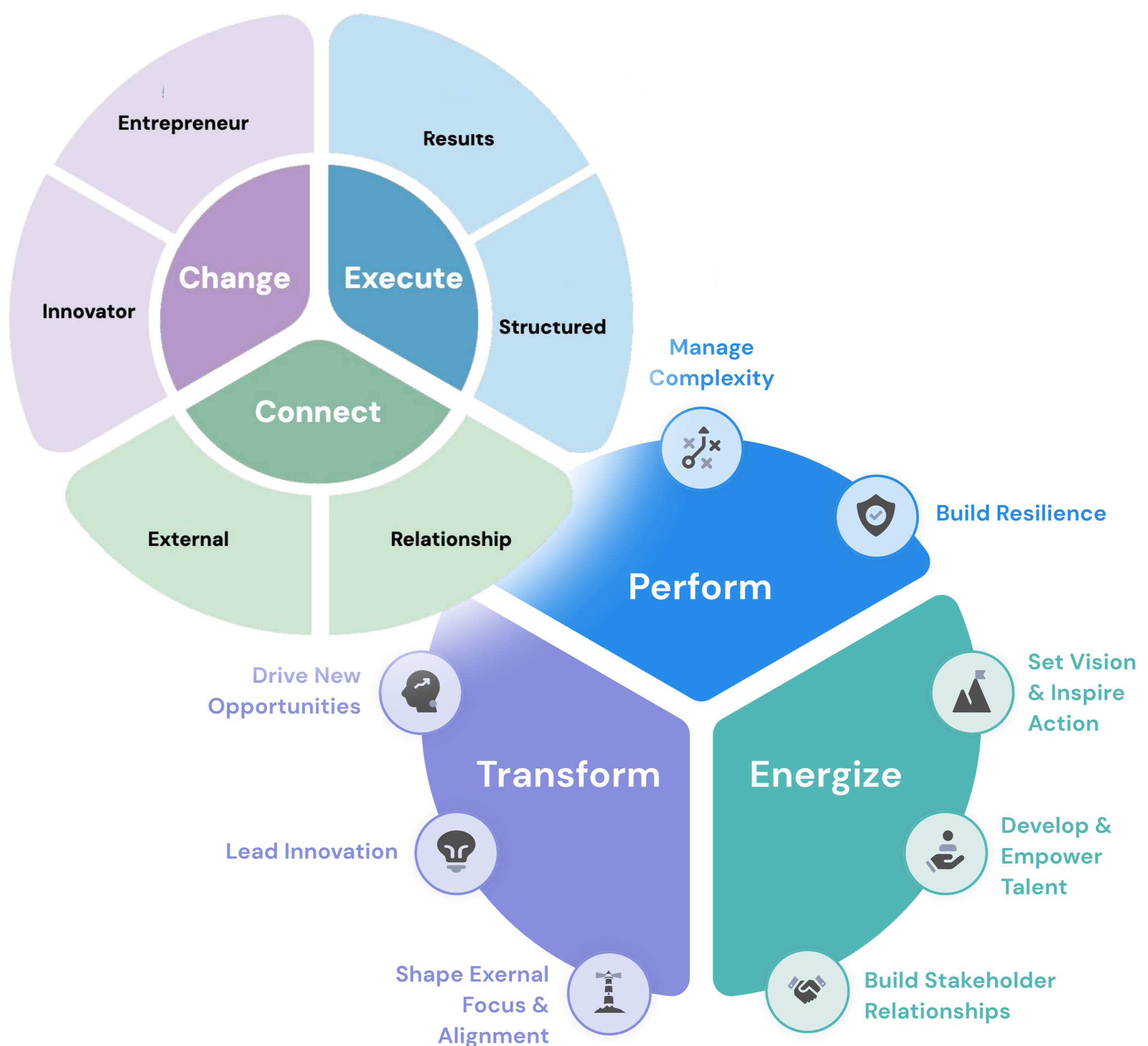


# GROWTH LEADER TEAM PROFILE

Team Sample

Jan 24, 2024



# Welcome to your Growth Leader Team Profile!

Leadership teams with strong relationships, trust, and commitment outperform other teams. By fully aligning their teams, managers can build these positive team dynamics and help their teams perform, innovate, and be highly effective.

The **Growth Leader Team Report** focuses on two aspects of alignment: People and Personality & Practices. The report includes two sections:

- **Team Roles:** Individual Personality and Practices shape the role each person plays on a team
  - Use this part of the report to understand how individual roles impact team dynamics
  - Identify how the team can leverage these roles positively and work around role gaps
- **Team Capabilities:** People capabilities across team members shape team performance
  - Use this part of the report to identify the team's strengths and capability gaps
  - Identify how the team can build new capabilities or work around capability gaps

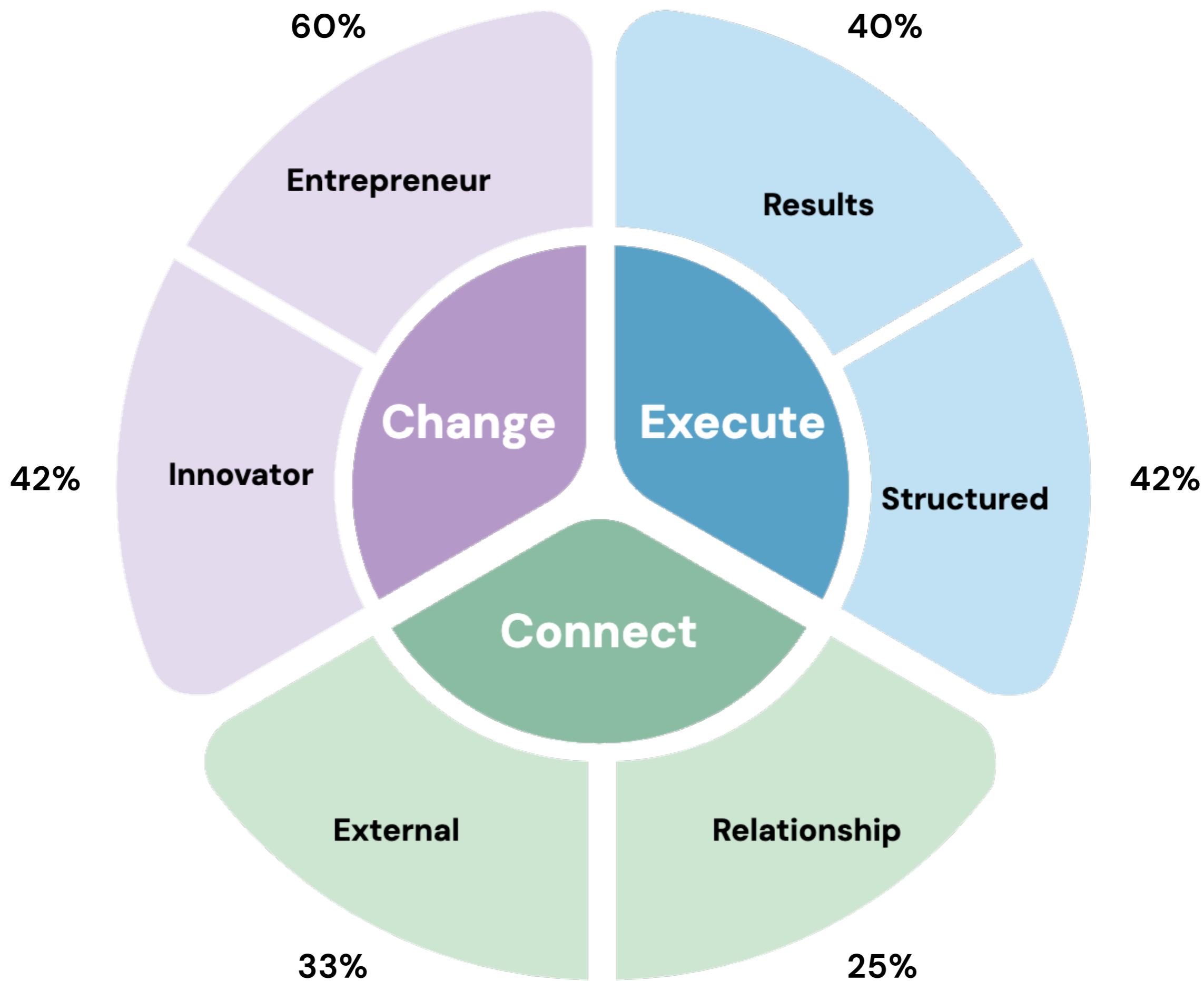
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## Growth Leader Team Roles

Individuals play different roles on teams based on a person's personality and practices. For example:

- **Structured.** Individuals who are organized and detail-oriented help the team plan and deliver priorities
- **Relationship.** Individuals who connect with and motivate others to help the team engage with each other and with stakeholders



### Teams need all roles to succeed:

- A team has high role representation if equal to or more than **60%** of team members play a role
  - Example: A team with 75% Innovator team members is likely to innovate
- A team has low role representation if **25%** or fewer of the team members play a role
  - Example: A team with 10% External team members is likely to focus too much internally
- Teams can be **unbalanced** in their roles
  - Example: A team with many Innovators and few Structured team members may find themselves creating many new initiatives that are not executed well

### Each team can improve team dynamics by:

- Leveraging areas where many team members play a role
  - Use this to drive results in that area (e.g., leverage Results focused team members to drive execution)
  - Minimize the downside risk of having too many people in one area, if needed
- Creating new norms or actions to address role gaps (e.g., if Innovate is a gap, a team can spend more time in team meetings identifying and driving innovation projects)
- Minimizing the impact of areas where few team members play a role by:
  - Asking the few team members with that role to help the team in this area
  - Using Team Sprints to develop routines and practices to build capabilities in these areas



# Team Roles and Who Plays Them

Roles are based on multiple measures and team members with moderate scores in these areas may not play a particular role. All team members likely have other strengths that they bring to the team. These are captured in the Team Capability section of the report. **Some team members may have very few team roles.**

The six team roles are:

## Execute

### Results

Team members with this role like to speak out, take charge, and drive results; they may help the team set and achieve high targets

### Structured

Team members with this role are proactive and like to plan and organize to deliver results; they may help the team focus on key priorities and align stakeholder support

## Connect

### Relationship

Team members with this role build relationships and connect with others; they are likely to help the team focus on relationships, people, and stakeholders

### External

Team members with this role care about and understand customers; they are likely to help the team focus externally and share this information with other teams

## Change

### Innovator

Team members with this role like to create new ideas; they are likely to help the team brainstorm and innovate new processes, products, or services

### Entrepreneur

Team members with this role like to pursue new business opportunities; they are likely to help the team take risks and push the organization for change

## Who plays which roles

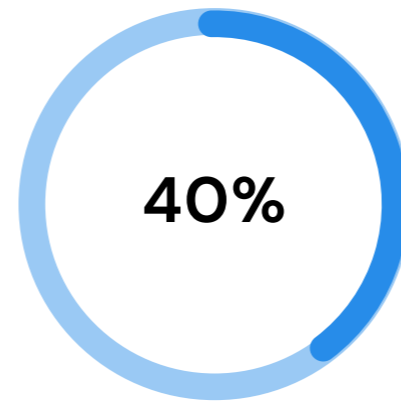
Team Member		Execute		Connect		Change	
Name	Email	Results	Structured	Relationship	External	Innovator	Entrepreneur
Jeff Chen	jeff_chen@mail.com	●		●		●	●
Emily	emily@mail.com		●	●		●	
Jasmine	jasmine@mail.com		●	●	●	●	●
Dora	dora@mail.com	●	●		●	●	●
Nicholas	nicholas@mail.com	●	●				●
Joseph	joseph@mail.com	●		●			●
Vivian	vivian@mail.com						●
Alex Patel	alex_12@mail.com						



## Execute: Results

Team members with this role like to speak out, take charge, and drive results; they may help the team set and achieve high targets

The percent of team members playing this role is Medium



% of Team Fulfilling Role





### Team At Its Best

- Sets and achieves performance targets
- Drives others to achieve targets and meet expectations
- Selectively takes a leadership position within the organization; acts before many teams in the organization
- Has a point of view and creates some new team initiatives; persuades others to support these initiatives

### Team At Its Worst

- May resist targets if they are perceived to be too high; or may set low targets in some areas
- May not consistently drive others for better results
- May not agree as a team on taking a greater leadership role in the organization; may prefer to let other teams take the lead
- May not agree to drive or push many new initiatives in the organization

### Who plays this role?

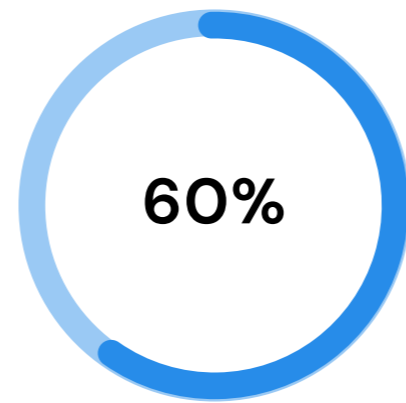
 Jeff Chen	jeff_chen@mail.com
 Dora	dora@mail.com
 Nicholas	nicholas@mail.com
 Joseph	joseph@mail.com



# Change: Entrepreneur

Team members with this role like to pursue new business opportunities; they are likely to help the team take risks and push the organization for change

The percent of team members playing this role is High



% of Team Fulfilling Role

## Team At Its Best

- Champions and pushes new opportunities, transformation, and change in the organization
- Pushes and influences stakeholders to align support for new initiatives
- Identifies and pursues many opportunities to improve revenue or decrease costs
- Takes calculated risks with opportunities to see if they work

## Team At Its Worst

- Pursues too many opportunities and too much transformation and change in the organization, which can lead to organization burnout
- Pushes stakeholders too much, leading to conflict
- Takes too many risks, which can result in performance or risk control issues

## Who plays this role?

	Jeff Chen	jeff_chen@mail.com
	Jasmine	jasmine@mail.com
	Dora	dora@mail.com
	Nicholas	nicholas@mail.com
	Joseph	joseph@mail.com
	Vivian	vivian@mail.com



# Leveraging Team Capabilities

Teams have capability strengths and risks based on the proportion of team members scoring high or low in each capability area. For example:

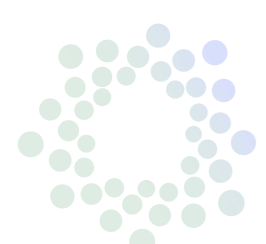
**Adapt.** If many team members score high, the team is likely to adapt well to new, stressful situations

**Motivate.** If many team members score low, the team is not likely engaging and motivating other employees



## Your Team Capabilities

Styles (Natural)	Strategies (Learned)
Shape External Focus & Alignment	Shape External Focus & Alignment
Manage Complexity	Manage Complexity
Develop Growth Mindset	Develop Growth Mindset



# Structure & Execute Growth Plans

Capabilities that help the team prioritize, align resources, organize, and execute work quickly

## Style

May delay action or get distracted; may not be organized <div style="text-align: right; border: 1px solid #ccc; border-radius: 50%; padding: 2px 5px; display: inline-block;">Low</div>	<b>Tenacity</b> 	<div style="text-align: left; border: 1px solid #ccc; border-radius: 50%; padding: 2px 5px; display: inline-block;">High</div> Likely starts work quickly, persistently pursues plans, and is organized
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## Detailed Results

- Diligent

Team likely sets and follows plans quickly and steadily; team likely puts much effort into delivering goals and commitments on time or early
- Proactive

Team generally starts work quickly but may occasionally become distracted; team may sometimes delay addressing difficult decisions, situations, or challenges
- Organized

Team generally organized and ordered; team puts some structured plans and routines in place

## Strategy

May have too many priorities, few resources, or lack stakeholder alignment <div style="text-align: right; border: 1px solid #ccc; border-radius: 50%; padding: 2px 5px; display: inline-block;">Low</div>	<b>Focus and Align</b> 	<div style="text-align: left; border: 1px solid #ccc; border-radius: 50%; padding: 2px 5px; display: inline-block;">High</div> Likely focused on key priorities; resources and stakeholders aligned
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## Detailed Results

- Plan

Team may not have many processes or plans in place to monitor and deliver on goals; these processes may not be aligned with customer or stakeholder needs

Some result descriptions are specific to a role level (e.g., individual contributor). If fewer than 3 people have results in one of these areas, no description will be displayed.





# Set Vision And Inspire Action

Capabilities that help the team set an inspiring vision and connect with and motivate others

## Style

Likely focuses on tasks over people; direct

Low

**Relationship Oriented**

High

Likely focuses on people over task; may be empathetic and considerate

## Detailed Results

- Considerate

Team generally shows interest in others' lives, problems, and well-being; team sometimes interested and considerate of others
- Empathetic

Team likely understands and sympathizes with others' moods, points of view, and feelings; team understands and is sympathetic to the needs of others

## Strategy

Likely does not use many communication methods to motivate others

Low

**Motivate**

High

Likely motivates others; provides purpose, support, and involvement

## Detailed Results

- Motivate Peers

Team likely does not communicate direction or expectations to project teams or peers; team may not help others manage competing goals

Some result descriptions are specific to a role level (e.g., individual contributor). If fewer than 3 people have results in one of these areas, no description will be displayed.



# Team Member Strengths

Name	Natural	Learned
Jeff Chen jeff_chen@mail.com	<ul style="list-style-type: none"> <li>Shape External Focus &amp; Alignment</li> <li>Manage Complexity</li> <li>Develop Growth Mindset</li> </ul>	<ul style="list-style-type: none"> <li>Shape External Focus &amp; Alignment</li> <li>Manage Complexity</li> <li>Develop Growth Mindset</li> </ul>
Emily emily@mail.com	<ul style="list-style-type: none"> <li>Shape External Focus &amp; Alignment</li> <li>Manage Complexity</li> <li>Develop Growth Mindset</li> </ul>	<ul style="list-style-type: none"> <li>Shape External Focus &amp; Alignment</li> <li>Manage Complexity</li> <li>Develop Growth Mindset</li> </ul>
Jasmine jasmine@mail.com	<ul style="list-style-type: none"> <li>Shape External Focus &amp; Alignment</li> <li>Manage Complexity</li> <li>Develop Growth Mindset</li> </ul>	<ul style="list-style-type: none"> <li>Shape External Focus &amp; Alignment</li> <li>Manage Complexity</li> <li>Develop Growth Mindset</li> </ul>
Dora dora@mail.com	<ul style="list-style-type: none"> <li>Shape External Focus &amp; Alignment</li> <li>Manage Complexity</li> <li>Develop Growth Mindset</li> </ul>	<ul style="list-style-type: none"> <li>Shape External Focus &amp; Alignment</li> <li>Manage Complexity</li> <li>Develop Growth Mindset</li> </ul>
Nicholas nicholas@mail.com	<ul style="list-style-type: none"> <li>Shape External Focus &amp; Alignment</li> <li>Manage Complexity</li> <li>Develop Growth Mindset</li> </ul>	<ul style="list-style-type: none"> <li>Shape External Focus &amp; Alignment</li> <li>Manage Complexity</li> <li>Develop Growth Mindset</li> </ul>
Joseph joseph@mail.com	<ul style="list-style-type: none"> <li>Shape External Focus &amp; Alignment</li> <li>Manage Complexity</li> <li>Develop Growth Mindset</li> </ul>	<ul style="list-style-type: none"> <li>Shape External Focus &amp; Alignment</li> <li>Manage Complexity</li> <li>Develop Growth Mindset</li> </ul>
Vivian vivian@mail.com	<ul style="list-style-type: none"> <li>Shape External Focus &amp; Alignment</li> <li>Manage Complexity</li> <li>Develop Growth Mindset</li> </ul>	<ul style="list-style-type: none"> <li>Shape External Focus &amp; Alignment</li> <li>Manage Complexity</li> <li>Develop Growth Mindset</li> </ul>
Alex Patel alex_12@mail.com	<ul style="list-style-type: none"> <li>Shape External Focus &amp; Alignment</li> <li>Manage Complexity</li> <li>Develop Growth Mindset</li> </ul>	<ul style="list-style-type: none"> <li>Shape External Focus &amp; Alignment</li> <li>Manage Complexity</li> <li>Develop Growth Mindset</li> </ul>




# Recommended Sprints




Improve team impact and effectiveness by executing:  
 Team Sprints build collective leadership and team effectiveness  
 Individual Sprints build leader capabilities required for the team

## Team Sprints Build Team Well-Being

Recommended based on Team Roles




 <b>Build Team Resilience</b> Build team resilience to manage challenging situations	 <b>Improve Team Meeting Communication</b> Improve communication and dialog within team meetings	 <b>Build Team Well-Being</b> Improve well-being practices and routines as a team
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Recommended based on Team Capabilities




 <b>Share Customer Insights</b> Share customer insights with other departments to align goals and delivery	 <b>Best Practices</b> Identify and share best practices from competitors or other companies	 <b>Market Trends</b> Review market, competitor, and technology trends in team meetings
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## Individual Sprints




Recommended for Manage Complexity

 <b>Strategy 3: Design</b> Strategy: Design. Complete strategy plan/solution and begin implementation	 <b>Change: Create Strategy</b> Create a change strategy and plan for a complex change or transformation	 <b>Robust Decisions</b> Make robust decisions when complexity, risk or impact is high
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Recommended for Shape External Focus and Alignment

 <b>Share Customer Insights</b> Share customer insights with other departments to align goals and delivery	 <b>External Network</b> Build external network to understand and stay close to market developments	 <b>Market Trends</b> Identify market, competitor and technology trends and share these internally
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Recommended for Build Resilience

 <b>Practice Self-Compassion</b> Understand and practice self-compassion for greater well-being and resilience	 <b>Practice Gratitude</b> Understand and practice gratitude for greater well-being and resilience	 <b>Calm Under Pressure</b> Remain composed and calm when in highly stressful meetings or projects
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# About Your Team Profile

Report generated: [March 1, 2024](#)

Team name: [Beta Team](#)

Team lead: [Jeff Chen](#)

Number of responses reported: **8**

Responses gathered: [January 2, 2024](#) – [January 20, 2024](#)

## Included Team Memebers

Role	Name	Email	
Team Lead	Jeff Chen	emily@mail.com	
Team Member	Emily	jeff_chen@mail.com	
	Jasmine	jasmine@mail.com	
	Dora	dora@mail.com	
	Nicholas	nicholas@mail.com	
	Joseph	joseph@mail.com	
	Vivian	vivian@mail.com	
	Alex Patel	alex_12@mail.com	
Ashley	ashley@mail.com	Excluded from report	

