

*Sample*

# **HPTI Leadership Team Report**

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## Overview

Learning about the personality trait dynamics within a team can help the group to understand the tendencies, biases and preferences of the group. Understanding what is the norm for the group can help to describe how and why a group works and acts in certain ways. It also helps to explain any differences within the group, and why differing traits can be essential for different roles or responsibilities.

Individual differences in personality are important, and the personality makeup of a team can reveal important information about the group, its culture and any subgroups.

Team traits have important implications for:

**Selection & Recruitment.** Understanding how group culture can emerge from shared or similar personality traits can help in choosing who to select for the team. Are there particular traits from which the team would benefit? Are there gaps in particular traits? Are there roles in the group that could be filled with someone with very different traits from the group norm?

**Development.** Different individuals, committees, or sub-committees may have different levels of interest in development opportunities, or benefits from different types of development. These will be strongly rooted in personality traits.

**Retention.** Individual(s) with very different personality traits from the team(s), or from a core section of the group have a possibility to create conflict or challenges if the role and value of those traits are not recognized. This has important implications for retention because team members experiencing conflict may leave quickly, or cause others to leave.

**Leadership.** Each leadership team member performs important and varying roles. HPTI provides an understanding of the overall leadership profile of the group, and the areas of similarities and differences.

### Team Culture

Often, close-knit teams with many similarities tend to favour individuals with similar traits. This can perpetuate positive and effective team cultures when group traits are well fit to the position; or can create toxic cultures when ill-fitting traits move the team to dysfunctional performance and relationships.

Any group requires a diversity of traits, as different responsibilities and positions within the group require differing traits, along with different skills, abilities and knowledge. Diversity within the group is important, as long as there is clarity about the reasons for selecting those with different traits, skills and knowledge.

The interplay between individual personalities and the mix of traits within the group affects team performance, communication and harmony or conflict.

## Confidentiality

This report collates group results so individual responses or results are not identified in this document.

## The Traits

**Conscientiousness.** Capacity for self-motivation, organization and planning. Those with high conscientiousness appear dependable and diligent. Those with lower conscientiousness tend to be more spontaneous, laid-back and may need to be motivated by others.

**Adjustment.** Emotional resilience to stressors, difficulties and challenges. Those with high adjustment are calm under pressure and appear unflappable. Those with lower adjustment appear to feel stress more keenly.

**Curiosity.** Openness to new ideas, techniques, and ways of doing things. Those with high openness like novelty, learning and variety. Those with lower openness prefer tried and tested methods and may question the reasons for making changes.

**Risk Approach.** Capacity to make reasoned decisions in the face of adversity. Those with high risk approach confront difficult situations and have difficult conversations in a reasoned and rational way. Those with lower risk approach make more instinctive decisions, and may wait longer to address risks.

**Ambiguity Acceptance.** Receptiveness to complexity, inconsistency and incongruences. Those with high ambiguity acceptance thrive with uncertainty and complexity. Those with lower ambiguity acceptance like a clear-cut answer and a simple solution.

**Competitiveness.** Desire for professional success, recognition and achievement. Those with high competitiveness enjoy positions of power, influence and recognition. Those with lower competitiveness prefer cooperation, collaboration and may dislike the spotlight.

## About This Team Report

### Understanding Your Report

This report provides a snapshot of your team results.

The High Potential Traits Inventory (HPTI) measures six key traits that affect performance at work. Each trait is stable and consistent across career spans although particular traits are less variable over time and more important to particular careers or situations than other traits. Conscientiousness for example is nearly universally important while competitiveness is better suited to particular positions and situations.

The categories in this report are broad descriptions of each personality trait. Each trait has different facets and subtleties. For example, “risk approach” can be a willingness to take personal risks (like taking on a challenging and demanding project) or interpersonal risks (such as having difficult conversations, giving people honest, constructive feedback).

### Optimal Trait Levels

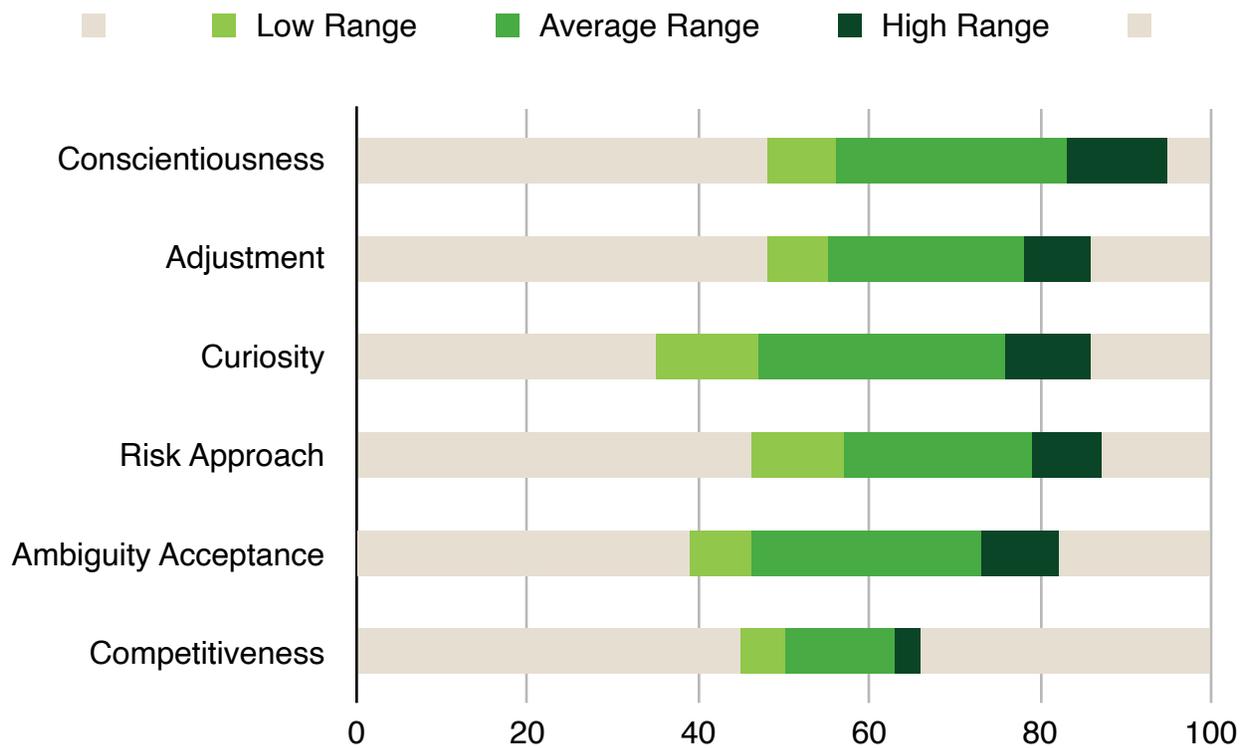
The optimal trait levels are based on an ideal candidate profile for senior leadership. Optimal traits levels should be used as general guidelines but not arbitrary and mandatory cut-off points. Between 15 and 20% of the working population will be in the optimal range for any one trait. Approximately 5% of the working population will score in the optimal range on three traits and fewer than 1% will score in the optimal range of all six traits. Moderate levels of each trait can be adaptive for many jobs and careers. Optimal levels of traits become more important for positions of greater responsibility.

## Leadership Team Dashboard Range

The chart below shows the overall range of the group, the green bars show the full range of group scores. The lower range of team scores are coloured light green and the high range are in dark green. Scores in the average range are shown in medium green.

These traits are explored individually in more detail in subsequent sections of the report, and compare with average, optimal, low and excessive categories.

Further details about the distribution of individual scores is provided on the next page.



*The average score in the population is between 37.5 and 42.5.*