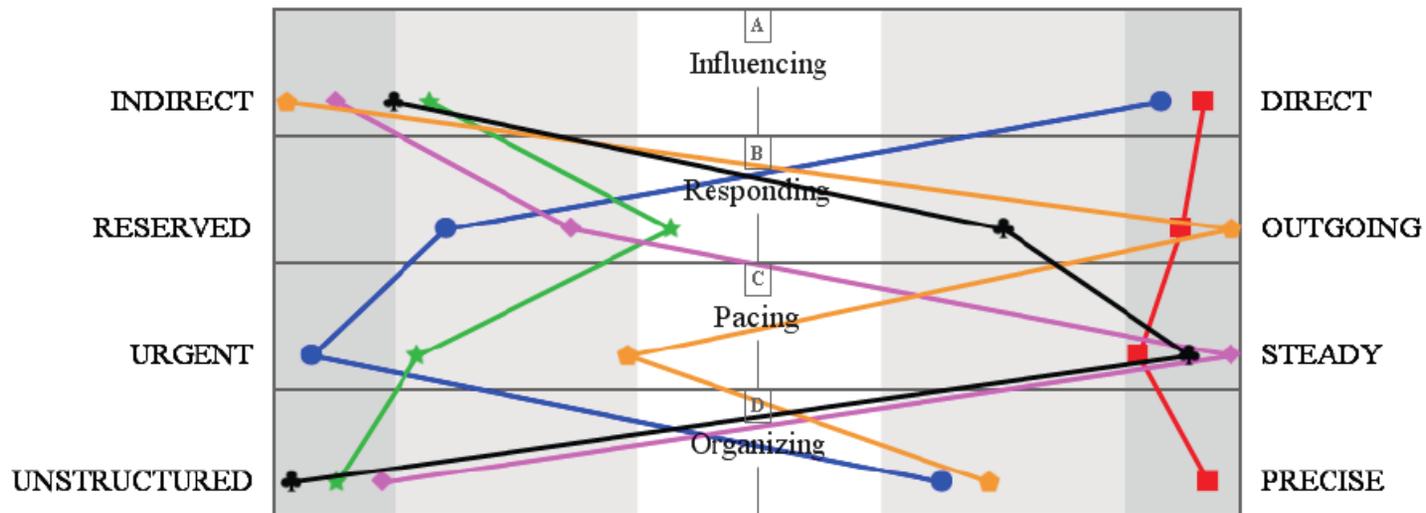


# ANALYZING

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## TEAM CLUSTER MAP



# Analyzing a Team Cluster Map

## Contents

- 1) Identify clusters and tight groupings of scores on any trait.
- 2) Check for gaps, isolated singles or pairs.
- 3) Note the range and the spread of team members' scores.
- 4) Discuss ways to use discoveries about clusters, gaps, and ranges to work better together.

# 1st

## Identify clusters and tight groupings of scores. When these occur, a team loads heavily on that trait.

Clusters are tight groupings of scores. Clusters can be found anywhere within a trait. When the clusters fall on the extreme ends of traits, the impact of having several members share the same extreme characteristics can be quite dramatic. When the clusters are near the center, the impact is less dramatic, but it is still important to explore how the more neutral characteristics can be helpful to a team.

### Trait clusters can be beneficial when:

- most team members work on the same types of tasks.
- past experience indicates that certain traits work well for specific job types and roles.

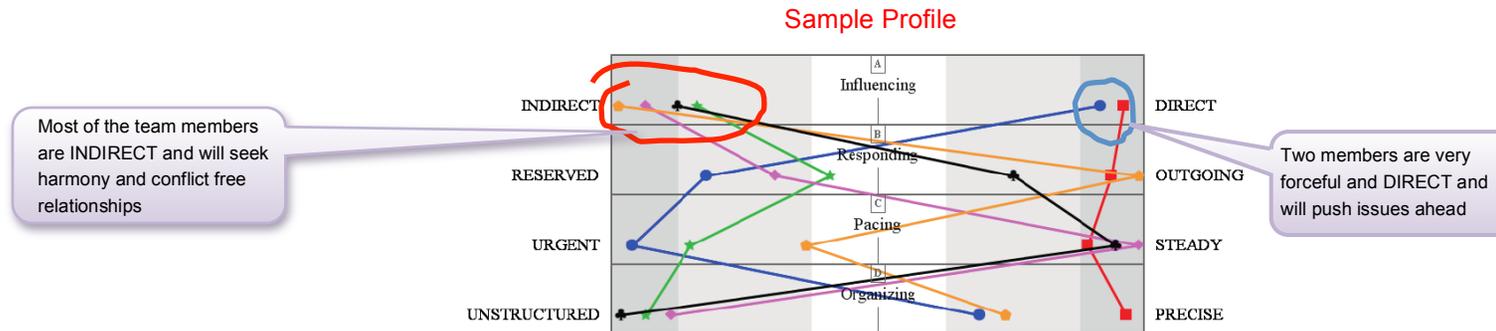
Example: Many sales positions require a lot of meeting and greeting of new customers. In these situations, it may be important for most team members to share the Outgoing, expressive, and friendly characteristics.

### Trait clusters can be problematic when:

- a team splits into subgroups around shared traits (us vs. them).
- certain behaviors and work patterns work better in achieving team goals and one cluster has these and another group doesn't.

Example: A new product design team needs to consider the many perspectives that customers have. If all members of the team are Precise and structured, they may not fully grasp what features Unstructured customers might look for. More trait variety would benefit the team.

EXAMPLE: **Clusters** (instructional reference only-this is an example only and is NOT your team's Team Cluster Map)



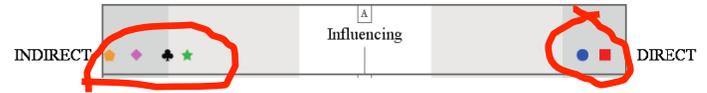
## Team Cluster Map Analysis (referencing the example above)

### Scale A

The most obvious cluster in the example above is the grouping of four team members (circled in red) on the very INDIRECT side of Scale A. This suggests, these individuals will share a tendency to be tactful, diplomatic, and very careful not to offend others. Those characteristics can make for a very stress-free team, but they can also create problems. Indirect people dislike conflict and tend to avoid it. These individuals may postpone talking about issues that are interpersonally stressful. When this occurs, issues can linger on unaddressed and actually grow. These teams would function better if the issues were dealt with earlier and more candidly.

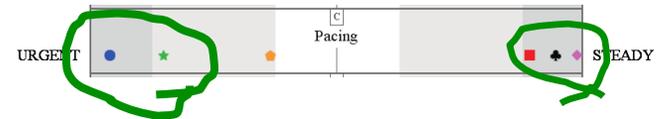
### Scale A (cont'd)

It's worth noting that there is also a second small cluster on Scale A. Two team members score very DIRECT. This indicates a bi-polar dynamic on Scale A. The first cluster, is comprised of four very INDIRECT members and the second is made up of two very DIRECT members. This can create a nice balance and help the team or, it can lead to "us vs. them" thinking and create tension.



### Scale C

Notice that there also are two clusters on Scale C, a big cluster on the STEADY extreme and a small cluster on the opposite, URGENT side. These two groups with opposite tendencies can influence team decision-making. Urgents like to decide quickly. Steady individuals prefer to take their time, consider all the options, and decide when the time is right. Since there are only six team members and three score very STEADY and two fairly URGENT, these opposite clusters are bound to disagree at times during team's decision making.



### ACTIVITY

Review your team's Team Cluster Map and make notes of any clusters or tight groupings you spot. Then discuss what impact these may have on your team.

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## 2nd Check for gaps, isolated singles or pairs. These create either energy or tension in team dynamics.

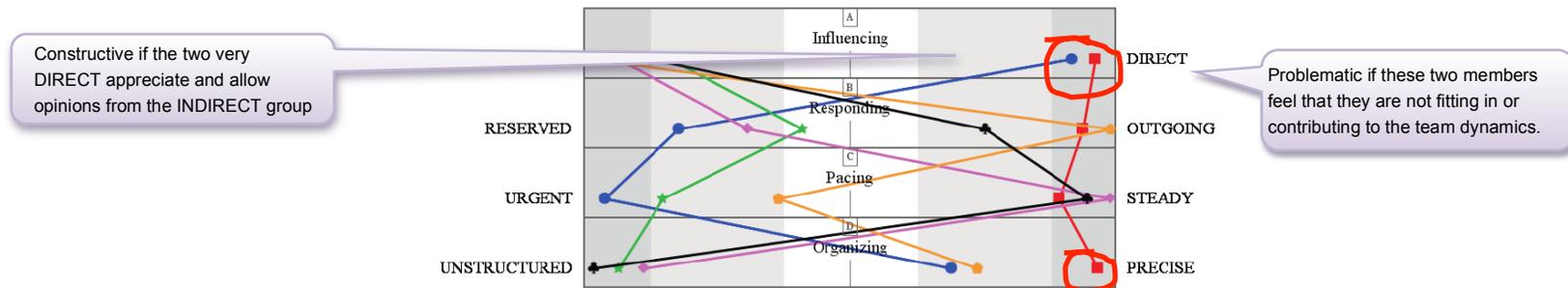
Isolated singles/pairs may generate constructive energy when:

- they provide needed differing perspectives on issues.
- the team members get bogged down in a similar mind set and need completely opposite ways of thinking.

Isolated singles and pairs may generate tension when:

- the team seeks consensus and this polarity prevents it
- research or experience indicates that a certain trait works well for certain job types and the isolated single does not fit.

EXAMPLE: **Isolated Singles or Pairs** (instructional reference only-the image below is not your team report)

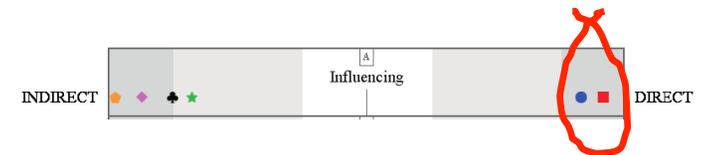


**Isolated Singles or Pairs - Team Cluster Map Analysis** (referencing the example above)

The team in this example has one clear isolated pair on Scale A and an isolated individual score on Scale D. There are several important things to consider.

The isolated pair of scores in the example on Scale A indicates that two team members are quite DIRECT compared to the other three team members. These two individuals probably push their ideas harder, confront disagreements more forcefully, and are more confident that their ideas are right. They may even debate and argue with each other. These assertive patterns will have a strong impact on other members who are all Indirect and dislike conflict.

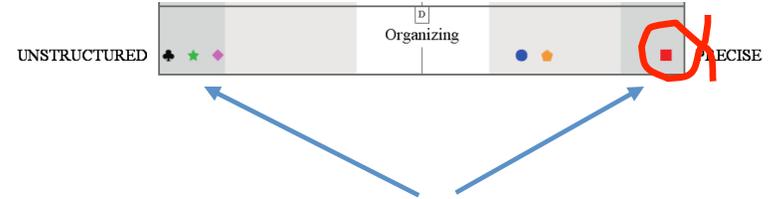
On the fourth scale, there is a single isolated score (see trait image on next page). One team member scored very PRECISE. Most of the other team members are just the opposite, moderately to very UNSTRUCTURED. This team member may find that others don't treat team meeting time schedules quite the same (for Unstructured people time is grey, relative and approximate; for Precise people it is black and white and exact). The team may look to the PRECISE member to be the record keeper of previous agreements and to keep notes. Or the team may view the Precise member as overly detailed and attentive to rules and



structure. The difference in how the team members function when dealing with details should probably be a focus of a team discussion.

It's always important to discuss both the benefits and disadvantages of any unusual score. Often new strengths and benefits are identified and this helps include those members with isolated scores.

Another interesting point in the example is the extreme difference between the most UNSTRUCTURED team member and the most PRECISE member. They are truly at opposite poles. It would be important for them to discuss how their different approaches to dealing with details impact the team and each of them individually.



### ACTIVITY

Review your team's profile chart and make notes of any isolated singles or pairs that you spot and write out your thoughts on what impact these may have on your team. Discuss these with your team.

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### 3rd Note the range and spread of team members' scores.

When team members' scores spread out fairly evenly across a trait, the team has a wide range of opposite strengths. However they also have a number of opposing perspectives. This can work for them when they understand the benefits and against them when they don't appreciate their differences.

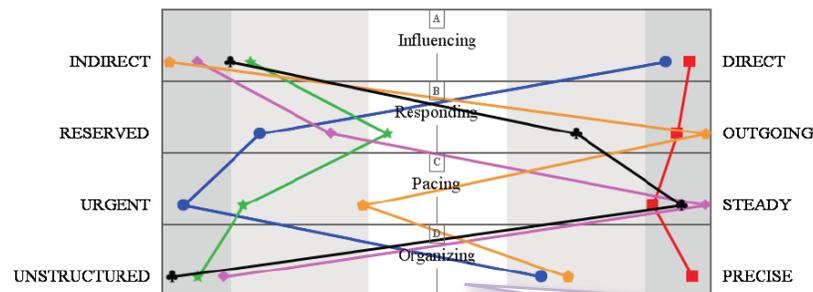
#### Wide ranges of scores can be beneficial when teams:

- make complex decisions that require a wide variety of perspectives.
- have quite different roles and job responsibilities.
- are adding new members and roles are changing quickly.

#### Wide ranges can be problematic when teams:

- need to quickly and consistently approach tasks in the same manner
- have very similar roles and job descriptions for each member and need to approach tasks in a very similar, rather controlled and regulated manner.

EXAMPLE: **Wide Ranges** (instructional reference - the image below is not your team's Team Cluster Map)



There is a nice spread of behavior preference on Scale D, but notice the big difference between the two extremes.

#### Team Cluster Map Coaching (referencing the example above)

This team has two scales where the scores are spread out wide and are fairly well distributed. Scale B has an equal number of Outgoing and Reserved team members and the spacing between the scores is fairly even. Scale D has a very similar distribution. One might hold that Scale C does also, except that there is a three member cluster on the very Steady side that loads somewhat as a cluster.

When analyzing widely distributed scales, try to identify ways the range of scores is helpful. Sometimes these well distributed scales don't receive much attention because other, more obvious clusters draw more attention. But, with evenly distributed scores there can still be many interesting dynamics occurring that will impact the team. The first pattern to note on a

wide ranging scale is the amount of disparity between the two most extreme scores. In the team above, this occurs on three of the scales. On Scales A, C, and D two team members on each trait are complete opposites and each member is very extreme in his or her score.

On wide ranging scores, two team members are almost always opposite from each other. The impact of this difference, whether positive or negative, affects communications between two individuals. It also impacts all the other members of the team because they can get caught up in the interaction .

**ACTIVITY**

Review your team’s Team Cluster Map and make notes on the range of the distribution on certain traits. Write out your thoughts on what impact these ranges may have on your team. Discuss these with your team.

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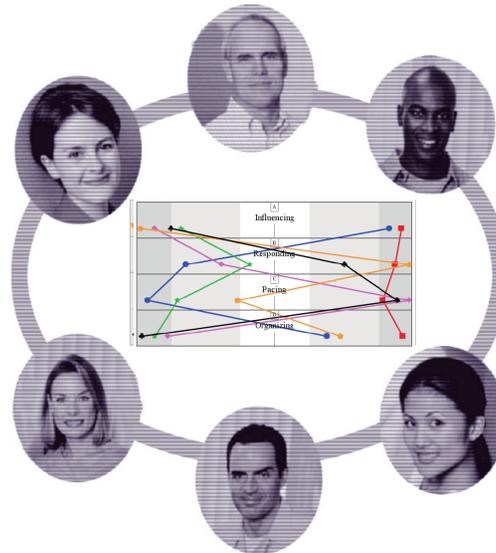
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#### 4th Discuss ways to use this information to work better together.

The byline of the report points out that all of you together can accomplish more than any one of you individually. The same holds true for analyzing the strengths and weaknesses of your Team Cluster Map. Spotting, identifying and discussing clusters, isolated scores, and wide-spread ranges is best done as a group. You'll discover more interesting clusters, gaps, and singles by reviewing the team profile together than you will individually.

The most important thing about any observation of team characteristics isn't their existence, but rather each team member's opinion of whether the characteristic helps the team, hinders effectiveness, or creates misunderstandings and needs to be dealt with.

*Every team member will view the Team Cluster Profile differently. Finding out why is key to team success!*



#### All team members benefit by hearing each other's perspectives because you all have different:

- opinions and biases based on your unique personalities.
- histories and experiences with the team. Your back ground impacts how you see the team. Some of you are fairly new to your team, others have seen the team grow and change over the years. All of these offer important vantage points.
- roles on the team and no two roles are exactly the same. Therefore this adds unique perspectives.
- positions in your team's interpersonal dynamics. All members find their places within the team's interpersonal dynamics and everyone takes on certain relationship roles. These are different from job responsibilities. These include interpersonal roles such as: mediator, change agent, organizer, comic, serious critic, etc.

**Share your observations of your Team Cluster Map.**

Study your Team Cluster Map and review the comments you made on the previous sections of this guide. Again, look for clusters, isolated scores, and wide ranges. Write a summary of your key thoughts on these in the spaces below. When your team meets, members will find it beneficial to share comments and discuss the strengths and weaknesses each team member sees. Accept all perspectives without critique. Remember everyone has their own opinions and the primary benefit of the Team Cluster Map is to serve as a tool for open sharing of opinions about your team.

**NOTES:**

Observations you'd like to discuss in an upcoming meeting:

*i.e. Since most of us are Steady and Precise, perhaps we should discuss how that delays (okay, bogs down) our decision making.*

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Specific things you'd like to ask one or two members to comment on.

*i.e. Jane, how it feels to be the only two Indirect members on a team with six very Direct members.*

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