



understanding people

YOUR MIRO TEAM REPORT

Go Systems Limited

MiRo
Behavioural Mode Assessment

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Your Team Report

This report has been built using the data from all the individual MiRo Behavioural Mode Assessments, belonging to the members of your team. It is intended to give you some indication of the expected behaviours and attitudes that might be at work within the group. In order to do this we have looked at a number of variables. Firstly the Leading and Supporting Modes at work within the team have been considered. The report will tell you where the balance of behaviours lies and will offer some interpretation of this result giving you some idea of the strengths and potential weak points within the team's make up. Within those Behavioural Modes are also the perceptual and judgement biases present among this particular group of people. This report goes one step further than the individual reports by looking at the make up of the team as it relates to these factors too. This further enables us to look at the possible dynamic tensions within the team, which may be the cause of inertia and conflict or creativity and energy within the team.

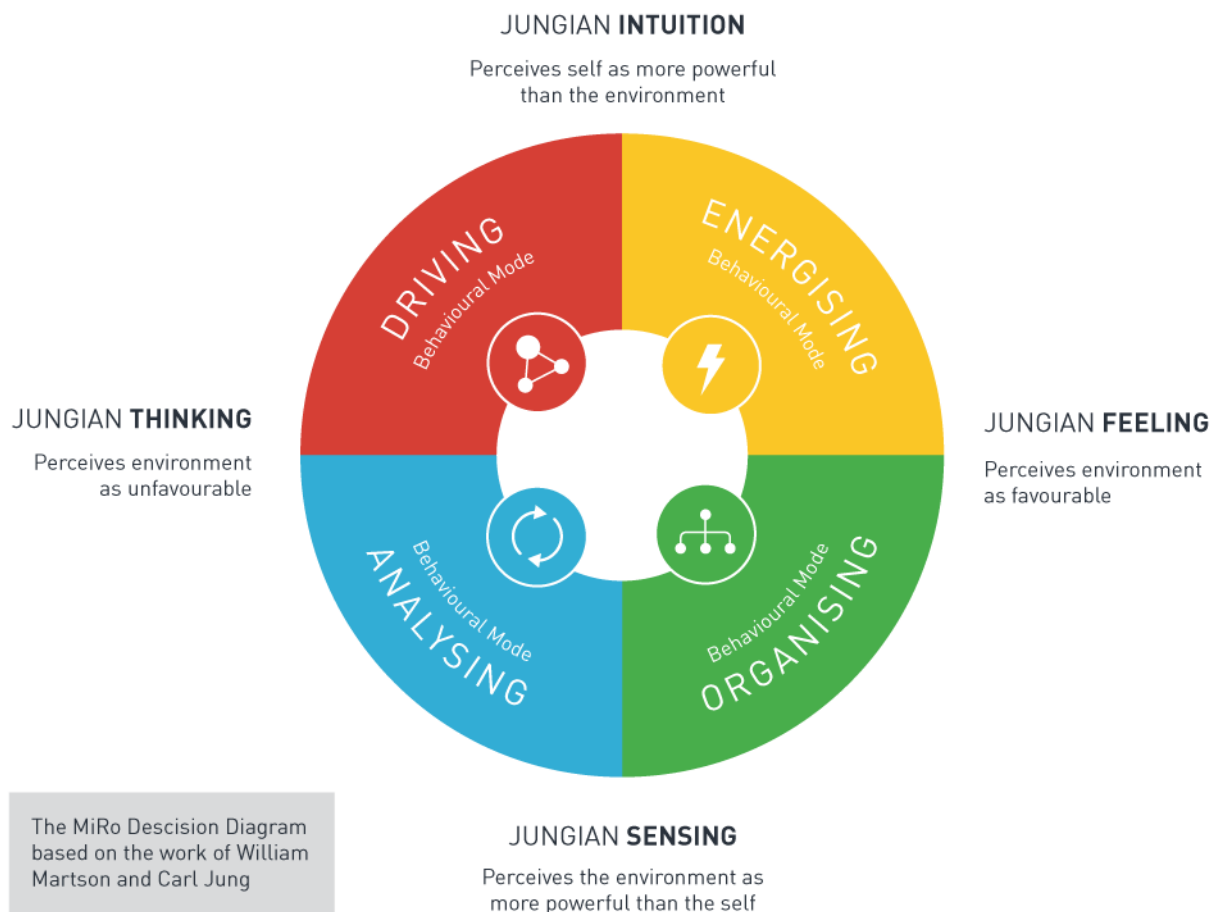


How to use this report

As with any psychometric, the MiRo Team Report can never be a substitute for direct knowledge of a team, which is why a qualified consultant practitioner always administers it. It can however augment that first hand understanding and the combination of the two can form a powerful resource, which can be deployed to help in many organisational undertakings such as:

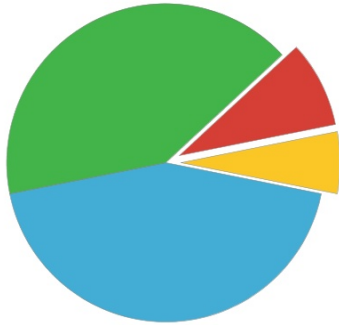
- Planning and reorganising team make up
- Creating project groups
- Understanding and dealing with conflict
- Improving communication inside and out
- Group decision-making
- Creating, maintaining and improving relationships
- Dealing with change

In fact anywhere where people are planning or working together, this report can help you to understand the behaviour and group dynamics at work. It also gives you a brief overview of the individual members of the team along with their separate MiRo charts. Your Agilisys-MiRo Consultant, having spent some time working with the team may also produce a further report based on his or her own observations of the group. This way you can gain an objective, expert and even more accurate and context specific view.



The individuals in your team

Tracy Harding



- Works hard to maintain quality and standards
- Respects rules and procedures
- A systematic and precise individual
- Dislikes trouble but may still aggressively argue their case
- Will create standard operating procedures
- A perfectionist who likes to study all the factual data
- May overload others with too much detail
- Will seek to avoid confrontation
- Approaches people issues diplomatically
- A hard working and steady individual
- Will create a structured and secure environment
- May have a tendency to worry about things going wrong

Isabel Spence



- A relaxed and patient listener
- A hard working and steady individual
- Will strive to maintain stability
- Needs an environment to be structured and secure
- Will consider all the facts before making changes
- Will be alert to the possibility of things going wrong
- Will like to see things through themselves
- Will appear calm in most situations
- Will value authenticity in relationships
- Strong at planning and organising
- A thorough individual who works well with detail
- Will have a non-aggressive management style

Richard Spence



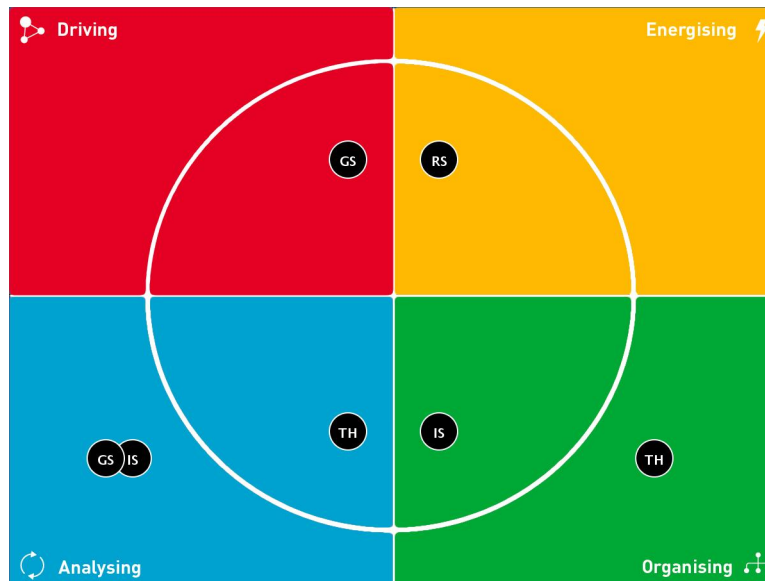
- Has a highly optimistic view of the world
- Outwardly confident
- Enthusiastically promotes products, services and ideas
- Seeks variety and embraces change
- Will appear comfortable in most social situations
- Will seek the limelight
- Has a strong people orientation
- Will verbalise their thinking and may not give others a chance to talk
- Will value ideas and innovation above rules and regulations
- Trusts people easily
- Good project starter but will look to pass on organizational tasks
- Enjoys thinking about future possibilities

George Spence



- Has a strong drive for achievement
- Enjoys a challenge
- Prefers to work independently
- Has a forceful approach
- Will want things to happen quickly and others to keep pace with them
- Could be a hard taskmaster
- Focuses on the task rather than people
- Will not suffer fools gladly
- Will expect their instructions to be followed
- Has a systematic and logical approach to most things
- Demands high standards
- Can appear aloof and unconcerned with people's feelings

Behavioural Modes at work in your team



The primary Behavioural Mode within this team is Analysing, although other modes are also available in reasonable measure. This team can be practical, calm and detail oriented. Projects where accuracy is paramount will be likely to motivate them and although completing tasks may be seen as less important than getting things perfect, most members of this team are sufficiently realistic to be able to set targets and work toward them effectively. As practical and rational thinkers, the team may ignore the human dimension of their decisions and while this can be useful when clarity is called for, it may need to be balanced against the need for effective relationship building. The team's inclination to work systematically, while an asset, may also create a tendency to want to cover every available angle when the environment is uncertain and a more intuitive approach needs to be taken.

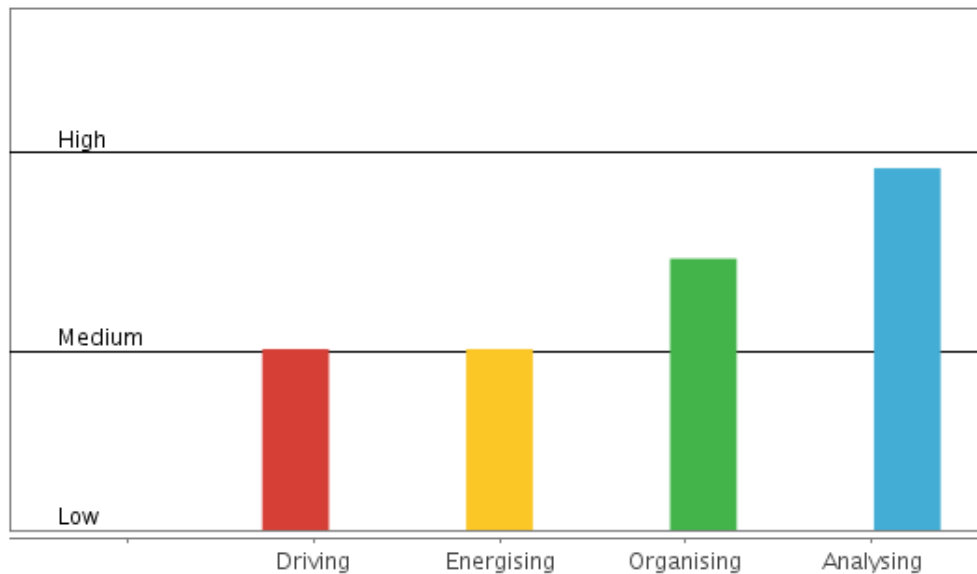
Although not the primary mode of behaviour at work here Organising is also well represented. As a result this team can be practical, caring and determined in outlook. The team will work well when human values are important and although on occasions winning may seem as less important than doing a good job, the Organisers in this team are sufficiently realistic about what is possible to be able to set plausible targets and work toward them effectively. There may be a tendency to avoid conflict within the group and rapid change may be problematic so this may need to be balanced against the occasional need for swift action. The team's inclination to focus on the needs of individuals, while an asset, may also sometimes cause avoidance of or overreaction to situations in which people or accepted practices are seen to be in danger.

This team has a good balance of behaviours present and Energising mode is present in good quantity. This gives the team the ability to be creative, forward looking and strong at building relationships, both internally and with those outside the group. They will work well on unstructured projects, with process rather than outcome at their core. The Energisers in the team also have strong intuitive capabilities, have a desire to innovate and will steer a course based on the shared values of the group. They may create a desire to keep moving forward within the team although this seems to be well balanced against the need for stability. However the inclination to look for imaginative solutions and avoid disagreement among those tending to use the Energising mode, may sometimes cause problems when working to tight schedules or performing routine tasks.

Almost equally well represented is the Driving mode, giving the team a good balance of behavioural modes. In a multi disciplinary team this can be an advantage but may be less so if the group has a specialised function. That said, the Drivers bring a focused and competitive approach to the team. They will relish working to targets and their "can do" attitude will be a real asset. With so many rational thinkers at work within the team, the group is unlikely to pursue unrealistic goals. The Drivers may bring a degree of restlessness to the group but this is more than made up for by the team's opposing desire to create stability. On the down side, the inclination among the Drivers to plain speaking may cause conflict within the

team and with others outside of it.

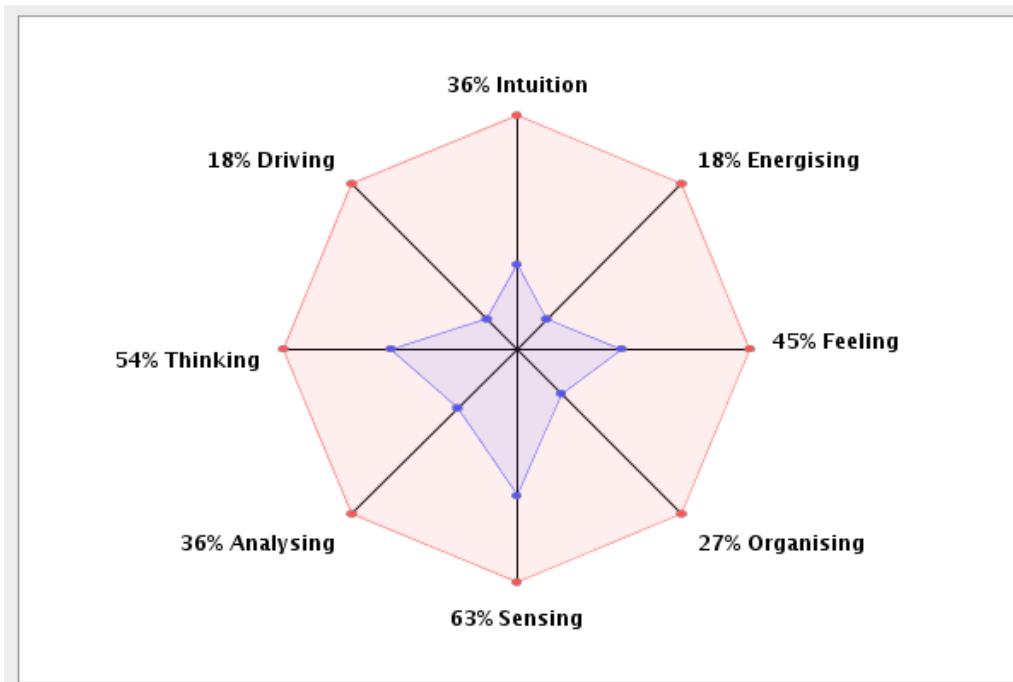
Overall Levels of Behavioural Modes



General Attributes

- Tendency to focus on detail, and perfecting systems
- Works well where work is complex and logical
- Works well when success criteria are clearly defined
- Will respect systematic leadership style
- Will use rational methods to achieve specific goals
- High risk of anxiety in prolonged chaotic conditions
- Risk of preoccupation with minutiae when under pressure
- Tendency to maintain consistent working structures
- Works well for benefit of others
- Works well when success is values based
- Needs supportive input from team leader
- Can stick to tried and tested methods to achieve positive outcomes
- Risk of anxiety within the group when goals are ill-defined
- Risk of inertia when outcomes are of low value
- Can be creative and original
- Works well if given some freedom to experiment
- Can work in unpredictable environments
- May look to build relationships to achieve positive outcomes
- Risk of some loss of focus, particularly when outcomes are of low interest
- May work well as a multi-disciplinary team
- May not work well in highly specialised field
- May not find agreed solutions to problems
- Can compete when necessary
- May be prone to internal divisions

Dynamic Tensions



iNtuition v Sensing

This team has a bias in favour of a Sensing perceptual style. Most members are matter of fact thinkers, firmly based in here-and-now reality. The team will operate well in situations that require attention to detail or to the cues and signals in the immediate environment. As the team deals with the essentials however, it may lose sight of the vision so the creative instinct of the iNtuitors within the group may need to be given space if the team is to live up to it's full potential.

Thinking v Feeling

Thinking and Feeling judging styles are both embodied within the team. As such the group is able to use both a rational, cause and effect logic and a more values based approach as it evaluates situations and makes collective decisions. Tensions are likely however as one must often win over the other depending on the circumstances. The team will need to take both potential views into account and be clear about why one option is being chosen above another.

Driving v Organising

Drivers and Organisers are balanced here and unless particularly strong personalities are at work, neither preference should hold sway. If the tension between the modes is managed well the team will be able to deal with rapid change and the need for consistency alike. Both personal and impersonal decision-making are both possible but there is also potential for conflict and one mode may need to bow to the other on occasions if a compromise can not be reached.

Energising v Analysing

Analysers outweigh Energisers by some margin here, which gives the team a bias in favour of it's rational, here-and-now, methodical tendencies. It is likely that the team is quite focused as a result and will be at it's best in a calm environment where goals are clearly defined, which may not be comfortable for the Energisers in the team. However if a genuine working partnership is formed, they can create the inspiration that will give the Analysers perspiration something extra.

Context Descriptors

Communication

- Considered-Rational
- High proportion of precise, thoughtful communicators
- Use factual language and logical elucidation in written communication
- Will like to cover all the angles
- Will have little patience with highly emotional or apparently under-prepared people
- Often quite matter of fact
- Some measured, sympathetic communicators
- Use clear language and humanised illustration in written communication
- Will like to listen to others
- Contains a fair proportion of expressive communicators
- Use anecdotal and personal illustration in written communication
- May sometimes be seen as inconsistent
- Also contains a fair number of direct communicators
- Provide executive summary in written communication
- Has access to all communication styles but may lack clarity of message



Decision Making

- Material-Logical
- Will need to gather all available information
- Will often make decisions cautiously
- Will carefully evaluate the competence of others involved
- Will look for clear and coherent options
- Also person focused decision makers
- Will sometimes take politic choice
- May assume lack of capacity to control the situation
- Will look for practicable options
- Will often make decisions based on personal conviction
- Can make instinctive decisions when called upon to do so
- May be prone to prolonged internal debate
- Can also be broadly strategic
- Can act quickly in a crisis
- May fail to reach internal agreement

Relationships

- Measured-Sceptical
- May only seek new relationships after careful consideration
- Can form very productive internal relationships
- Likely to judge worth of relationships on level of usefulness
- May fail to address issues internally and with others
- Will value authenticity
- Can form supportive internal relationships
- May sometimes obstruct outsiders
- Will need to work hard to co-operate with others when under stress
- Also able to influence others
- Able to form creative partnerships
- May be prone to internal disagreements
- Also able to form strong operational relationships
- May sometimes be seen as a team with little direction
- May be prone to internal conflict



Dealing with change

- Normative-Practical
- Likely to rationalise the change process
- Likely to seek clarity about reasons for change
- May act to improve systems
- May avoid change if it is likely to be messy
- Will also value conventional and socially minded outlook
- Can work to steady the pace of change
- Will act for the benefit of people
- May be prone to internal divisions where value of change is not clear
- Can take a more informal approach when necessary
- Will often work to gain consensus for change
- May need to work hard to agree a shared vision
- Also able to be both spontaneous and practically minded
- Will need to work hard to maintain steady approach
- May be prone to internal splitting during change process

What's next

Hopefully the preceding report has been interesting and useful for you but there's no getting away from the fact that a computer produced it, with only statistical information about your team. We have been able to draw some conclusions from that information and make some general statements but there are plainly many significant aspects of any working group that will only be evident to someone with direct knowledge of it. Which particular individual is the boss? Is there someone in the team who has a great deal of influence? What are the particular challenges faced by the team at the moment? Is it a new team, an old team? And so on. In fact only a first hand assessment of the team can give a realistic and complete picture of how it might perform in particular circumstances or how relationships inside and outside the team might work.

Having commissioned or taken part in producing this report you no doubt already have some ideas and prior knowledge about the team represented here so what happens next can only truly be achieved as a partnership exercise. Between you and your Agilisys-MiRo practitioner you can gain insight into the team from both inside and out and create a true picture based on the MiRo profiles of the team and the actual context in which they are operating.

What follows is the report created by your Agilisys-MiRo Consultant based on all of this contextual information.

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