

**profilingvalues**   
*Explore your potential*

**TEAM OVERVIEW**

**8 PERSONS | MUSTER TEAM ÜBERSICHT**

10.03.2016



## Introduction and Explanatory Notes

The profilingvalues Team Overview is a scientific instrument which improves the configuration of teams and enhances their development. It systematically depicts the interests and capabilities of the individuals selected, and maps them in context to one another. In addition, the competencies of each team member are shown with respect to specific team factors.

When the interests and competencies of the employees are deployed so that the greatest effectivity can be reached, then not only do the companies profit from this, but also their employees. This positively affects the harmony and the performance in teams as well.

Everything is measured in three different dimensions.



**The intrinsic value dimension** includes everything that relates to people in their uniqueness and infinite variety. The fundamental question: Who?



**The extrinsic value dimension** is concerned with objects, practical solutions, operative processes, and roles. The fundamental question: What?



**The systemic value dimension** encompasses all thought constructs, principles, and conceptions. The fundamental question: What for?

The results are targeted at two different worlds: the outside world and the self.



**The outside, i.e. perceived world**, stands for everything that our senses can gather from our surroundings and how we evaluate it.

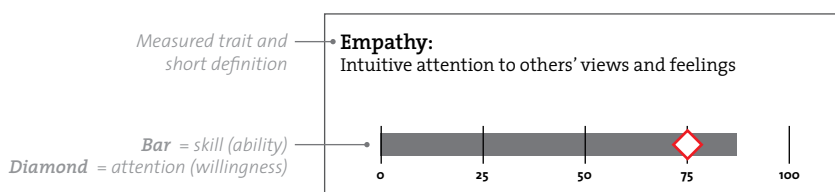


**The self**, on the other hand, refers to a person's inner processes and self-perception.

## The "Abilities" and "Willingness" of Individuals

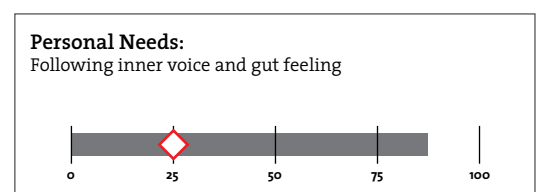
### Example 1

High ability and willingness



### Example 2

High ability and little willingness



## General Explanations for Interpreting the Test Results

Altogether there are six personality traits depicted in two manifestations – the capability and the willingness, i.e., the skills and the current focus or attentions which are placed on those abilities. In addition, at the beginning of the report you can find an overview of all of these traits.

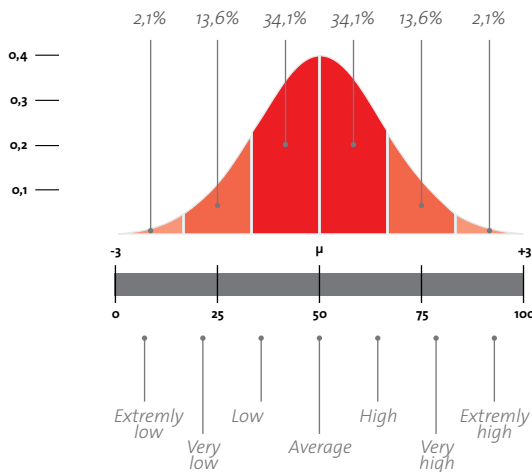


Fig. 1: The Gaussian bell curve

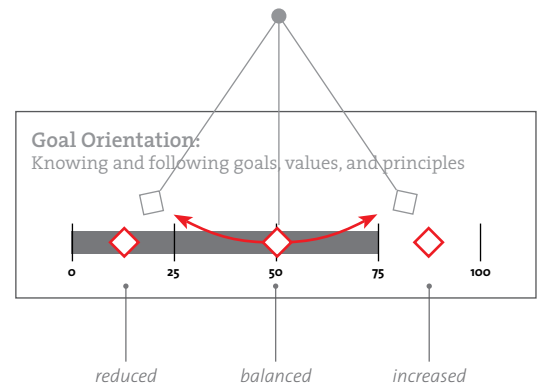


Fig. 2: The "pendular function" of the diamond in the bar graph

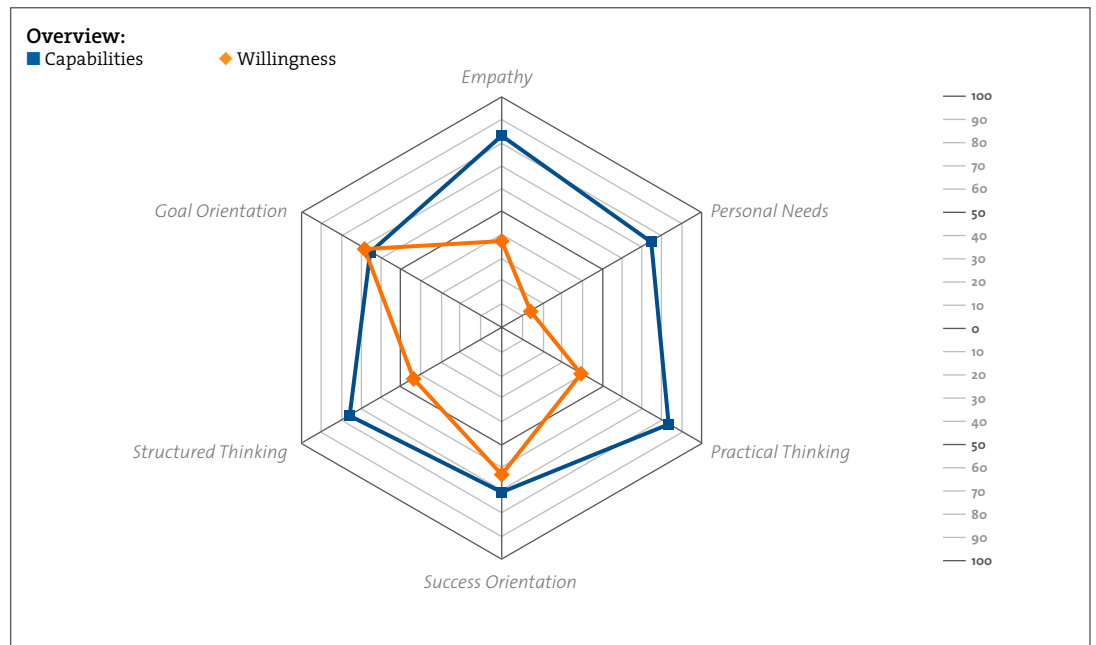
## Interpretation of the Bars

The capabilities are normed against the population average by means of the bar (figure 1: The Gaussian bell curve).

## Interpretation of the Diamonds

The diamonds illustrate the current focus. They are at their "normal position" at 50%. That means that the talent is used flexibly and in a balanced manner. If the diamond swings to the right, then the skill will be engaged more proactively. If it swings to the left, the skill will be utilized more reactively. That is neither good nor bad but depends on which duties the person has to handle. While the bar signifies the level of ability, the diamond shows us which direction this level of skill will be steered: in a balanced fashion, with increased attention, or with less regard.

## Overview of the Competencies



The "talent map": capabilities and focus of attention at a glance

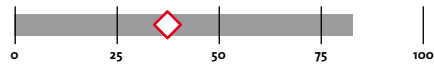
## The profilingvalues Value Dimensions

### Evaluation of the Surroundings:

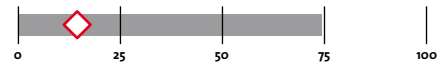
### Evaluation of One's Personal Role:

*Human Value Dimension  
Question: Who?*

**Empathy:**  
Intuitive attention to others' views and feelings

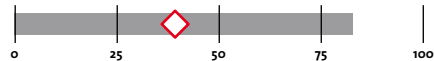


**Personal Needs:**  
Following inner voice and gut feeling

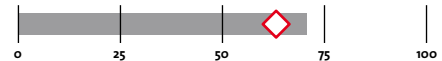


*Practical Value Dimension  
Question: What?*

**Practical Thinking:**  
Creativity and pragmatism

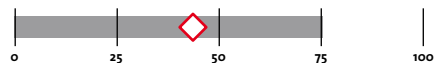


**Success Orientation:**  
Recognizing and mobilizing strengths

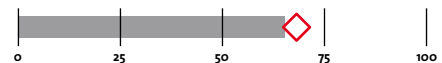


*Systemic Value Dimension  
Question: What for?*

**Structured Thinking:**  
Paying attention to systems and order

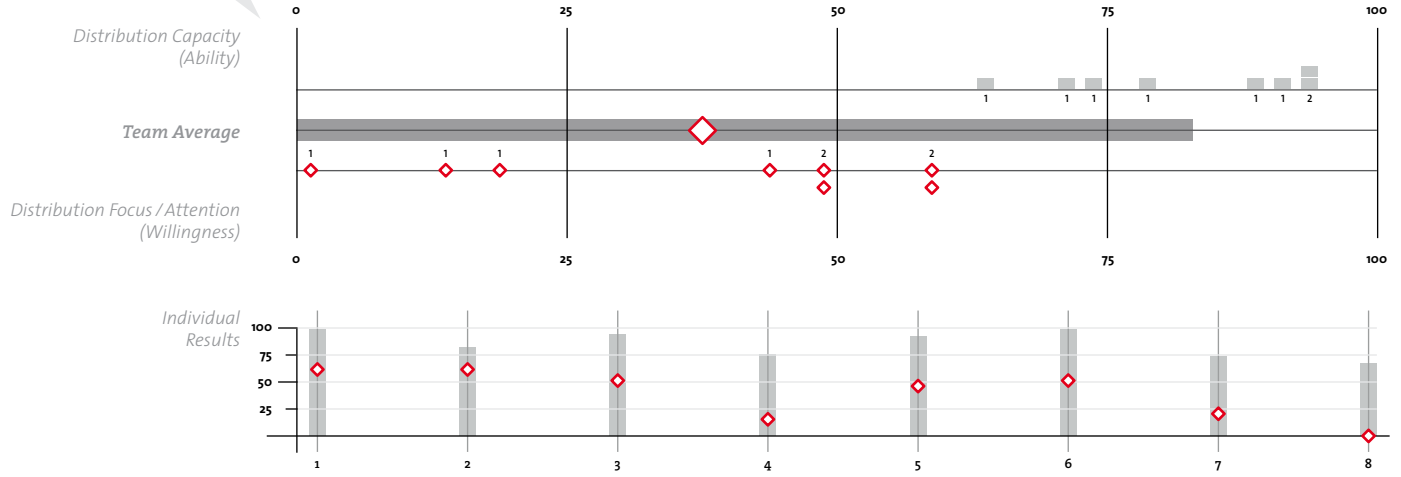


**Goal Orientation:**  
Knowing and following goals, values, and principles

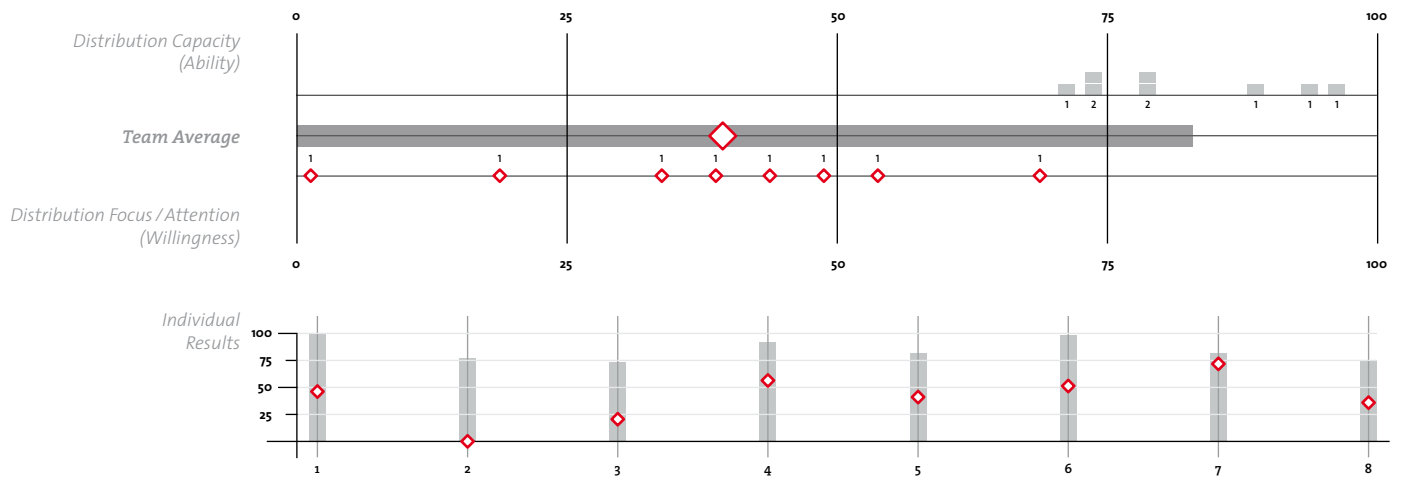


Overview of the Outer World

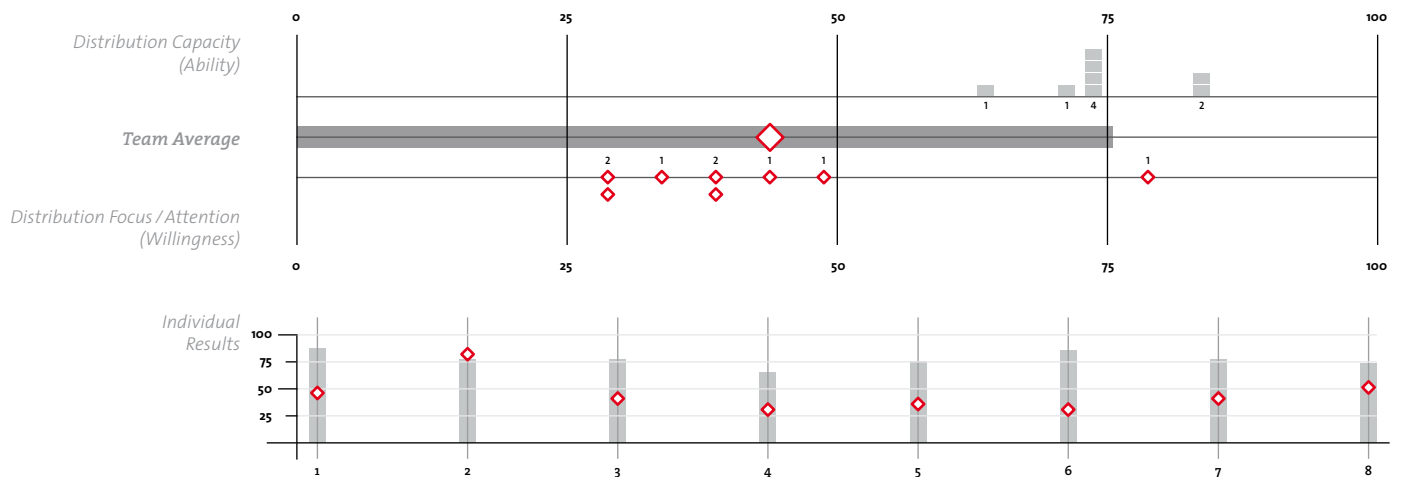
**Empathy:** (Intuitive attention to others' views and feelings)



**Practical Thinking:** (Creativity and pragmatism)

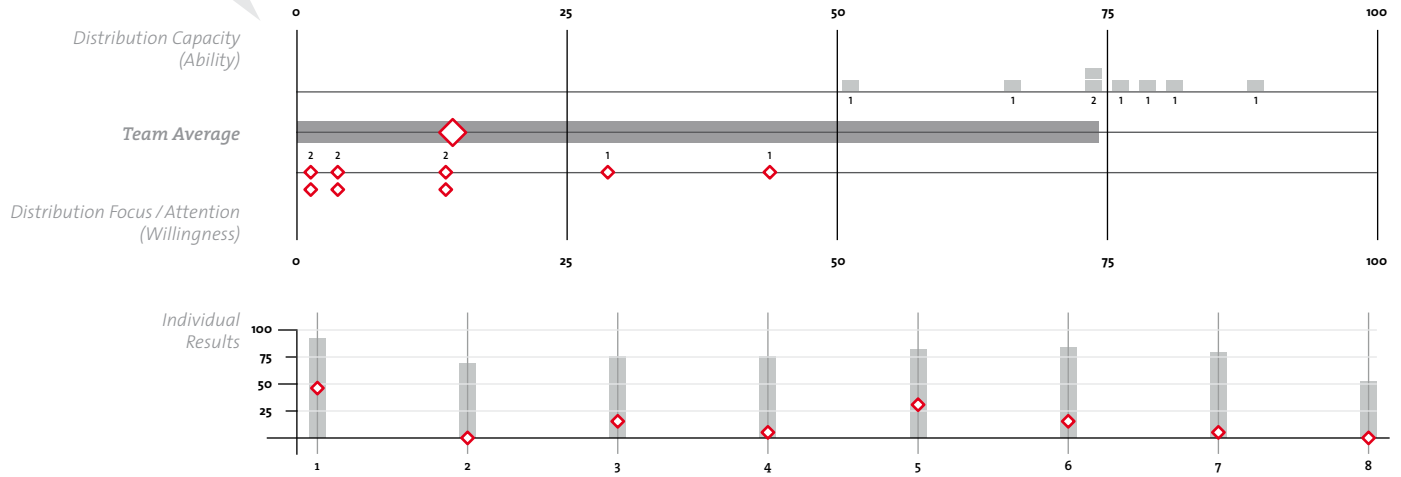


**Structured Thinking:** (Paying attention to systems and order)

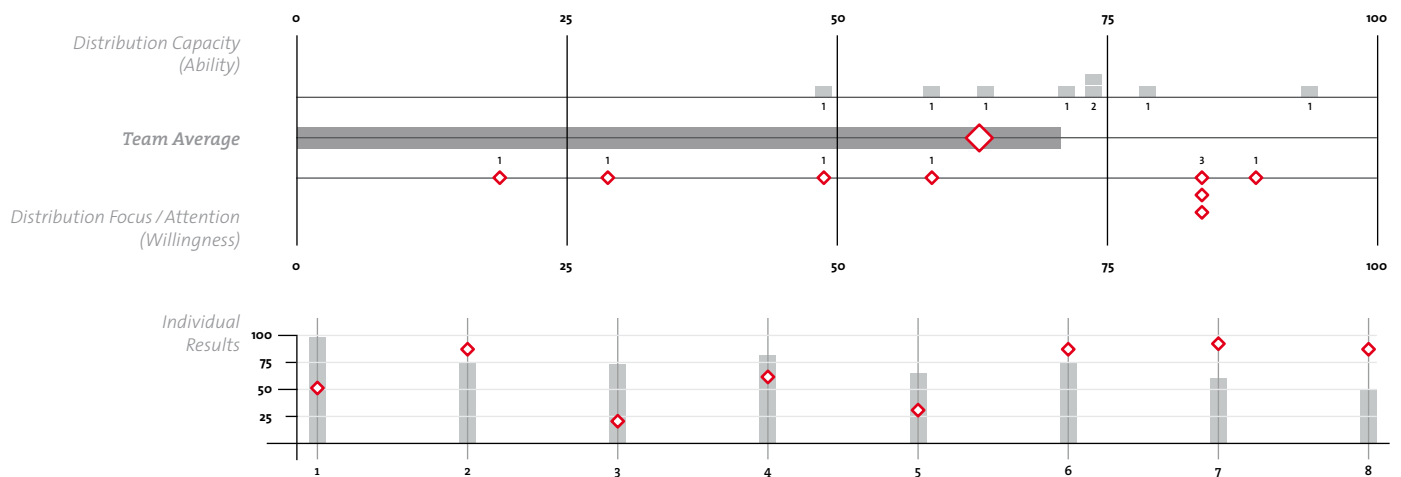


## Overview Self

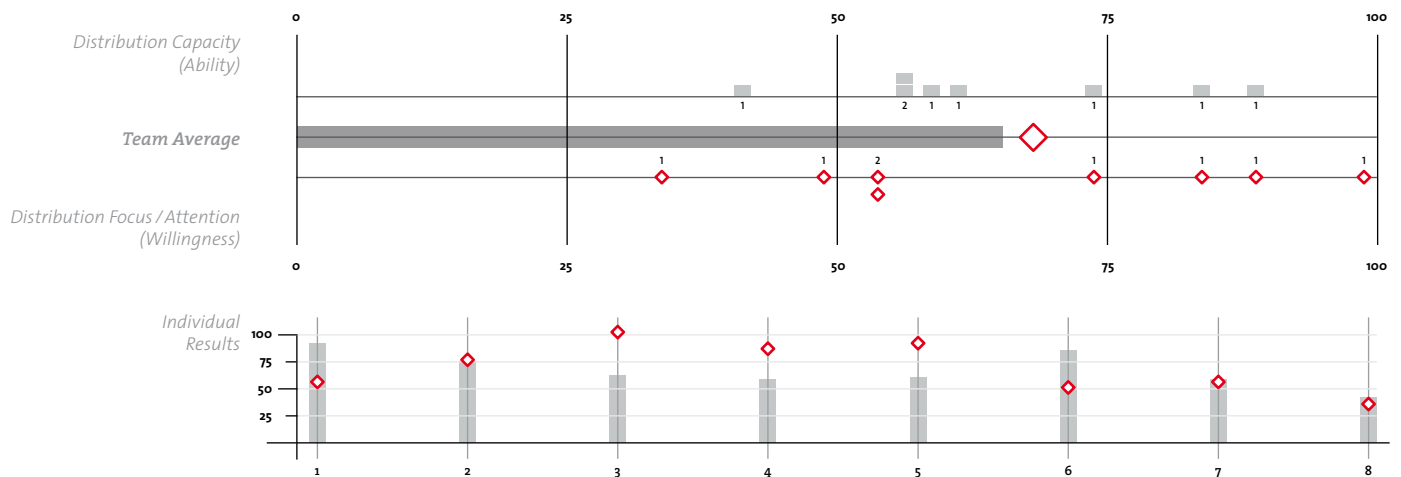
### Personal Needs: (Following inner voice and gut feeling)



### Success Orientation: (Recognizing and mobilizing strengths)



### Goal Orientation: (Knowing and following goals, values, and principles)



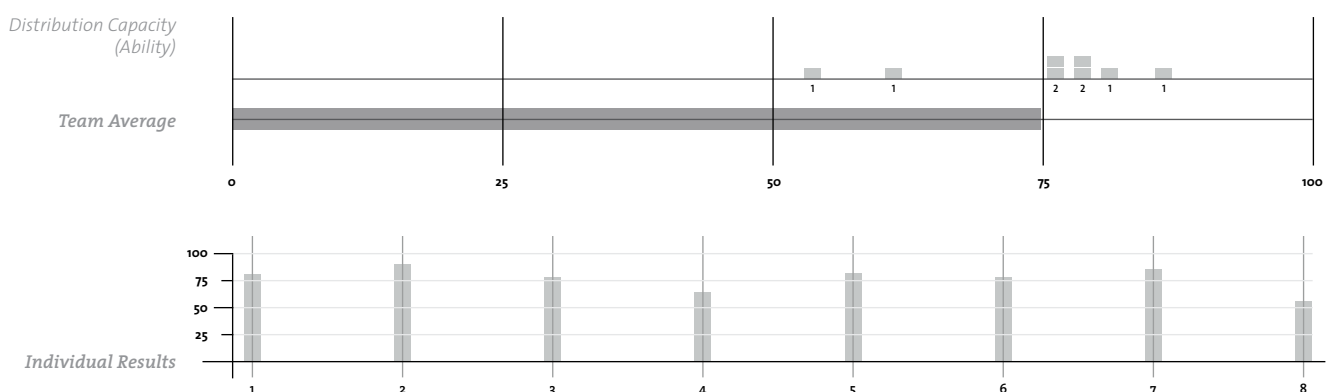
## Team Factors

The profilingvalues Team Factors are based on key personality traits and relevant competencies which are essential for the cooperation and harmony in teams as well as for team performance. It can be implemented for evaluating existing teams, new teams, or for creating entirely new ones. The definitions of the individual factors fully explain how to interpret the results of the team. Generally, a profilingvalues certified team coach is integrated in the process who is able to conduct a more detailed interpretation and reveal the relationships among the individual factors. As with the other scales in profilingvalues, the team factors should not be examined isolated or at face value, but rather viewed as an interdependent balanced system.

The averaged team values and the respective distributions are shown below. Since for the team factors, various information flows into the linked or accumulated competency scales, an additional measurement reflecting the current attention is not possible. Rather, the current areas of attention and the general capabilities flow into the depiction of the team for the best possible image of the team's current state of development. Therefore, the factors are equipped with higher flexibility and shorter termed development potential.

### a. Social Sensitivity:

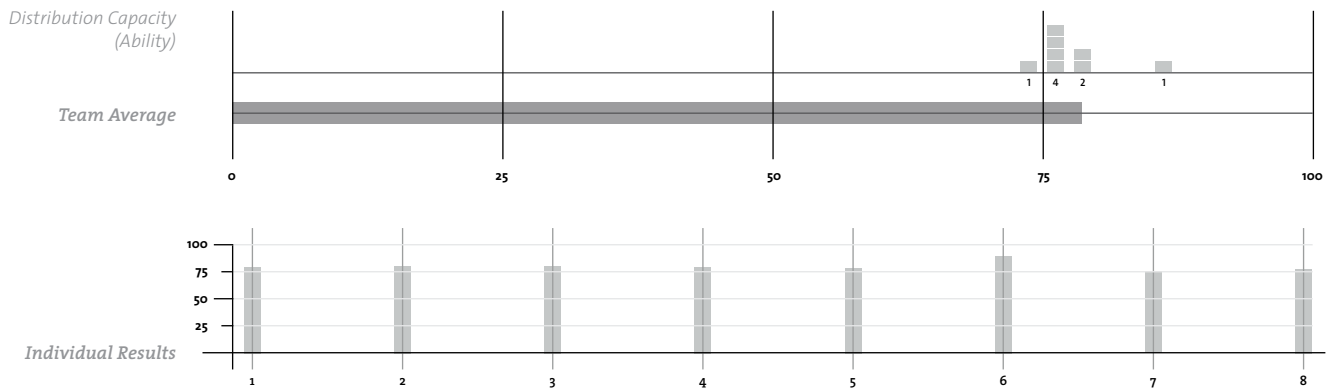
*[Social Sensitivity describes a personality trait by which a person is characterized by social compatibility and helpful, cooperative behavior towards others and stands for an understanding, benevolent, compassionate interaction with others.]*



Social Sensitivity represents the degree of harmony and cooperation within a team. This harmony can be impaired by negative competition, false or lack of communication and unsolved conflicts. Here the rule is: the higher, the better.

## b. Creative Problem Solving:

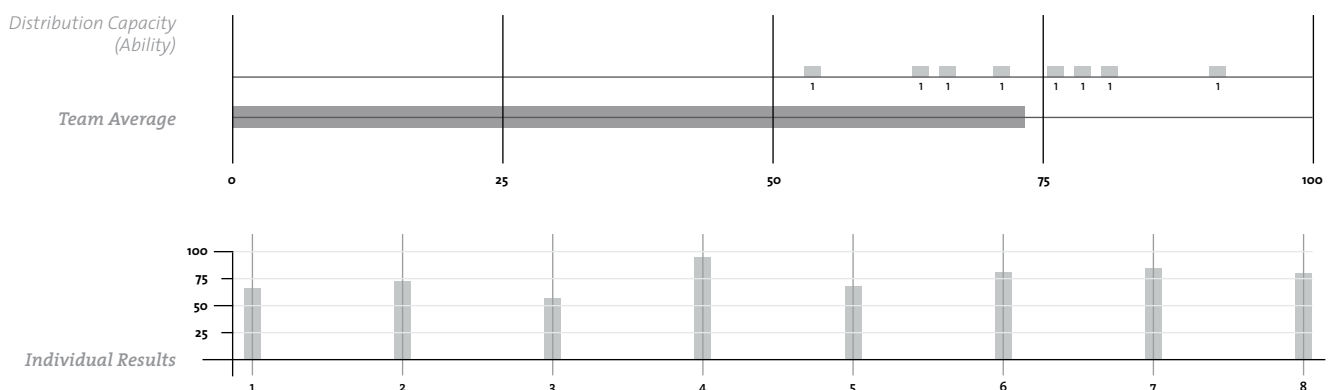
*[Creative Problem Solving describes the ability to find novel process solutions for problems through imagination, conscious thought processes and creative approaches and thereby, eliminate the obstacles encountered which is crucial for achieving the objectives.]*



Creativity and problem solving competencies are valuable for all teams. However, it is not a disadvantage when the team is unevenly distributed here, since rational and objective perspectives represent a good counterpart to creative views. Naturally, the requirements always have to be taken into account, which need to be fulfilled in order to solve the task.

## c. Commitment:

*[Commitment describes the state of activating overall drive and motivation which is needed to tackle assignments with energy and ambition and to successfully achieve set goals.]*

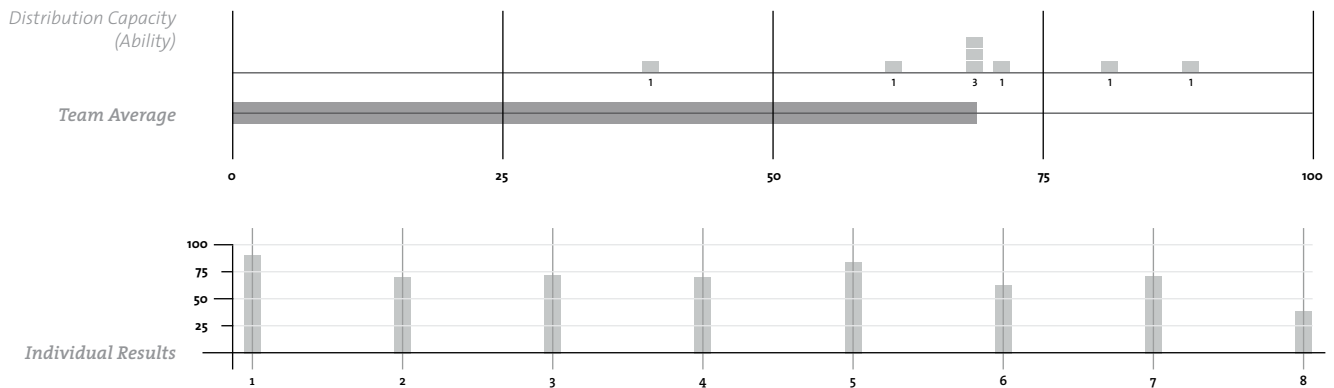


Commitment is a basic requirement for good team performance and effective completion of assignments. Problems can occur when individual team members move strongly away from the group average, since a motivational “gap” occurs between the individual persons. This can stem from a lack of self-efficacy, stress, dissatisfaction, or conflicts among the team roles.



### d. Stress Resilience:

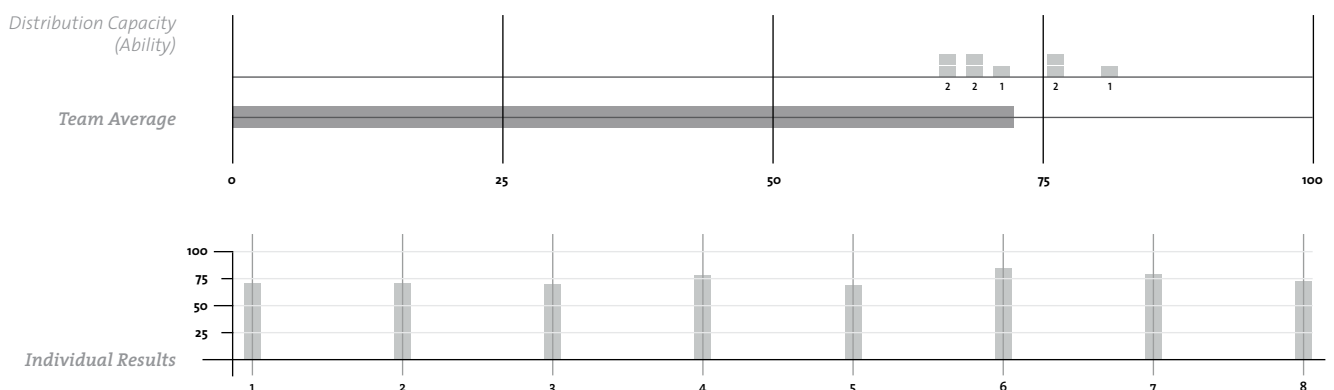
*[Stress Resilience describes the capacity to use the physical and mental resources when stress arises in order to manage burdens with resistance and robustness.]*



In principle, higher stress resilience or the ability to cope with stress is an advantage for a team since it even functions well under higher expectations and pressure to perform. The team members with lower stress resilience ought to receive more selective attention which should not to be viewed as a weakness. In stress situations, these team members ought to receive support and the reasons for the missing resilience or limited resources should be identified.

### e. Team Discipline:

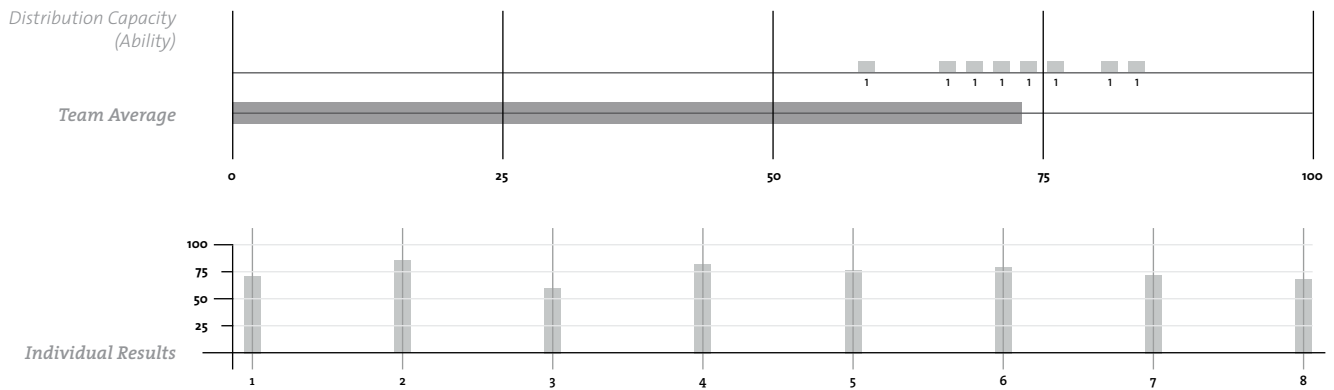
*[Team Discipline describes a personality trait which combines the feeling of a strong sense of duty towards the tasks and goals with a conscientious and focused completion of work.]*



Team Discipline stands for the care, diligence, and conscientiousness of a team. Depending on the task requirements, it should be ensured that there are no great differences in the team in order to prevent discontentment and conflicts. But it definitely depends on the distribution of the roles among each other, since some tasks require different degrees of diligence or freelance work.

### f. Team Role Awareness:

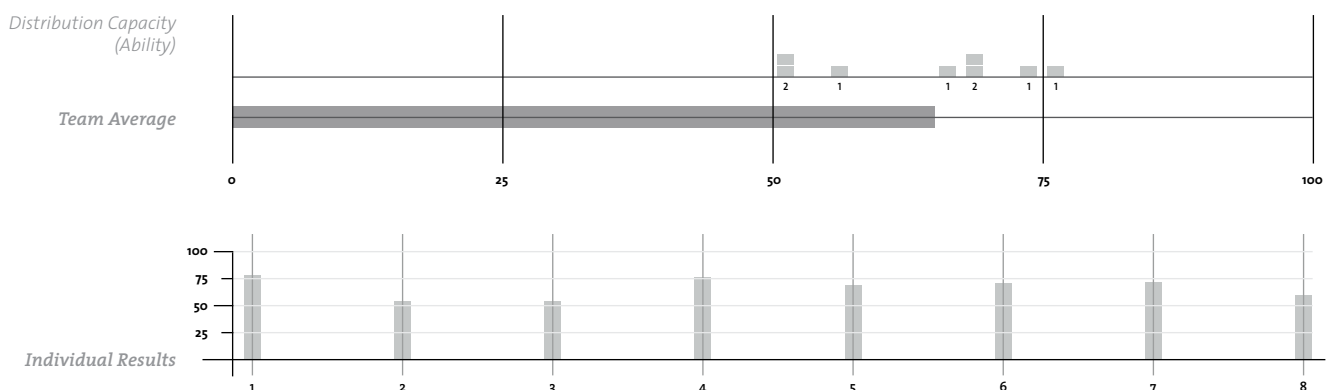
*[Team Role Awareness describes the clarity of the team members in reference to their role within the team (social context) and in the work environment (functional context).]*



The clearer the team members are about their roles in the team, the fewer role conflicts will occur and the better positioned the team is. The understanding of which function each person takes and the aims they are working towards are united here. When individual members drop off sharply, this can be associated with their mental state or personal satisfaction. If the team has not worked together for very long, it can be that the role awareness has not yet clearly developed.

### g. Dominant Behavior:

*[Dominance is a personality trait characterized by a determined, authoritative, assertive behavior. It is usually associated with the pursuit of a position of power within a peer group.]*



Dominance in a team should not be viewed as being principally positive or negative. Teams which operate mostly unguided and show little initiative, for example, rely on dominant personalities. However, when the point is to have as many team members as possible contribute towards success, then dominance is rather obstructive. Input from persons who are more reserved or have trouble coming out of their shell is often lost when other individual members push themselves to the fore.

## Background Information of the Method

The profiling**values** Team Overview is a group report which summarizes and compares the capabilities and areas of focus of selected individuals. It is not suited for use as the sole basis for personnel decisions.

Here, the pure capacity to value is measured. This is a talent like any other ability, only it is a fundamental skill by which we organize our cognitive and emotional capacities or exploit our potentials.

From the individual ability to value and the propensity for valuing, conclusions can be drawn on personality traits. These are illustrated in the report, whereby the respondents' current phase of life is also reflected – especially in the amount of attention placed on these abilities.

Profiling**values** is a positive development model since every competency and attention level can be developed. Like all other talents, the ability to value can and must be continually improved in order to achieve top performance or perfection. Ultimately, the journey is the destination.

## Scientific Basis

The information necessary for the analysis of the profiling**values** Team Overview is derived from the respondent's complex rank order and captured axiologically – according to value science. Here a differentiated projection is made on the logical-mathematical normal position and calculated in terms of the varying distances to the normed sequence which is portrayed in value dimensions.

Our value system is considered by scientists to be the most consistent orientation for our actions. This can be measured value metrically, i.e. by assessment and not by self-disclosure, which eliminates any chance to manipulate and prevents psychological effects such as social desirability and self-portrayal.

The metrics of the logical rank order used by profiling**values** has been normed and validated numerous times. It is based on the research of the scientist, Robert S. Hartman, who was nominated in 1973 for the Nobel Prize.

Additional information can be found on:

[www.profilingvalues.com](http://www.profilingvalues.com).

For information regarding formal axiology and Robert S. Hartman see:

[www.hartmaninstitute.eu](http://www.hartmaninstitute.eu)

For scientific background information, especially validity and reliability see:

*Leon Pomeroy – „The New Science of Axiological Psychology”, Amsterdam-New York, 2005*