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*A monthly newsletter for our assessment product clients designed to assist and educate on key subjects related to human capital assessment technology and methodologies, and their effects on your organization.*

## **Discovering The "GAPS" Within Your Teams**

Teams function at different performance levels. Some are very effective and seem to fire on all cylinders while others seem troubled and spend more time trying to get on the same page than they do contributing to organizational results. Many organizations spend thousands of dollars annually doing "team building" which often has an impact for only a short period of time, sometimes only for hours. To be effective, organizations need to discover where their team gaps exist, which is where *Profiles On The Web<sup>TM</sup>* and the *Profiles Team Analysis<sup>TM</sup> (PTA)* can help.

The *PTA* provides you and your team with specifics on how your team performs in twelve team attribute areas including: Control, Social, Patience, Precision, Ambition, Positive Expectancy, Composure, Analytical, Results Orientation, Emotions, Team Player, and Quality Orientation.

The *PTA* provides a Team Balance Report, a graphic illustration showing where each team member falls within each attribute on a five-scale from Low, to Moderately Low, to Moderate, to Moderately High to High. The report illustrates where each team member falls indicated by a number and where the team leader falls, identified by a dot on the report.

The Team Balance Report is followed by the Overall Team Balance Report, which shows the attributes that are well represented within the team and those attributes that are not well represented. The team should focus developmentally on the areas that are not well represented as well as those areas in which large gaps between team members exist. In addition, the *PTA* provides an overview of the behavior factors of the team for each of the attributes and how to best work together.

The power of the *PTA* Report lies in its ability to identify balance within the team and how each member of the team correlates with the team leader as well as other team members. Teams that desire to improve their communication; team effectiveness and productivity will use this information to recognize team shortfalls while developing a plan to improve in those "gap" areas.

If a team is lacking in *Quality Orientation* for example, the team may be able to focus upon improving quality by implementing process improvements while concurrently establishing individual development plans and/or bringing individuals with greater quality orientation onto the team. If a team is low on the *Social* scale, as another example,

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certain team members may be coached or directed to comfortably interact with other team members. If a team is high on the *Analytical* scale perhaps to the point of analysis paralysis, that team can implement processes to ensure that analysis does not interfere with forward motion while ensuring that decisions are made in a more immediate and timely manner.

The *PTA* is an invaluable tool that can take a team from mediocre to high performing in short order. The *PTA* is psychometrically designed to apply to and impact all teams from the Board level to the front line of your organization and it should be used for all teams, especially those new or problematic teams that may need extra help while understanding their strengths and areas of opportunity. You will find that when utilized as part of your organizational effectiveness improvement plan, it will pay great dividends.

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### **Planning To Depart**

You should not expect your middle managers to stick around as the U.S. economy improves. According to a major recently completed study, 48% of currently employed middle managers are currently looking for another position. 64% of those middle managers are now intensifying their job search because of their desire for better bosses, training, advancement opportunities, pay, and benefits.

Wise and well-lead organizations are now identifying their top performers, rethinking their investments in them, and finding ways to keep them happy and loyal.

During all economic turnarounds in the U.S. since 1963, voluntary management and executive turnover has historically been highest between 14 and 27 months after the turnaround has begun. Most economists define the current turnaround as beginning in February 2003.

We encourage you to evaluate your departure risks at all levels within your organization, while also taking steps to minimize the cause and effect of manager and executive departures at times when your organization needs departures the least...during a growing economy.

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### **A Thought For Your Consideration**

Asking questions is one of the most profound skills of outstanding leaders whether your business is tiny, huge, for profit or not-for-profit. If the questions you ask are not rebuffed, engaging or provocative, the answers to those questions will not be either. Then, your organization stalls...

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### **For Further Information...**

Visit us on-line at <http://www.hrihouston.com>, email us at [haljay@hrihouston.com](mailto:haljay@hrihouston.com), or call us at 281-275-4180. We look forward to assisting you, and do not hesitate to forward this newsletter to other interested team members in your organization or elsewhere!