Behavioral Hierarchy: Team Review

This activity requires that all team members have completed a behavioral assessment and have a version of the output which includes a page entitled “Behavioral Hierarchy.”

The team should work as a group to complete this exercise.
Approximate time: 30-60 minutes (longer for larger groups)

Part 1: Setup (10 minutes)
1. Create a flipchart or large-scale duplication of the sample table shown here as a visual aid. Create a column for each team member.
2. Fill in individual score information for each team member
   
   Note: Scores are ordered alphabetically in the table, but are ordered by decreasing score in individual reports.

   Name 1 | Name 2 | Name 3 | Name 4 | Row Total |
   ------ | ------ | ------ | ------ | -------- |
   Analysis of Data |
   Competitiveness |
   Customer Orientation |
   Frequent Change |
   Frequent Interaction with Others |
   Organized Workplace |
   Urgency |
   Versatility |
   Row Average (Total divided by number of team members)

3. Calculate averages for each row by totaling values and dividing by number of team members

Part 2: Individual Reflection (10 minutes)
1. Look at your own Behavioral Hierarchy page
   a. The highest 2-3 scores are behaviors that you exhibit MOST STRONGLY. Review the definitions for these scores
   b. The lowest 2-3 scores are behaviors that you exhibit LEAST STRONGLY. Review the definitions for these scores

2. Review the results of the whole-team summary spreadsheet
   a. The highest 2-3 scores are behaviors that this team exhibits MOST STRONGLY. Review the definitions for these scores
   b. The lowest 2-3 scores are behaviors that this team exhibits LEAST STRONGLY. Review the definitions for these scores
   c. Note the similarities and differences between YOUR individual high and low scores, and YOUR TEAM’S high and low scores

Part 3: Team Discussion (15-25 minutes)
1. What behavioral strengths does the team have relative to its purpose?
2. What behavioral weaknesses does the team have relative to its purpose?
3. How do these strengths and weaknesses appear in the regular work of the team?
4. How much variability is there within individual team scores for each area? Are team members “similar” or “different”?
5. If there are individuals whose scores differ greatly from the team averages, how are their contributions used? How are they ignored?
6. What “ground rules” could be implemented by the team based upon this information to increase effectiveness?
Definitions: Behavioral Hierarchy

Analysis of Data
Details, data and facts are analyzed and challenged prior to making decisions and important decision-making data is maintained accurately for repeated examination as required.

Competitiveness
Tenacity, boldness, assertiveness and a “will to win” in dealing with highly competitive situations.

Customer Orientation
A positive and constructive view of working with others. Ability to devote time to listening to, understanding and successfully working with a wide range of people from diverse backgrounds to achieve “win-win” outcomes.

Frequent Change
A comfort level with “juggling many balls in the air at the same time!” Ability to leave several tasks unfinished and easily move on to new tasks with little or no notice.

Frequent Interaction with Others
A strong “people orientation”, versus a task orientation. Comfortably deals with multiple interruptions on a continual basis, always maintaining a friendly interface with others.

Organized Workplace
Reliance on systems and procedures with careful and accurate organization of activities, tasks and projects. Good record keeping and planning.

Urgency
Decisiveness, quick response, fast action. Easily deals with critical on-the-spot decisions.

Versatility
A high level of optimism and a “can do” orientation. Combines multiple talents with a willingness to adapt them to changing assignments as required.