

TEAMMASTER REPORT

The following report is produced confidentially to help management determine capabilities of employees' talents and tendencies.

PARTICIPANTS IN THIS REPORT

*Team Leader
Alberts, Eddie (EA)*

*Team Member Name Key
Allen, Steve (SA)*

ATTITUDE INDEX SCALE

- (A) Planning Needs
 - (B) Use of Emotions
 - (C) Communication Styles
 - (D) Rules/Others' Emotions
 - (E) Recognition Needs
 - (F) Work Environment/Stress
 - (H) Interaction with Others
 - (J) Work Confrontations
 - (K) Competitive Needs
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OVERVIEW OF KEY TENDANCIES INDICATED BY

Alberts, Eddie (EA)

- > Dislikes emergencies and chaos in work place.
- > Likes to work in systematic, step-by-step fashion.
- > Unplanned changes in direction disliked.
- > Able to handle limited amounts of rejection from co-workers.
- > Empathetic when dealing with needs and desires of others.
- > Has realistic outlook on length of assigned task.
- > Enjoys solving new problems.
- > Has highly developed sense of personal ethics.
- > Other's input tolerated only as long as it fits pre-conceived opinions.
- > May be perceived by others as stubborn or 'bullheaded'.
- > Likes a steady paycheck, benefits and secure environment.
- > May have trouble praising others on the job.
- > Likes a balanced atmosphere which includes a variety of tasks.
- > Will question moderately when faced with new decisions and rules.
- > Healthy outlook concerning actions of others.
- > May get tired of listening to co-workers who use talking as their primary mode of communication.
- > May let others take advantage of good nature.
- > Can defend position in some conflicts but may allow others to dominate if situation continues.

DETAILS ON THESE TENDENCIES AND HOW THEY AFFECT THE WORKING ENVIRONMENT WITH SELECTED SUBORDINATES ARE OUTLINED ON THE FOLLOWING PAGES.

OVERVIEW OF KEY TENDANCIES INDICATED BY

Allen, Steve (SA)

- > Can change directions at a moments notice.
- > Personal detail work considered a low priority.
- > Likes excitement of 'beating deadlines' and may create situations which allow this challenge.
- > Can balance emotional pleas with logic in making decisions.
- > Has ability to reprimand or fire subordinates when necessary.
- > Patient with complicated new tasks requiring imagination.
- > Constantly trying to solve old problems with new solutions.
- > Enjoys learning new skills more than using them.
- > Remains flexible when choosing alternatives.
- > Tolerant of other's needs to follow their personal guidelines.
- > Needs assurance of security in position.
- > Work output increases with words of encouragement.
- > Cool in a crisis situation.
- > Likes to work inside, out of the weather, if possible.
- > Will question moderately when faced with new decisions and rules.
- > Healthy outlook concerning actions of others.
- > May get tired of listening to co-workers who use talking as their primary mode of communication.
- > Doesn't like to 'rock the boat' or disturb 'status quo'.
- > May go to great lengths to avoid confrontations.

DETAILS ON THESE TENDENCIES AND HOW THEY AFFECT THE WORKING ENVIRONMENT WITH SELECTED SUBORDINATES ARE OUTLINED ON THE FOLLOWING PAGES.

(A) Planning Needs

EA (Team Leader) (9-16)

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SA (1-4)

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Level of PLANNING Concern by Team Leader

Alberts, Eddie(EA)

EA feels life should be structured and planning is the key to a successful career. Being very careful to cover all the details of a project, EA requires an organized environment for complete satisfaction. His superior needs to assure him on a regular basis that he is doing a good job of following the guidelines set by the company. EA will expect no less from members of his team, requiring them to complete their work in a highly structured manner. He will delegate responsibilities only to those whom he feels have the same respect for order as himself.

EA's Interaction Concerning PLANNING With

Allen, Steve(SA)

SA requires "mental room to roam" and dislikes highly structured environments. EA will immediately clamp down on SA and make him pay attention to details. Maximum stress on both sides will be the result as SA fights for independence and freedom from EA's imposed mental structuring.

(B) Use of Emotions

EA (Team Leader) (5-8)

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SA (5-8)

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Attitude Towards USE OF EMOTIONS at Work by Team Leader

Alberts, Eddie(EA)

EA lives in a state of internal emotional balance. When something occurs to threaten this balance, he makes a few adjustments and goes about his business in harmony with the outside world. When and if EA does lose emotional control you may be certain that a serious situation exists. He can empathize with highly sensitive people but considers their actions as immature and childish. At the same time, he considers those who are oblivious to others' feelings to be callous, uncaring and prone to miss many of life's most precious moments.

EA's Interaction with EMOTIONAL BEHAVIOR From

Allen, Steve(SA)

SA is empathic and sympathetic toward others but not to a point where it interferes with his behavior. Like EA, SA has an internal balance, permitting him to take most emotional situations in stride without becoming emotional himself. This allows each of them the latitude to interact well with the other, realizing that unexpected outbursts will not be forthcoming.

(C) Communication Styles

EA (Team Leader) (5-8)



SA (9-16)



COMMUNICATION Style of Team Leader

Alberts, Eddie(EA)

EA has an open mind to new ideas and theories but also sees the necessity to be practical and realistic in the pursuit of his goals. This ability to equalize opposing ways of thinking is a real blessing; it gives EA the capacity to "get the job done" while considering new ideas as possible alternatives.

EA's Interaction With COMMUNICATION Style(s) of

Allen, Steve(SA)

Innovative ideas and finding "a new way to skin a cat" are a way of life for SA. He is always coming up with new projects and endeavors which excite his friends and associates. EA can see the value of this creative talent but will have to temper and direct SA's energy into accomplishing daily tasks in a timely manner. This won't be easy. Imagining and dreaming with SA will help as long as EA asserts his authority and keeps SA productive until the job is completely finished.

(D) Rules/Others' Emotions

EA (Team Leader) (1-4)

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SA (5-8)

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Outlook on RULES/OTHERS' OPINIONS by Team Leader

Alberts, Eddie(EA)

EA's personal outlook on life is based on his pre- conceived opinions and lessons learned sometime in the past. When encountering new concepts, EA considers carefully, compares them to previous experiences and judgements, then makes a decision as to their value. If later faced with information contradicting this new found knowledge it is extremely difficult, if not impossible, to change the original decision. This dislike of change or anything that upsets the status quo increases stress factors in EA. When faced with life's inevitable "ups and downs" he is most likely to carry on with familiar, routine habits as a way of dealing with them. When pressured to take a new path he will respond by digging in his heels even further and/or denying that a problem actually exists. This behavior causes others to look on EA as "rigid" and "hardheaded". EA doesn't see himself that way at all. In fact, he considers this attitude toward change as a virtue to be guarded and defended. His "word is his bond" making him extremely loyal to those who agree with him on what is "right" and what is "wrong".

EA's Interaction with THE OPINIONS of

Allen, Steve(SA)

Not nearly as rigid as EA, SA, never-the-less, has formed a backlog of pre-conceived views as to what is "right" and "wrong". The difference between them is SA's ability to "bend" to EA's opinion when necessary to maintain harmony. This gives SA the ability to temporarily "mix" concepts in getting a task completed, even though he may not agree totally with EA's methodology.

(E) Recognition Needs

EA (Team Leader) (1-4)

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SA (5-8)

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REWARDS Considered Important by Team Leader

Alberts, Eddie(EA)

EA tends to concentrate on making a good living through financial rewards. Although praise from superiors is considered notable it is not as important as his own personal standards of a job well done. He will communicate this same attitude to those who work for him with his philosophy of "a good day's work for a good day's pay". This is a stable, common sense approach to life in EA's judgement and he has a hard time understanding those who don't agree with him. Job satisfaction comes from personal knowledge that he has worked hard and mastered the challenge. On most occasions he will object to being required to attend company meetings on his own time, considering such activities as a "waste of money that could be included in paychecks". Those who take risks to gain recognition, status or prestige are considered misguided souls who don't understand the real reason why people work - for money. Under pressure EA may become withdrawn and inaccessible. This is because he likes to handle problems without help from others and it frustrates him when this is not possible.

EA's Interaction With REWARD Needs of

Allen, Steve(SA)

SA understands that work is a necessary part of life and endeavors to get as much as possible done each work day. His work output will increase if EA offers an occasional word of encouragement and praise. A steady paycheck and benefits are primary to SA, however, and give him the sense of well-being he needs. EA can best motivate SA by making sure to recognize SA verbally and challenge him to "do it again". Another motivator would be to offer some type of small bonus or commission for beating deadlines or enhancing the quality of finished products or services.

(F) Work Environment/Stress

EA (Team Leader) (5-8)

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SA (1-4)

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WORK ENVIRONMENT/STRESS Needs of Team Leader

Alberts, Eddie(EA)

EA likes "variety" in his work assignments. He doesn't mind sitting at a desk and completing a project as long as he has the latitude to get up and move around periodically. At the same time, activities requiring constant movement are also accepted. The key to EA is " a little bit of both" instead of a "constant diet of either".

EA's Interaction to WORK ENVIRONMENT/STRESS Needs of

Allen, Steve(SA)

SA's calm and collected attitude will be accepted by EA even though EA requires somewhat more movement throughout the day. SA will be the "steady hand at the wheel" in a crisis since he prefers to walk through life a little slower than EA. This "even keel" disposition allows SA to concentrate on a problem and work through it one step at a time. Sitting at a desk and completing projects needing little movement suits SA just fine. SA enjoys coming to one location and working there all day, going out only to go home. He may even have lunch in the same area he spends the rest of his work day and feel quite comfortable. EA needs to be aware of this tendency and assign projects which complement it.

(H) Interaction with Others

EA (Team Leader) (5-8)

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SA (5-8)

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Need To INTERACT WITH OTHERS By Team Leader

Alberts, Eddie(EA)

EA is flexible and can be happy engaged in a lively conversation or spending time alone. He may start a discussion and lead it to it's conclusion on one occasion and simply participate in another. This ability to "interact at will" makes him easy to work with. Those who require isolated work stations will be left alone while those who need contact with others will be given the opportunity.

EA's INTERACTION WITH

Allen, Steve(SA)

SA can be casual and quiet or talkative and friendly depending on the situation at hand. He likes to work alone but at the same time looks for support from others, especially EA. This gives him the latitude of being able to "blend" into any sort of group including large social functions or one-to-one conversations. EA has this same talent creating an atmosphere of clear communications between the two of them.

(J) Work Confrontations

EA (Team Leader) (5-7)

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SA (5-7)

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Reaction to WORK CONFRONTATIONS By Team Leader

Alberts, Eddie(EA)

EA is at ease interpersonally, being neither overly passive nor assertive. He can hold his own in most conflicts but may let more dominant and aggressive people have their way if pushed hard. In some situations he may be assertive at work and passive in his personal life. If faced with forceful actions from others on a constant basis it will be difficult for him to respond. Instead, he will use great amounts of mental energy preparing for actions that are rarely taken. Without realizing it, he may use agreement as an effective method of resisting or controlling his environment.

EA's HANDLING OF CONFRONTATIONS with

Allen, Steve(SA)

SA is considerate and adaptable when it comes to dealing with others. On most occasions, he won't force his will on others, but he will speak up when he considers requests are not reasonable. EA prefers this same level of assertiveness, making their relationship one of mutual respect.

(K) Competitive Needs

EA (Team Leader) (5-8)

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SA (1-4)

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COMPETITIVE NEED of Team Leader

Alberts, Eddie(EA)

EA likes a spark of competitive spirit to liven up the work place. He doesn't want to depend on contests or rivalries to gain financial rewards, but trying to see who is best can be fun. Working with his team to up productivity he might suggest they compete to "see who can finish first" or "who can turn in the neatest report". Harmony and compatibility are also high on his list of what makes a good team. For this reason, he will frown on activities that damage relationships or cause others to feel uncomfortable.

EA's Interaction With COMPETITIVE NEEDS of

Allen, Steve(SA)

SA doesn't share EA's attitude about "friendly" competition. He feels that group compatibility should be the primary guide in the work place and even harmless "games" are totally out of context. When EA asks him to participate, he will agree in the interest of amicability but will make only a "half-hearted effort". EA will soon recognize this reluctance on SA's part and tolerate his lack of enthusiasm as long as it doesn't affect his job.