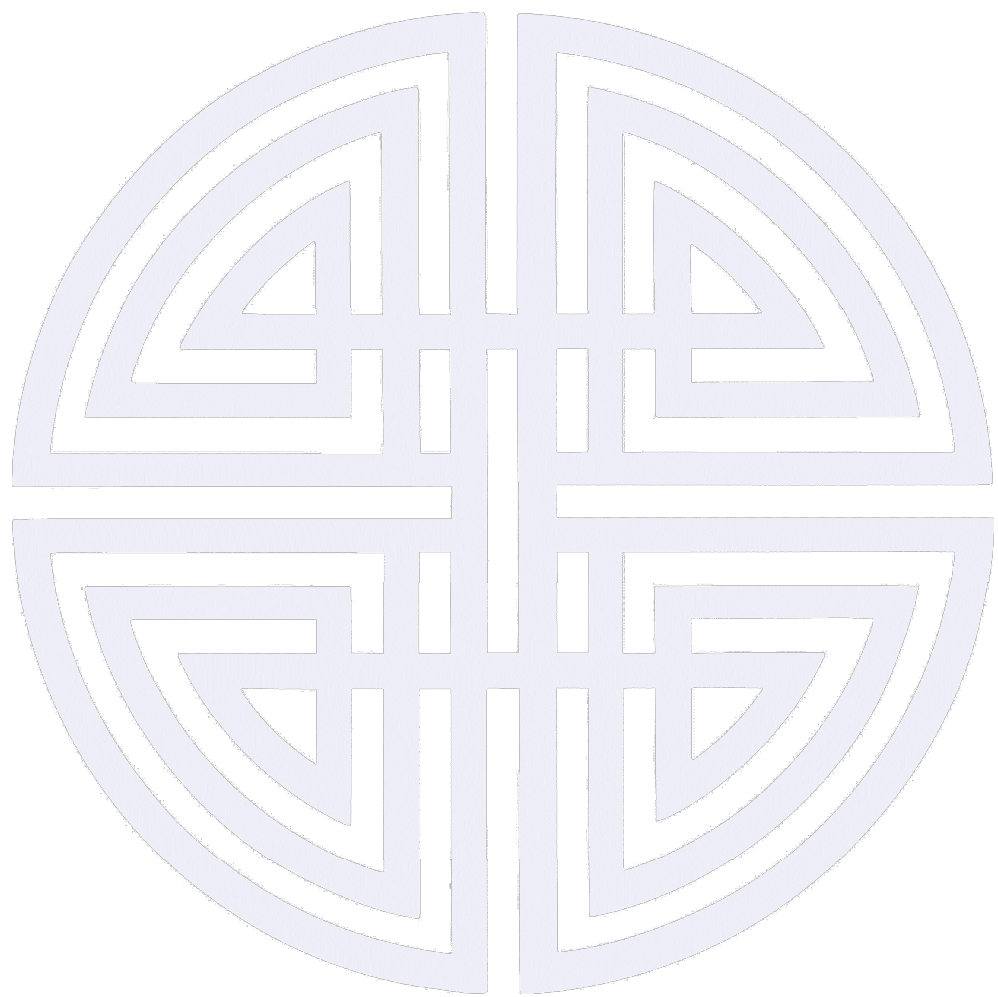


HBDI Team Profile

Debrief guide





Analyzing an HBDI® Team Profile

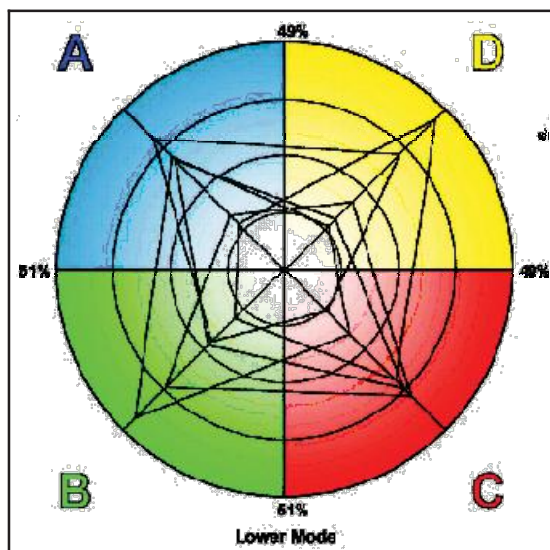
The HBDI® Team Profile is an excellent way to initiate discussions with a team or group. The data can open areas of opportunity, as well as conflict and stress, without the “emotional baggage” often associated with group interaction. The HBDI® Team Profile includes eleven reports and is filled with a variety of data sets to explore, compare, and contrast. While each person’s thinking preferences are represented, they are all displayed confidentially. Only certified practitioners are given a legend, so there’s no danger of disclosing information that is to be held in confidence.

As you go through the various reports included in the HBDI® Team Profile, be on the lookout for sensitive or potentially challenging topics. The value of these reports is that they are data driven. The data often helps to remove the emotion from sensitive areas.

If individuals have a good grasp of their personal profile and its implications, they will be in a better position to fully understand the HBDI® Team Profile.

Each report is described below along with suggestions/ideas on how to analyze it in order to identify the key points.

Graphic Presentation of Composite Profile



The Group Composite Profile is an overlay of each individual's HBDI® Profile on the profile grid. This report demonstrates strengths of preference both for individuals and the group or team for each quadrant of the Whole Brain Model®. It also displays areas of lesser preference for each quadrant.

What to look for:

- What's the range of preference within each quadrant?
- Is there a broad range within

the same quadrant profiles with strong preference scores over 100 and other profiles that are in the low preference range of 10-33? Is there a narrow range of preference within one quadrant?

- In which quadrants does the team have strong or very strong preferences?
- In which quadrants does it have intermediate preferences?
- In which quadrants does it have low preferences?
- Are there some "spikes" (e.g., people who have a very high score)? What are the implications?
- How do the upper mode and lower mode compare? What are the implications?
- How do the left mode and right mode compare? What are the implications?

Here are some points to bring out during the discussion of this report when they apply to this team:

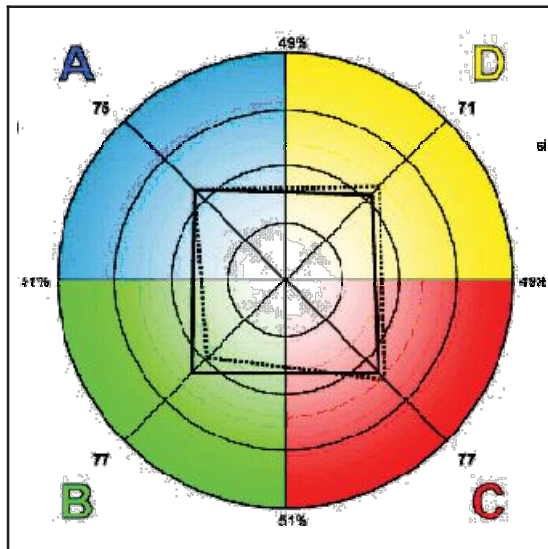
- If there is a broad range of scores within a quadrant, many points of view will be represented.
- A great range of preference can be an initial place to look for conflict or stress.
- Quadrants where the range of preference is narrow can be quadrants where the group experiences "group think" a benefit at times and at other times a possible hindrance.
- Heterogeneity is often a gauge of the potential breadth of thinking of a group/team as they face different situations and challenges.

More Information:

Read page 3 in the HBDI® Profile Booklet (B) Reading Your Profile Step by Step for the explanation of left mode vs. right mode and upper mode vs. lower mode.

The HBDI® Team Profile

Graphic Presentation of Average Profile



The solid black line diagram shows the overall team preferences for each quadrant. The dotted line diagram shows the adjective pairs scores for each quadrant. The adjective pairs scores show how an individual or team operates under pressure. The group average is developed by calculating the average of each of the quadrant scores (adding each individual's score in a quadrant, and then dividing the total for that quadrant by the number of participants.) Each quadrant average

score is plotted on the HBDI® profile grid. The average profile can highlight the degree of similarity and/or difference between each of the four quadrants that may translate into a significant preference for one versus a low preference for another. This display charts preferences for the quadrants by mapping the data in the primary preference (<67), secondary / intermediate preference (34-66) or lower preference zones (0-33).

What to look for :

- Is there a distinct tilt toward one or more quadrants? What are the implications?
- Is there a difference of more than 20 points between any two quadrants?
- Which are the most preferred quadrants? Least preferred?
- What are the implications of that?
- Is the profile "balanced" with scores in all quadrants within 6-8 points of each other?
- If this is a "balanced" profile, are the scores the result of most team members having similar scores or the result of a wide-range of scores that average out more in the middle?
- How does the normal tilt compare with the adjective pairs (under stress) tilt?

Points to bring out during the discussion of this report if they apply to this team :

- Differences of more than 20 points between quadrants can be significant.
- Differences of degree of preference across the diagonal axis (A vs. C or B vs. D) can indicate exaggerated tilts toward the quadrant of

The HBDI® Team Profile

preference and possible gaps in the quadrant of low preference. When a strong preference is juxtaposed to a low preference on the diagonal, verify if the average score in the quadrant of strong preference is made up of similar scores or the result of a wide-range of scores that average out more in the middle? When it is the result of similar scores, this indicates a potential “blind spot” of strong preference and potentially low preference in the opposing quadrant.

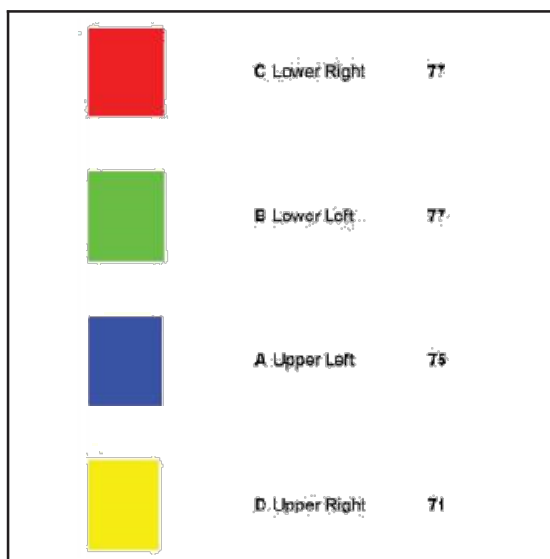
- A very “balanced” average profile should be explored in conjunction with the Graphic Composite Profile. The average can be easily misinterpreted if it is read without taking into consideration the nature of the profiles or the number of participants. For example, an average of 2 people with opposing profiles will display a balanced profile. A balanced profile could also be obtained by averaging two similar multi-dominant profiles.
- Homogeneous teams that are comprised of mostly balanced profiles will often experience good “coverage” of styles across the model, with effective communication but also may represent a lack of specialized thinking where it may be needed.
- More heterogeneous teams comprised of very different profiles will have the opportunity to benefit from the broader spectrum of specialized thinking preferences but may suffer from some miscommunication between team members.

More Information:

Research has shown that a balance between multi-dominant profiles and strong quadrant specific profiles leads to a potentially more effective and creative group.

The HBDI® Team Profile

Rank Order of Team Preferences by Quadrant



This display shows the rank order of overall preferences for the group/team, in descending order of preference from most to least. This often reflects the direction of the group's thinking in their day-to-day work process (not in times of stress).

What to look for:

- What do these preferences suggest about how the team may approach its work or spend its time? What problems might that create for a team?
- How does that match up with

your experience of the team?

- How does this reflect or impact the priorities of the team?
- What is the work-flow process of your group? Which quadrant does it often start with? Why? What next? Etc.
- What are the implications for your effectiveness? Are there areas you never "get to" or that create problems for the group? How might you better address those?

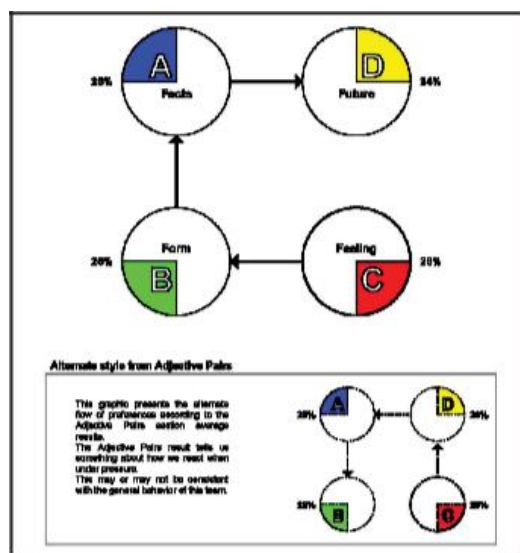
Points to bring out during the discussion of this report if they apply to this team:

- The group can appoint a person on the team to be the 'watchdog' for the quadrant that is least preferred. For a group whose Rank Order of Preferences displays a strong preference for A and a lesser preference for the C quadrant for example, they may appoint the person with the strongest preference in C to be their watchdog or "internal consultant." For each action point, they could then check in with their "advisor" for feedback to make sure they are not overlooking that quadrant.
- Often when groups gather for a meeting, they begin where they are most comfortable and end the meeting before they get to areas where they are less comfortable. This is true of thinking preferences as well. The Rank Order of Preferences report will confirm for many where their tasks and topics originate due to the strongest preferences and areas they never "get around to" due to the group's lack of preference. For example, a group whose strongest preferences are in the D Quadrant may spend their hour meeting brainstorming and then leave with no action plan because the B quadrant is their least preferred. The Rank Order of Preferences Report can bring this to light for the group without placing blame.

The HBDI® Team Profile

- The group may wish to develop an action plan for improved effectiveness with this data in mind. For the example group above, they may decide that no matter how many great ideas they have in a meeting, at 10 minutes before the meeting's end they will draw up an action plan.

Process Flow of Preferences



This top display shows the flow of preferences from most preferred to least preferred. The lower graphic uses the Adjective Pairs data to show the flow of preferences when the team is under pressure. The two preference flows may be different. Next to each quadrant are found the percentage of the total that each quadrant represents.

What to look for:

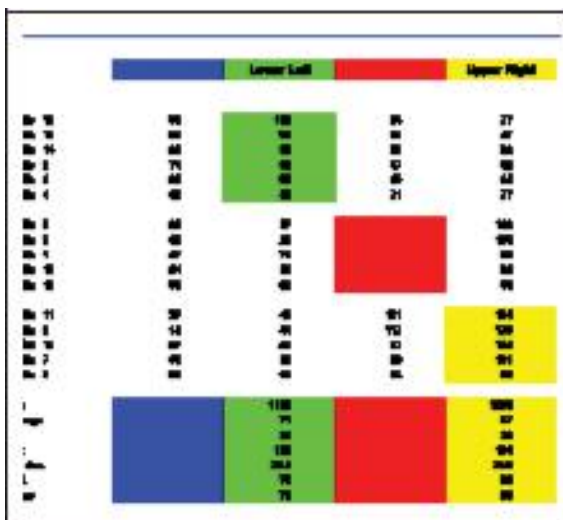
- Is there a quadrant the team is likely to skip due to low preference?
- How does the normal flow compare with the flow under pressure (e.g., Adjective Pairs)?
- Where does this team go under pressure?

Points to bring out during the discussion of this report if they apply to this team:

- Small differences between quadrants will not significantly impact the flow of work or the priorities of the team.
- Big differences of 12 points or more will see an impact on the flow of the work and where priorities fall.
- The Rank Order of Preferences by Quadrant is an excellent report to show a team how they can use this team data.
 - For example, a group whose strongest preferences are in the D Quadrant may spend an hour meeting doing brainstorming and then leave with no action plan because the B quadrant is their least preferred. To make sure that the team leaves with action items, it can agree to allow 10 minutes at the end of each meeting to develop an action plan.
 - For a group whose Rank Order of Preferences displays a strong preference for A and a lesser preference for the C quadrant, they may appoint the person with the strongest preference in C to be their "internal consultant." For each action point they could then check in with their "advisor" for feedback.

The HBDI® Team Profile

Profile Results: List of Scores



This detailed list provides comprehensive profile information in numeric form, listing the A, B, C, and D scores for each participant. This list is organized by quadrant preference, going from most left to most right scores in the whole brain model. See HBDI® Team Profile Participants for the list of participants by number. Participants can usually find their profile in the list.

Each person's quadrant scores are displayed as well as the *total*

score for each quadrant, the *average* score and *standard deviation*. In addition, the *Median* (e.g., an equal number of scores are above and below), *Minimum*, *Maximum* scores and the *Range* of scores for each quadrant are also calculated.

What to look for:

- What's the range in each quadrant? Wide or narrow?
- Where are the scores above 100? In each quadrant? In several quadrants?
- Are there any very strong preference scores (e.g., over 133)?
- Are there any scores below 33?
- What, if any, problems might occur because of the ranges?

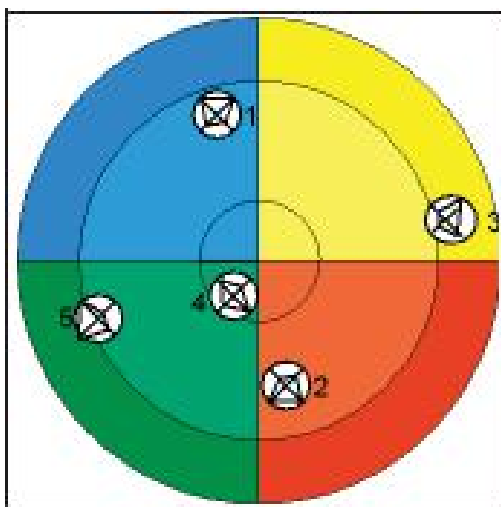
Points to bring out during the discussion of this report if they apply to this team:

- Scores above 100 represent very strong preferences that are often very visible to others. They frequently have a strong impact on group process.
- Scores below 33 will also have an impact on group process by their absence of preference.
- A big range may indicate very different, contrasting viewpoints within the group.
- A small range often indicates an area where the group shares that level of preference, whatever that might be; low, intermediate, or high. That homogeneity of preference for that quadrant often provides a "shared space" for the group.
 - o If that shared space is in an area of high preference then the outcome may be a "tribal-like" sharing of viewpoints and perspectives.

The HBDI® Team Profile

- o If the homogeneity falls into an intermediate preference, then there is most likely a comfort zone for the group as a whole in that mode, but no passion or highly specialized preferences in that quadrant.
- o If the small range falls into a low preference zone, then the group may collectively lack energy for that approach and could overlook important aspects of a problem or situation relating to that quadrant.

Preference Map



The Preference Map is a very powerful visual display that indicates the “preference tilt” of each participant. Each person’s profile is miniaturized and placed on the map based on its degree of preference; the more whole-brained a profile (1111, 1112, 2111, 1211, 1121, 1212, 2121) is, the closer to the center of the grid it appears. As profiles are placed away from the center toward the A, B, C, or D positions, the degree of “tilt” for those quadrants increases. When profiles are placed toward the Left, Right, Upper and Lower positions the preferences for those modes are stronger.

This shows how each individual profile is similar or different from the position of the other profiles on the team. This helps show how heterogeneous or homogeneous the team is.

“Mini-tribes” or clusters of similar preference are easily identified. If two or more profiles are in close proximity on the map, those individuals will often demonstrate similar thinking preferences perhaps even “group-think.” Profiles that are a great distance apart will display very differing preferences.

What to look for :

- Are there clusters (or mini-tribes)? What are the implications?
- Where is the natural pull on this team (e.g., right, left, upper, lower)?
- Are there loners (profiles that are alone/separate from the other profiles on the map)?
- What are the implications of this distribution?
- As a facilitator, what are the dynamics in the room likely to be? How will you interact with the group (e.g., Are you a loner)?

The HBDI® Team Profile

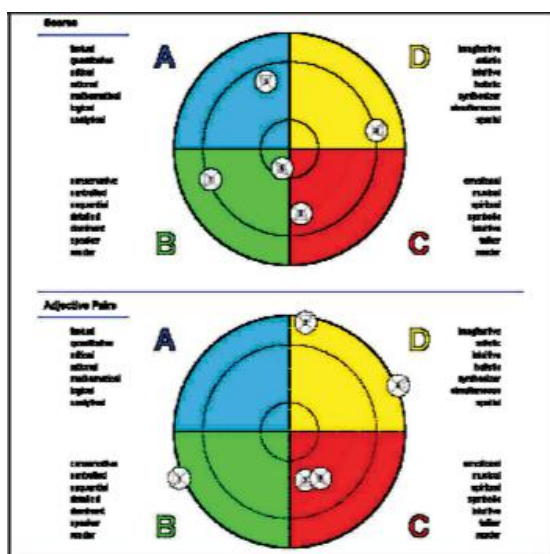
Points to bring out during the discussion of this report if they apply to this team:

- Individuals who are part of the team/group but have *different preferences* from others may feel this “separateness” during group interactions.
- Those who are more multi-dominant and balanced are found in the center of this grid.
- Those who are more cognitive and intellectual are more toward the upper position.
- Those who are more grounded and instinctual are more toward the lower position.
- Those who are more pragmatic and realistic are toward the left position.
- Those who are more intuitive and open are toward the right position.
- There also can be profiles that are more singular in preference. Those will be positioned more toward the A, B, C and D letters found around the grid.

Word of Caution:

Some individuals will relish being a “loner,” while others may be uncomfortable with it. This person’s data will most likely be “obvious” to the others in the group. So, in fact you will be disclosing confidential data if you share the preference map with the group, who will recognize the loner. If you have a “loner”, be sure to disclose this report to the individual before sharing it with the group to verify they are comfortable with your approach. It’s better to be safe than sorry when it comes to revealing confidential data.

When you have carefully staged your presentation of individual data, more often than not, individuals will feel proud of their HBDI® profile, no matter where their data falls on the Preference Map.



Preference Map Scores/ Adjective Pairs

This report shows two views of the Preference Map. The upper map shows team member preferences when they are not under stress. The lower map shows the team members preferences when they are under stress.

The HBDI® Team Profile

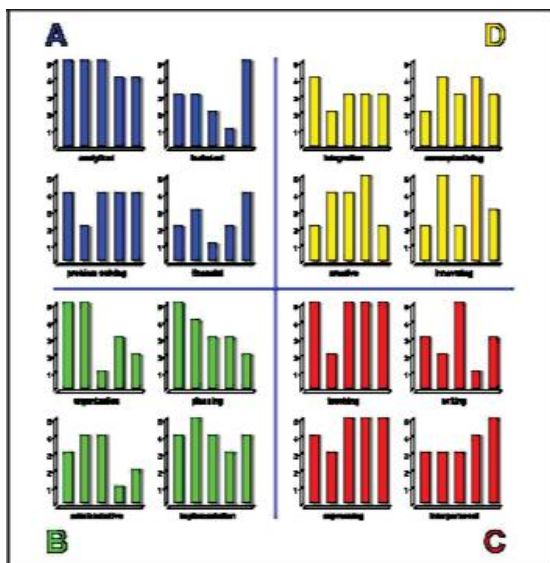
What to look for:

- What, if anything, happens to this team under stress?
- Where are the clusters or mini-tribes when the team is under stress?
- Where are the loners when the team is under stress?
- What are the implications of the differences between the team under stress and the team when it isn't under stress?

Points to bring out during the discussion of this report if they apply to this team:

- The profiles on the adjective pair preference map often seem to “explode outward” in comparison to the regular preference map. You can explain this by reminding participants that under stress, profiles often shift toward quadrants of stronger preference, which can accentuate the differences between profiles.
- If the two preference maps are similar, that may indicate that there is very little shift under stress. However, there is still an opportunity to discuss with the group what impact stress has on their productivity, team dynamics or other factors.

Work Elements by Quadrant



The Work Elements section of the HBDI® Survey Form asks the individual to rank Work Elements from 1 to 5. “5” being work they do best and “1” being work they do least well. This report presents the data individually. Each bar represents the response for one individual (the position of the bar for each person is consistent in all of the graphs). The bars are clustered by quadrant for “at a glance” group understanding. Close inspection reveals the areas each individual reported does his or her

“best work,” as well as the work that individual reported doing “least well.” This can give you a new perspective on individual data. For ex-ample, one individual’s bar may show “5’s” in all four A Quadrant Work Elements and “1’s” or “2’s” in the C Quadrant Work Elements.

What to look for:

- Is there at least one 5 on each Work Element?
- Are there Work Elements that have mostly 1’s? What are the implications?
- Are there any Work Elements where the group is divided between extreme preference and a lack of preference?

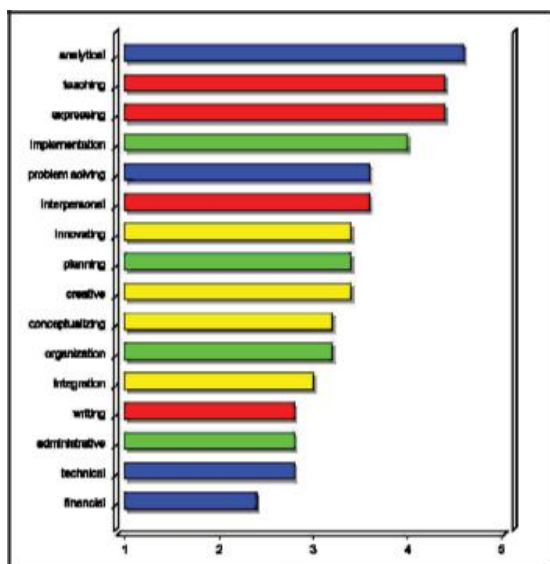
The HBDI® Team Profile

- What are the implications?

Points to bring out during the discussion of this report if they apply to this team:

- A score of 3 can be misleading because sometimes people rate an element a 3 because they have run out of “4’s” and “5’s”. Therefore, some 3’s actually represent areas of strength.
- The sequence of the bars representing the scores for each element is in the same order for each element across all four quadrants. Thus, the first bar for analytical, technical, problem solving, financial, etc represent the data selections for the same participant.
- A score of 1 or 2 usually represents a work activity that is not strong; a 1 may mean an activity that is avoided or made a very low priority.

Rank Order of Work Elements



By averaging and rank ordering the rating of each Work Element, you will be able to immediately recognize the strengths of the group. You will also readily recognize areas of lesser preference.

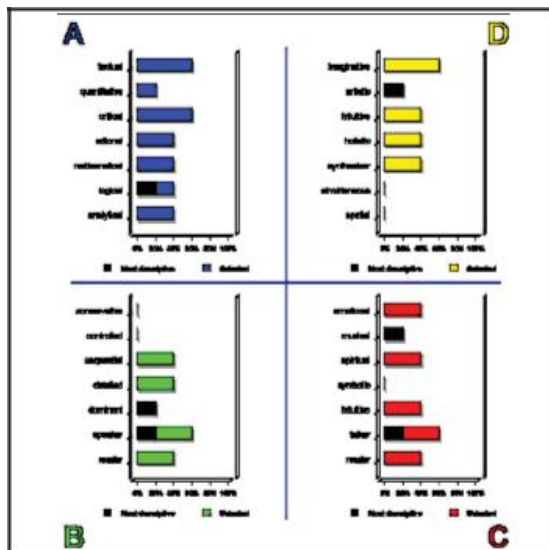
What to look for:

- Which work elements are rated the strongest?
 - Which are rated the weakest?
 - Which quadrants have the strongest preferences?
 - Which quadrants have the lowest preferences?
 - What are the implications?
- How do the work elements compare with the team’s normal average profile vs. its adjective pairs profile?
 - How do the preferred work elements align with the team’s tasks?

Points to bring out during the discussion of this report if they apply to this team:

- Just because a work element shows up in the middle doesn’t mean that the team is only moderately competent. Several team members may have rated those elements with “3’s” because they ran out of “4’s” and “5’s.”
- Keep the Work Elements in mind to compare with the Key Descriptors. Work Elements are focused on how people see themselves at work. Key Descriptors reflect a person’s more general assessment of their preferences which includes both work and the rest of their life.

Key Descriptors by Quadrant



In this report each bar displays the percentage of the group that chose each of the 28 Key Descriptors. Individuals choose eight Descriptors that best describe them and then identify one of the eight as the most descriptive. The bar chart also displays the percentage of the group that has descriptors chosen as “most” descriptive.

In contrast to the Work Elements, the Key Descriptors reflect individuals’ more “general” description of themselves.

What to look for :

- What’s the distribution by quadrant?
- Which quadrants have the most?
- Which quadrants have the least?
- Which Key Descriptors were identified as most descriptive?
How can they impact a team or work group?
- How do the Key Descriptors compare with the Work Elements? Are there areas where participants have identified preferences in their Key Descriptors that are not reflected in the Work Elements?
- Are there quadrants that are consistently strongly preferred in both Work Elements and Key Descriptors?
- Are there quadrants that are consistently least preferred in both Work Elements and Key Descriptors?

Points to bring out during the discussion of this report if they apply to this team:

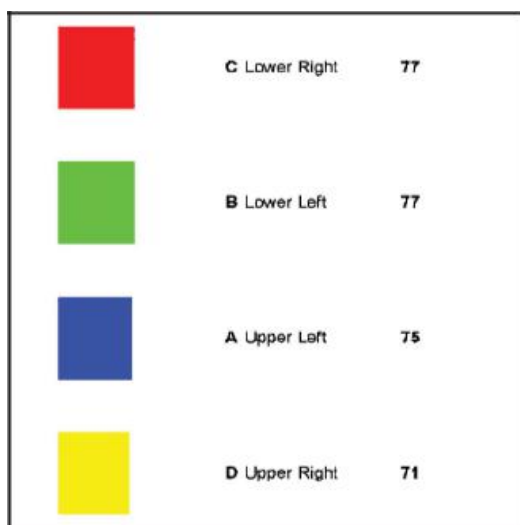
- The size of the group will be a factor in the percentages. For ex-ample, a group with only four members could have just one person choose a certain Key Descriptor as “most descriptive” and that would show up as 25% preference.
- There can be differences between the Key Descriptors and the Work Elements because sometimes people have preferences that they are not able to satisfy through work. The Key Descriptors may reflect preferences that are being satisfied through hobbies and other non-work activities. For example, Imaginative and Artistic may be selected in the Key Descriptors section, while Creative and Innovative in the Work Elements section may be ranked with low numbers (1-3, work done least well).
- This could imply that creative aspects are

The HBDI® Team Profile

pursued outside of work, or that a training gap or cultural issues could prevent the individual from being creative and innovative on the job.

- The Key Descriptors may also reflect preferences that team members would like to satisfy through work, especially if they aren't able to meet those needs through non-work related activities.
- The “most descriptive” Key Descriptors can often have a strong impact on group interaction.

Rank Order of Key Descriptors



The rank ordering of Key Descriptors shows which descriptors were selected more than others and which descriptors were not selected at all. The bars are color coded by quadrant for easy identification.

What to look for:

- What are the top 5 Key Descriptors? Are they from one or two quadrants or distributed among all four?
- What are the bottom 5 Key Descriptors? Are they from one or two quadrants or distributed among all four?
- How do the Key Descriptors compare with the Work Elements in terms of distribution by quadrant?

Points to bring out during the discussion of this report if they apply to this team:

Conclusion

Once you've analyzed the Team Profile you have a good idea of the key points you'd like to bring out from the different reports.

Be ready for the individuals who want to breeze right through the reports, while there are others who want to “dig-in” to the data. Try to find a balance that works for the whole group.

While the HBDI® Team Profile reveals a tremendous amount of data, it does not prescribe remedies for team or group challenges. It starts the team on the path to discovering why there are challenges and how the team can move forward in the future to more effectively address those challenges.

HBDI® Team Report

Debrief Guide Update for New Sections

- ◆ Preference Map
- ◆ Adjective Pairs
- ◆ Twenty Questions

The Preference Map (page 9)

The HBDI® Preference Map is a very powerful visual display that indicates the “preference tilt” of each participant. Each person’s profile is miniaturized and placed on the map based on its degree of preference; the more whole brained a profile (1111, 1112, 2111, 1211, 1121, 1212, 2121) is, the closer to the center of the grid it appears. As profiles are placed away from the center toward the A, B, C, or D positions, the degree of “tilt” for those quadrants increases. When profiles are placed toward the Left, Right, Upper and Lower positions, the preferences for those modes are stronger. This shows how each individual profile is similar or different from the position of the other profiles on the team. This helps to show how heterogeneous or homogeneous the team is.

“Mini-tribes” or clusters of similar preference(s) are easily identified. If two or more profiles are in close proximity on the map, those individuals will often demonstrate similar thinking preferences perhaps even “group-think.” Profiles that are a great distance apart will display very differing preferences.

Additionally the preference map includes a scale to indicate the degree of introversion/extroversion each person has selected for themselves on the HBDI® survey. The legend for the scale of dark grey (introvert) to white (extrovert) is the darker-gray the mini-profile, the more toward the introvert end of the scale and the lighter-gray the mini-profile, the more toward the extrovert end of the scale.

The Preference map also includes a white circle with an X that indicates the “center of gravity” for the group. The center of gravity indicates where the average profile of the entire group would fall in the preference map. Compare the center of gravity placement to the Average Profile to better understand.

Some individuals will relish being a ‘loner’, while others may be uncomfortable with it. This person’s data will most likely be ‘obvious’ to the others in the group. So in fact you will be disclosing confidential data if you share the preference map with the group, who will recognize the loner. If you have a ‘loner’, be sure to disclose this report to the individual before sharing it with the group to verify they are comfortable with your approach. It’s better to be safe than sorry when it comes to revealing confidential data. When you have carefully staged your presentation of individual data, more often than not, individuals will feel proud of their HBDI® Profile, no matter where their data falls on the Preference Map.

What to look for:

- Are there clusters (or mini-tribes)? What are the implications?
- Where is the natural pull on this team? (e.g., right, left, upper, lower)
- Are there loners (profiles that are alone/separate from the other profiles on the map)?
- What are the implications of this distribution?
- As a facilitator, what are the dynamics in the room likely to be? How will you interact with the group (e.g., Are you a “loner” yourself)?

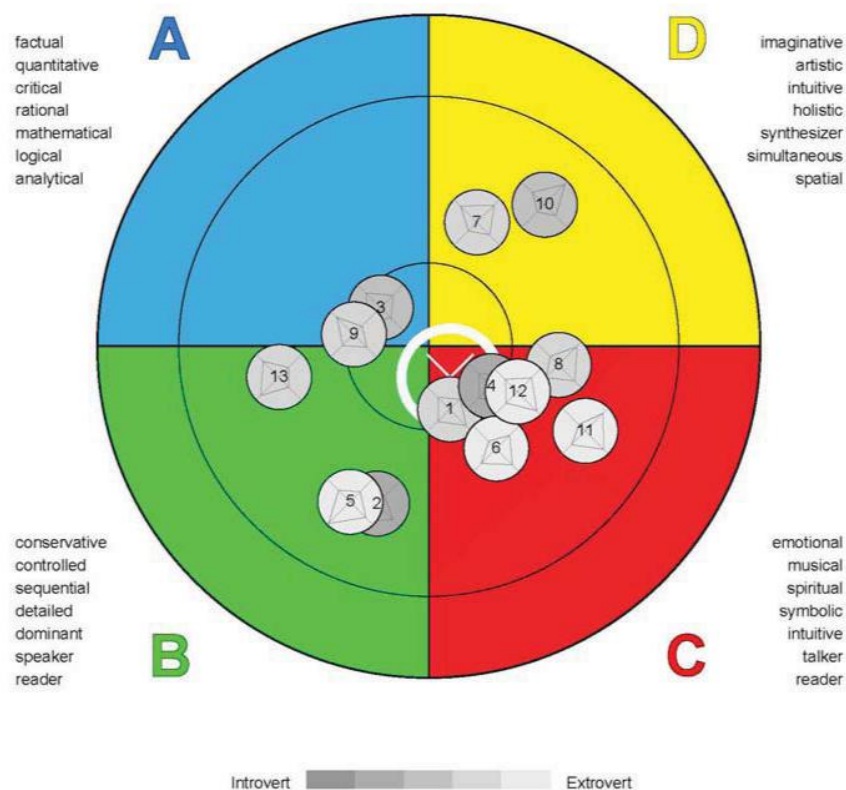
Points to consider during the discussion of this report if they apply to this team:

- Individuals who are part of the team but have *different preferences* from others may feel this “separateness” during group interactions. Those who are more multi-dominant and balanced are found in the center of this grid.
 - Those who are more cognitive and intellectual are more toward the upper position.
 - Those who are more grounded and instinctual are more toward the lower position.
 - Those who are more pragmatic and realistic are toward the left position.
 - Those who are more intuitive and open are toward the right position.
 - There also can be profiles that are more singular in preference. Those will be positioned more toward the A, B, C and D letters found around the grid.
-

The Preference Map Continued (page 9)

- Introversion and extroversion are demonstrated differently in different quadrants and for some it is demonstrated differently in different situations. Encourage team members to consider how they feel about their own introvert / extrovert placement and how that impacts their work in the team. When is it an advantage? When might it negatively impact their working together?
- Consider the profiles of the entire group as compared to the center of gravity mark. Those individuals with profiles the furthest distance from the center of gravity may from time to time feel like “outsiders”. Inclusion is important in every team. What can be done as a team to insure inclusion?

Preference Map



The HBDI® Team Profile

The Adjective Pair Comparison (page 15)

The Adjective Pairs section of the HBDI® survey form is a very powerful portion of the HBDI® Thinking Styles Assessment. The power comes in forced choices. Participants must choose one descriptor over another. Often these choices indicate the thinking preferences they have when under pressure or stress. The Adjective Pairs Comparison report, combines the choices for the entire team and displays the results as a bar chart for each pair of adjectives. The bars are color coded by quadrant for easy identification, so that at first glance you can quickly identify the quadrants that are most selected by the group as a whole. The % figures along the bottom of the chart show specifically what percentage of the team selected each adjective over the other. For example, if 5 participants in a group of 10 choose empathetic and the other 5 selected simultaneous, then the bar chart would be divided equally red (empathic) and yellow (simultaneous) and the percentage indication at the bottom of the page would indicate 50%. Teams can explore the implications of their adjective pair choices to their tasks at hand and how this information might affect choices, especially when in pressured or stressful situations.

Note: The adjective pairs display is ordered from greatest difference to least difference within the pair. In our example the first pair displayed shows that 100% of the team chose communicator (red) and 0% chose conceptualizer (yellow). Thus, this pair has the greatest difference. The next pair displayed indicates a 90% vs. 10% difference between original (yellow) and reliable (green).

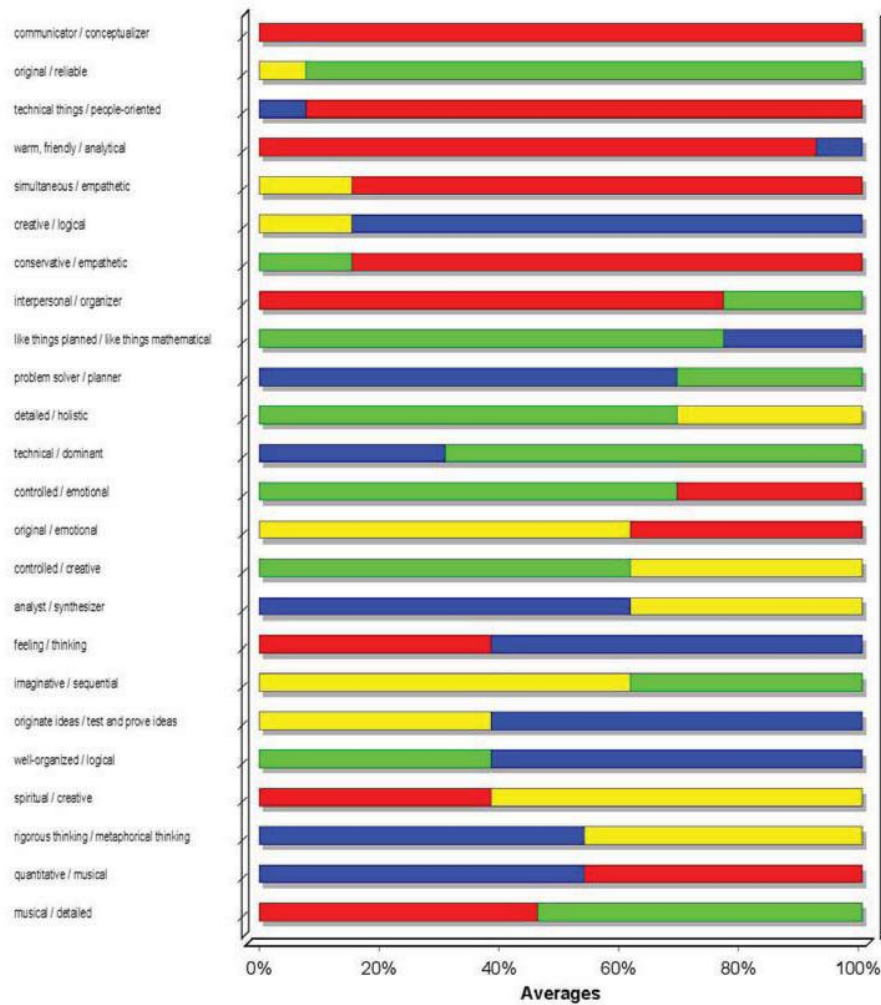
What to look for:

- Are there Adjective Pair choices that are high percentages for the group?
- Are there choices where the percentage for one descriptor is an equal or close to equal percentage?
- When one Adjective Pair isn't chosen for the entire group, could that be a potential "gap" to pay close attention to?
- Go back to the Average Profile display and consider the dotted line average profile to explore general shifts for the group under pressure.

Points to consider during the discussion of this report if they apply to this team:

- Explore any surprises and discuss why.
- Look for trends for quadrants, but also for specific clusters: Similar adjectives are paired against different descriptors throughout this section of the HBDI®. When one descriptor is chosen often, over any other word, what are the implications for the team? For example, "well organized" vs "logical" and "interpersonal" vs "organizer" both contain the "organized" element. If a majority of the group chose "organized" each time, this could indicate a strong preference for this element of thinking. Explore implications for the team.
- Remind the participants that Adjective Pair selections often reveal preferences under pressure or stress, which may be different than preferences *when not under pressure or stress*. How might those changes affect the team's effectiveness under pressure?
- What is the context in which the team is working and what impact will their selections have on their effectiveness, the quality of their interaction and their group processes?

Adjective Pairs Comparison



Twenty Questions Comparison (page 16)

The HBDI® asks individuals to weigh in on twenty questions, such as “I feel that a step by step method is best for solving problems.” Their options are “Strongly Agree” “Agree” “In Between”, “Disagree” and finally “Strongly Disagree”. The Twenty Questions comparison displays the percentage of responses from the team to each of those options. Each question is displayed in a horizontal bar, with the percentage of response for each option from the left “strongly agree” to the right of the bar “strongly disagree” (the center is neutral.) The chart also combines the “Agree” and Strong Agree” answers and reports the percentage in a bracket toward the left. Likewise, the “Disagree” and “Strongly Disagree” answers are combined and reported as a percentage in a bracket toward the right side of the bar.

If we use the example team of 10, with 4 people selecting “Strongly Agree” then the chart would indicate 40% for the team in the left position over the bar for that question. If another 3 team members selected “Agree” their chart would show 30% for the team above the location for “Agree” on the bar (to the right of the previous percentage.) The two “Agree” options added together equal [70%] of the group responses agreeing overall to that particular question. (see Question 1 of the example) Teams can explore each question and how these situations may affect their team interaction. These questions often stir a great deal of discussion. Be prepared for opinions to be voiced.

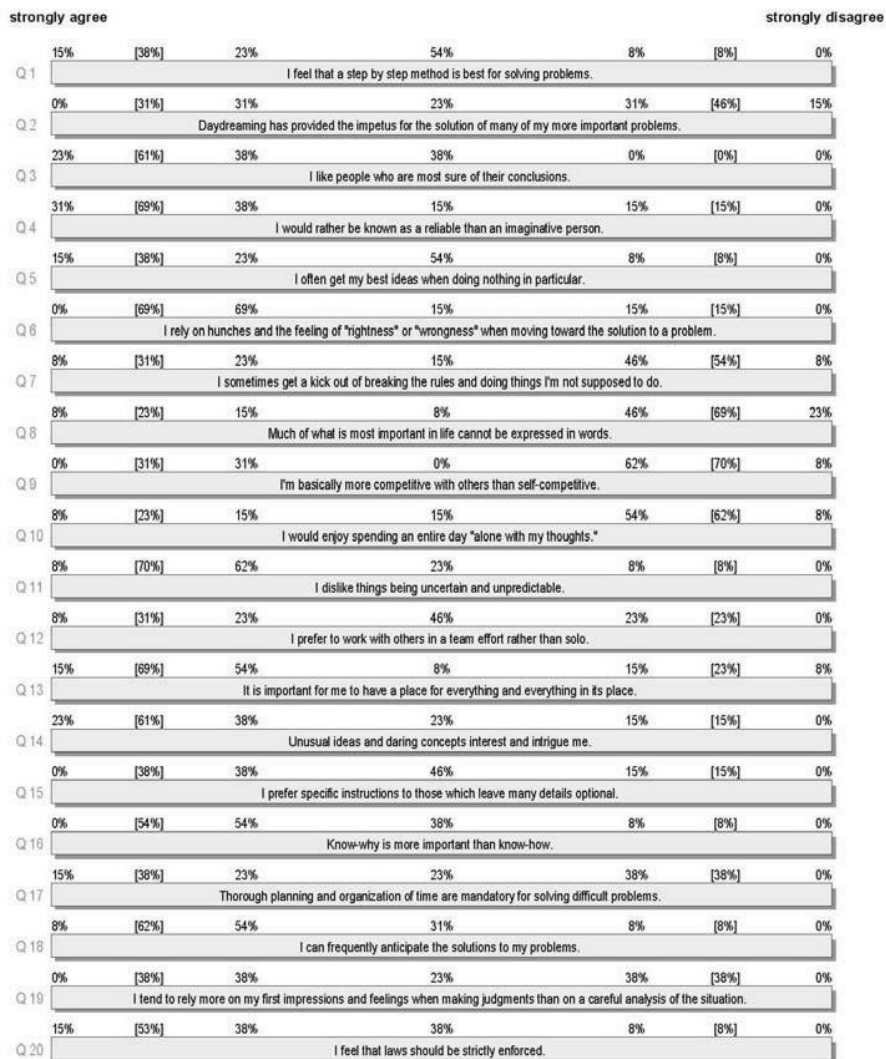
What to Look For :

- Look for instances where a majority of the group has strong opinions about situations as revealed in the Twenty Questions. Are there “loners” in the team who “disagree” with the group? Can these disagreements cause conflict or is the team prepared to accept and embrace thinking differently?
- Are there situations where a majority of the group chose “In Between” (neutral)? If so, discuss the implications of the “it depends” type comment.
- Look for questions that relate to the context, processes and work that the team performs and explore what impact their selections will have.

Points to Consider :

- Compare questions 7 and 20. Rules and laws have similar implications, and can indicate how the team interacts in certain situations.
- How do the answers to the Twenty Questions show up in the day-to-day work the team is charged with?
- Which questions are more significant than others? Which questions are not so important?
- Which questions did the majority of the team agree with? Which questions did the majority of the team disagree with? Which of those selections might be significant?

Twenty Questions Comparison





3, quai de la République, 78700 Conflans-Sainte-Honorine

Tel: +33 1 39 77 20 00

Fax: +33 1 39 77 20 01

Website: www.herrmann-europe.com