

Personal Assessment Results and Feedback for

Sample Student

**ORGB 520
Leading High-Performance Teams**

Full-Time MBA

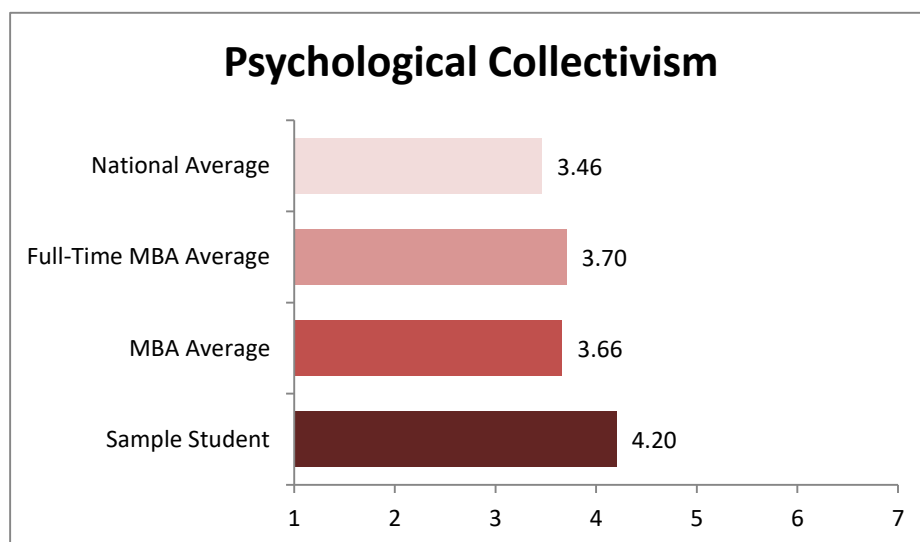


Psychological Collectivism

A value representing preferences to work in groups, willingness to rely on team members, concern for the well-being of the group and group members, adherence to group rules and norms and prioritizing group over individual goals.

Sample items:

1. I followed the norms of the group.
2. I was not bothered by the need to rely on group members.
3. I cared about the well-being of the group.

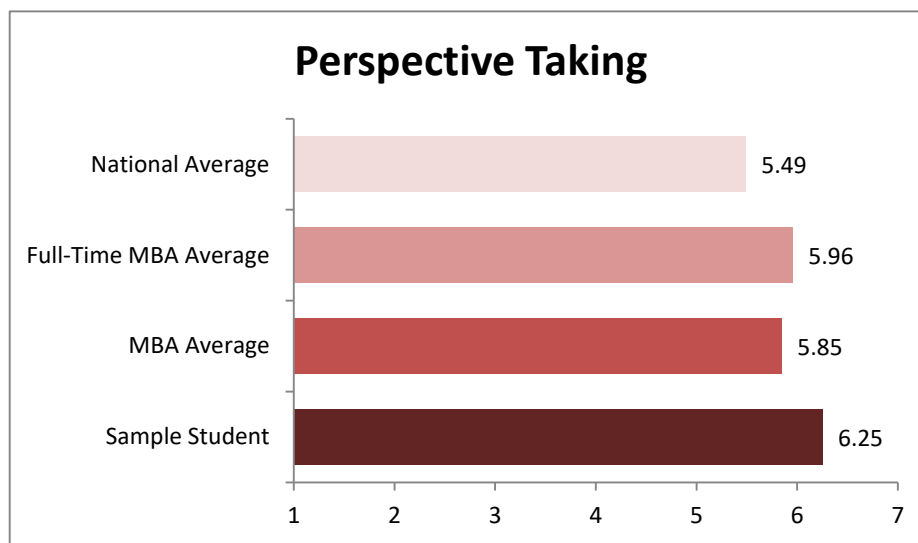


Perspective Taking

Adopting others' viewpoints in an attempt to understand their preferences, values and needs.

Sample items:

1. I try to take other people's perspectives.
2. I imagine how people are feeling.
3. I make an effort to see the world through others' eyes.

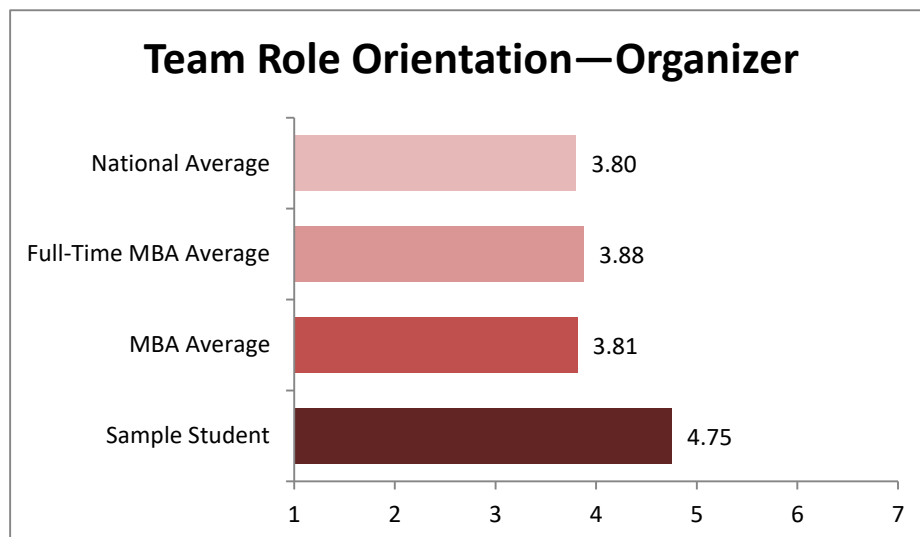


Team Role Orientation—Organizer

Someone who acts to structure what the team is doing and keeps track of accomplishments and how the team is progressing relative to team and individual goals and timelines.

Sample items:

1. I like to be the one that sorts out the details of a team project.
2. I keep my team on pace and aware of deadlines.
3. I structure team activities.

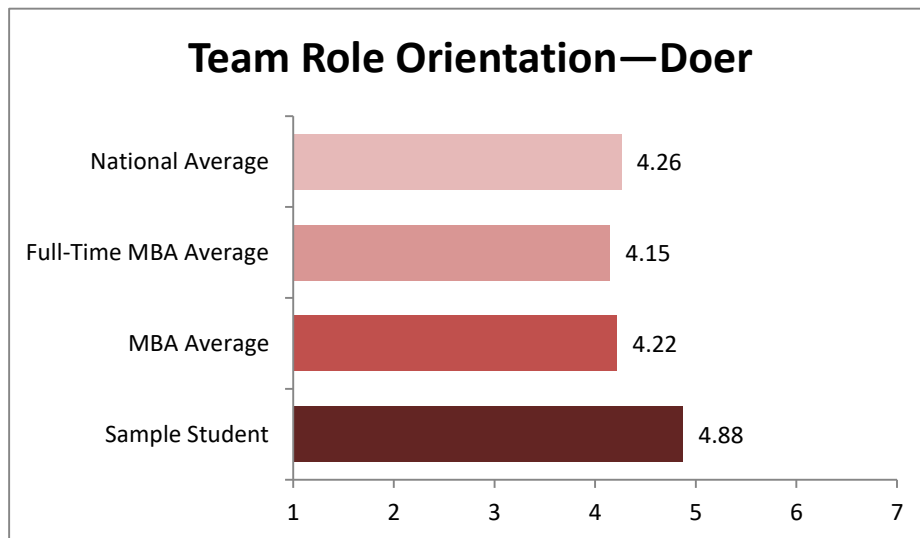


Team Role Orientation—Doer

Someone who willingly takes on work and gets things done. A Doer can be counted on to complete tasks, meet deadlines and take on responsibilities to ensure team success.

Sample items:

1. I can be counted on when a task needs to be done.
2. I'm always committed to my team tasks.
3. I like it when we keep busy and get things done.

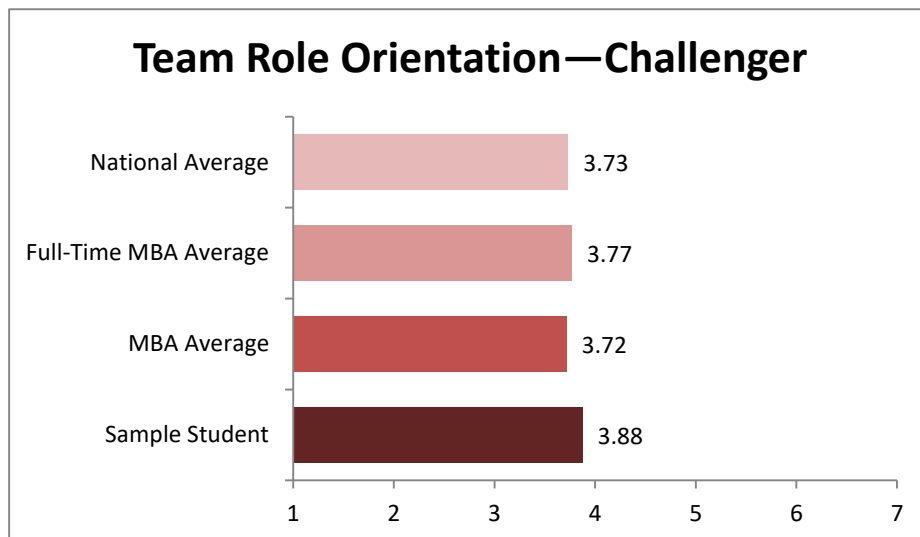


Team Role Orientation—Challenger

Someone who will push the team to explore all aspects of a situation and to consider alternative assumptions, explanations and solutions. A Challenger often asks "why" and is comfortable debating and critiquing.

Sample items:

1. I'm comfortable being critical of my teammates.
2. I like to challenge peoples' assumptions.
3. I'm not afraid to questions teammates' authority.

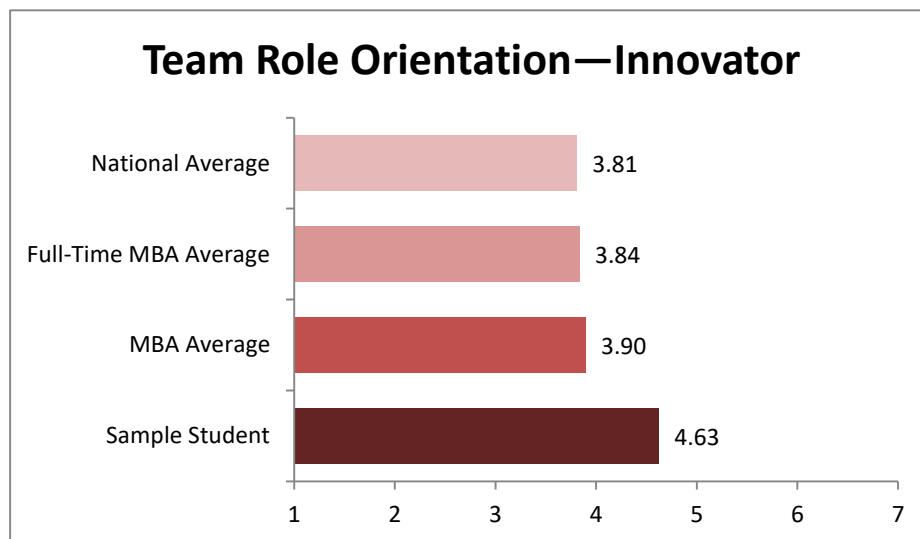


Team Role Orientation—Innovator

Someone who regularly generates new and creative ideas, strategies, and approaches for how the team can handle various situations and challenges. An Innovator often offers original and imaginative suggestions.

Sample items:

1. I'm known for thinking creatively and "outside the box".
2. I like to try out new ideas and approaches.
3. I get bored when we do the same task the same way every time.

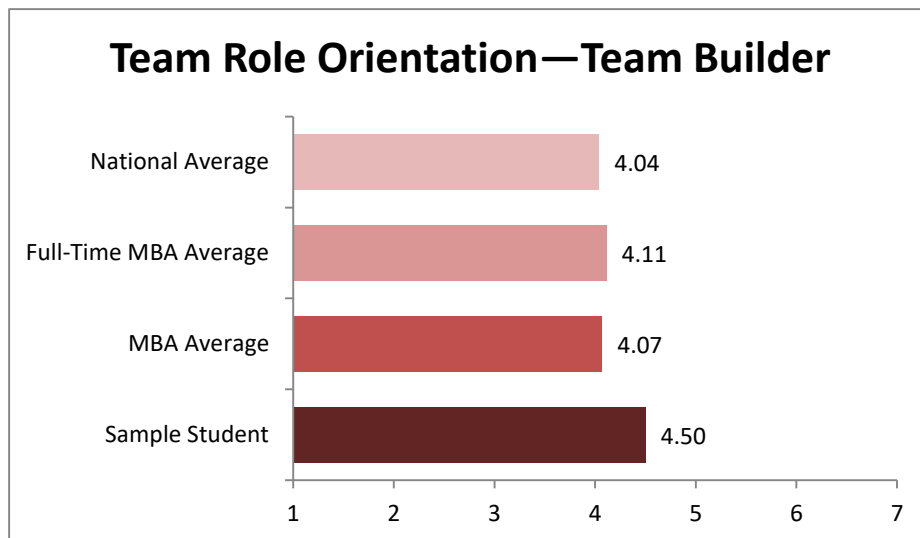


Team Role Orientation—Team Builder

Someone who helps establish norms, supports decisions, and maintains a positive work atmosphere within the team. A Team Builder calms members when they are stressed and motivates them when they are down.

Sample items:

1. I like helping different kinds of people work effectively together.
2. I work to maintain good working relationships with my team.
3. I help people move beyond disagreements and find common ground.

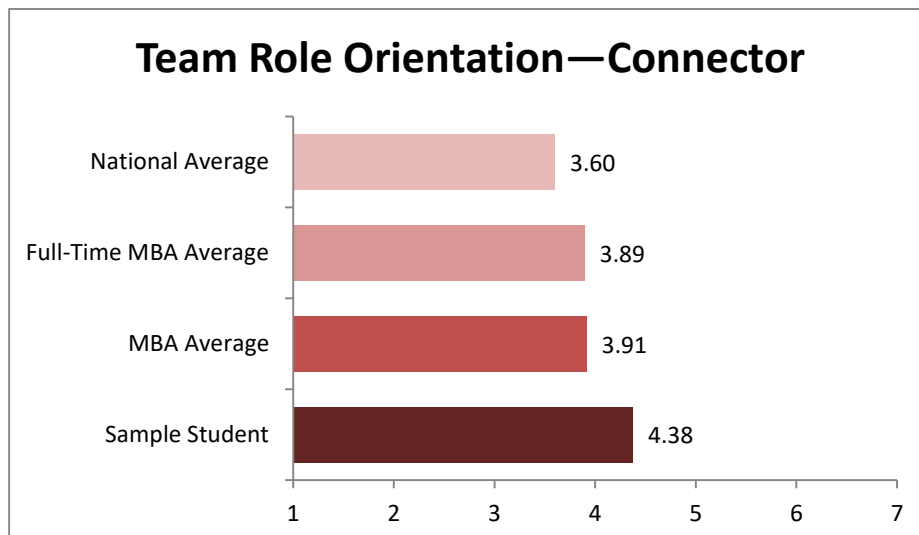


Team Role Orientation—Connector

Someone who helps bridge and connect the team with people, groups, or other stakeholders outside of the team. Connectors ensure good working relationships between the team and “outsiders,” whereas Team Builders work to ensure good relationship within the team.

Sample items:

1. I'm comfortable being the spokesperson for the team.
2. I promote my team's mission and goals with other teams.
3. I discover and connect with people who can help my team succeed.



Leading High-Performance Teams Reflection

A. Reflect on your scores. What did you learn about yourself? Do the scores fit your expectations? What surprises you?

B. What do they mean for you in your current role and your future goals?

C. How can you leverage your strengths? What are your developmental areas and how can you develop these competencies?

[illegible]

[illegible]