

TOP – Team Optimization Profile

Framework for Optimizing Team Results

ABC Co Team



**PERFORMANCE
PROGRAMS INC.**

assessment, awareness, action

About Performance Programs, Inc.



Founded 1987

A trusted provider of workplace assessments, personality tests, executive development tools, and consulting for over three decades.



Authorized Hogan Distributor

We specialize in evidence-based solutions that minimize adverse impact and support selection, development, and team effectiveness.



Client-Centered Service

Our track record of client satisfaction makes PPI the go-to choice for HR professionals and leadership coaches seeking reliable assessment partnerships.



Today's Agenda

1 Overview of the TOP model

Overview of the Team Optimization Profile framework

2 ABC Co Team's TOP results

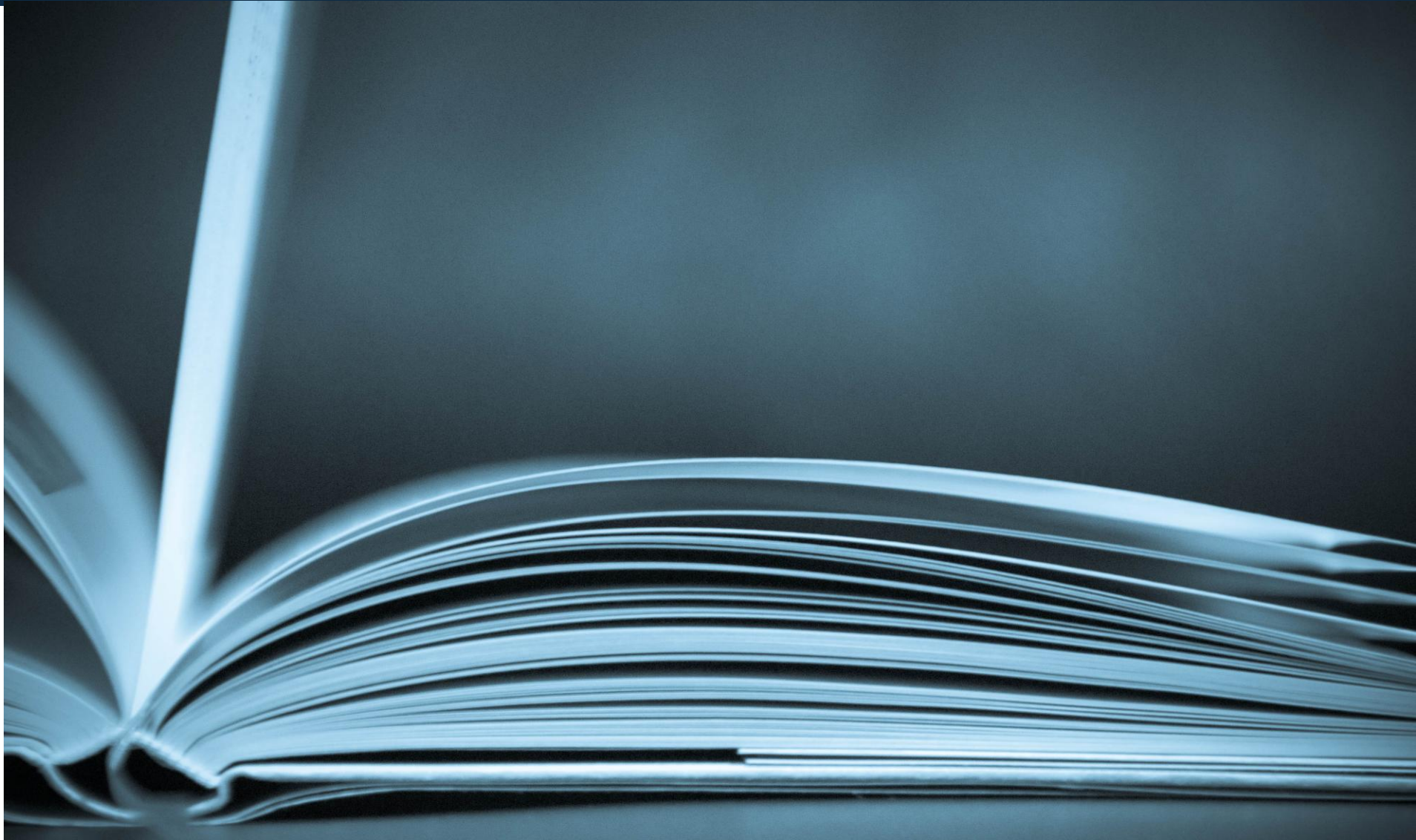
Strengths and Development Opportunities

3 ABC Co Team's Hogan results

Explore what this team does well

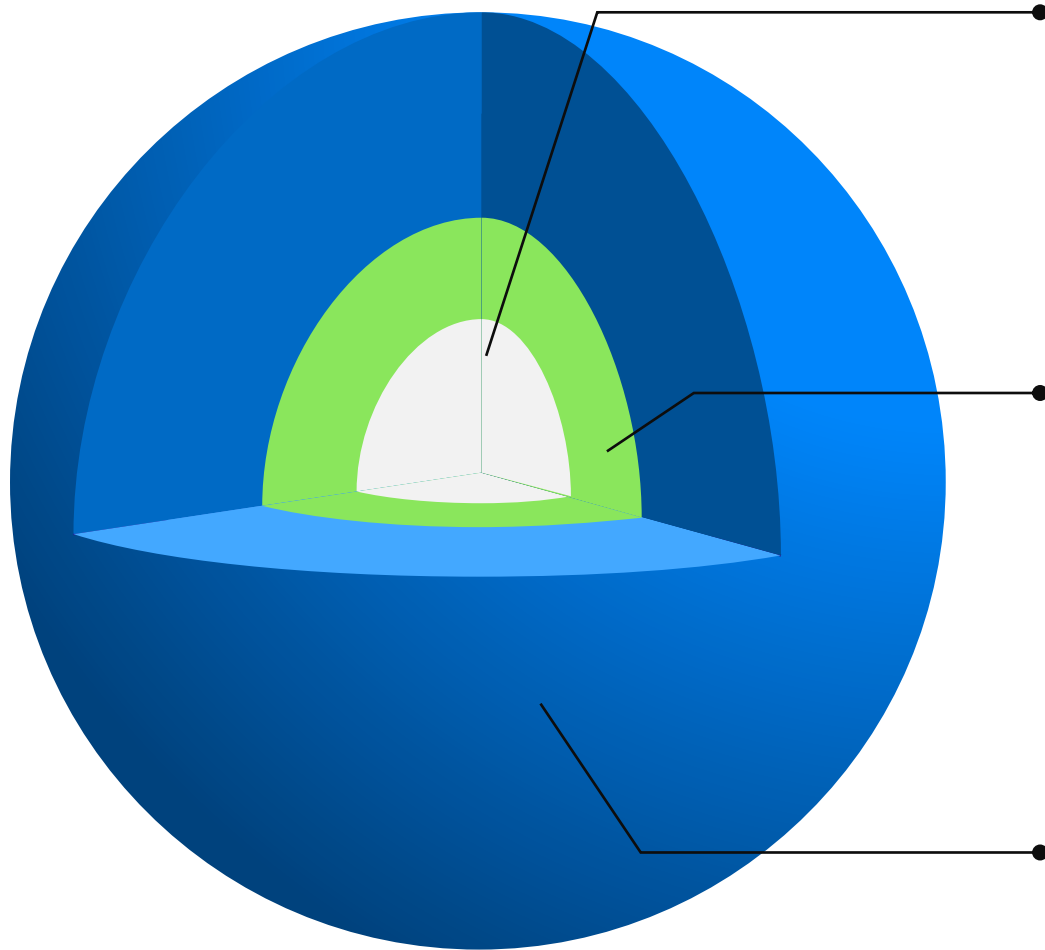
Research

- **Model**
- **Surveys**
- **Facilitation**



PPI's Team Optimization

Profile (TOP)



Goals & Objectives
Communication
Decision Making
Role Clarity

Open to Innovation
Collaboration
Feedback
Conflict Mgt
Accountability
Recognition

Trust
Commitment
Psychological Safety
Belonging
Diverse Perspectives

Foundation: Give members the basic structure to operate as a functioning team

Accelerators: Help the team drive results as a team

Culture: When team interdependence is elevated, these yields serve as force multipliers



COMPETENCIES	DEFINITION
Goals and Objectives	Are aligned on a clear team purpose and can articulate what the team is meant to accomplish
Communication	Communicate sufficiently and effectively, and choose the right communication methods
Decision Making	Define clear roles in the decision-making process, make quick, high-quality decisions, and learn from poor decisions
Role Clarity	Understand the expectations and responsibilities of individual roles and have the right people in them
Open to Innovation	Have open discussions about change, and encourage out-of-the-box thinking and solutions
Collaboration	Have agreed-upon norms that accelerate collaboration and improve ways of working
Feedback	Give honest and effective feedback, invite direct feedback, and receive coaching support
Conflict Management	Address conflicts effectively and in ways that improve team relationships
Accountability	Hold one another to consistent performance standards
Recognition	Are recognized for excellent performance and celebrate one another’s accomplishments
Trust	Feel they can rely on one another, give each other space to get work done, and demonstrate good judgment
Commitment	Are committed to the team and prioritize its success over their own
Psychological Safety	Feel comfortable making mistakes and taking risks without fear of negative consequences, constructively disagree with one another
Belonging	Feel they are a part of the team and can be themselves
Diverse Perspectives	Have a mix of viewpoints that move the team’s work forward



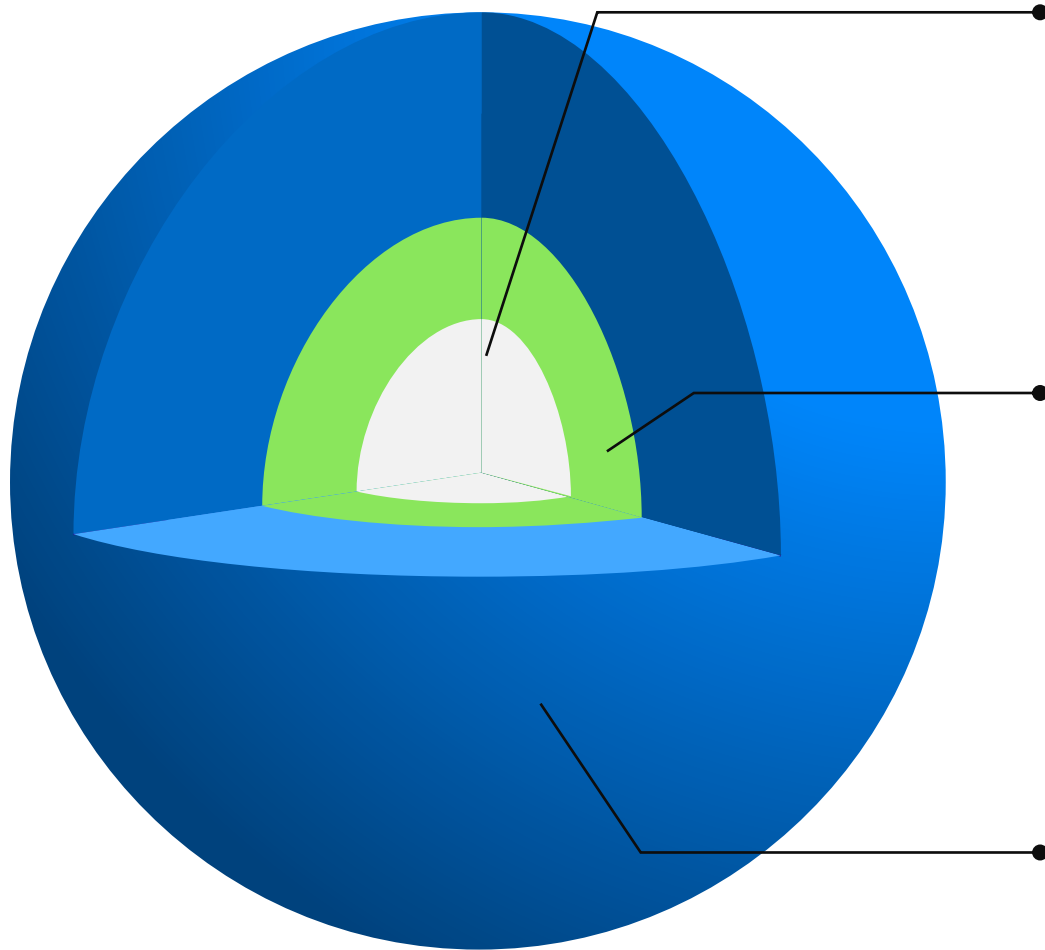
ABC Co Team Competencies (Ranked)

Key:

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

COMPETENCY	DEFINITION	SCORE
Trust	Feel they can rely on one another, give each other space to get work done, and demonstrate good judgment	4.93
Recognition	Are recognized for excellent performance and celebrate one another's accomplishments	4.90
Commitment	Are committed to the team and prioritize its success over their own	4.67
Collaboration	Have agreed-upon norms that accelerate collaboration and improve ways of working	4.55
Communication	Communicate sufficiently and effectively, and choose the right communication methods	4.45
Belonging	Feel they are a part of the team and can be themselves	4.40
Conflict Mgt	Address conflicts effectively and in ways that improve team relationships	4.30
Psych Safety	Feel comfortable making mistakes and taking risks without fear of negative consequences, constructively disagree with one another	4.27
Accountability	Hold one another to consistent performance standards	4.20
Role Clarity	Understand the expectations and responsibilities of individual roles and have the right people in them	4.15
Decision Making	Define clear roles in the decision-making process, make quick, high-quality decisions, and learn from poor decisions	4.10
Goals & Objectives	Are aligned on a clear team purpose and can articulate what the team is meant to accomplish	4.00
Open to Innovation	Have open discussions about change, and encourage out-of-the-box thinking and solutions	3.80
Diverse Perspectives	Have a mix of viewpoints that move the team's work forward	3.70
Feedback	Give honest and effective feedback, invite direct feedback, and receive coaching support	3.60

ABC Co Team (TOP) Profile



Goals & Objectives
Communication
Decision Making
Role Clarity

Open to Innovation
Collaboration
Feedback
Conflict Mgt
Accountability
Recognition

Trust
Commitment
Psychological Safety
Belonging
Diverse Perspectives

Watchout

Strength

Watchout

Strength

Strength

Strength

Watchout

OVERALL EFFECTIVENESS

There are only 4 questions in the Overall category

Overall

Team members maintain a can-do attitude when facing challenges

4.80

Overall

There is not a lot of tension between team members

4.60

Overall

This team functions effectively

4.40

Overall

We have adequate resources to achieve our objectives

4.00

Highest and Lowest Scoring Questions

STRENGTH		
Highest scoring questions		
Collaboration	We work well as a team; not just a group of individuals	5.00
Recognition	We make it a point to acknowledge those who deliver meaningful results	5.00
Trust	My team members have integrity	5.00
Trust	I can depend on my teammates to follow through on their commitments	5.00
Commitment	Team members frequently go beyond what is required of them	5.00

WATCHOUT		
Lowest scoring questions		
Diverse Perspectives	The team effectively invites views and opinions on important issues from every team member	3.60
Open to Innovation	We tend to do things the way they have always been done	3.20
Feedback	There are metrics in place to track progress toward results	3.20
Role Clarity	Overlapping responsibilities create problems for team members	3.00
Feedback	We regularly review our team performance together	2.80

Highest standard deviation	
Diverse Perspectives Team invites views from every member on issues	1.67
Overall We have adequate resources to achieve our objectives	1.41
Communication Everyday communication amongst members needs improvement	1.30
Decision Making We review relevant data when making decisions	1.30
Collaboration One or more people dominate team discussions	1.30
Feedback Metrics in place to track progress toward results	1.30

What should we work on?

Select your top priorities based on team survey results

SECTION 1	
Lowest scoring competencies	
Open to Innovation Open discussions and out-of-the-box thinking	3.80
Diverse Perspectives Mix of viewpoints that move work forward	3.70
Feedback Give and invite honest feedback, receive coaching support	3.60

SECTION 2	
Lowest scoring questions	
Diverse Perspectives Team invites views from every member on issues	3.60
Open to Innovation We tend to do things the way they have always been done	3.20
Feedback There are metrics in place to track progress toward results	3.20
Role Clarity Overlapping responsibilities create problems for members	3.00
Feedback We regularly review our team performance together	2.80

SECTION 3	
Highest standard deviation	
Diverse Perspectives Team invites views from every member on issues	SD 1.67
Overall We have adequate resources to achieve our objectives	SD 1.41
Communication Everyday communication amongst members needs improvement	SD 1.30
Decision Making We review relevant data when making decisions	SD 1.30
Collaboration One or more people dominate team discussions	SD 1.30
Feedback Metrics in place to track progress toward results	SD 1.30

● Low score — area needs attention

● Lowest specific questions

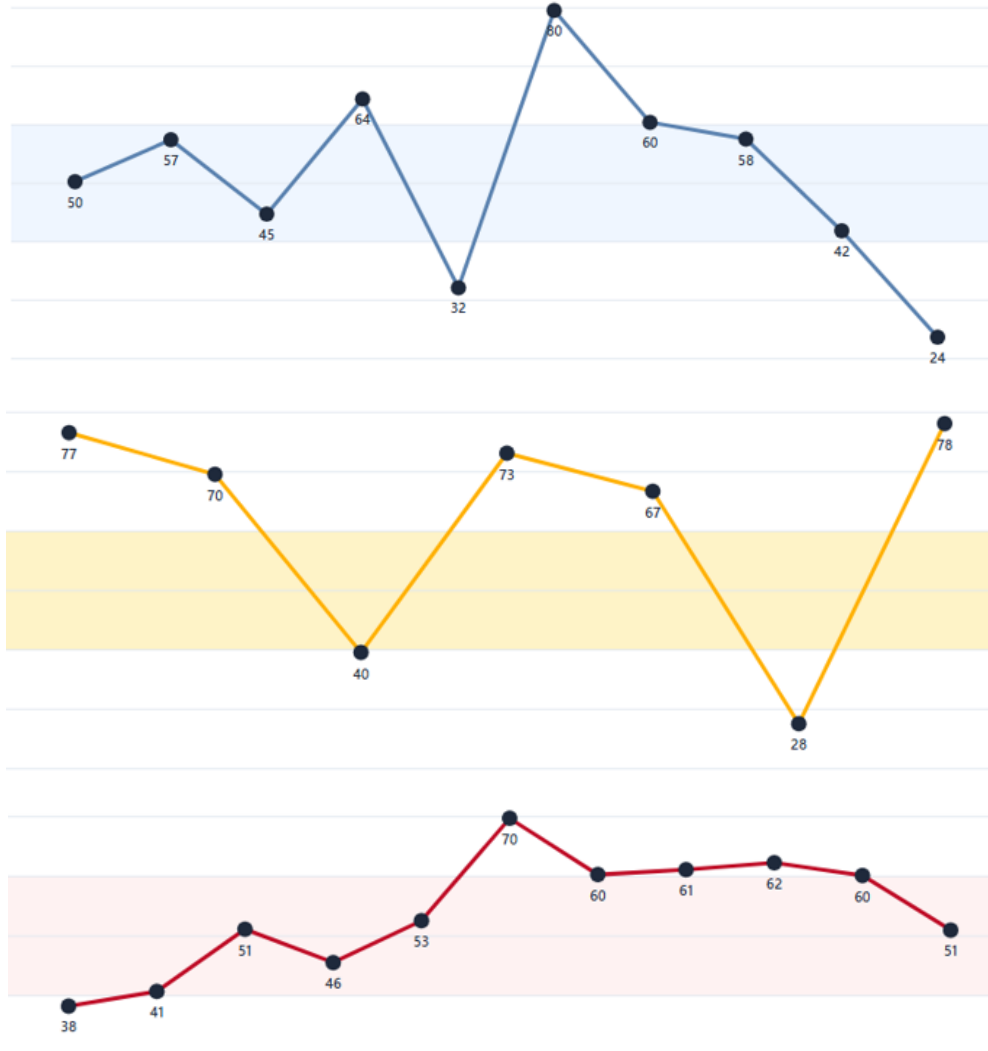
● High SD — team is divided on this

Hogan Data

Bringing Individual Differences into the discussion

Using Hogan Assessments for More Insight:

- Reputation-based data that describe the group's general leadership approach, norms, derailment tendencies, and values.
- Team's decision-making tendencies, unconscious biases, interaction preferences, reactions, and communication styles are implied.



MVPI
Motives, Values,
Preferences
Inventory

Values that help
define the **Team
Culture**

HPI
Hogan
Personality
Inventory

Characteristics that help
with **Team Performance**

HDS
Hogan
Development
Survey

Performance risks that
could
Interfere with Results

ABC Co Team (TOP) Profile & Hogan

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Diverse Perspectives

Watchout
Strength
Watchout

Strength

Strength
Strength

Watchout

H Tradition, H Prudence,
L Inquisitive

H Adjustment, H LA,
L Science, H Bold

L Inquisitive, L Science,
L Affiliation, L Sociability

Putting the Strengths together

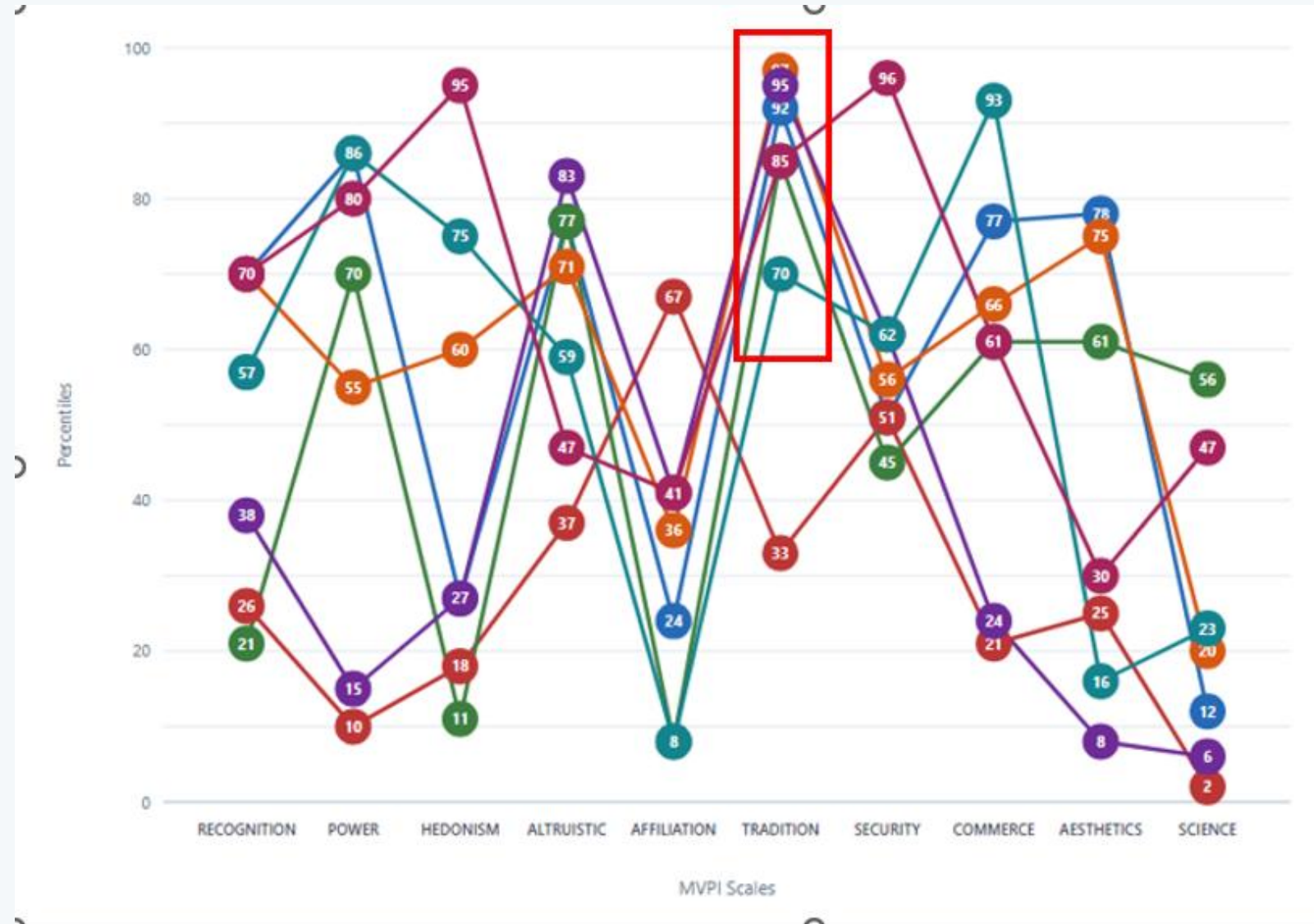
Collaboration, Recognition, Trust and Commitment

- Stay emotionally regulated while staying attuned
- Great listeners
- Empathetic and caring
- Growth and development are a shared tendency



Detailed Opportunities for Improvement - Innovation

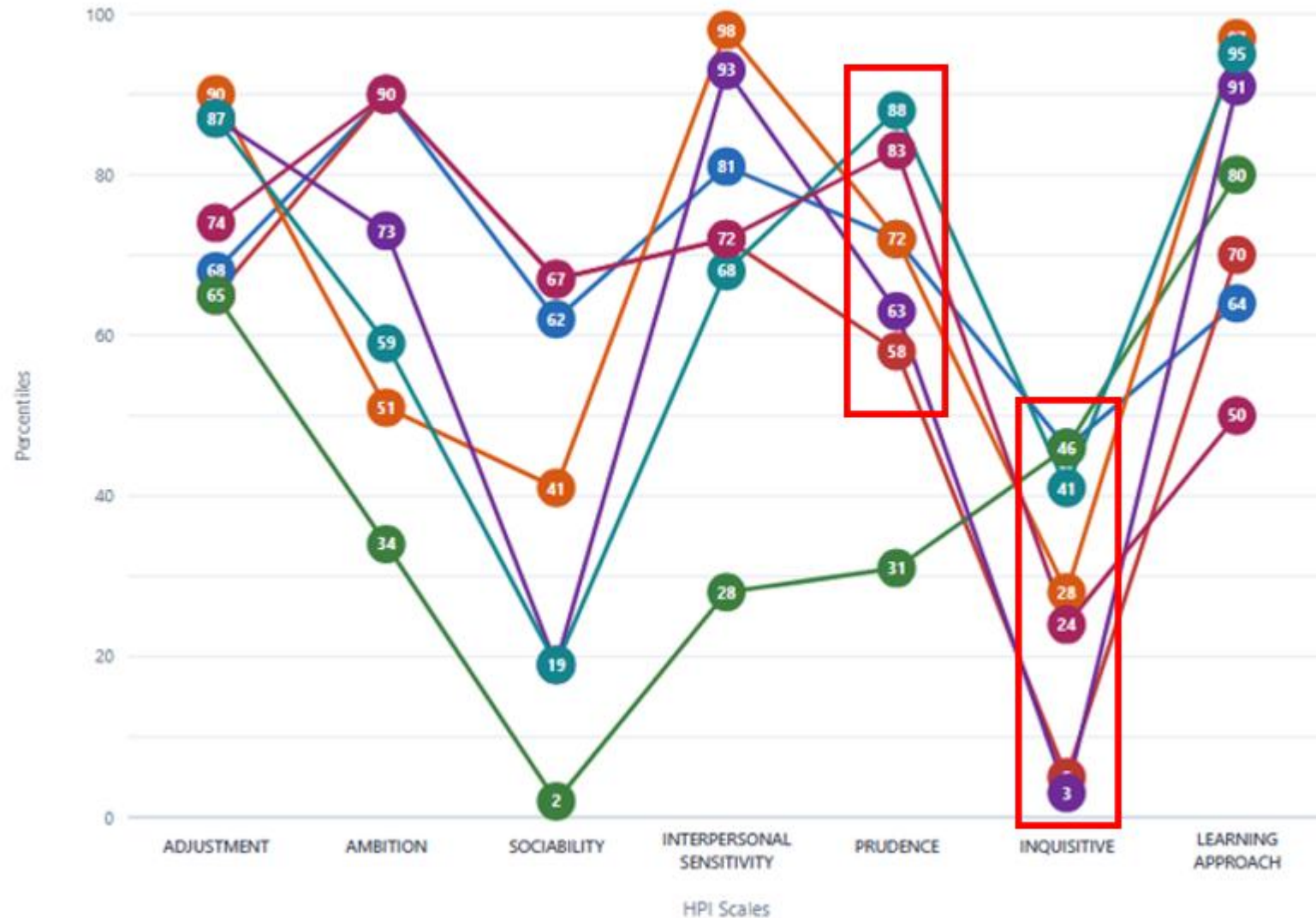
High Tradition
Indicates a shared value for doing things the way they have always been done



Detailed Opportunities for Improvement - Innovation

High Prudence
indicates a comfort
with process and
rules

Low Inquisitive
highlights a shared
tendency to iterate
on what has been
done in the past
rather than
implement an
innovative solution



Detailed Opportunities for Improvement - Innovation

Thoughts? Reactions?

High Tradition

Indicates a shared value for doing things the way they have always been done

High Prudence indicates a comfort with process and rules

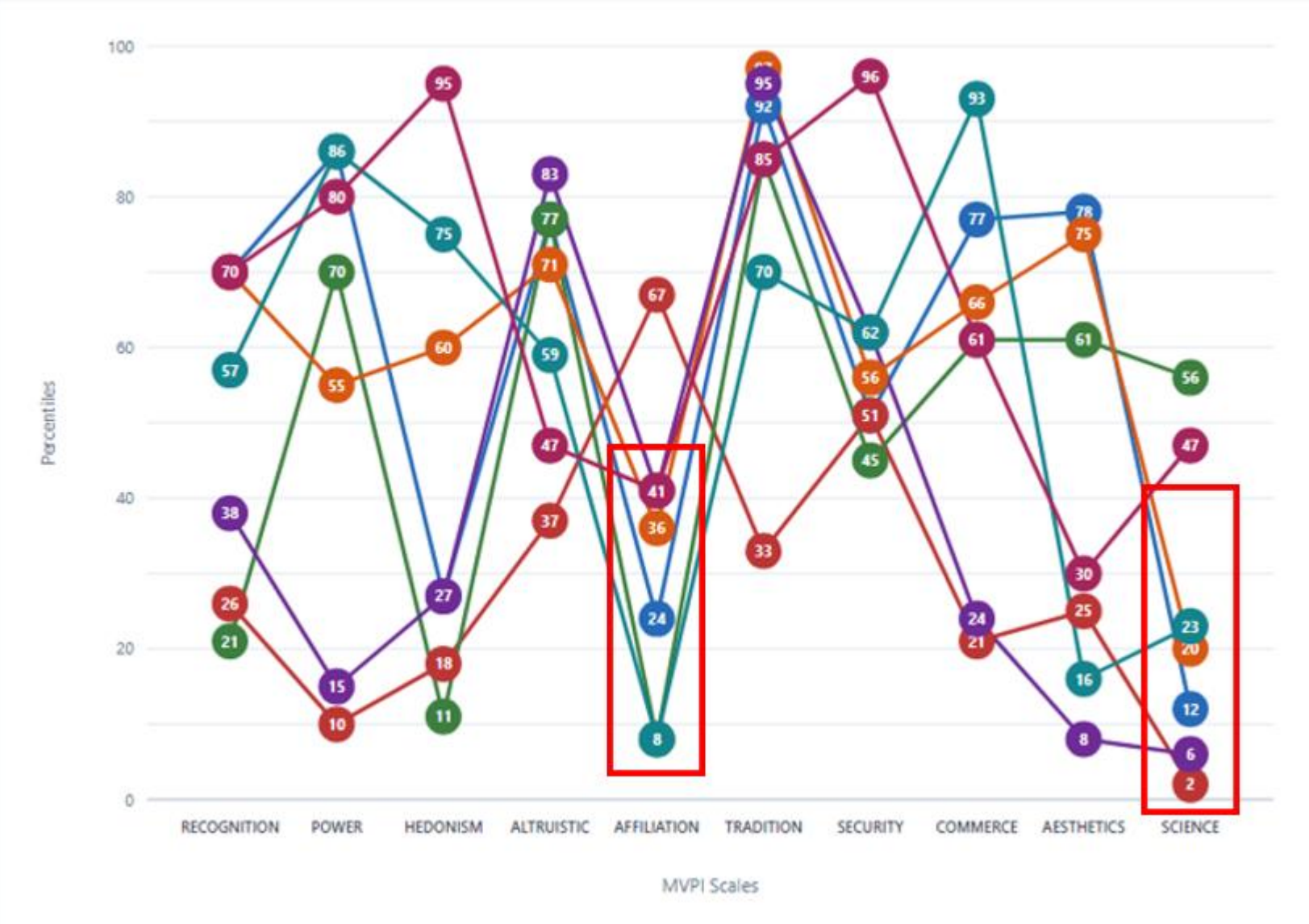
Low Inquisitive highlights a shared tendency to iterate on what has been done in the past rather than implement an innovative solution



Detailed Opportunities for Improvement – Communication/Diverse Perspectives

Low Science
Indicates a shared preference for action over analysis

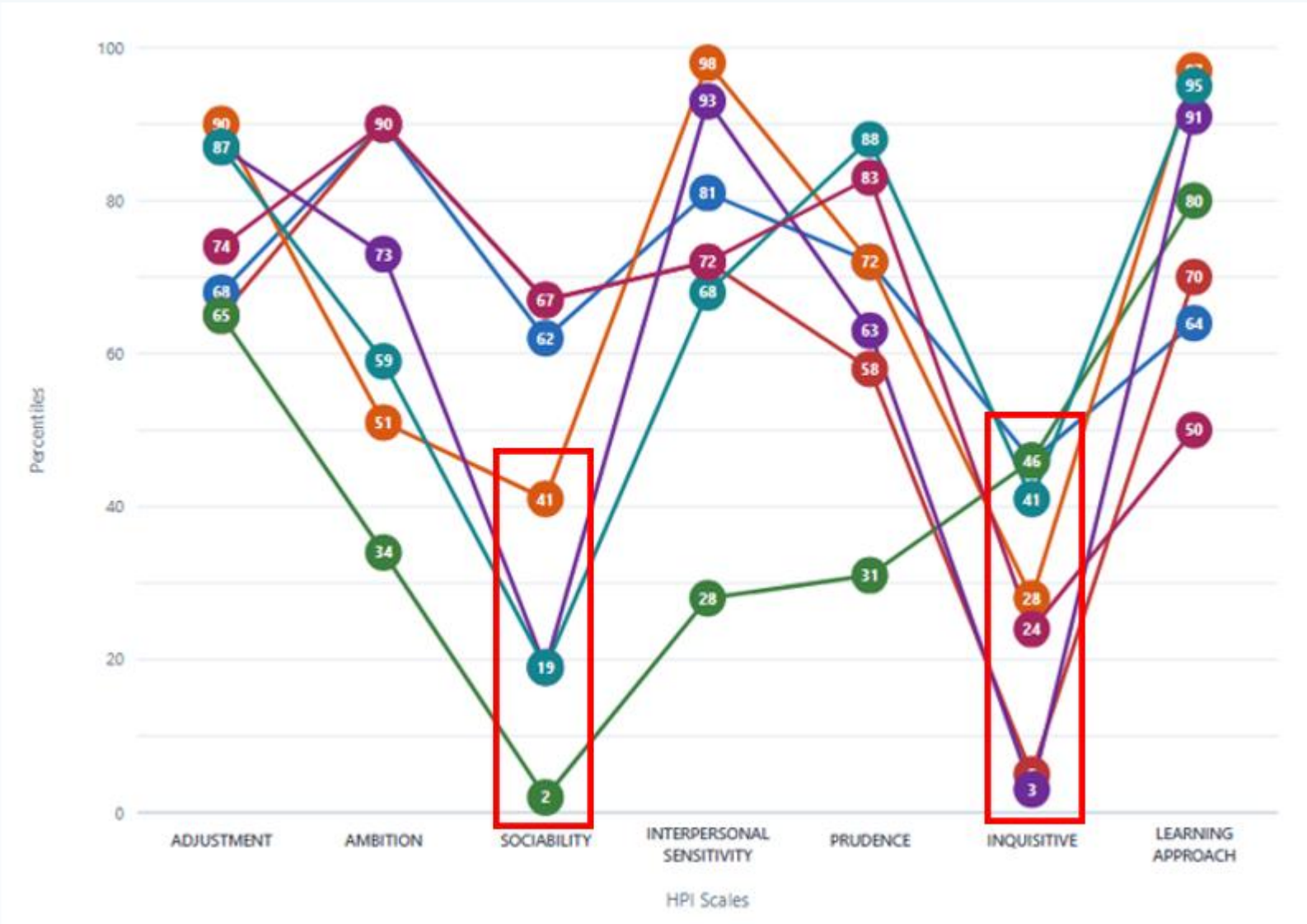
Low Affiliation
Indicates a shared value for working independently and respecting privacy



Detailed Opportunities for Improvement – Communication/Diverse Perspectives

Low Inquisitive
highlights a shared
tendency to solve
problems quickly
and pragmatically

Low Sociability
correlates with the
low Affiliation
value and indicates
a strong task focus



Detailed Opportunities for Improvement – Communication/Diverse Perspectives

Thoughts? Reactions?

Low Science indicates a shared preference for action over analysis

Low Affiliation points to a collective value for working independently and respecting privacy

Low Inquisitive highlights a shared tendency to solve problems quickly and pragmatically

Low Sociability correlates with the low Affiliation value and indicates a strong task focus



Detailed Opportunities for Improvement - Feedback

Feedback

Give honest and effective feedback, invite direct feedback, and receive coaching support

Feedback

There are metrics in place to track progress toward results

3.20

Feedback

We regularly review our team performance together

2.80

Detailed Opportunities for Improvement - Feedback

Thoughts? Reactions?

Low Science

Indicates a shared value for gut feel decision making rather than data analysis

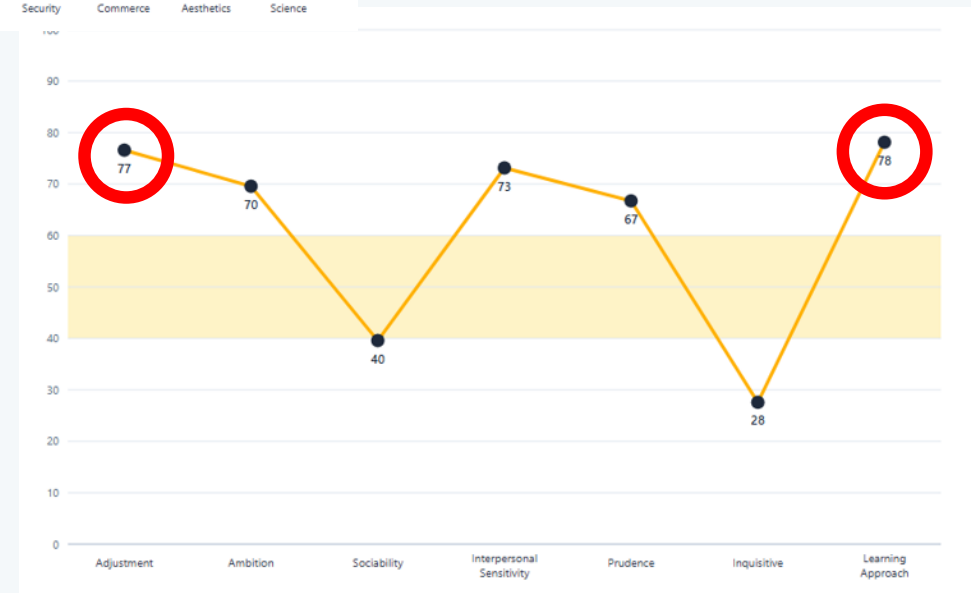
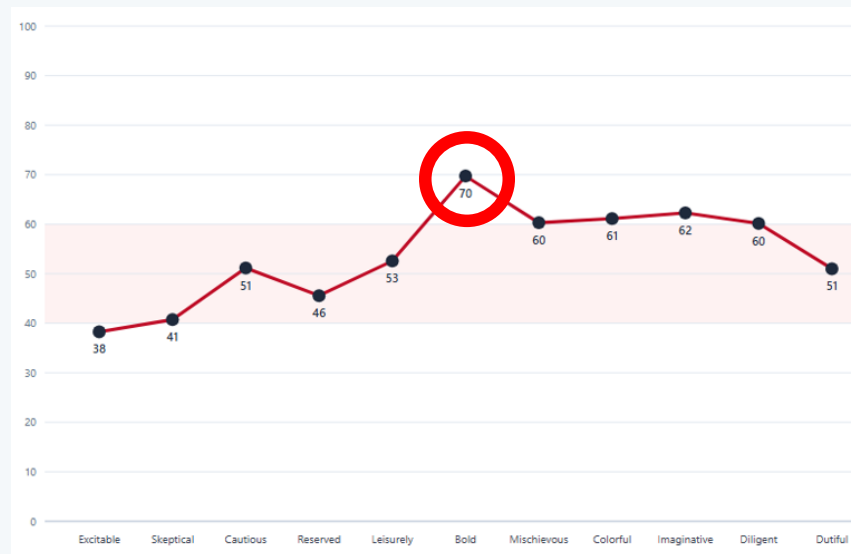
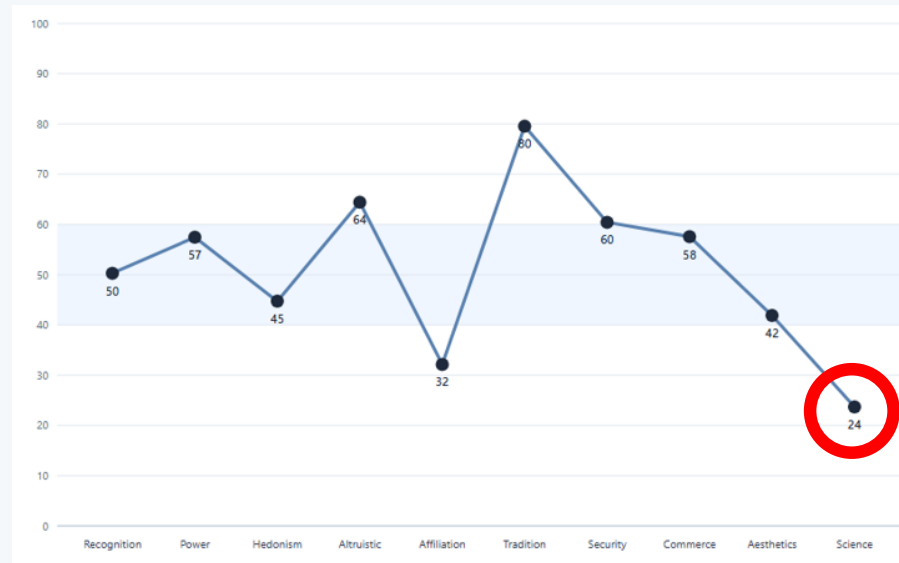
High Adjustment

indicates resilience and stress tolerance but also feedback resistance

High Learning Approach

indicates confidence in one's own ideas and solutions

High Bold indicates confidence turned to arrogance under stress and a reluctance to accept responsibility for negative outcomes



Team Strengths

Focus on Growth and Development

Continuous learners who work toward development in their coachees, teams, and themselves.

Results Oriented

High comfort in leading and getting things done in a pragmatic and expeditious manner.

Resilient

Calm under pressure, resilient, and optimistic, despite setbacks.

Warm and Caring

Empathetic, kind, and easily approachable. Make coachees feel safe and understood. Also good listeners.

Opportunities for Improvement

Innovation

Valuing doing things the way they have always been done, comfort with process and rules, and tendency to iterate on what has been done in the past all lead to innovation as a challenge for this team.

Inviting Feedback

A natural tendency to be less proactive in asking for feedback, combined with optimism that the present path is or will soon be working, along with a desire to move fast toward solutions make asking for feedback and input a challenge.

Diverse Perspectives

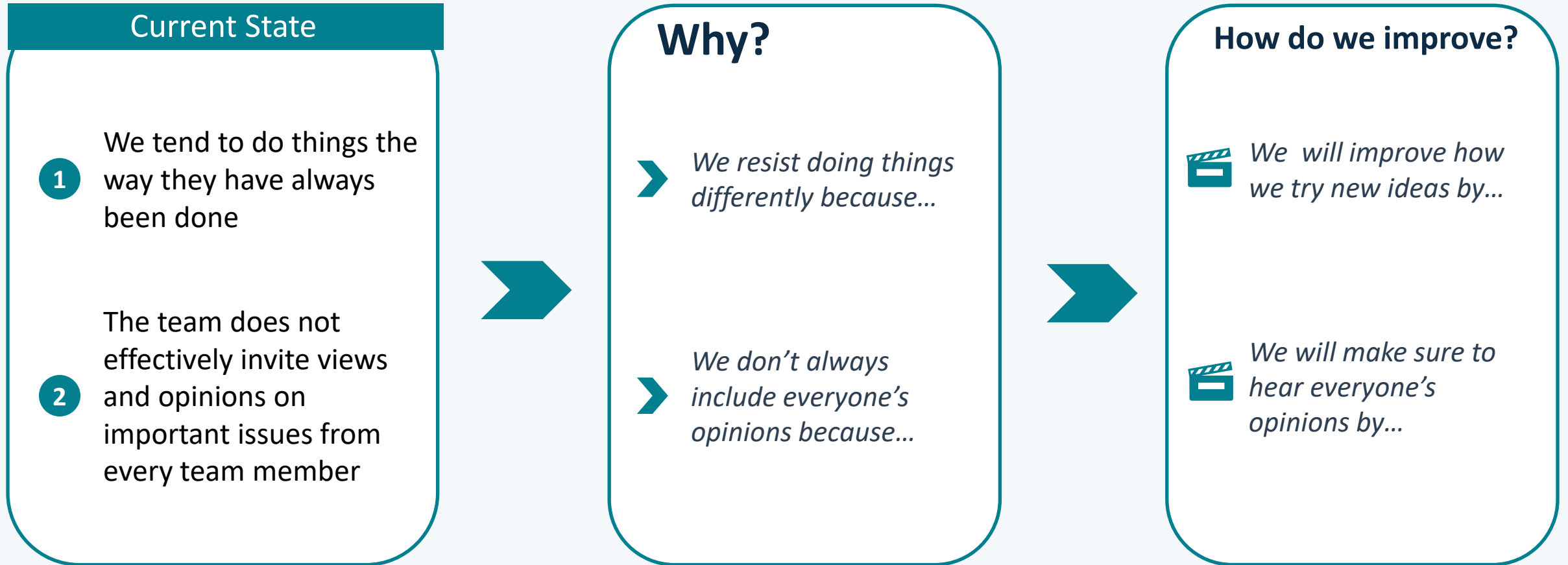
Adding to the tendency to want to move fast, this team values working independently and is less proactive in reaching out to others, which makes gathering input from all team members less likely to occur without intentionality.

Group Discussion

Reflecting on the Team Optimization Profile

Paired Discussion

Our Innovation and Communication show room for improvement.



Paired Discussion Debrief

Open to Innovation

Possible Reasons

Actions to Improve

Resources Needed

Diverse Perspectives

Possible Reasons

Actions to Improve

Resources Needed

Feedback

Possible Reasons

Actions to Improve

Resources Needed

Commitments

Who will do what, by when — and how will we know it happened?

Theme of Commitment	What will we actually do?	Benefit of this Commitment	Who / When

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