Teams can be **unbalanced** in their roles
Example: A team with many Innovators and few Structured team members may find themselves creating many new initiatives that are not executed well.

Each team can improve team dynamics by

- Leveraging areas where many team members play a role.
 - Use this to drive results in that area. (e.g., leverage Results focused team members to drive execution)
 - Minimize the downside risk of having too many people in one area, if needed.
- Creating new norms or actions to address role gaps. (e.g., if Innovate is a gap, a team can spend more time in team meetings identifying and driving innovation projects)
- Minimizing the impact of areas where few team members play a role by:
 - Asking the few team members with that role to help the team in this area.
 - Using Team Sprints to develop routines and practices to build capabilities in these areas.



Team Roles and Who Plays Them

Roles are based on multiple measures and team members with moderate scores in these areas may not play a particular role. All team members likely have other strengths that they bring to the team. These are captured in the Team Capability section of the report. **Some team members may have very few team roles.**

The six team roles are:

<p style="text-align: center; color: #0070c0; font-weight: bold;">Execute</p> <div style="background-color: #0070c0; color: white; text-align: center; padding: 5px; margin: 10px 0;">Results</div> <p>Team members with this role like to speak out, take charge, and drive results; they may help the team set and achieve high targets.</p> <div style="background-color: #0070c0; color: white; text-align: center; padding: 5px; margin: 10px 0;">Structured</div> <p>Team members with this role are proactive and like to plan and organize to deliver results; they may help the team focus on key priorities and align stakeholder support.</p>	<p style="text-align: center; color: #008060; font-weight: bold;">Connect</p> <div style="background-color: #008060; color: white; text-align: center; padding: 5px; margin: 10px 0;">Relationship</div> <p>Team members with this role build relationships and connect with others; they are likely to help the team focus on relationships, people, and stakeholders.</p> <div style="background-color: #008060; color: white; text-align: center; padding: 5px; margin: 10px 0;">External</div> <p>Team members with this role care about and understand customers; they are likely to help the team focus externally and share this information with other teams.</p>	<p style="text-align: center; color: #6a329f; font-weight: bold;">Change</p> <div style="background-color: #6a329f; color: white; text-align: center; padding: 5px; margin: 10px 0;">Innovator</div> <p>Team members with this role like to create new ideas; they are likely to help the team brainstorm and innovate new processes, products, or services.</p> <div style="background-color: #6a329f; color: white; text-align: center; padding: 5px; margin: 10px 0;">Entrepreneur</div> <p>Team members with this role like to pursue new business opportunities; they are likely to help the team take risks and push the organization for change.</p>
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Who plays which roles

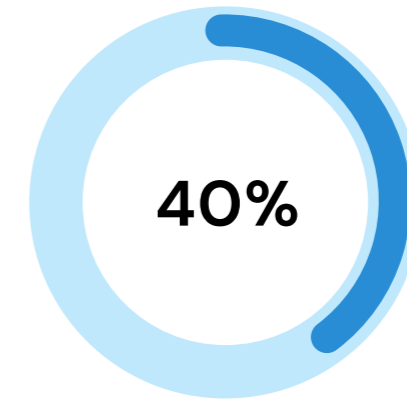
Team Member		Execute		Connect		Change	
Name	Email	Results	Structured	Relationship	External	Innovator	Entrepreneur
Calvin Clement	c.clement@mail.com	●		●		●	●
Jeff Chen	jeffc@mail.com		●	●		●	
Carey Hall	carey.hall@mail.com		●	●	●	●	●
Emily Campbell	emily@mail.com		●		●	●	●
Reggie Garcia	reggie@mail.com	●	●				●
Charlene Davis	pcharlene@mail.com	●		●			●
Patricia Chavez	chavez@mail.com	●					●
Joshua Kohut	joshuak@mail.com						



Execute

Results

Team members with this role like to speak out, take charge, and drive results; they may help the team set and achieve high targets.



% of Team Fulfilling Role

The percent of team members playing this role is

Medium

Team At Its Best

- Sets and achieves performance targets.
- Drives others to achieve targets and meet expectations.
- Selectively takes a leadership position within the organization; acts before many teams in the organization.
- Has a point of view and creates some new team initiatives; persuades others to support these initiatives.

Team At Its Worst

- May resist targets if they are perceived to be too high; or may set low targets in some areas.
- May not consistently drive others for better results.
- May not agree as a team on taking a greater leadership role in the organization; may prefer to let other teams take the lead.
- May not agree to drive or push many new initiatives in the organization.

Who plays this role?



Calvin Clement

c.clement@mail.com



Reggie Garcia

reggie@mail.com



Charlene Davis

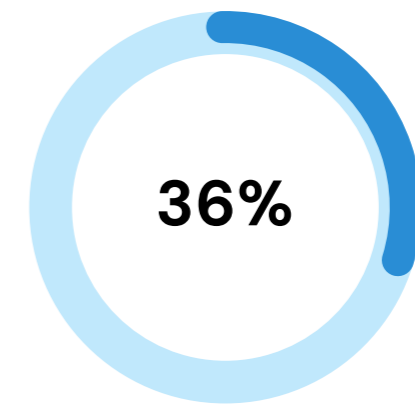
pcharlene@mail.com



Execute

Structured

Team members with this role are proactive and like to plan and organize to deliver results; they may help the team focus on key priorities and align stakeholder support.



% of Team Fulfilling Role

The percent of team members playing this role is

Medium

Team At Its Best

- Structures and progresses work in order to deliver against plan on time.
- Addresses challenges to close performance gaps.
- Adapts plans quickly if needed.
- Will align around clear priorities and will align stakeholders, processes, and resources to support these priorities.

Team At Its Worst

- Some team members may ignore processes or routines when they think they are not important.
- Some team members may miss deadlines, causing conflict or tension on the team.
- May disagree on priorities or pursue too many priorities.
- May not clearly align stakeholders and resources to key priorities.

Who plays this role?

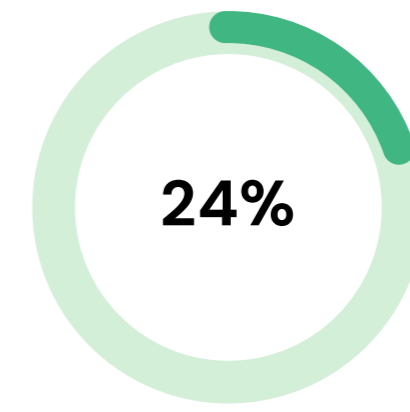
	Jeff Chen	jeff_chen@mail.com
	Carey Hall	carey.hall@mail.com
	Emily Campbell	emily@mail.com
	Joshua Kohut	joshuak@mail.com



Connect

Relationship

Team members with this role build relationships and connect with others; they are likely to help the team focus on relationships, people, and stakeholders.



% of Team Fulfilling Role

The percent of team members playing this role is

Low

Team At Its Best

- Focuses meetings on key priorities and tasks; meetings may be very efficient.
- Has candid and direct conversations with each other that address key issues or performance challenges.
- Connects and engages with critical stakeholders to ensure they are updated on performance, risks, and issues.

Team At Its Worst

- May focus on tasks or performance but not on each other.
- May not connect with each other much or build strong team relationship.
- May have team conflict that goes unresolved.
- May not engage with or motivate employees in the organization.
- Stakeholder interactions may be transactional and focused on performance.
- Does not connect with or engage stakeholders enough.

Who plays this role?

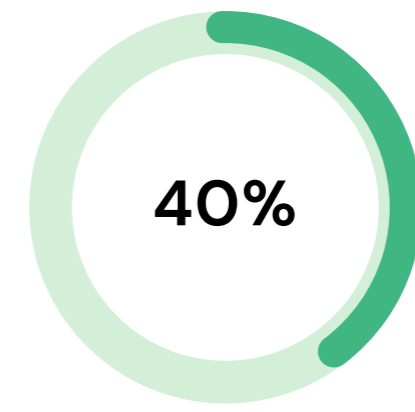
	Jeff Chen	jeff_chen@mail.com
	Patricia Chavez	chavez@mail.com
	Joshua Kohut	joshuak@mail.com



Connect

External

Team members with this role care about and understand customers; they are likely to help the team focus externally and share this information with other teams.



% of Team Fulfilling Role

The percent of team members playing this role is

Medium

Team At Its Best

- Moderately care about customers and build relationships with them.
- Will leverage team members high in this area to understand customer needs.
- Will have a customer engagement plan in place to ensure they are in touch with customers regularly.
- Spends some time understanding technology, market, competitor, and industry trends.
- Shares some external information with other teams to drive targeted change.

Team At Its Worst

- May not focus fully on caring about customers and building relationships with them.
- May split focus with some team members focusing on customers and others focusing internally; this may cause team members to pull in different directions.
- May not have a robust customer engagement model in place.
- May not spend much time as a team discussing technology, market, competitor, or industry trends.
- May limit how much information they share across the organization.

Who plays this role?

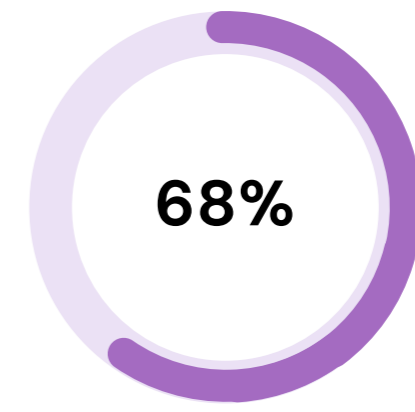
- | | | |
|--|----------------|---------------------|
| | Carey Hall | carey.hall@mail.com |
| | Emily Campbell | emily@mail.com |
| | Reggie Garcia | reggie@mail.com |
| | Joshua Kohut | joshuak@mail.com |



Change

Innovator

Team members with this role like to create new ideas; they are likely to help the team brainstorm and innovate new processes, products, or services.



% of Team Fulfilling Role

The percent of team members playing this role is

High

Team At Its Best

- Generates new ideas that are both innovative and practical.
- Identifies new approaches to solve challenging problems.
- Identifies and focuses on a few ways to improve productivity and efficiency.
- Identifies and introduces a few new solutions, products, or services.
- Encourages and supports some innovation and experimentation on the team and in the organization.

Team At Its Worst

- May become fractured with some team members wanting to generate many new ideas and others wanting to focus on more practical solutions.
- Does not align team efforts to pursue productivity and efficiency innovations.
- Does not align team efforts to pursue new solutions, products, or services.
- Does not support and pursue a balanced set of innovation ideas or experiments.

Who plays this role?

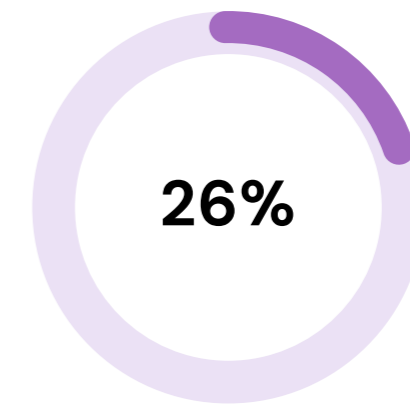
	Jeff Chen	jeff_chen@mail.com
	Reggie Garcia	reggie@mail.com
	Patricia Chavez	chavez@mail.com



Change

Entrepreneur

Team members with this role like to pursue new business opportunities; they are likely to help the team take risks and push the organization for change.



% of Team Fulfilling Role

The percent of team members playing this role is

Low

Team At Its Best

- Will strike a balance between delivering performance while championing some transformation and change.
- Selectively influences stakeholders to align support for a few key new initiatives.
- Identifies and pursues some key opportunities to improve revenue or decrease costs.
- Takes moderate risks with opportunities to see if they work.

Team At Its Worst

- May split with some team members pursuing new opportunities and transformation and others resisting or not supporting these changes.
- Does not engage stakeholders as a team to align their support for new initiatives.
- Does not agree as a team on risks and opportunities to pursue.

Who plays this role?

	Emily Campbell	emily@mail.com
	Charlene Davis	pcharlene@mail.com
	Patricia Chavez	chavez@mail.com

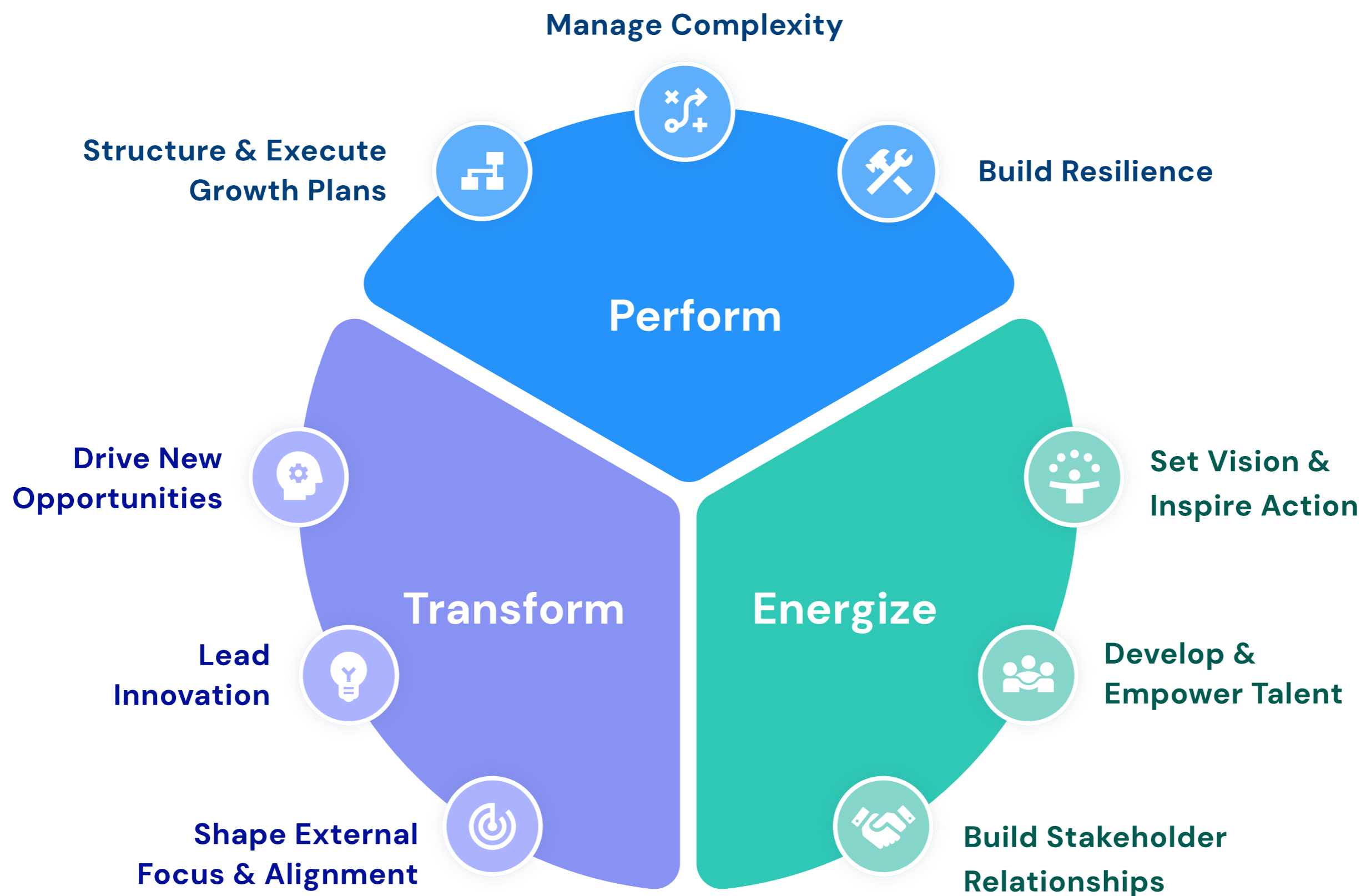


Leveraging Team Capabilities

Teams have capability strengths and risks based on the proportion of team members scoring high or low in each capability area. For example:

Adapt. If many team members score high, the team is likely to adapt well to new, stressful situations.

Motivate. If many team members score low, the team is not likely engaging and motivating other employees.



Your Team Capabilities

Styles (Natural)	Strategies (Learned)
Shape External Focus & Alignment	Drive New Opportunities
Manage Complexity	Lead Innovation
Develop Growth Mindset	Build Resilience



Structure & Execute Growth Plans

Capabilities that help the team prioritize, align resources, organize, and execute work quickly

Style

May delay action or get distracted; may not be organized <div style="text-align: right; border: 1px solid #ccc; border-radius: 50%; padding: 2px 5px; display: inline-block;">Low</div>	Tenacity	<div style="text-align: left; border: 1px solid #ccc; border-radius: 50%; padding: 2px 5px; display: inline-block;">High</div> Likely starts work quickly, persistently pursues plans, and is organized
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Detailed Results

- Diligent

Team likely sets and follows plans quickly and steadily; team likely puts much effort into delivering goals and commitments on time or early.
- Proactive

Team generally starts work quickly but may occasionally become distracted; team may sometimes delay addressing difficult decisions, situations, or challenges.
- Organized

Team generally organized and ordered; team puts some structured plans and routines in place.

Strategy

May have too many priorities, few resources, or lack stakeholder alignment <div style="text-align: right; border: 1px solid #ccc; border-radius: 50%; padding: 2px 5px; display: inline-block;">Low</div>	Focus and Align	<div style="text-align: left; border: 1px solid #ccc; border-radius: 50%; padding: 2px 5px; display: inline-block;">High</div> Likely focused on key priorities; resources and stakeholders aligned
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Detailed Results

- Plan

Team may not have many processes or plans in place to monitor and deliver on goals; these processes may not be aligned with customer or stakeholder needs.
- Focus

Some result descriptions are specific to a role level (e.g., individual contributor). If fewer than 3 people have results in one of these areas, no description will be displayed.
- Align



Set Vision And Inspire Action

Capabilities that help the team set an inspiring vision and connect with and motivate others

Style

Likely focuses on tasks over people; direct

Low

Relationship Oriented

High

Likely focuses on people over task; may be empathetic and considerate

Detailed Results

- Considerate

Team generally shows interest in others' lives, problems, and well-being; team sometimes interested and considerate of others.
- Empathetic

Team likely understands and sympathizes with others' moods, points of view, and feelings; team understands and is sympathetic to the needs of others.

Strategy

Likely does not use many communication methods to motivate others

Low

Motivate

High

Likely motivates others; provides purpose, support, and involvement

Detailed Results

- Motivate Peers

Team likely does not communicate direction or expectations to project teams or peers; team may not help others manage competing goals

Some result descriptions are specific to a role level (e.g., individual contributor). If fewer than 3 people have results in one of these areas, no description will be displayed.

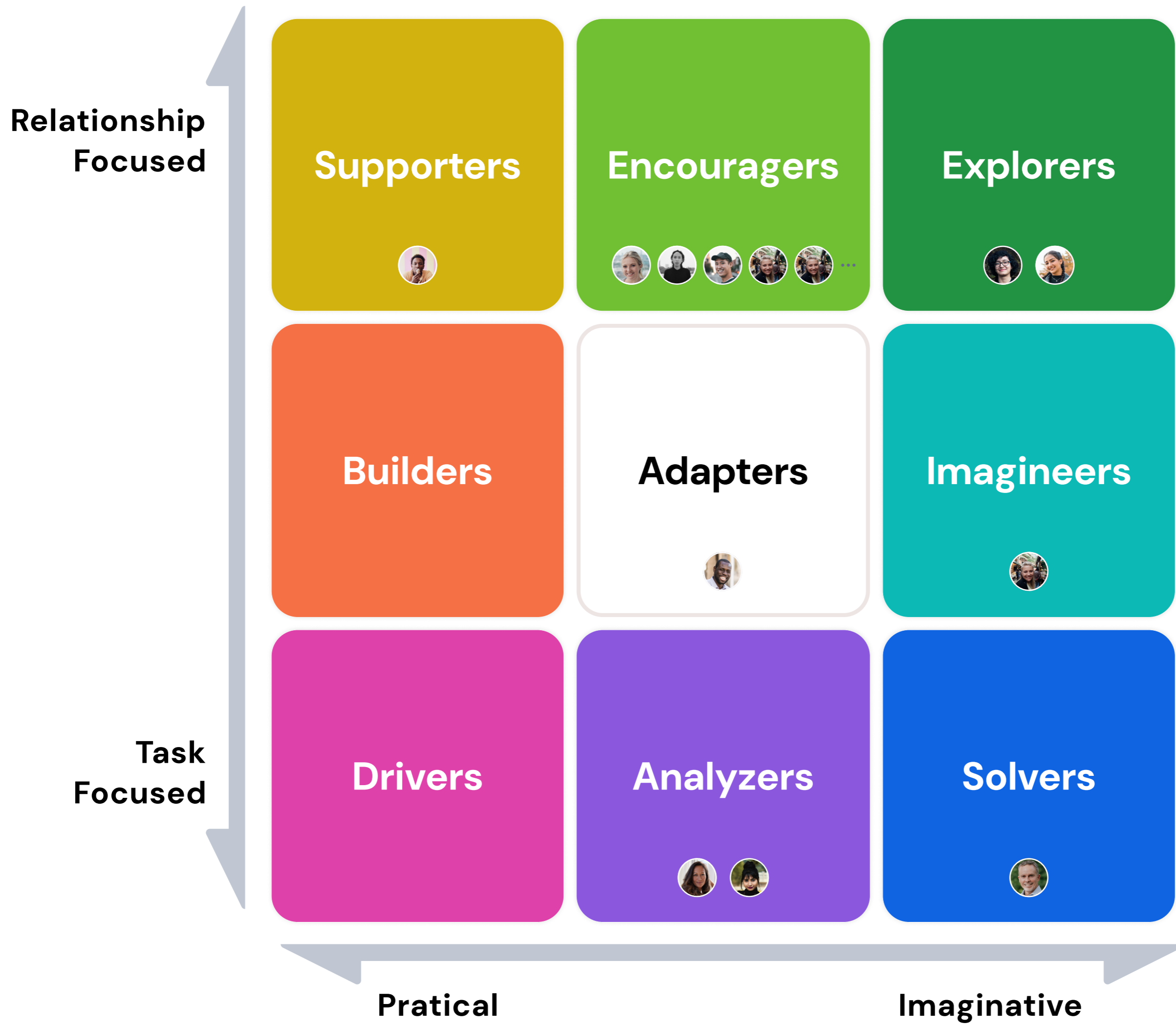


Team Member Strengths

Name	Styles (Natural)	Strategies (Learned)
Jeff Chen jeff_chen@mail.com	<ul style="list-style-type: none"> Lead Innovation Shape External Focus & Alignment Set Vision & Inspire Action 	<ul style="list-style-type: none"> Drive New Opportunities Manage Complexity Build Stakeholder Relationships
Calvin Clement c.clement@mail.com	<ul style="list-style-type: none"> Lead Innovation Manage Complexity Set Vision & Inspire Action 	<ul style="list-style-type: none"> Shape External Focus & Alignment Build Resilience Develop & Empower Talent
Carey Hall carey.hall@mail.com	<ul style="list-style-type: none"> Shape External Focus & Alignment Build Stakeholder Relationships Develop & Empower Talent 	<ul style="list-style-type: none"> Lead Innovation Manage Complexity Structure & Execute Growth Plans
Emily Campbell emily@mail.com	<ul style="list-style-type: none"> Shape External Focus & Alignment Lead Innovation Structure & Execute Growth Plans 	<ul style="list-style-type: none"> Drive New Opportunities Manage Complexity Set Vision & Inspire Action
Reggie Garcia reggie@mail.com	<ul style="list-style-type: none"> Develop & Empower Talent Structure & Execute Growth Plans Set Vision & Inspire Action 	<ul style="list-style-type: none"> Shape External Focus & Alignment Lead Innovation Build Stakeholder Relationships
Charlene Davis pcharlene@mail.com	<ul style="list-style-type: none"> Shape External Focus & Alignment Manage Complexity Build Stakeholder Relationships 	<ul style="list-style-type: none"> Drive New Opportunities Build Resilience Structure & Execute Growth Plans
Patricia Chavez chavez@mail.com	<ul style="list-style-type: none"> Lead Innovation Develop & Empower Talent Build Stakeholder Relationships 	<ul style="list-style-type: none"> Structure & Execute Growth Plans Manage Complexity Set Vision & Inspire Action
Joshua Kohut joshuak@mail.com	<ul style="list-style-type: none"> Drive New Opportunities Manage Complexity Build Stakeholder Relationships 	<ul style="list-style-type: none"> Shape External Focus & Alignment Develop & Empower Talent Set Vision & Inspire Action



Communication Profile



Communication Profile Descriptions

Supporters

- Likes collaboration, relationships, and practical ideas.
- Dislikes misleading facts, criticizing others.

Communicate to this profile by:

- Engaging to gather personal input, listening.
- Including practical examples and impact on people.
- Discussing stakeholder input gathered.

Encouragers

- Likes involving others to generate creative OR practical ideas.
- Dislikes criticizing others, pushiness, excluding input from others.

Communicate to this mixed-type profile by:

- Engaging to build rapport and a relationship.
- Including future vision, specifics and practical examples.
- Discussing who is involved, their responsibilities, and the impact on others.

Explorers

- Likes generating new ideas and positive energy.
- Dislikes details and pushiness.

Communicate to this profile by:

- Engaging to brainstorm new ideas.
- Including big picture, future oriented ideas.
- Discussing the long term opportunities and impact.

Builders

- Likes practical ideas and knowing who is involved AND how to implement.
- Dislikes impractical ideas that cannot be implemented.

Communicate to this mixed-type profile by:

- Engaging to listen to their views and discuss actions, tasks, deliverables.
- Including specifics of who is involved and actions needed.
- Discussing project plans and how it will impact people.

Adapters

- Likes variety in discussions. (big picture and practical; people and task focused)
- Dislikes one-sided conversations. (e.g., focus on ideas and not implementation)

Communicate to this mixed-type profile by:

- Engaging to connect ideas with implementation.
- Including balanced messages. (future and practical, impact on people and business)
- Discussing the impact of an idea on people and the business.

Imagineers

- Likes brainstorming new ideas for the future OR new solutions.
- Dislikes details (plans, timelines), administration, being told it can't be done.

Communicate to this mixed-type profile by:

- Engaging to identify new ideas, concepts or solutions.
- Including the big picture context of why this is important.
- Discussing who is involved and relevant research or information.

Drivers

- Likes data/facts, plans, completing tasks and deliverables.
- Dislikes vague statements, errors, and impractical ideas.

Communicate to this profile by:

- Engaging to review actions and focus efforts.
- Including specifics. (what, when, who), facts and outcomes
- Discussing contingency plans, progress and next steps.

Analyzers

- Likes identifying AND implementing solutions to work challenges.
- Dislikes people that are not credible (knows topic, details) or are not direct.

Communicate to this mixed-type profile by:

- Engaging to ask for their suggested solutions and how to implement.
- Including relevant research, data, and risks involved.
- Discussing impact on the business. (not on relationships, culture)

Solvers

- Likes considering different options, generating new solutions.
- Dislikes details and being told the solutions.

Communicate to this profile by:

- Engaging to identify options to solve a business problem.
- Including big picture, business focused ideas.
- Discussing their ideas, and the best solution for the business.



Communication Profile Descriptions

Who plays which communication style

Team Member		Communication Style
Name	Email	
Calvin Clement	c.clement@mail.com	Encouragers
Jeff Chen	jeffc@mail.com	Builders
Carey Hall	carey.hall@mail.com	Solvers
Emily Campbell	emily@mail.com	Imagineers
Reggie Garcia	reggie@mail.com	Adapters
Charlene Davis	pcharlene@mail.com	Drivers
Patricia Chavez	chavez@mail.com	Analyzers
Joshua Kohut	joshuak@mail.com	Insufficient Data





Recommended Sprints




Improve team impact and effectiveness by executing:
 Team Sprints build collective leadership and team effectiveness
 Individual Sprints build leader capabilities required for the team

Team Sprints Build Team Well-Being

Recommended based on Team Roles




 Build Team Resilience Build team resilience to manage challenging situations	 Improve Team Meeting Communication Improve communication and dialog within team meetings	 Build Team Well-Being Improve well-being practices and routines as a team
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Recommended based on Team Capabilities




 Share Customer Insights Share customer insights with other departments to align goals and delivery	 Best Practices Identify and share best practices from competitors or other companies	 Market Trends Review market, competitor, and technology trends in team meetings
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Individual Sprints




Recommended for Manage Complexity

 Strategy 3: Design Strategy: Design. Complete strategy plan/solution and begin implementation	 Change: Create Strategy Create a change strategy and plan for a complex change or transformation	 Robust Decisions Make robust decisions when complexity, risk or impact is high
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Recommended for Shape External Focus and Alignment

 Share Customer Insights Share customer insights with other departments to align goals and delivery	 External Network Build external network to understand and stay close to market developments	 Market Trends Identify market, competitor and technology trends and share these internally
--	---	--

Recommended for Build Resilience

 Practice Self-Compassion Understand and practice self-compassion for greater well-being and resilience	 Practice Gratitude Understand and practice gratitude for greater well-being and resilience	 Calm Under Pressure Remain composed and calm when in highly stressful meetings or projects
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About Your Team Profile

Report generated: [March 1, 2024](#)

Team name: [Beta Team](#)

Team lead: [Jeff Chen](#)

Number of responses reported: **8**

Responses gathered: [January 2, 2024](#) – [January 20, 2024](#)

Included Team Memebers

Role	Name	Email
Team Lead	Calvin Clement	c.clement@mail.com
Team Member	Jeff Chen	jeffc@mail.com
	Carey Hall	carey.hall@mail.com
	Emily Campbell	emily@mail.com
	Reggie Garcia	reggie@mail.com
	Charlene Davis	pcharlene@mail.com
	Patricia Chavez	chavez@mail.com
	Joshua Kohut	joshuak@mail.com

