



**Limbic Personality GmbH**

**TEAM-EVALUATION for**

**Limbic Personality GmbH**

**Participants:**

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Presented by



## Introduction

The Limbic Personality Team Analysis enables you to gain a new understanding of your team and how it interacts. Based on the Limbic Personality Checks of the participants, you will get a comprehensive insight of how the team works and what their commonalities and conflict potentials are. This will increase the individual team members' understanding for each other and help them to comprehend why their team-mates behave the way they do. The analysis is structured in two parts. The first part shows you the team-related qualities of the individual team members. We have defined the following areas which are always potential challenges for teams:

1. Assertion
2. Autonomy
3. Self-efficacy
4. Commitment
5. Desire for prestige
6. Need for change
7. Desire for security
8. Reliability
9. Quality-orientation
10. Risk aversion
11. Tolerance

It is essential to know the influential personality traits of the individual team members in these areas.

With this in mind, the analysis first of all establishes which traits the team members have in common. Subsequently we will examine which divergent traits from these commonalities each team member has. This enables us to identify potentially dangerous hurdles, make them known and find appropriate solutions.

In the second part of this analysis, certain parameters are examined which are essential for a team's success. These are the following:

- Power of innovation
- Success-orientation
- Opportunity-orientation
- Focuss on targets
- Risk tolerance
- Endurance
- Activity level
- Social behavior

These parameters are displayed for the whole team as well as for each team member. The results are presented in diagrams showing which team members are above or below the team's average. This allows you to develop completely new strategies to ensure successful teams.

## Part One:

### Important, team-related personality traits of the individual team members

#### Introduction

There are personality traits which are so important that they have a substantial influence on a team's success. These traits are considered on an individual basis to show you possible starting points for improving the team's performance. In the first instance, all the personality traits are displayed which all team members have in common. Commonalities constitute a solid basis when starting to explore differences. In general, it is these differences which cause problems in teams and for this reason they are outlined separately for each team member. Assess these differences and consider what they mean for the team as a whole. Simply being aware of the existence of these differences will greatly increase mutual understanding. The following example shows how the results are presented:

#### Example Autonomy:

##### All team members have the following traits in common:

- High need for personal freedom of discretion to optimize their own performance

##### The differences in the traits of the individual team members are:

##### Desire for self-determination

- Steven Miller
- Martina Kohler

##### Good-natured integration in pre-determined processes/teams

- Thorsten Meyer
- Patrick Beyer

##### Adaptability with respect to performance targets and instructions

- Thorsten Meyer
- Martina Kohler

##### Desire for freedom of action

- Steven Miller
- Patrick Beyer

Presenting the data in this way enables you to identify what the commonalities and differences are. While Martina Kohler and Steven Miller strive for self-determination, Thorsten Meyer and Patrick Beyer are best suited to established processes or ones which have to be set up.

For your team discussion, it might be of interest to consider what relevance this could have for the team's success. Martina Kohler and Steven Miller need much more freedom within the team than Thorsten Meyer and Patrick Beyer. If these needs can be accommodated in the team then this will improve not only the performance of both of them but also the performance of the team as a whole.

## The team-relevant personality traits

### 1. Assertion

The strength of the individual team member's assertiveness is an important variable for optimizing the team's potential. Therefore, it is of particular relevance to take a closer look at the distribution of this personality trait in order to develop successful strategies for dealing with each other. The assertiveness of the individual team members often gives rise to very challenging situations. It is worth examining more closely exactly how assertiveness is distributed among the individual team members. Here, even commonalities can be a problem, e.g. if two team members are very assertive. It is important to think about how to handle such situations and what effects they have on each individual team members.

**In this team all members have the following characteristics in common:**

- *none*

**Just as the team members have commonalities in in the area of assertion, they also have differences:**

***Strong powers of self-assertion:***

- Peter Mustermann
- Petra Muster

***Low to moderate powers of self-assertion:***

- Peter Muster

***High levels of assertiveness:***

- Peter Mustermann
- Petra Muster

***Limited to moderate assertiveness:***

- Peter Muster

***Strong powers of persuasion:***

- Peter Mustermann
- Petra Muster

***Low to moderate powers of persuasion:***

- Peter Muster

***Strong leadership claims:***

- Petra Muster

***Low leadership claims:***

- Peter Mustermann
- Peter Muster

***Defense of own opinions:***

- Peter Muster
- Petra Muster

***Flexibility towards own opinions:***

- Peter Mustermann

***Low tolerance for colleagues who do not perform as expected:***

- Peter Muster

***Tolerance for colleagues who do not perform as expected:***

- Peter Mustermann
- Petra Muster

***Expectation that colleagues will follow the rules strictly:***

- Peter Muster

***Scope for creativity is granted to colleagues when reaching goals:***

- Peter Mustermann
- Petra Muster

These differences show obstacles in the way of trouble-free teamwork. With assertion in particular, there is a danger that the more assertive team members will overlook the weaker ones. This can have negative consequences, because certain aspects which are very important for success do not receive enough attention. Therefore, it makes sense to take a closer look at such situations and to develop a strategy for handling these differences.

## 2. Autonomy

In teams, it is important to know how much autonomy the different team members need. If their need is high, then this has to be taken into account within the team. Autonomy is a brain-based basic need and restricting it will cause a drop in performance. Exactly the opposite is the case with people who have only a slight aspiration for autonomy. They feel overwhelmed by too much freedom and prefer to have specific guidelines.

**With regard to autonomy, all team members have the following characteristics in common:**

- Desire for self-determination
- Desire for freedom of action

**The differences in the characteristics of the individual team members are the following:**

***High need for creative space when optimizing own performance:***

- Peter Mustermann
- Peter Muster

***Wellbeing and competitiveness in preset arrangements:***

- Petra Muster

### **3. Self-efficacy**

Believing in what you are doing and being convinced that you can achieve your goals, even in difficult situations, is an important prerequisite for success. Therefore, it is important to know which team members have this confidence in their self-efficacy and which do not.

**With regard to self-efficacy all team members have the following characteristics in common:**

- Strong belief in their actions

**The differences in the characteristics of the individual team members are the following:**

- *none*

#### **4. Commitment**

Levels of commitment can vary greatly in teams. This can often be a cause of conflict, which can have a very negative impact on the team. Therefore, it is important to know the commitment of each team member and which consequences this could have for achieving the set goals.

**All team members have the following characteristics in common:**

- High commitment to perform in order to pursue the given targets
- Conscientiousness
- Desire to achieve more

**The team members listed below have characteristics that differ from these commonalities:**

***Motivation through competition with other people:***

- Peter Muster

***Limited motivation through competition with other people:***

- Peter Mustermann
- Petra Muster

## 5. Desire for prestige

The desire for prestige is important to the team's success. On the one hand there might be team members with appropriate prestige characteristics and on the other hand there are those who have very low prestige characteristics but want to know how to handle people with a high desire for prestige. There is always a danger that people with a strong desire for prestige will want to be in the limelight and claim the team's success as their own, which can lead to frustration and significantly spoil the working atmosphere in the team.

However, for the team members with low prestige characteristics, it is important to understand what is going on in people who strive for prestige. A desire for status or prestige is a also brain-based basic need. If no recognition is forthcoming then the reaction of the affected person can be very strong. In any case, if recognition for people with strong prestige characteristics is denied, frustration is the result and this influences the performance of the team as a whole.

**With regard to prestige, the team members have the following characteristics in common:**

- Limited desire for respect
- Low dependence on admiration from others

**The team members listed below have characteristics that differ from these commonalities:**

***Desire for recognition:***

- Petra Muster

***Low dependence on recognition from others:***

- Peter Mustermann
- Peter Muster

## **6. Desire for change**

For the success of a team, it is important to identify the people who need a high degree of activity and variety in order to deliver their best performance. If these needs are not taken into account problems can arise in the team. These people will try to satisfy their desire for change in another way and this can happen at the expense of other team members.

**All team members have the following characteristics in common:**

- Desire for 'action' in working life
- Constantly changing duties are important motivational factors

**The team members listed below have characteristics that differ from these commonalities:**

***Routine tasks have a demotivating effect:***

- Peter Mustermann

***Neutral to positive attitude towards routine work:***

- Peter Muster
- Petra Muster

***Distinct desire for activity:***

- Peter Muster
- Petra Muster

***Low to moderate desire for activity:***

- Peter Mustermann

## 7. Desire for security

Security is also a brain-based basic need and consequently of great significance. Of particular importance are task security, decision-making security and environmental security. If a person has a security need in one of these categories which is not met then not only will their performance suffer but also the performance of the team as a whole. Therefore, it is important that all team members deal with their own need for security as well as that of the other team members.

**With regard to the desire for security, all team members have the following characteristics in common:**

- Need to consult with others when forming opinions
- Tendency to accept risk when selecting colleagues/business partners

**The team members below have different or additional characteristics in the category of desire for security:**

***Prefers exact targets for completing tasks:***

- Peter Muster

***Needs creative scope for completing tasks:***

- Peter Mustermann
- Petra Muster

***Desire for predictable tasks:***

- Peter Muster

***Desire for challenging tasks:***

- Peter Mustermann
- Petra Muster

***Delayed decision making behavior:***

- Peter Muster

***Quick decision making behavior:***

- Peter Mustermann
- Petra Muster

***Desire for social support in decision-making situations:***

- Peter Muster
- Petra Muster

***Independence from others when making decisions:***

- Peter Mustermann

***Desire to work in a known environment:***

- Peter Muster
- Petra Muster

***Desire to work in new areas:***

- Peter Mustermann

## 8. Reliability

For the whole team to achieve its goals successfully, the individual team members must have a certain level of reliability. Therefore, it is important to know which team members have problems with reliability and which do not. At this point it is important to stress that there are people who have the utmost difficulty with the characteristics of reliability because of their very strong expression of stimulation-based behavior. Consequently they are not deliberately less reliable out of pure negligence but rather because certain processes in their brains are configured in this way and therefore this behavior occurs automatically.

**All team members have the following common characteristics in the category of reliability::**

- Desire for order
- Reliability
- Tendency to work in a concentrated manner
- Efficiency and conscientiousness

**The team members below have different or additional characteristics in the category of reliability:**

- *none*

## 9. Quality-orientation

What attitudes do the team members have with respect to quality? Often these are very different and this leads to problems in the team sooner or later. Therefore, it is worthwhile considering this issue in more detail.

**With regard to quality-orientation all team members have the following characteristics in common:**

- Distinct awareness for quality assurance
- Desire for customer satisfaction

**The team members below have different or additional characteristics in the category of quality-orientation:**

***Desire for attention to detail to avoid mistakes:***

- Peter Muster
- Petra Muster

***Tendency to underestimate detail as an error source:***

- Peter Mustermann

## 10. Risk aversion

Risk aversion is another important variable for the team's success. Ideally, the risk behavior in a team is well balanced. But when too many team members are risk-averse then this will have a negative impact on the team's success. Therefore, it is important to know how risk-averse the team actually is.

**All team members have the following common characteristics in the category of risk aversion:**

- Openness towards new or difficult situations

**The team members below have different or additional characteristics in the category of risk aversion:**

***Conscious acceptance of risk when setting goals:***

- Peter Mustermann
- Petra Muster

***Tendency towards risk avoidance when setting goals:***

- Peter Muster

***Positive attitude towards innovation:***

- Peter Mustermann
- Petra Muster

***Skeptical behavior towards innovation:***

- Peter Muster

## 11. Tolerance

The way people deal with each other is also crucial to a team's success. If the atmosphere is characterized by tolerance then this will enable everybody to perform to the best of their ability. If this is not the case, then a lot of valuable time is spent solving the conflicts caused by the intolerant behavior of individuals.

**In the category of tolerance, all team members have the following commonalities:**

- Tolerance towards other opinions and ideas

**The team members below have different or additional characteristics in the category of tolerance:**

***Insusceptibility towards people with other ideas and opinions:***

- Peter Mustermann
- Peter Muster

***Possible susceptibility towards people with other ideas and opinions:***

- Petra Muster

***Ability to accept unresolved questions:***

- Peter Mustermann

***Tendency to require answers to all questions:***

- Peter Muster
- Petra Muster

If you have completed part one of this analysis, the insights gained will help you to cooperate more successfully. The second part will offer you additional valuable information with a focus on attributes which are relevant to the success of the team as a whole.

## Part Two:

### Important parameters that influence the success of your team

In the second part of the team evaluation you will find out which parameters have a significant impact on your team and how pronounced they are. This includes both dynamic and static forces. In addition to the characteristics of the team as a whole, these parameters are also listed for each team member and shown in diagrams, allowing you to see at a glance which team members are located above or below the team average. It is important to be aware of what this means for the team and each member.

#### 1. Power of innovation

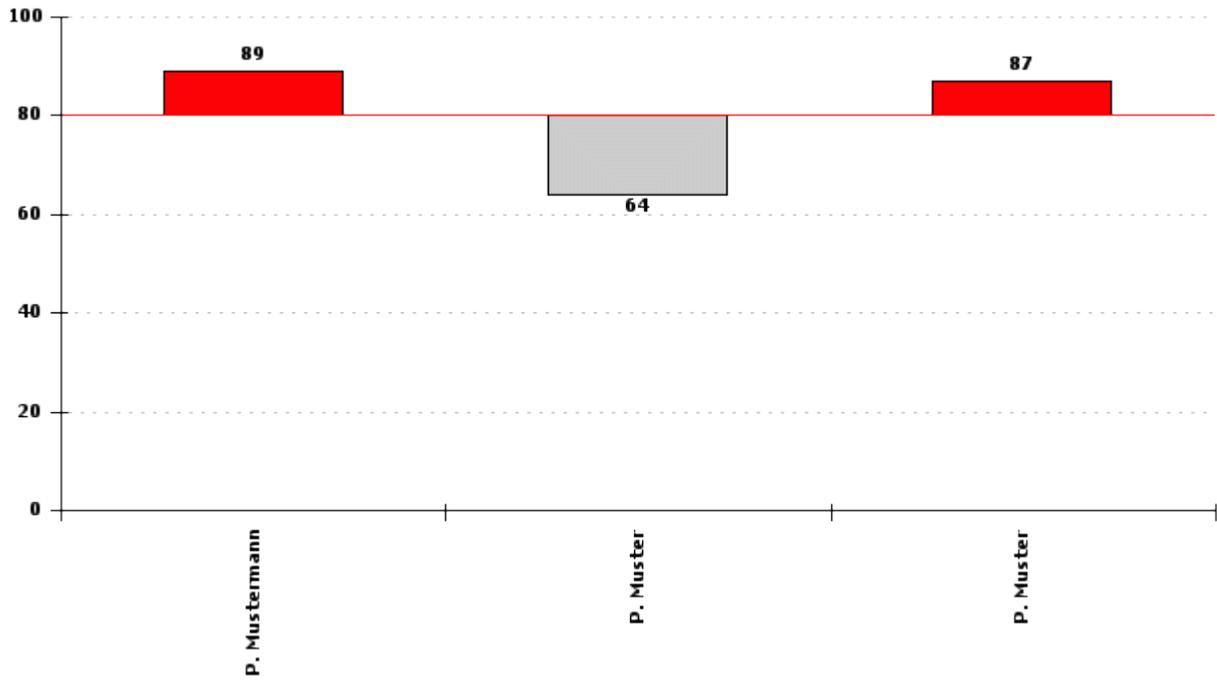
The innovative strength of a team is a meta-indicator of its ability to develop new ideas and go beyond existing boundaries. The stronger it is, the greater the desire within the team to break new ground and challenge the status quo. It is a parameter which is composed of several sub-parameters. These include certain elements of opportunity-orientation, target focus, success-orientation, risk-taking, endurance, and the level of activity, all of which are still shown separately in order to give a comprehensive overview of the forces acting in the team. In this team, the power of innovation is **80** (Maximum 100). For your team this means:

Innovation for this team is not just a word but a motto for joint success. In this issue all team members pull together because the vast majority of them have high powers of innovation. With this enthusiasm, there is also a danger that risks no longer receive adequate attention and are therefore ignored. This may have negative consequences for success. It makes sense to include at least one person in the team who keeps an eye on the risks. It is essential that this team member is listened to and taken seriously by the other team members. If this does not happen, comments relating to possible risks will no longer be heard.

#### The power of innovation of the individual team members at a glance:

- Peter Mustermann: 89
- Peter Muster: 64
- Petra Muster: 87

#### Graphic representation:



The team's average score in the area of innovation is **80** (Maximum 100). The individual team members are shown, along with their deviations from this average.

## 2. Opportunity orientation

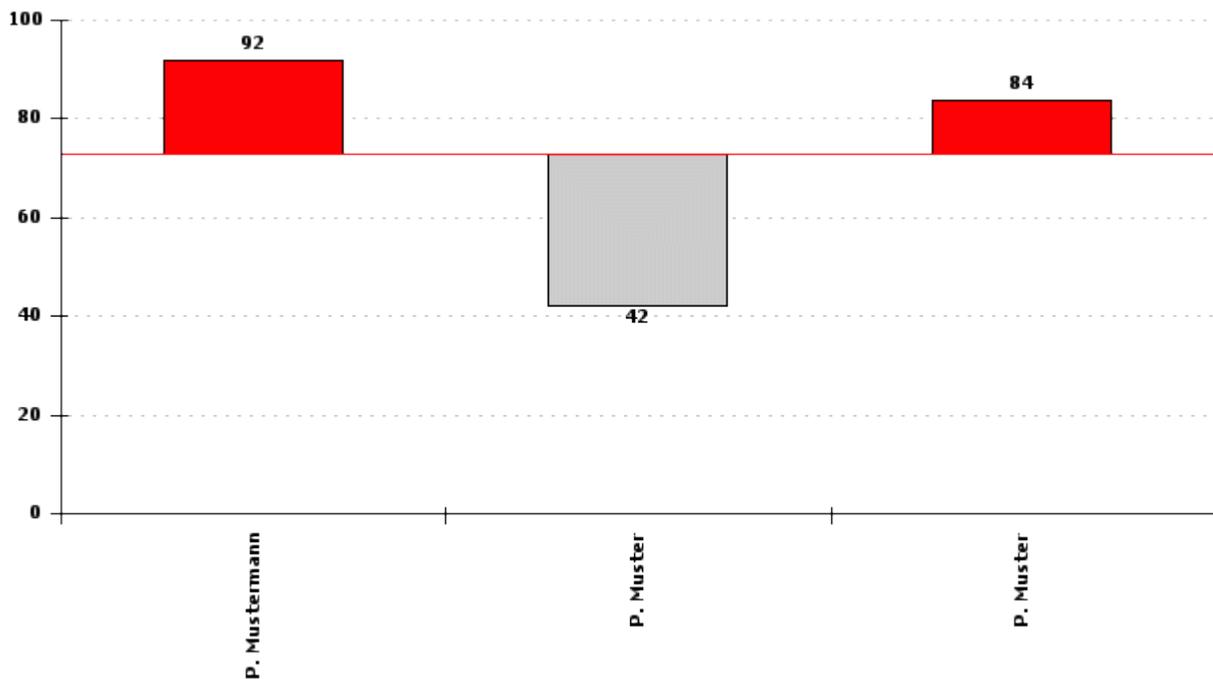
Another important variable is the opportunity-orientation. Processes of any kind always involve opportunities and risks. A crucial issue for a team's success is what it focuses on. Is it the opportunities offered by the process or task or is it the risks that are more likely to lead to restraint? The index of opportunity-orientation gives the answer. In this team the opportunity-orientation is **73** (Maximum 100). This may have the following effects on the team:

The opportunity-orientation in this team is above average. Some members probably have a high degree of opportunity-orientation. They should take over the task of identifying new opportunities, while the more risk-orientated team members should deal with the risks.

### The opportunity-orientation of the individual team members at a glance:

- Peter Mustermann: 92
- Peter Muster: 42
- Petra Muster: 84

### Graphic representation:



The team's average score in the area of opportunity-orientation is **73** (Maximum 100). The individual team members are shown, along with their deviations from this average.

### 3. Focus on targets

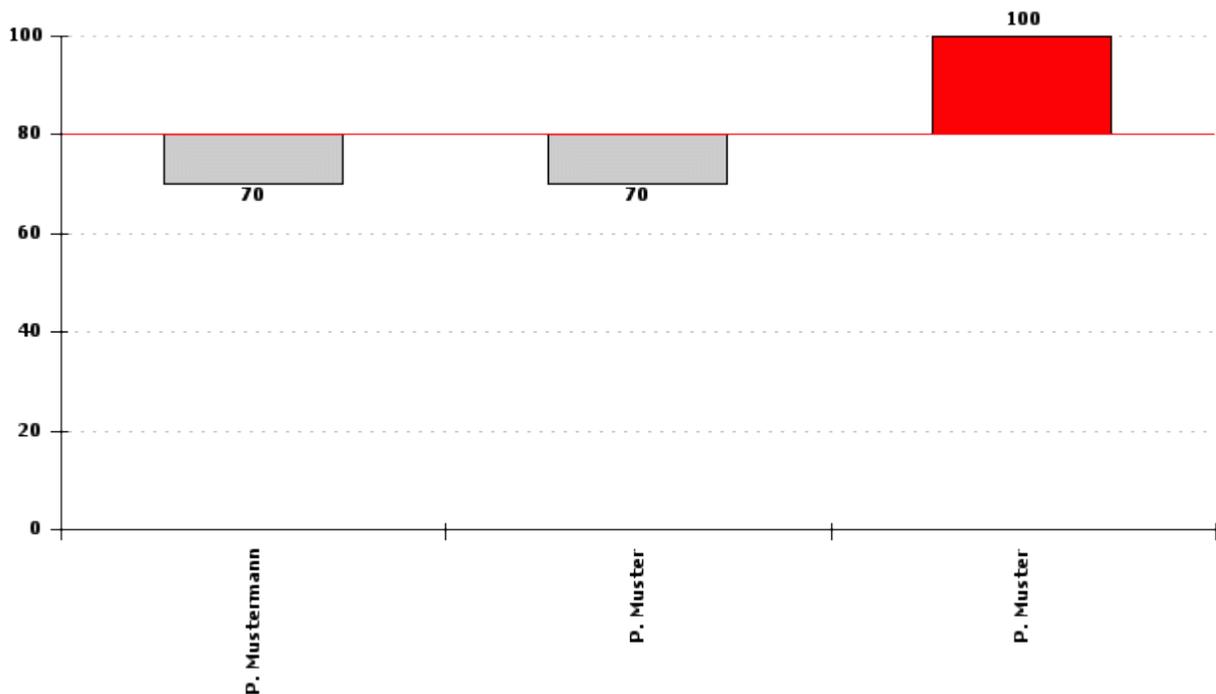
The focus on targets shows how great the team's goal-orientation is. This is very important for success because only if it is possible to focus all team members on the set goals can the anticipated success really be achieved. In this team focus on targets is **80** (Maximum 100). This has the following implications for the team:

The team has a strong focus on targets; one could even call it devotion to the common goal. Because the targets are so important for all team members, the corresponding powers will be mobilized to achieve or even to surpass the targets whenever possible. In this context it is important to remember that all team members have other needs that can easily be overlooked when the focus on targets is so strong. This can lead to dissatisfaction, which will make the achievement of the goals more difficult.

#### The individual team members' focus on targets at a glance:

- Peter Mustermann: 70
- Peter Muster: 70
- Petra Muster: 100

#### Graphic representation:



The team's average score for this quality is **80** (Maximum 100). The individual team members are shown, along with their deviations from this average.

#### 4. Success-orientation

The team's desire for success is also a major factor in its commitment. The more the team focuses on success, the stronger the desire for absolute success will be but this will also increase the risk of ignoring important factors and subordinating everything else to this ambition. In this team success-orientation is **85** (Maximum 100), which has the following implications:

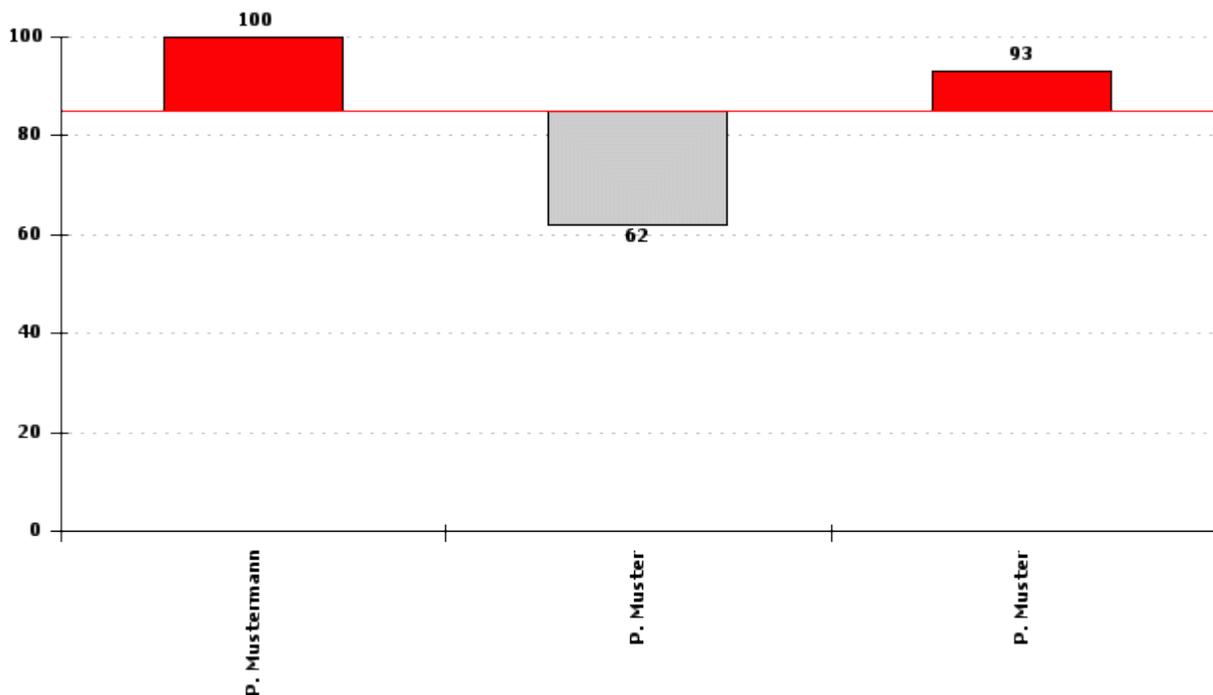
Success-orientation is the motto of this team and everything is subordinated to it. Besides the many positive aspects, it is important not to lose sight of the dangers of such a strong success-orientation.

One of the biggest is the enormous pressure that can build up in this team. Many members of the team are in danger of being overwhelmed physically and mentally with all the ensuing negative consequences. In this team the opposing forces are not available which could ensure a healthy, balanced success-orientation. Therefore, it makes sense to think about which mechanisms could be installed in order to establish a healthier, more balanced success-orientation.

##### The success-orientation of the individual team members at a glance:

- Peter Mustermann: 100
- Peter Muster: 62
- Petra Muster: 93

##### Graphic representation:



The team's average score in the area of success-orientation is **85** (Maximum 100). The individual team members are shown, along with their deviations from this average.

## 5. Risk tolerance

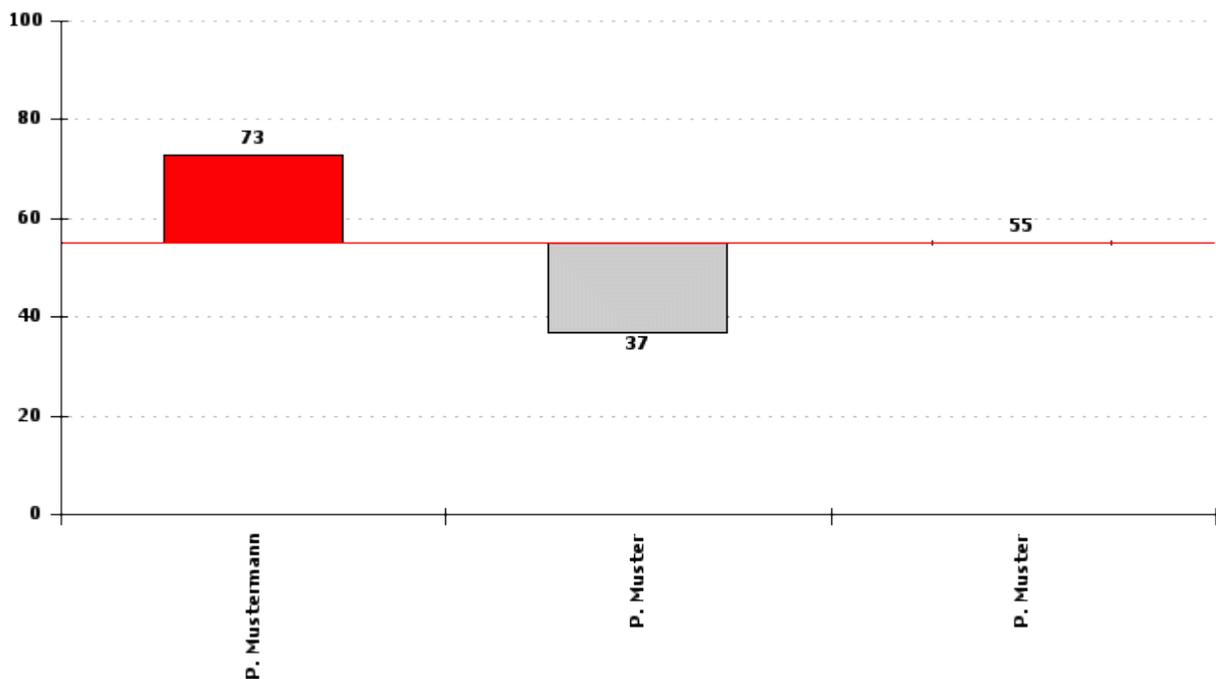
The team's risk tolerance indicates how many risks it will take to achieve the set goals. This team's score for risk tolerance is **55** (Maximum 100). This has the following consequences:

The team's risk tolerance is above average. There are highly risk-tolerant but also more risk-averse team members. Thus, an ideal balance between risk and caution can be established. Opportunities and risks are carefully weighed against each other. It is particularly important that more risk-tolerant members acknowledge the risk-averse members' concerns and recognize that these objections are justified. If this balancing act is successful, then the team's risk tolerance is very well balanced.

### The individual team members' risk tolerance at a glance:

- Peter Mustermann: 73
- Peter Muster: 37
- Petra Muster: 55

### Graphic representation:



The team's average score for risk tolerance is **55** (Maximum 100). The individual team members are shown, along with their deviations from this average.

## 6. Endurance

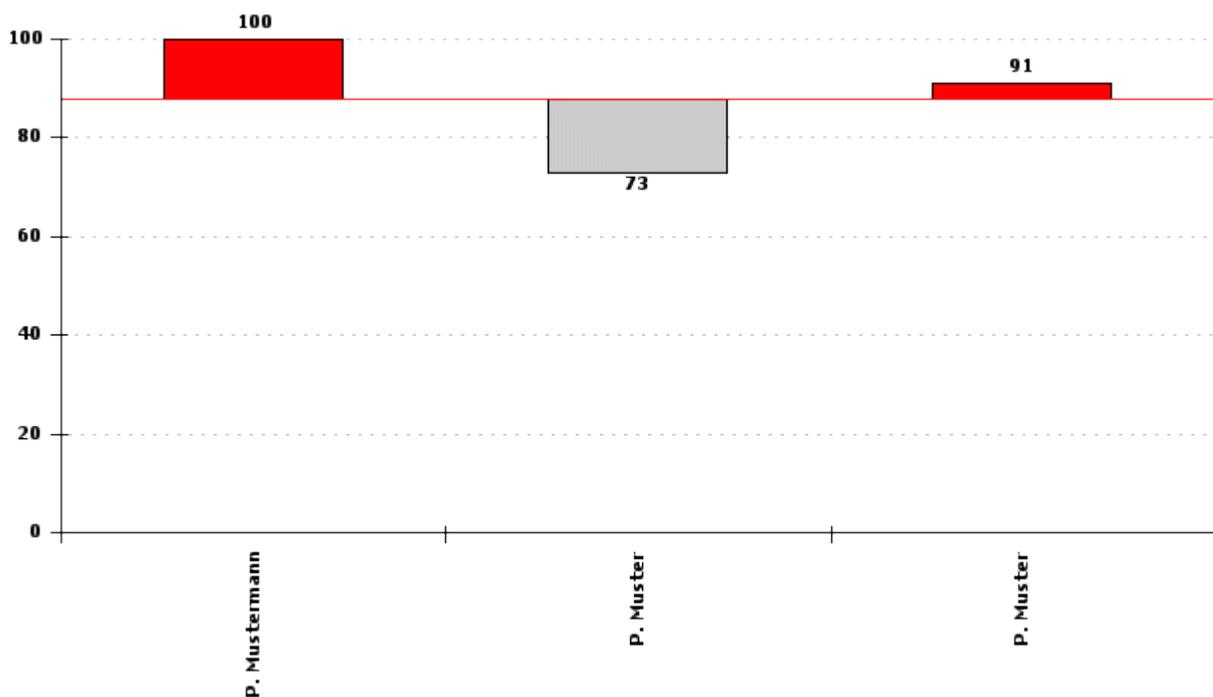
The success of the team as a whole also depends on the endurance of the individual team members. Change in particular requires a great deal of patience and often the targets are so ambitious that they can only be achieved with persistence. The team's score for endurance is **88** (Maximum 100). This has the following consequences for the team's success:

Most of the people in the team score very highly for endurance. Giving up is not an issue in this team. Instead, perseverance is a top priority and obstacles provide a challenge which must be overcome. It is important to be considerate of members who are not as persistent and are more easily discouraged by problems. If this does not happen, then there is a danger that these people will suffer health problems.

### The endurance of the individual team members at a glance:

- Peter Mustermann: 100
- Peter Muster: 73
- Petra Muster: 91

### Graphic representation:



The team's average score for endurance is **88** (Maximum 100). The individual team members are shown, along with their deviations from this average.

## 7. Activity Level

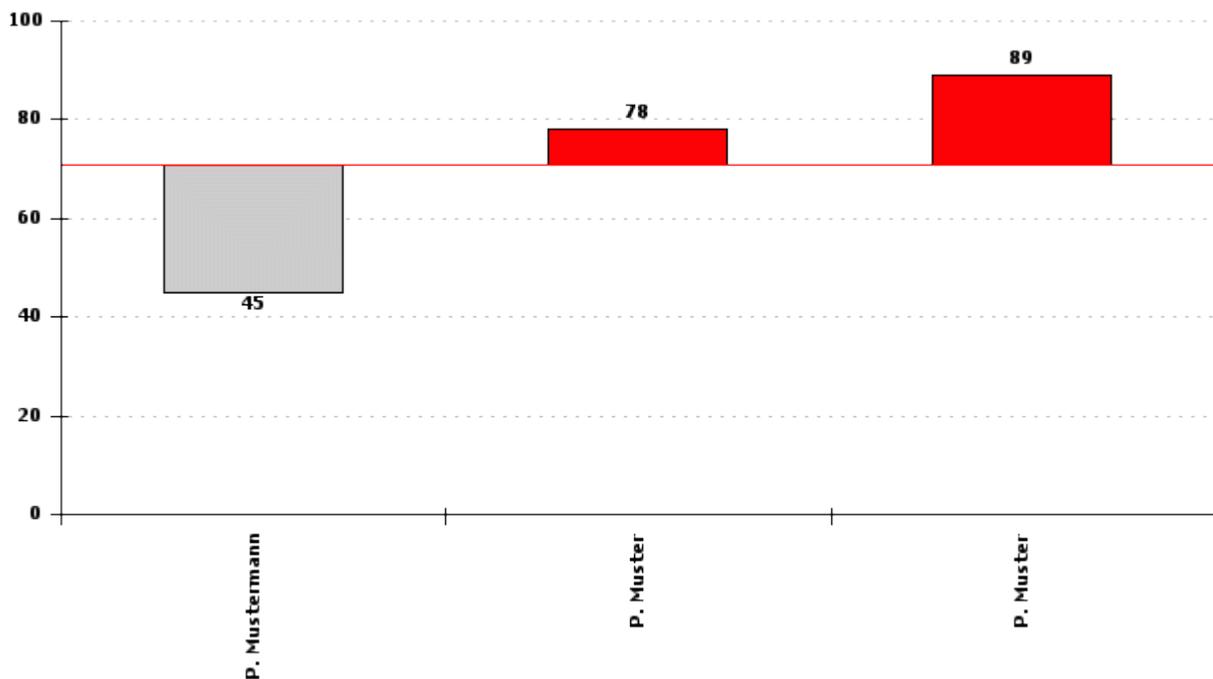
A further important factor is the team's activity level. It acts as a kind of fuel for many other team qualities. For example, a team may be highly opportunity- and success-oriented, but if the activity level is too low then it will often fail to take advantage of these opportunities and success will not be forthcoming. On the other hand, with highly active teams there is always the risk that they will be doing things simply for the sake of it. The activity level in this team is **71** (Maximum 100). This has the following implications:

The team's activity level is significantly above average. There is a healthy level of activity which does not degenerate into people doing things simply for the sake of it. The level of self-initiative is high. The members have an open and proactive attitude to the tasks they are assigned. It is important to pay attention to the balance between stress and relaxation.

### The activity levels of the individual team members at a glance:

- Peter Mustermann: 45
- Peter Muster: 78
- Petra Muster: 89

### Graphic representation:



The team's average score in this area is **71** (Maximum 100). The individual team members are shown, along with their deviations from this average.

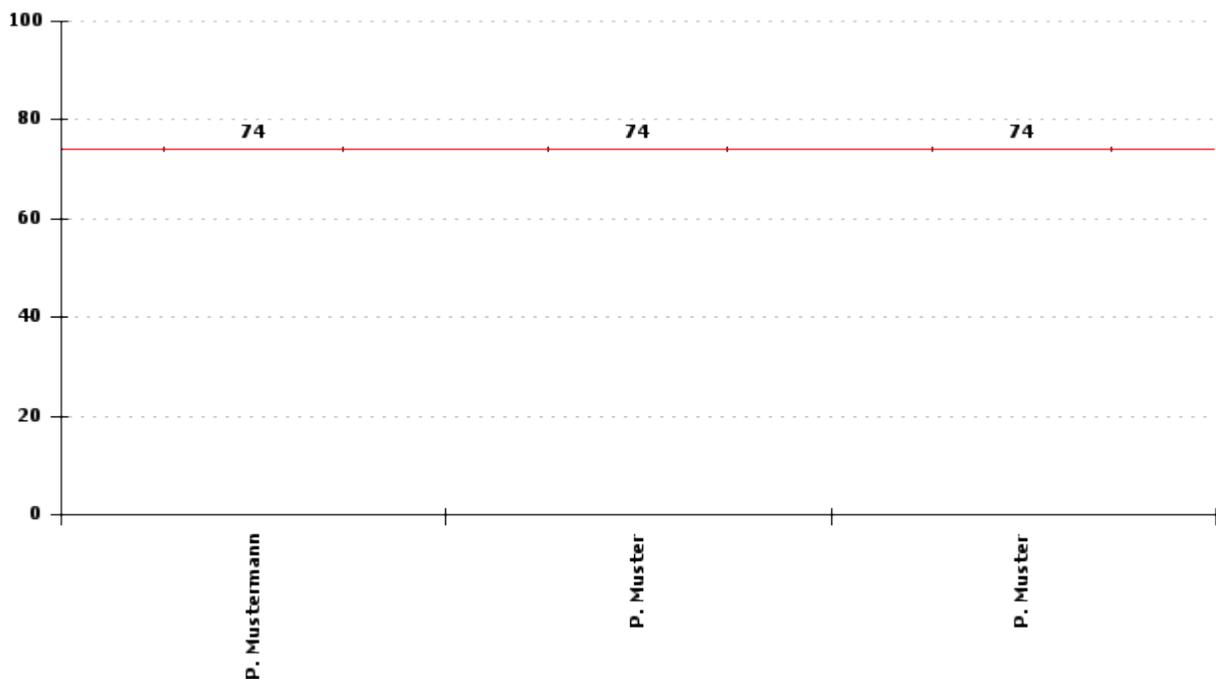
## 8. Social Behaviour

One of the most important factors for the team's success is social behavior. Since our brain is programmed for social behavior, performance will always drop if the social element is neglected. Fair treatment and solidarity are just two of the factors that have a major effect on target achievement and success. This team's score for social behavior is **74** (Maximum 100). This has the following implications:

The social behavior in the team is well above average. Human warmth and fair treatment are valued highly. Nevertheless, an appropriate factual orientation also exists. The team is aware that targets must be achieved and that interaction cannot run smoothly all the time. Nevertheless, most team members have an open ear for the problems of the others, which guarantees a pleasant social climate.

- Peter Mustermann: 74
- Peter Muster: 74
- Petra Muster: 74

### Graphic representation:



The team's average score for social behavior is **74** (Maximum 100). The individual team members are shown, along with their deviations from this average.

### Closing remarks

This analysis shows you the resources and challenges in your team. This knowledge enables you to coordinate the work of your team more efficiently, to fulfill the needs of your team members better and to be even more certain of

reaching your team's goals. In order to derive the maximum benefit from this analysis, it should be carried out within the framework of a team workshop with a certified Limbic team coach.

We wish you every success with your team and in achieving the targets you set.