



WORK GROUP TENDENCIES™

Members in this report:

14

Sample report

07.04.2017

The contents of this analysis are based on the individual NATURAL
TENDENCIES analysis of all team members.

The core idea of the analysis

Tendencies have a remarkable effect on which tasks we easily find time and enthusiasm for, and on which tasks we don't. The comparison of a group's tendency structure and its work-related challenges can predict which of its tasks will be well taken care of, and which ones can easily be neglected - or require a stronger leadership (commitment, supervision). The figure below describes this challenge.



Task A is problematic by nature, because it's one of the most important tasks of the group, but it doesn't support the group's natural tendencies. That's why the leader(s) of the group should pay extra attention to taking care of this task.

Task B is not problematic, because it's one of the most important challenges of the group and it supports the group's natural tendencies. Compared with task A, task B is easier to delegate and it requires less supervision.

Different work groups

Work groups can be typified in many different ways. One of them is dividing them into four following categories:

- management groups
- developer groups
- customer service groups
- production groups

All groups have slightly different basic tasks. Their ideal tendency structures are also different.

Task C is problematic, once again, because it's not one of the group's important tasks, but it's one of the tasks that many of the group members enjoy doing. In order not to waste too much resources, supervision is required.

The more the tendency structure of a group supports the group's basic tasks, the better. If the tendencies and the tasks of a group are aligned, it's easier to lead the group as well.

The viewpoints of the analysis

The following viewpoints have been included into this analysis:

- the strength of different tendencies in a group
- the tasks that the group members are most interested in
- the renewal roles in the group
- the overall characteristics of the group (according to the strength of its tendencies)

When choosing the viewpoints for the analysis, the basic challenge of the analysis weighed the most: being able to predict how well work groups will perform at taking care of their basic tasks, based on their tendencies.

Towards the end of the report, there's a model that can be used to identify the nature of the group's most important tasks together.

The tendencies of the group in general

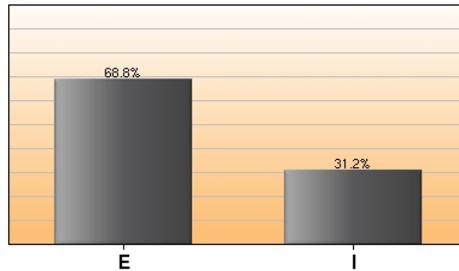
The bars in the charts below sum up the choices of all work group members in their NATURAL TENDENCIES analyses. The percentages have been calculated by dichotomies: E-I, S-N, T-F and J-P.

Interpreting the charts

The charts below show you if some of the tendencies are dominant over others. If the percentage exceeds 70%, that tendency is very dominant - and it can easily be seen as a value or as the only right way to think and act within a group. This is when the usually positive characteristics may begin to have negative sides to them, and the people representing the opposite end of the dichotomy may easily be disliked or undervalued. Below you can find short descriptions of how such **strongly represented** tendencies may appear in work groups.

E (extraversion)

This work group likes to regularly have meetings - official or unofficial. Working at meetings is spontaneous, but the group members often prepare poorly for them.

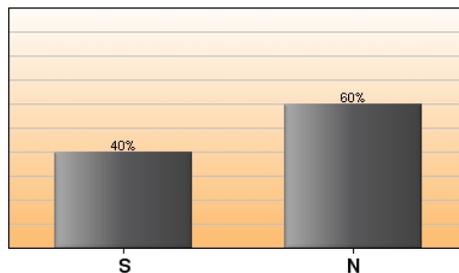


I (introversion)

Everybody tends to only take care of their own tasks. Only the compulsory matters in them are shared with others. Joint meetings are informative by nature.

S (factual)

The main focus of discussions and doings lies in practical matters. New ideas are rare, and only a few of them are made into development projects.

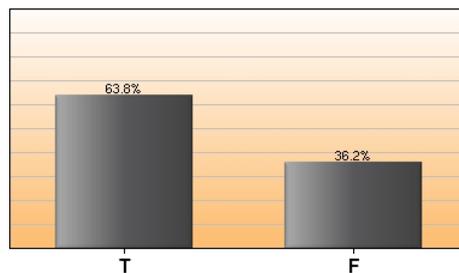


N (intuitive)

The main focus of interest lies in new ideas and development projects. New ideas come up often, but many of them remain an idea or only evolve into plans. Things aren't brought to an end.

T (logical)

This group mainly communicates on an intellectual level. Analyses, plans and criticism are characteristic to it. Feelings are easily left in the background.

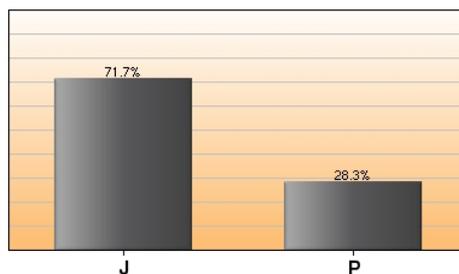


F (values, feelings)

Values stand out; common ones as well as personal ones are taken into account. Positive feelings are shown openly, and the giving of positive feedback is common. It's very difficult for this group to give negative feedback.

J (systematic)

This group makes decisions quickly and is able to decide about how to move forward (who, what, when). Their schedules are tight and they try to stick to them. There's very little room for spontaneity or for thinking about new alternatives.



P (spontaneous)

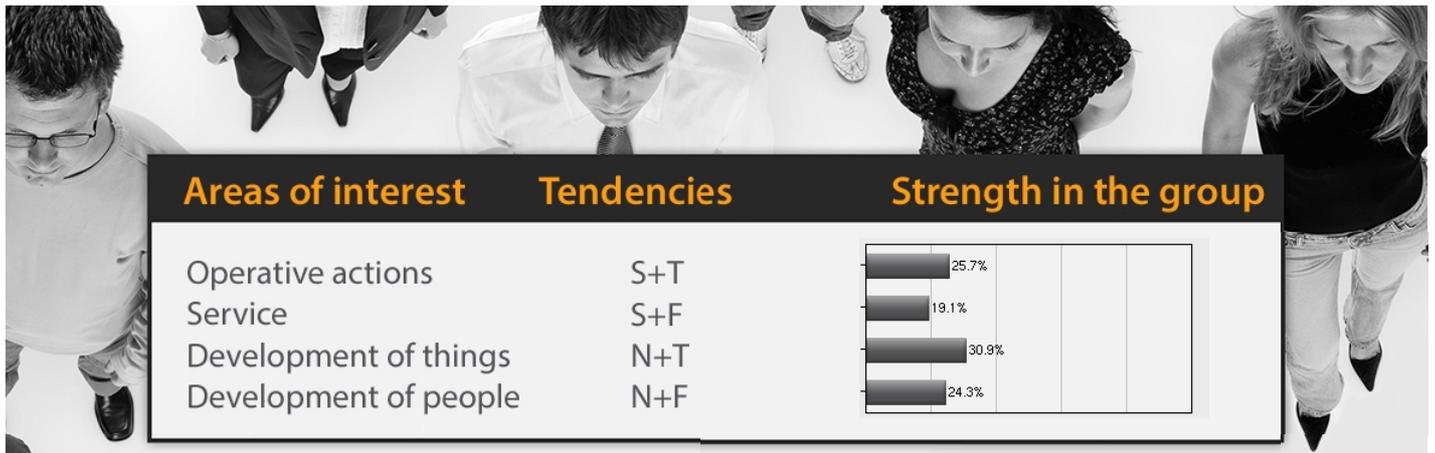
The actions of this group are spontaneous and creative. There are very few rules, which can change easily. Things are examined and brainstormed well, but making plans and decisions is difficult.

Natural areas of interest

This profile describes what kind of tasks the group members enjoy or stand the most - and usually succeed in.

- People with an S tendency enjoy and usually succeed in operative tasks, people with an N tendency do that at tasks requiring the development of something new.
- People with a T tendency direct their attention most naturally towards taking care of and developing things, people with an F tendency tend to look after and develop people.

Below you will find work-related tasks divided into four basic categories. Each of the categories represents certain natural tendencies. The individual NATURAL TENDENCIES analyses of all group members were used to calculate the group's interest in each task category.



Operative actions (ST)

Taking care of practical matters (effectively) falls into the comfort zone of the ST tendency combination. They do concrete (S) things, which are targeted mainly at things (T), not so much at people. This tendency combination is clearly most useful in production and maintenance tasks.

Service (SF)

Taking good care of service tasks is most natural to those with an SF tendency combination. Their service means concrete actions (S), which are targeted at people (F). This tendency is clearly useful at e.g. customer service or various advisory tasks.

Interpreting the result

The interest profile of the group doesn't directly tell if it's good or bad. The result should always be reflected with the basic task of the group. It's a good thing, if the SF tendency combination is well represented in a customer service group or if the NT tendency combination is well represented in a developer group. It's always good to have a decent amount of difference in all kinds of work groups. It helps to renew the group, preventing it from following the same patterns over and over again.

Studies show that groups that are homogenous by their tendencies will be able to make joint decisions easily, but the quality of the decisions is often weak. Respectively, heterogenous groups experience more difficulties in their cooperation, but they are able to make better decisions than homogenous groups.

Development of things (NT)

People with an NT tendency find it natural to develop and create something new. This can be targeted at business ideas, work processes, methods or products. Their focus lies heavily in the future. Their development basically aims at boosting operations.

Development of people (NF)

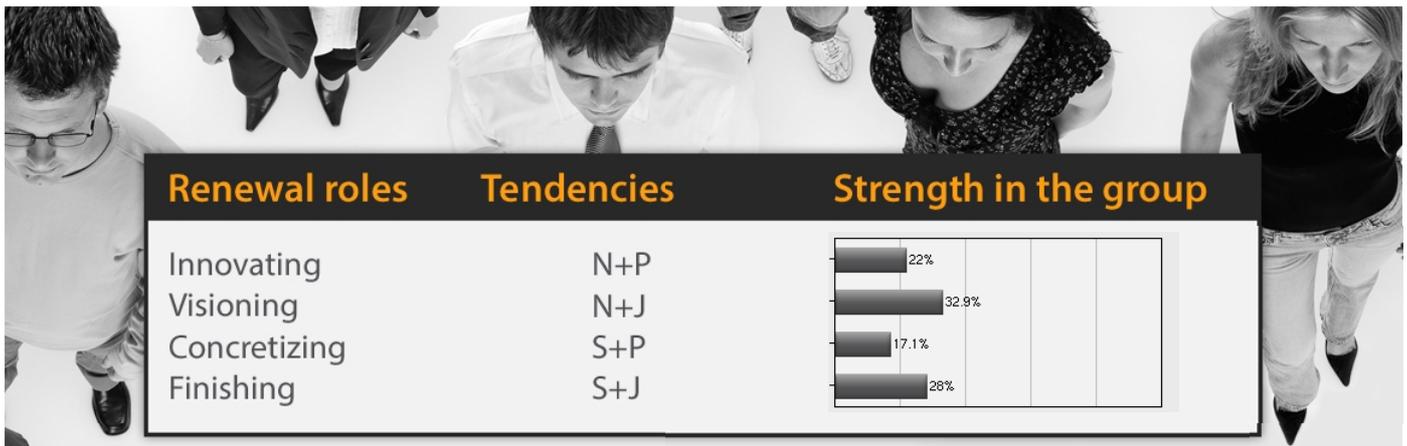
People with an NF tendency are easily motivated by tasks that have to do with the development of people (coaching, counseling etc.). This development basically aims to boost human interaction.

Renewal roles

All work groups are expected to have at least some renewal abilities; more is expected from some groups than others. The natural renewal ability of a group is closely tied to their tendency structure. In order for a renewal to happen, new ideas are needed just as much as the ability to put them into practice.

- The best function for finding new ideas and opportunities is N, and the best function to concretize and utilize ideas is S. As a saying goes, "N knows how to turn money into ideas and S knows how to turn ideas into money."
- Systematic proceeding (decisions, plans), as well as flexibility regarding different alternatives, are both needed in reforms. The first of them (systematic proceeding) has to do with the J tendency, the latter (seeking new alternatives) with the P tendency.

Based on the NATURAL TENDENCIES analyses, this group represents the tendency structure as shown below.



Innovating (NP)

Innovating means creative thinking which questions old habits. It happens best with the combination of the tendencies N and P (ENTP, ENFP, INTP, INFP). With good working methods, it's also possible to reach it through the creative cooperation of different people (such as ESTJ and INFP).

Visioning (NJ)

Visioning means the very determined development of ideas. Most importantly, the tendencies N and J are needed. It can be a combination that only one person has (INTJ, ENTJ, INFJ, ENFJ), or it can be the outcome of the constructive cooperation of several different people (e.g. INTP and ESTJ).

Interpreting the result

At first, it's worth checking if one of the renewal roles (innovating, visioning, concretizing, acting) is totally missing in the group, or if one of them is only of very little value. This tells you where the renewal chain is most likely to break or fall short. In addition, it's useful to check whether there's an overrepresented stage in the renewal process. Things may easily become stuck in this stage, because the group enjoys doing it so much.

The renewal ability of the group is also very much affected by the natural thinking style of the group's leader: whether he/she is more of a renewer (N) than an actor (S).

This profile, too, doesn't immediately tell whether it's good or bad. The result should always be reflected in the basic task of the group.

Concretizing (SP)

Concretizing means working ideas into practical solution models. It happens best when the tendencies S and P cooperate. The S brings things towards practicality and the P keeps up different alternatives. People with an SP tendency combination (ESTP, ISTP, ESFP, ISFP) are naturally good concretizers of things.

Finishing (SJ)

Finishing means finishing development projects in reforms. It's the easiest when the tendencies S and J cooperate. ISTJs, ISFJs, ESTJs and ESFJs are naturally good at finishing tasks.

The characteristics of a group

A group's tendency structure gives the group certain characteristics. The darker texts reveal only the tendencies, whose strength is at least 60% in the group. If the strength of the tendencies falls between 40% - 60%, they are quite well balanced.

E Conversational 68.8%

This kind of group has clearly more extraverts than introverts. It can usually be recognized by the majority of group members, who participate in the handling of matters. There are plenty of opinions and ideas, but others' thoughts are listened to poorly. It's difficult to make decisions without a discussion in this kind of groups. Introverts are easily left in the background.

I Informing

This kind of group has clearly more introverts than extraverts. In such groups, thinking is preferred over speaking. It's worthwhile to the leader of the group to actively ask questions, because introverts aren't as eager to express their ideas and opinions as extraverts. Extraverts are likely to dominate events.

S Operative

The majority of people in this group are practical by their thinking style. They enjoy planning and deciding on today's and tomorrow's matters. Long-term plans, theoretical questions and brainstorming aren't very interesting to them.

N Renewing 60%

The majority of people in this group are intuitive renewers by their thinking style. They are willing to launch different renewal projects before everything else. Coming up with ideas is part of their normal thinking. Different routines and a careful tracking of things are most likely to put them off.

T Analytical 63.8%

The majority of people in this group are rational and critical by their thinking style. Things are often strongly argued upon before making any decisions. Opinions and problems are brought to the table directly, sometimes even in an insulting manner. Value- and feeling-related questions are easily neglected when planning things.

F Empathic

The majority of people in this group are empathic by their thinking style: they emphasize values and feelings. They tend to express their opinions in a diplomatic manner, without insulting others. Problematic and conflicting issues, though, are easily swept under the rug.

J Decisive 71.7%

The majority of people in this group are systematic and action-oriented by their thinking style. They want to make decisions quickly and without "unnecessary" speculations. Sometimes the group ends up in open arguments regarding the contents of the decision, because many group members have a clear and different opinion on what kind of a decision should be made.

P Processing

The majority of people in this group are creative and flexible by their thinking style. They have to have several alternatives before making a decision, and the matter in hand has to be examined from an adequate amount of perspectives. This behavior is likely to irritate the quickly deciding J types.

Good or bad?

No group's characteristics are better or worse than others'. The profile of the group should always be reflected upon in the basic tasks (and sometimes values, too) of the group.

Well and poorly done tasks

As described above, there are invisible powers (tendencies) affecting all teams or work groups in the background. How can they be recognized in your group? The task below will help to answer the question. It's advisable to reserve 1-1.5 hours of joint time for the task.

Listing tasks within a team or a group

The first task is to make a list of the most important (8-12) tasks of this team. It can be done by brainstorming: everyone gets to name one task in their turn, which is then written down somewhere (flip chart, A4 sheets, computer screen, Post-It notes). Same tasks are not mentioned or written down more than once. Finally, the 10 most important tasks are chosen.

Joint analysis

The group is divided into working pairs or threesomes (if the group is big). Every pair or threesome is given the same assignment: name two tasks that have been done especially well, and two tasks whose execution requires the most improvement. They are given 10 minutes to come up with answers.

The especially well performed tasks of each small group are marked with e.g. a plus sign on the task list (meaning two plus signs for each small group). Respectively, the poorly performed tasks can be marked with e.g. a 0. The reasons behind the choices can be presented.

How could tasks be better taken care of?

Every small group chooses a task with 0 markings and thinks about ways to better take care of that specific task for 10 minutes. Suggestions are written down on a flip chart or on A4 sheets. The suggestions are presented to other small groups. On conclusion, the whole group decides how the poorly-done tasks and the suggestions are going to be handled.

The MTA analysis

Innotiimi Oy and Feelback Group Oy have developed a tool and a development model to improve the division of work within a team. The name of the tool, MTA, is an abbreviation of Minä ja Työni Analyysi ('Me and My Work Analysis'). It's based on finding out motivations towards individual tasks and rearranging the tasks according to these findings. Besides the analyses, which are made beforehand and take approximately 10 minutes per person, the rearrangement takes 2-3 hours. The new division of work is made when all team members are present and have a chance to influence the contents of their new tasks.

Teams that have used the MTA tool have improved their work motivation by rearranging their work by approximately 25%. A couple of contributing factors to this are that people, who have taken care of certain tasks over a long time period, are given fresh challenges and tasks that suit their natural tendencies better.

More information about the MTA analysis can be found at www.luontaisettaipumukset.fi.