

# THE TRUTH ABOUT TEAMS

Understanding the link between personality and maximizing team performance

High-performing teams provide companies with an undeniable advantage over their competitors. However, they rarely perform at their maximum capacity.

Although most of the models devoted to creating high-performing teams focus on achieving the proper mix of skills and experience, they ignore the influence of personality.



## GROUPS vs. TEAMS

- Individual goals
- Do independent work
- Succeed or fail based on individual efforts

- Common goal
- Dependent on one another
- Common leadership
- Shared success and failure



## TEAM ROLES

### FUNCTIONAL ROLE

Formal role defined by position or title.

### PSYCHOLOGICAL ROLE

Informal roles to which a person naturally gravitates based on personality.

**There are five psychological roles to which people naturally gravitate.**

**1 Results** – Seek leadership roles and drive others toward business goals, but may be overly competitive with peers or subordinates.

**2 Relationships** – Perceptive and cooperative, but may be overly focused on getting along with others rather than results.

**3 Process** – Procedurally driven and attentive to details, but may be seen as rigid and inflexible.

**4 Innovation** – Imaginative and focused on the big picture, but may have difficulty with practicality.

**5 Pragmatism** – Practical and comfortable confronting conflict, but may be seen as ignoring people's feelings.

## PSYCHOLOGICAL ROLES

## BALANCING PSYCHOLOGICAL ROLES UNLOCK POTENTIAL

**Psychological roles need to be balanced in two ways:**

### COMPLEMENTARY FIT

Occurs when a team collectively covers every psychological role.

### SIMILARITY FIT

Occurs when team members share key personality characteristics, like values.

## HOGAN TEAM REPORT



The Hogan Team Report draws on personality assessments to help teams understand their internal dynamics:

**Balance psychological roles**

**Identify gaps and potential fracture lines**

**Understand team culture**

Achieving the right mix of skills, experience, and personality is the key to creating a productive team and satisfied workforce.

**THE HOGAN TEAM REPORT – ACHIEVE MAXIMUM PERFORMANCE**

Want to learn more? [Download the ebook.](#)

