

# TeamsDNA®

Notes & Tips



# Introduction

The TeamsDNA® assessment provides direct insight into the qualities of a team as whole. All the assessment data are automatically combined into one easy-to-read PowerPoint. With one click of a button, you thus create a clear team photo.

TeamsDNA® offers usable information for a manager or team manager with a clear answer to questions like: What does the team look like? How does the team work together best? Does this reflect the objectives we want to achieve as a team? Are we a future-oriented team?

Furthermore, TeamsDNA® provides excellent input for a team session. How are we doing as a team? What can we utilise and what can we do better? How can we grow as a team in the future? By thinking together as a team about the preferences and the strong and weak points of the team, you promote cooperation and team effectiveness, and as a team you learn where there is room for improvement.

TeamsDNA® is based on the following assessment results:

1. HFMtalentindex personality measurement
2. HFMtalentindex motivations test
3. Learning Agility
4. Complete Intelligence Test ('VIT') - optional<sup>1</sup>



## Tips

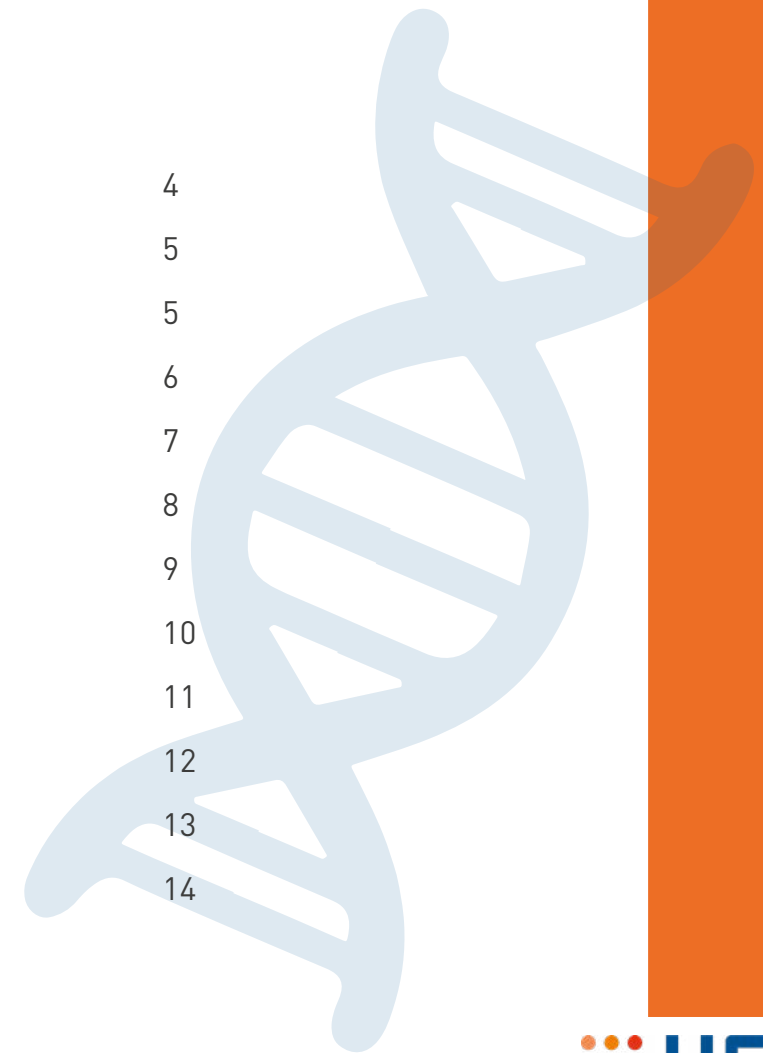
- If you use this PDF online, you can click directly in the table of contents for the explanation of your choice.
- Please note: you may decide that each team member has an individual results overview too. Very useful in a team session.

On the next page, you will find the **TeamsDNA® - Quick Guide** so that you can immediately start using the TeamsDNA®. If you are looking for further deepening or need tips for a team session, extra information and tips will be given afterwards per TeamsDNA® PowerPoint slide.

<sup>1</sup>If you haven't added the VIT to TeamsDNA®, this icon will be grey in the PowerPoint

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# TeamsDNA® Quick guide

Getting to work with TeamsDNA®

# TeamsDNA® Quick guide

The TeamsDNA® team assessment is the tool for the (team or HR) manager and for the team as a whole and can be used for different goals.

## **MANAGER - TeamsDNA® provides insight into the structure of a team's qualities. As manager, watch out for the following things:**

- Do the team's qualities fit the results that the team must deliver? In other words: does the team suit the task and vice versa?
- How can I further hone the team's composition? What qualities are missing?
- Optimise the cooperation in the team. How do we complement each other and what are the differences?
- Can the team cope well with change?
- Use TeamsDNA® as input for a team session to optimise the results. How can we grow as a team? (As team manager, prepare yourself well for the objectives and results of a team session. If you feel it necessary, involve HR or a(n external) coach.)

## **TEAM - TeamsDNA® is ideal as input for a team session, in which the team starts work together, for example with the following specific goals:**

- **Optimise cooperation to achieve a specific goal (for example at the start of a new project team).**
  - Use slide 5 to see whether the motivations of the team members correspond or whether they are very different. What goals does the team need to achieve and what motivations are then useful to have in the team? Example: if a team is responsible for thinking up and making new products, are motivations like *pioneering* and *creativity* present? You also need people in the team for whom *implementation* and *quality* are important. Because you obviously want to implement what has been thought up and guarantee the quality.
  - Use slide 12 to see what the team score is on People Agility and Self-awareness, because these contribute to positive interaction within the team. People Agility indicates the extent to which the team members are willing to learn from each other, have Self-awareness, and the extent to which they are open to feedback from each other.
- **Facilitate/optimize the realisation of team goals (for example if essential tasks are not done or if necessary skills are not sufficiently visible).**
- Use slide 9 to see whether the team has the correct competencies to achieve the team goal. Example: does a team that does administrative work have sufficient accuracy and devotion to quality?
- Slide 12 indicates whether a team is sufficiently learning agile to cope with change. Example: the administrative team is given more customer contact as a new task. If competencies are needed for this change which are on the least strongly scoring competency list, it will take a lot of energy to implement this new task.



### **Tips**

- Sometimes, several team sessions are required to identify and achieve the different goals. Focus on the positive results and think about the improvement points for the future.
- Use the individual results of the team members to get them discussing what they add to the team effectiveness.
- If you need more explanation about a TeamsDNA® PowerPoint slide, you will find additional information on the following pages.

# Normal distribution | Explanation team scores

TeamsDNA® slide 3

This slide indicates how to 'read' the scores. You see how the team scores compared with a norm population. Most team scores in TeamsDNA® are shown on a nine-point scale. These are stanine scores, not report scores from 1 to 10. Each point on the scale corresponds with a piece of a norm distribution (a stanine) that shows how often these results occur in the norm population. The more extreme the score (upwards and downwards), the less often this occurs.



## Tips

Use this slide in a team session to clearly explain how the scores must be read. Devote attention to the meaning of the low, average and high scores.

# Motivations & Preferred roles | Explanation

TeamsDNA® slide 4

Motivations are goals or motives that are important to people in their work. Examples of motivations: *Responsibility, Security, Cooperation* and *Creativity*. Motivations provide insight into what energises people or gets their attention or not in their work. In total we measure twenty motivations, divided over four axes. Slides 6 and 7 provide further explanation of the four axes.



Performance focus <-> People focus

Control <-> Flexibility

## Preferred roles

Based on the motivations, we identify eight different roles of work behaviour. These preferred roles describe the way someone likes to do their work. They determine the person's style of work, their role in the team and their strength and weakness. In principle, someone can take on any role, but will prefer those roles that fit the strongest motivations present.

## Example

In combination, the strongest motivations indicate which preferred role someone wishes to play in a team. The role of 'Entrepreneur', for example, is formed by several motivations on the axis Performance focus and some motivations on the axis Flexibility. If someone scores high for this role, they enjoy doing new tasks and want to be free to explore more unknown options to make them a success.



## Tip

For individual results from TeamsDNA®, each team member sees his or her most important preferred role.

# Preferred roles

TeamsDNA® slide 5

The graph indicates which preferred roles are represented most strongly and most weakly in the team. The closer the colour extends to the outer edge of the circle, the higher the team average for that role. The team scores are in the outer edge of the figure.

On the right-hand side, you can see the interpretation of the graph. It shows the themes that are important for the different preferred roles.

The higher the score for a preferred role, the more this role is represented within the team.

- The highest scores indicate that this role is incorporated most quickly and easily within the team.
- Average scores indicate that not everyone experiences these roles as very important. It might be that only a few team members focus on these issues or that most people give them some attention but not much.
- The lowest scores indicate that the team feels that these preferred roles are unimportant in relation to the other roles. If there is someone in the team who feels that these roles are important, then they will be alone in this.



## To think about

- Are the two most strongly represented preferred roles recognisable for all team members?
- Do the two most strongly represented preferred roles reflect the team task and the objectives that the team must achieve?
- What roles are less clearly represented? Is this recognisable for everyone in the team?
- What do the answers to the above questions mean for the effectiveness of the team?



## Tips

- If the most strongly scoring preferred roles fit well with the team task, the team gets energy from achieving the objectives. Use this to encourage the team members to optimally harness their natural preferred roles.
- Talk to the team if the preferred roles do not correspond at all or not sufficiently with the team task. What influence does this have? Is the team dissatisfied? Is employee turnover high?
- Discuss the individual preferred roles of the different team members. Are there team members who do score average or above average for the roles that fit with the team task? Ask these team members to take on the tasks that fit with these roles. Make sure that the rest of the team recognises the importance of these roles.
- Look for other/extra team members with the required preferred roles for a better balance in the team.



# Motivations profile | Performance focus & People focus

TeamsDNA® slide 6

Here you can see the motivations profile of the team on the axes *Performance focus* and *People focus*. The further the colour extends outwards, the higher the team scores for the corresponding motivations. A short description of the characteristics:



## PERFORMANCE FOCUS

**Vitality** - Experience exciting things, seek adventure.

**Status** - Regarded as important in the organisation and have social status.

**Success** - Be the best, excel and stand out due to good performance.

**Responsibility** - Take the lead and be judged on results.

## PEOPLE FOCUS

**Commitment** - Feel involvement with the organisation and with colleagues.

**Helping** - Mean something for others, look after others.

**Respect** - Respect each other and treat them as you would want to be treated.

**Cooperation** - Together with others, work towards common goals and seek solutions.

**Support from others** - Not being on your own, being able to ask others for help.

**Feeling at home** - Feel comfortable at work, experience a sociable atmosphere and build up (friendly) relations with your colleagues.

If the team has a pronounced preference for a certain axis (seen by a larger coloured surface), then the following team tasks will fit the team well:

- *Performance focus*: team tasks where a tangible team result must be delivered. For example a team that needs to achieve sales targets.
- *People focus*: team tasks for which it is important to have attention for others, both inside and outside the team. For example a team where attention for mutual needs and community is important for the team result.



## To think about

- Is the team focused on achieving results (*Performance focus*) or on achieving a close team relationship (*People focus*)?
- Does the relationship between *Performance focus* and *People focus* fit the team task? For example: a team with a strong people focus that needs to switch to become a self-directing team with more independence and responsibility (*Performance focus*).



## Tips

- If the relationship between *Performance focus* and *People focus* does not correspond well with the team's objectives, make clear how the focus corresponds to the team results. Indicate the advantages of the focus that the team lacks.
- Look for extra or new team members who have more affinity with the focus required to achieve the objective.

# Motivations profile | Control & Flexibility

TeamsDNA® slide 7

Here you can see the motivations profile of the team on the axes *Control* and *Flexibility*. The further the colour extends outwards, the higher the team scores for the corresponding motivations. A short description of the characteristics:



## CONTROL

**Efficiency** - Planned approach to work, doing tasks well in one go and not wasting time on unimportant things.

**Quality** - Deliver accurate and faultless work.

**Realisation** - Work effectively on concrete results.

**Structure** - Experience order and regularity in your work and in your working environment.

**Security** - Work in a stable, fixed, non-threatening environment.

## FLEXIBILITY

**Analysing** - In-depth exploration of subjects.

**Creativity** - Make or think up original things.

**Personal growth** - Develop yourself and push your personal boundaries.

**Pioneering** - Take on new and unknown things, look beyond the boundaries of your own field.

**Independence** - Take independent decisions and do things in your own way, independently of others.

- If the team has a pronounced preference for a certain axis (seen by a larger coloured surface), then the following team tasks will fit the team well:
- *Control*: team tasks where planned work, introducing order and enforcing agreed process rules are important. For example a team of accountants that audits a multinational's books according to a certain protocol.
- *Flexibility*: team tasks with a widely formulated result that can be interpreted in different ways. For example, a management team that needs to think up a vision and strategy to boost a struggling company.



## To think about

- Is the team focused on making things controllable (*Control*) or exploring options (*Flexibility*)?
- Does the relationship between *Control* and *Flexibility* fit the team task?



## Tips

- If the relationship between *Control* and *Flexibility* fits with the team's objectives, the team members can easily motivate each other to achieve the objectives. Use this.
- If the relationship between *Control* and *Flexibility* does not fit with the team's objectives, as team manager, make clear what advantages a certain focus can generate for the team. Example: a control-oriented accountant who also needs to work commercially. This makes a demand on his flexibility.
- Look for extra or new team members who have more affinity with the focus required to achieve the objective.

# Motivations | Team Motivation

TeamsDNA® slide 8

You see here the team's motivations:

The highest motivations indicate where the team gets the most energy from. The least strongly scoring motivations are the least important for the team and receive little or no attention.



## To Think about

- Check whether there are any team members who significantly deviate from the team profile. In other words: team members who at individual level have a different distribution between the strongly and weakly represented motivations. Do they really fulfil a different role?
- Find out whether the team is very homogeneous and therefore has its own preference for behaviour. If this is the case, what does this mean for the cooperation with the outside world?
- Do the team motivations fit the future? Example: we will work in a different way. We must start *pioneering*, but everyone thinks that *feeling at home* is very important. That is not an ideal combination.



## Tips

- If there is regular irritation between team members, this may be due to an individually deviant motivations profile. Team members with different motivations get their motivation from different things. Get each team member to give a verbal presentation of their own motivations profile with examples from practice. The questions that are key to the individual presentation are: what motivates me, what gives me energy and why do I find my own motivations so important? What behaviour irritates me and what behaviour by other team members am I allergic to?
- If there are problems in the cooperation and communication with other teams, think about which important motivations of your own team might not be shared by the other team. Then think which motivations might be important for the other team. Do you see the advantages of these motivations to achieve the team objectives? Do you see possibilities to communicate in a different way to find more connection with the other team? A classic example: Sales teams that need to cooperate with Back-office teams.



# Competencies | Team Potential

TeamsDNA® slide 9

You see here the team's motivations:

The highest competencies indicate what the team has the most potential for. The least strongly scoring competencies indicate what the team has the least potential for.

Great potential for a competency means that the associated behaviour should not take much effort and should take place 'naturally'. For example: a high score on 'Decisiveness' means that the team members easily take decisions independently, even possibly unpopular decisions or decisions that have huge consequences.

Little potential for a competency means that the associated behaviour takes a great deal of effort and it takes extra energy to display this behaviour. With a score of 3 or lower, it is very difficult for the team to display the behaviour associated with the competency in practice. For example: with a low score on 'Resistant to pressure', the team will find it difficult to meet tight deadlines. The team will quickly feel under pressure if this is required.



## To think about

1. Is this competency potential profile recognisable to the team?
2. Is this a logical competency potential profile in view of the team task?



## Tips

- Beforehand, draw up a top 5 of competencies that are important to the team. Then check with the team whether this matches the result.
- If this does not match, consider (with the team) the following things:
  - What competency potential profile had the team expected to see?
  - Which team members had you expected to show specific competencies?
  - Discuss the various expectations and try to explain them together.
  - Check whether the individual top 5 competencies correspond with those of the team.
- Determine which desirable competencies are missing in the team and look for new/extra team members with a high potential for these competencies



# Learning Agility | Explanation

TeamsDNA® slide 10

Learning Agility is the ability to develop new effective behaviour quickly and flexibly, based on new experiences, and then to apply this behaviour successfully. Learning Agility is measured in five dimensions:



## Change Agility

- Collective curiosity for the unknown.
- Quickly start experimenting together.
- The team learns to come into action, to do things.



## Mental Agility

- Analytical approach, likes to think together about a problem. Debates and unravels a problem.
- The team gets energy from complex tasks that demand the power of thought.
- The team wants to know the theory behind things to improve them.



## People Agility

- Team members are open to the opinions of others.
- They have confidence in each other's input, everyone can contribute.
- They learn from each other by talking to each other and asking questions.



## Results Agility

- The team finds achieving results important to learn whether they are doing things right.
- The team focuses on the goal to be achieved.
- Competition with other teams is experienced as a stimulus.



## Self-awareness

- Curious about similarities and differences within the team.
- Team members are critical about themselves and are open to feedback.
- Collectively focused on development, whereby learning through open, critical, collective self-reflection is possible: 'What have we done well and what not? What do we learn from that? What do we continue doing and what will we do differently together from now on?'



# Learning Agility | Overall score & Benchmarks

TeamsDNA® slide 11

Here you see the Learning Agility overall score of the team. You can compare this team score with four different benchmark groups, displayed on the benchmark scale below.

The benchmarks:

- A. **Average:** the average Learning Agility score of professionals
- B. **Management:** the average Learning Agility score of the supervisor population
- C. **High Potentials / Senior Management:** the average Learning Agility score of High Potentials and the Senior Management population
- D. **Change Agents:** the average Learning Agility score of leaders in (organisation) change



## A routine task

A routine task → benchmark A  
Management team → benchmark B  
Senior Management team → benchmark C

## A new, unknown task

Team of professionals → above the average benchmark A  
Management team → above the average benchmark B  
Senior Management team → above the average benchmark C

## A change task

All teams → benchmark D



## To think about

1. How does the team's Learning Agility score relate compare to the four benchmark groups?
2. What is the desired benchmark the team must fulfil?



## Tips

- If the team scores **above the desired benchmark**, the team can cope well with new challenges. Use the strength of the strongest-scoring Learning Agility dimension of the team.
- If the team scores **on the desired benchmark**, the team can cope fairly well with new challenges. It depends on the future challenge whether the current Learning Agility continues to be satisfactory:
  - If the work doesn't change and this is 'more of the same', then the team can fulfil the expectations.
  - If the work does change in the future (the team will be confronted with new, unknown challenges) and thus the desired benchmark score the team must fulfil also changes, look at the individual scores. In the event of change, use the highest-scoring team members to help you implement the change.
  - Activate awareness and development to deal with change and new challenges by using the Learning Agility GO.
- If the team scores **below the desired benchmark**:
  - Try to challenge the team to think more consciously about their personal development and about their development as a collective. Get the individual team members to use the Learning Agility GO to improve their Learning Agility.
  - If improving Learning Agility using the Learning Agility GO is not an option, look for new team members with a higher score on Learning Agility.

# Learning Agility | Dimensions

TeamsDNA® slide 12

On the left, you see the team scores per Learning Agility dimension. On the right, these dimension scores are divided further:

**Ability** = potential

**Desire** = motivation

The higher the score for the different Learning Agility dimensions, the better the team can cope with future, still unknown challenges. Ideally, the team scores average (5) or higher for each of the five Learning Agility dimensions. This means that the entire team can easily move between the different Learning Agility dimensions that are required to learn in different situations.

The dimensions People Agility and Self-awareness play an important role in the growth of team performance. Learning from each other (People Agility) and critical self-reflection based on feedback (Self-awareness) benefit the team effectiveness.



## To think about

- Which Learning Agility dimension scores highest, and is this reflected in how the team deals with change?
- Which Learning Agility dimension scores lowest, and does that negatively affect the team's effectiveness?
- On which Learning Agility scores does the *desire* differ most strongly from *ability*?
- *Desire* is easier to influence than *ability*. On which Learning Agility elements is the possible gain the greatest?



## Tips

- A low score for Change Agility shows a careful team that needs help in daring to experiment with different work.
- A low Mental Agility score shows a team that attaches little value to knowing exactly how things come about. Try to increase the importance of obtaining knowledge.
- A low score for People Agility can indicate that the team members tend less to learn from each other. Explore why the team members don't quickly have confidence in each other's knowledge and judgement. See whether the team members have the motivation 'Cooperation' in their profile and try to stimulate this.
- A low Results Agility score can mean that the team members are less focused on learning from the team's results. Indicate why results are important and how these can be achieved.
- A low score on Self-awareness can mean that the team members are less consciously engaged in their personal development. Indicate why this is important for the ability to deal with changes in the future and for being open to feedback from each other within the team.



# Intelligence

TeamsDNA® slide 13

This information is primarily intended for the team manager. This slide is less relevant as input for a team session. You may choose to delete this slide from the TeamsDNA® PowerPoint or only show it briefly.

The Complete Intelligence Test measures 4 different capacities:

- Numerical reasoning ability
- Mathematical aptitude
- Verbal aptitude
- Logical reasoning ability

In this slide, the following is displayed:

- The team average for the Overall score.
- The team average on each of the 4 capacities.



## To think about

- Surprises in the score? Or as expected?
- Does the score fit with current work? If the context of the team task changes, does the score then change too?
- If the team's overall score is below average, this can be an indication that the team needs extra time to resolve problems together. If this is recognisable, ask yourself whether that limits the team effectiveness.



## Tip

- If it is necessary to get more thinking power in the team, then consider recruiting extra team members who score average or above average.

