



understanding people

YOUR MIRO TEAM REPORT

# Smith Jones Ltd



**Behavioural Mode Assessment**

Miro Team Report

## Table of Contents

|  |    |
|--|----|
| Your Team Report                       | 3  |
| The individuals in your team           | 5  |
| Behavioural Modes at work in your team | 9  |
| Overall Levels of Behavioural Modes    | 10 |
| Dynamic Tensions                       | 11 |
| Context Descriptors                    | 12 |
| What's next                            | 14 |

# 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.

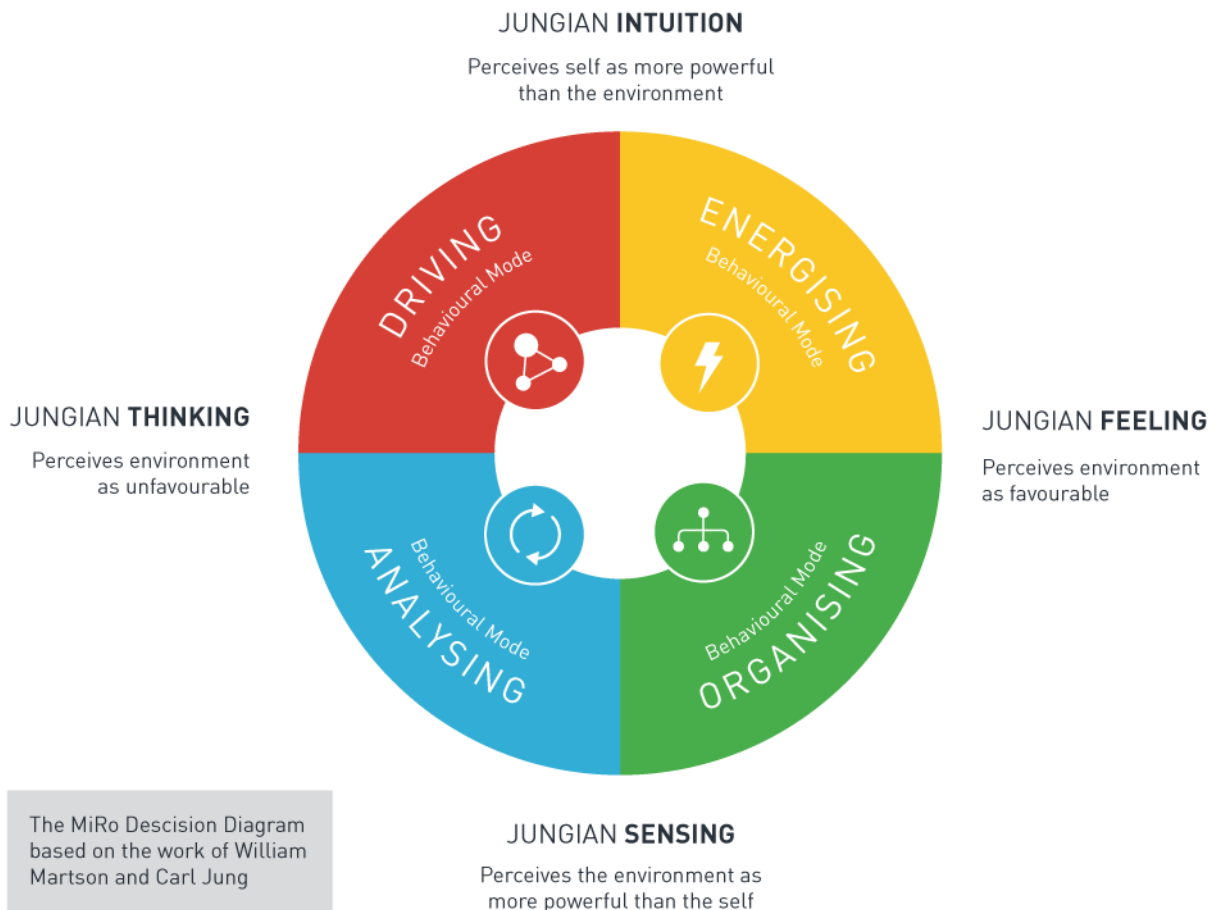


## How to use this report

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 MiRo Practitioner, 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

### Jackie Jones



- Has a strong drive for achievement
- Seeks to better him/herself
- Enjoys a challenge
- Will work co-operatively but will take the initiative
- Has an assertive approach
- Will be persistent in their pursuit of goals
- Has a firm yet discreet approach to management
- An active listener when interested in others
- Will work on a personal level
- Will work systematically to achieve success
- Will make a decision and stick to it
- Hard working and will prefer to organise their own work

### Barbara Jones



- 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

### Ian Smith



- Has a strong drive for achievement
- Seeks to better him/herself
- Enjoys a challenge
- Will enjoy the challenge of leading a project team
- Will want things to happen quickly and others to keep pace with them
- May take risks with little information to go on
- Will enjoy solving problems
- Outwardly confident
- Will feel comfortable in most social situations
- Might struggle with time management, especially when faced with less interesting tasks
- Will trust their intuition
- Seeks variety and embraces change

## Francis Jones



- Outwardly confident
- Will actively promote ideas
- Seeks variety and embraces change
- Will appear assertive in most social situations
- Will seek the limelight
- Will verbalise their thinking and may not give others a chance to talk
- May want to do things their way and may ignore the rules
- Enjoys thinking about future possibilities
- Willing to take risks
- Has a strong drive for achievement
- Seeks to better him/herself
- Enjoys a challenge

## Dave Jones



- Has a strong drive for achievement
- Seeks to better him/herself
- Enjoys a challenge
- Will enjoy the challenge of leading a project team
- Will want things to happen quickly and others to keep pace with them
- May take risks with little information to go on
- Will enjoy solving problems
- Outwardly confident
- Will feel comfortable in most social situations
- Might struggle with time management, especially when faced with less interesting tasks
- Will trust their intuition
- Seeks variety and embraces change

## Hillary Jones



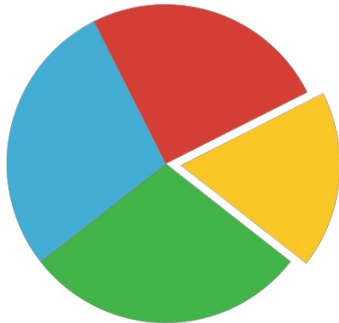
- Outwardly confident
- Will actively promote ideas
- Seeks variety and embraces change
- Will appear assertive in most social situations
- Will seek the limelight
- Will verbalise their thinking and may not give others a chance to talk
- May want to do things their way and may ignore the rules
- Enjoys thinking about future possibilities
- Willing to take risks
- Has a strong drive for achievement
- Seeks to better him/herself
- Enjoys a challenge

## Adam Smith



- Works hard to maintain quality and standards
- Respects rules and procedures
- Detail orientated
- 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
- Can appear to be unemotional
- Will be unafraid of giving critical feedback
- May overload others with too much detail
- Will actively seek to avoid confrontation
- Approaches people issues diplomatically

## Gerry Smith



- 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

## Ellie Smith



- 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

## Clive Smith

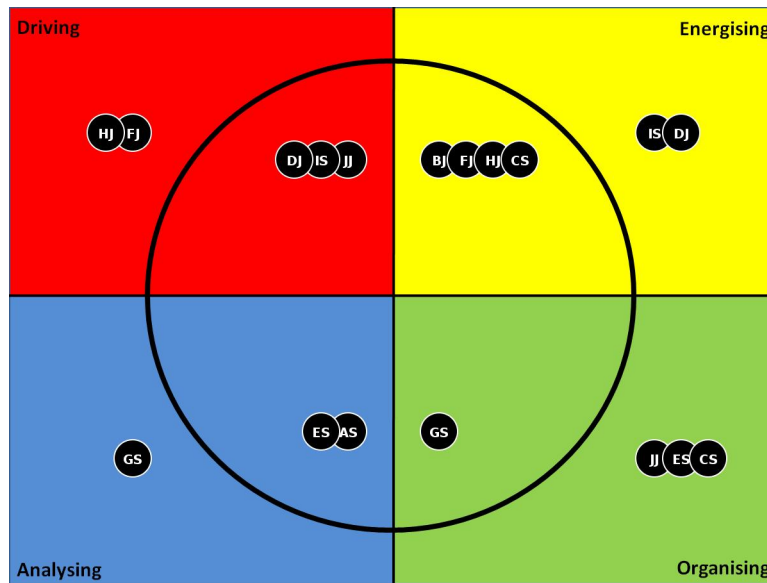
---



- Has an optimistic view of the world
- Will actively promote their own ideas and values
- Will appear comfortable in most social situations
- Has a strong people orientation
- Will verbalise their thinking and may not give others a chance to talk
- Has a strong moral compass which may override rules and regulations
- Trusts people easily
- An active listener when interested in others
- Likes to keep relationships on a personal level
- Will work to develop ideas
- Will favour encouragement over discipline
- Enjoys creative thinking and will eventually follow through into action



## Behavioural Modes at work in your team



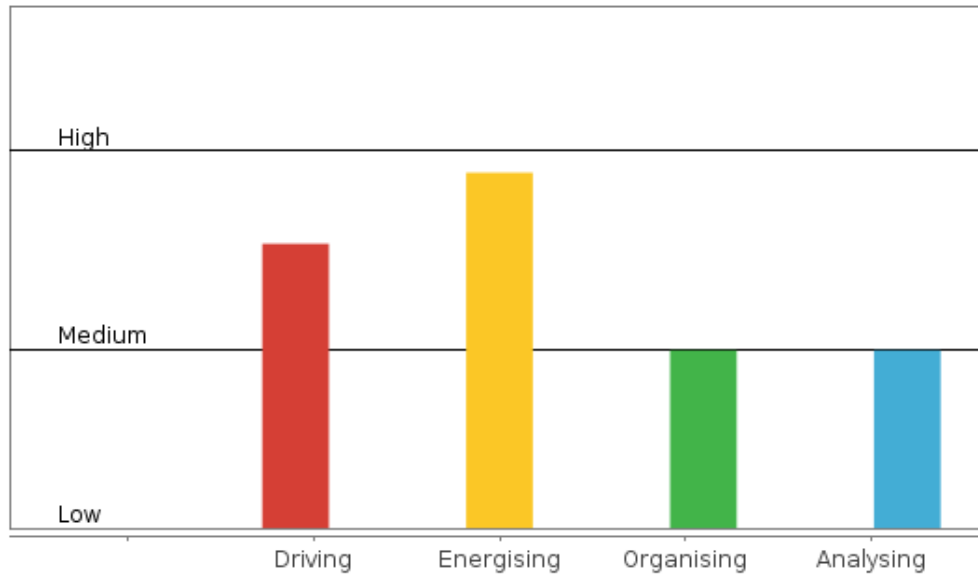
The primary Behavioural Mode within this team is Energising, although other modes are available in reasonable measure. This team is likely to be creative, forward looking and strong at building relationships. Working on unstructured projects, with process rather than outcome at their core will motivate the team, although planning will generally take second place to experimentation. This may lead the team to become unrealistic about what is possible on occasions and the desire to keep moving forward may need to be harnessed and balanced against the need for stability. The inclination to look for imaginative solutions and avoid disagreement may cause problems when working to tight schedules or performing routine tasks.

Although not the main mode of behaviour of the group the Driving mode is also well represented here. As a result this team is likely to be focused, competitive and determined to win. The Drivers are also rational thinkers who are unlikely to get lost in unimportant details or pursue unrealistic goals. There may be a degree of restlessness within the group and a desire to keep moving forward, which needs to be balanced against the need for stability. The inclination to plain speaking and competitiveness among the Drivers, while an asset may also cause conflict within the team and with others outside of it.

This team has a good balance of behaviours present and Organising mode is present in good quantity. The Organisers in the group will work well when human values are important and as sensors they will be practical and down to earth, although there may be a tendency to avoid conflict and rapid change. This is however well balanced against the team's ability to take swift action when necessary. That said, the inclination to work to procedure and to focus on the needs of individuals, while an asset, may also cause avoidance of situations in which harmony or accepted practice may be threatened.

Almost equally well represented is the Analysing 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 Analysers bring a calm approach and will work well when accuracy is needed. With so many rational thinkers at work within the team, the group will be able to set plausible targets and work toward them effectively. The Analysers will give the team a sense of proportion and remain rational in a crisis although they may ignore the human dimension. This is more than made up for by the opposing desire within the group for harmony and group cohesion. On the down side, the Analysers' tendency to want to cover every available angle, when the environment is uncertain, may sometimes be an issue.

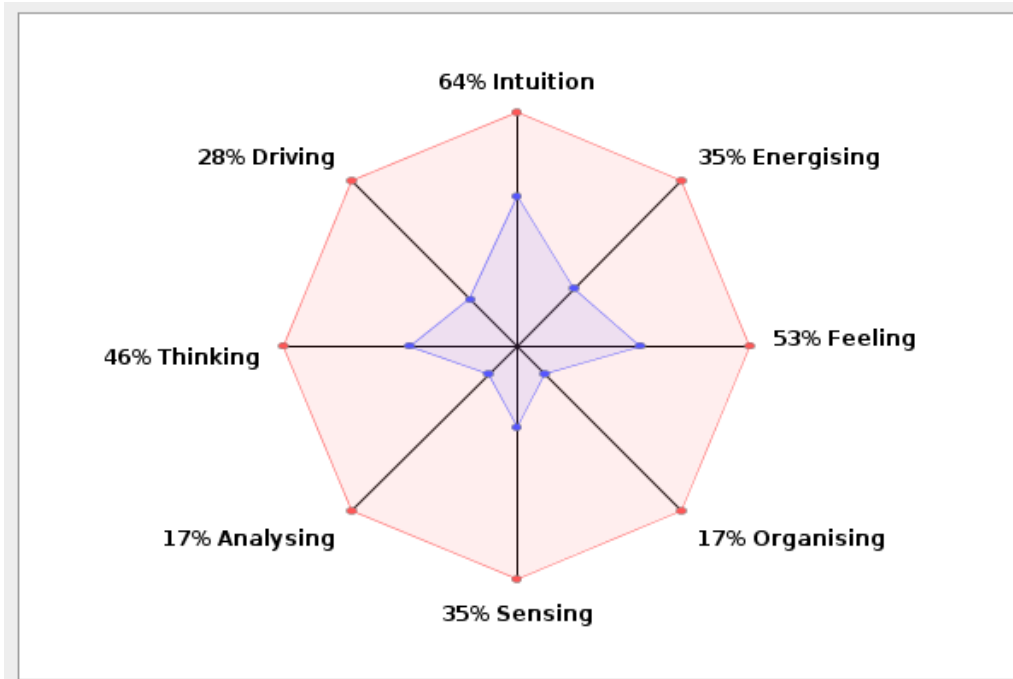
## Overall Levels of Behavioural Modes



### General Attributes

- Tendency toward creativity and originality
- Works well if given freedom to experiment
- Works well in unpredictable environments
- Will respect inclusive leadership style
- Will build relationships to achieve positive outcomes
- High risk of group splitting if relationships are of poor quality
- Risk of loss of focus, particularly when outcomes are of low interest
- Tendency to compete internally and with others
- Works well if given some autonomy
- Can work toward definable targets and observable outcomes
- Will take direction from team leader
- May take risks to achieve goals
- Risk of group splitting if blocked
- Risk of internal conflict, particularly when failing to achieve
- Can maintain consistent working structures
- Works well for benefit of others
- Can work well when success is values based
- May use tried and tested methods to achieve positive outcomes
- Risk of some inertia within the group when outcomes are of low value
- May work well as a multidisciplinary team
- May not work well in highly specialised field
- May not find agreed solutions to problems
- Can work with detail, and improve systems when necessary
- May be prone to internal divisions

## Dynamic Tensions



### iNtuition v Sensing

This team has a bias in favour of an iNtuitive perceptual style. Most members are big picture thinkers, with an eye for the potential within any situation. The team will operate well in a rapidly changing environment and will thrive in settings that require imagination and originality. As the team follows its vision however, details can be missed so the steadier instincts of the Sensors within the group may need to be heeded if the team is to live up to its 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 overshadow Organisers here so the team may tend to favour a direct approach to its challenges. The Drivers are more likely to take risks and will place less importance on consistency than is comfortable for the group's Organisers. This may be useful when deadlines are tight and firm decisions are needed but the Organisers can alert the team to human consequences and may even find it stressful to work in a group dominated by an opposing type.

### Energising v Analysing

Energisers outweigh Analysers by some margin here, which gives the team a bias in favour of its expansive, forward-looking, relationship building tendencies. It is likely that this team is quite creative as a result and will be at its best in a fast moving outward looking environment, which may not be comfortable to the Analysers in the team. However if a genuine working partnership is formed, they can show the Energisers how to turn their vision into a workable reality.

## Context Descriptors

### Communication

- Assertive-Empathic
- High proportion of persuasive, expressive communicators
- Provide anecdotal and personal illustration in written communication
- Will like to create personal rapport
- Will have little patience with monotonous or slow presentation
- Can be very direct
- Likely to appreciate a no-nonsense approach
- Provide executive summary in written communication
- Will like you to get to the point quickly
- Contains a fair proportion of supportive communicators
- Use clear language and humanised illustration in written communication
- May sometimes be seen as stubborn
- Also contains a fair number of precise communicators
- Use factual language and logical elucidation
- Has access to all communication styles but may lack clarity of message



### Decision Making

- Essential-Concerned
- Will need to gather overview of situation
- Will often make decisions quickly
- Will rapidly evaluate integrity of others involved
- Will look for significant options
- Also broadly strategic
- Can sometimes make decisions with little information
- May assume incompetence of others involved
- Will look for expedient options
- Will also look for compassionate options
- Can make person centred decisions when needed
- May be prone to inertia in high risk situations
- Will also gather and organise data
- Can make objective decisions in crisis situations
- May fail to reach internal agreement

## Relationships

- Instinctive-Trusting
- Can form new relationships quickly
- Can form very productive internal relationships
- Likely to judge relationships on levels of approbation
- May be prone to quarrelling internally and with others
- Can often be distrustful of new people
- Can form strong internal bonds
- May sometimes exclude those perceived as not fitting in
- May invite conflict internally or with others
- Will derive stability from strong relationships
- Able to form supportive partnerships
- May be prone to delaying when there is disagreement within the group
- Also able to be pragmatic when forming or ending relationships
- May sometimes be seen as a team with little direction
- May over-analyse issues



## Dealing with change

- Spontaneous-Social
- Likely to instigate change
- Likely to want to get everyone on board
- May act on instinct
- May not agree about vision for change
- Will value both spontaneity and practicality
- Will often welcome change and innovation
- Will like to be in control of change process
- May be prone to internal divisions during periods of change
- May often prefer to take a tried and tested route
- Will place high priority on wellbeing of people in change process
- Some members may need to work hard to adapt to rapid innovation
- Also conventional and practically minded
- Will need to work hard to maintain enthusiasm
- 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 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 MiRo Practitioner based on all of this contextual information.

## Practitioner Commentary

This is an example report only but this is the section that the practitioner can use to provide commentary on the report. This can help to place the information in the report in context or give some extra detail about the challenges that the team is facing or those coming up in the future.

## Your MiRo practitioner is

### **Rob Chappell**

MiRo Psychometrics Ltd

Park House

Church Place

Swindon

Tel: 0844 870 0392

Email: [rob.chappell@miro-psychometrics.com](mailto:rob.chappell@miro-psychometrics.com)

Web: [www.miro-assessment.com](http://www.miro-assessment.com)