



Orpheus TPQ Narrative Interpretation

name:

Team Profile

date:

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unlocking the true potential of your team

introduction

The Orpheus TPQ profile is derived from the theory that human character develops through a series of choices that we make throughout our lives. These choices lay down habitual styles of responding that become increasingly ingrained as we mature. It is these habitual ways of responding that translate into personal strengths and weaknesses. The Orpheus TPQ combines individual scores to reflect the impact of personal strengths and weaknesses when individuals form a team for the purposes of work, play or competition. These habitual styles translate into the operating practices that give each team its own characteristic identity and modus operandi. Changing just one member of the team can change the preferred style of operating and the relative strengths and weaknesses of the whole team. By understanding these strengths and weaknesses a team can unlock its true potential, build on its collective strengths and manage its collective weaknesses.

The Orpheus TPQ profile provides feedback on seven dimensions that combine to give a team its relative strengths and weaknesses.

- **Proficiency** - care in detailed tasks, versus a trial and error approach
- **Work Orientation** - belief in hard work, versus a belief in work-life balance
- **Patience** - calm and patience, versus competitive aggression
- **Fair-mindedness** - a rational approach versus an emotional approach
- **Loyalty** - a desire to follow, versus a desire to lead
- **Disclosure** - being truly open, versus "playing one's cards close to one's chest"
- **Initiative** - enjoyment of rapid change, versus the valuing of tradition

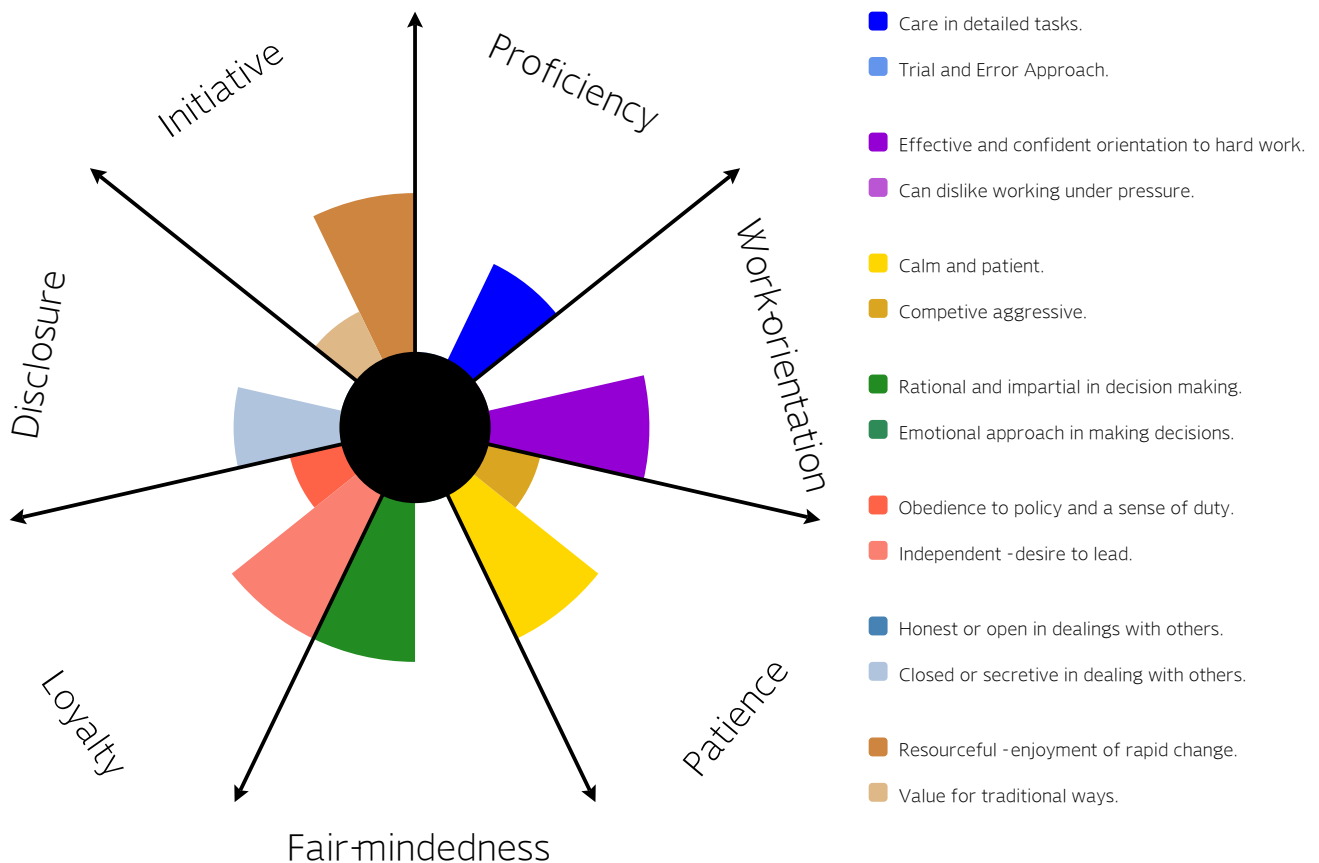
The Orpheus TPQ profile focuses on the whole team, not the individuals, and provides advice, tips and information on how to maximise the potential of the team. Within Orpheus TPQ it is recognised that different team settings may require different strengths, and vary in their capacity to accommodate certain weaknesses. For example, a Change Team operating in a highly entrepreneurial environment would benefit from a tendency to take risks and learn from its mistakes, whereas such a tendency within a high risk, safety dependent environment could be a serious liability. A strength in one setting may be neutral, or a weakness, in another. Thus, team profiles are most relevant when related to particular settings. Teams that match themselves to particular environments and types of work are more likely to be successful and more likely to enjoy themselves. The Orpheus TPQ profile can suggest the optimal environment for a particular team, and also indicate how a team is likely to function within a particular environment

Reports for individuals in a profiled team can be produced confidentially upon request, without the need for additional data.

Use the information contained in this report to collectively agree what actions and working practices your team should adopt to enhance your teams ability to succeed.

The Orpheus TPQ was developed by Professor John Rust and Alison Gill.

- While the team is generally forward-looking, a substantial minority are much less willing to tackle things in novel ways.
- A minority prefer to be led and are loyal to the team whereas the others prefer to maintain a greater independence.
- The majority of team members are calm, amicable and have a high degree of self-control but a substantial minority are much more outspoken.
- Because this team has a high capacity for work they will enjoy putting in the necessary effort to achieve their goals.
- All exhibit a high level of respect for fair play and justice, and the team should thrive in circumstances where these qualities are required.
- The team as a whole is similar to the general population in preferred levels of self-disclosure.
- This team is similar to the population at large with respect to attention to detail and risk-taking.





Initiative - 3 highs and 1 low

The majority of team members are persuaded that the development of new techniques and ways of looking at things should have a very high priority if they are to move ahead. They believe that the future has much to offer, and that a degree of flexibility in coming to terms with change is essential. Their natural inclination to believe in their own ability to influence the world will protect them from stress and enable them to overcome obstacles. However, a significant minority may well take more persuasion, perhaps perceiving the optimism of their colleagues as unrealistic and a 'pie in the sky'. If this latter group can keep their scepticism to themselves, then the optimism of the majority should prevail.

Loyalty - 1 high and 3 lows

The majority of the team seem to have a strong belief in their individual critical ability and power of judgement, and will require a good case to be made if they are to shift their views. However, they are usually willing to be swayed by a convincing argument, and will respect those who respect them. Although the minority may find them rather arrogant, they can be good friends and colleagues to those who are ready to make the effort. Their assertive behavioural style should enable the team to succeed in achieving its goals, even in the face of disapproval from others. Furthermore, they are likely to have high levels of creativity, and to provide new ideas and innovate ways of doing things. This, combined with their critical approach to existing procedures, can be of considerable benefit to a team.

Patience - 3 highs and 1 low

The majority of team members have high self-control, a factor that can be important in situations where a calming influence is required. They will generally set a good example to the minority of more aggressive colleagues who would benefit from taking a more relaxed view. The majority are normally tolerant and friendly with an ability to listen and to keep their feelings under control. They will not wish to clash with others over small matters and have a preference for a peaceful and amicable resolution to disputes. However, the more aggressive and forceful approach of the minority may well be essential in bestowing on the team the competitive edge necessary for success in a pressurised environment. These skills will need to be sensitively utilised, particularly as the majority are not likely to succumb easily to attempts to force them into a position that is not based upon consensus.

Work-orientation - 3 highs and 0 lows

The members of this team all show strength of character and a great determination to get things done. They have the ability to perform well under stress and should excel if placed in a situation that requires courage and backbone. As a result of their resilience and capacity for endurance they are not likely to opt out of their commitments without good reason. They are unlikely to cut corners and can be trusted to pull their weight. All team members tend to be persuasive and able to communicate their objectives clearly to others. Their highly positive attitude to hard work may, however, lead them to over-estimate the amount of effort others on whom they depend may be willing to put into their project. Consequently, they may demand more than can reasonably be expected, and may become frustrated when others do not deliver on their promises. When working with those who do not share their level of work ethic, this team may be perceived as tough minded and resolute. Nevertheless, they will have a strong sense of being able to depend upon each other and will show no hesitation in carrying out any extra tasks that are required to meet their targets.



Fair-mindedness -3 highs and 0 lows

All team members are generally fair and impartial, believing that personal integrity is paramount for solving problems effectively. They are usually accepting of the minor faults of others so long as these are accompanied by a willingness to learn from mistakes. This team will generally operate in a collaborative fashion, each team member being happy to assist the progress of others. The team is blessed with the absence of any members who are likely to be suspicious or disruptive, and the team is likely to be recognised for its ethical approach. However, this may cause them to have an idealised view of the setting within which the team operates. Their willingness to help may extend to other teams who might more appropriately be treated as competitors. Their strong belief that people must take responsibility for their own actions may mean that they have little insight into the complex personal needs that sometimes motivate wrongdoing in others.

Disclosure -0 highs and 2 lows

The team is average in terms of openness, being similar in this respect to any randomly selected group of individuals from the general population. On the whole, they believe in the value of honesty and integrity in their dealings with others. They usually have little time for manipulation or deceit as a means of achieving their goals and may feel uncomfortable if expected or tempted to tell deliberate lies in order to further the team's objectives. They will generally show concern and consideration towards colleagues and fairness in their dealings with them. Their natural inclination is to be helpful and to do their best to understand all people's problems in an unselfish way. A few team members may be particularly willing to put others before themselves, and clearly the team stands to gain from their support. At the same time, there are probably a few people within the team with more manipulative natures. Out on a limb, they are unlikely to have much influence on the behaviour of the majority.

Proficiency -2 highs and 0 lows

This team appears to strike an excellent balance between attention to detail and planning versus more risk-taking and chaotic behaviour. With the majority taking the middle view, yet with both extremes represented, the team spans all the necessary competencies and skills in desirable and appropriate proportions. Importantly, the presence of differing views regarding the degree of caution necessary when carrying out particular tasks should mean that no one person feels out on a limb. Care should, of course, be taken to ensure that the right people are assigned the tasks most suited to their style of working. Both those individuals who are good with detail and those who favour a more spontaneous approach to the way things are done should be able to feel that their role is respected and understood by other team members. This team has the opportunity to assign tasks according to the characteristics of its members. However, the diversity in approach among individuals in the team has the potential to produce conflict about the best way to proceed.

Initiative

High scorers are resourceful and enthusiastic about the future. Low scorers are somewhat pessimistic about the future. This team contains 3 highs and 1 low

Enthusiasm and a positive response to a challenge characterise the majority of this team. However, in a more sceptical environment, together with a cynical minority within, could serve to undermine the fabric and functioning of the team. Anticipate problems by being open to feedback and others' opinions. Seek others' views from them and make sure you've understood them clearly by checking back what you think you heard. Share as much information as you can to minimise suspicion. Use lots of different media to communicate with people -posters, emails, phone calls, meetings and newsletters, for example. Talk about the benefits of your proposals and what these mean to individuals and to the team. Recognise doubts and concerns and acknowledge their usefulness in highlighting potential implementation problems. Utilise knowledge of these roadblocks to overcome such challenges by thinking through solutions with the doubters.

Loyalty

Low scorers will want to act with a degree of independence. High scorers show obedience to authority and a sense of duty. This team contains 1 high and 3 lows

This team has a majority with self-belief as well as creativity. Capitalise on these strengths and focus the prevailing clarity of views on beating the competition. Similarly, channel criticism towards the opposition rather than their colleagues. Get the team together on a regular basis to discuss how best to work together, aiming to clarify roles and responsibilities as well as objectives from the start. Support the minority -let them have their say in meetings. Don't let the questioning approach of the majority damage the self-confidence of the minority. Ensure the benefits of any proposals are clear to all -show people what's in it for them to get their buy-in. Recognise the value of social events to build team cohesion.

Patience

High scorers are slow to anger and calm in the face of adversity. Low scorers are sometimes impatient of the foibles of others. This team contains 3 highs and 1 low

This team is dominated by calm and self-controlled individuals. Use them to find out from the opposition where the latter's weaknesses lie. Get the team members with less patience and tolerance to demonstrate regularly how and why competitors' weaknesses should be exploited. Show how this can be done peacefully and what the success of the team will mean ultimately. Ensure the majority remains aware of the benefits of a more assertive approach and recognises the value of pushier colleagues. Maintain an external focus -keep the overall objective in mind on a whiteboard or flip chart -to help avoid sinking into internal resentment. This team would work most effectively on projects requiring tact and diplomacy and on relationship management.

Work-orientation

High scorers demonstrate an effective and confident orientation to hard work. Low scorers can dislike working under pressure. This team contains 3 highs and 0 lows

Zeal and persistence mean that this team is determined to deliver high performance but could over-commit itself if projects depend on outside support which lacks such stern resolve. Make sure you think through the time, cost and quality contingencies for projects very carefully, allowing extra time and alternative strategies where external reliance is required. This will help prevent shortfalls later on. Prioritise workloads into the 'need to do' and the 'nice to do' so that what's truly important is clear to all. Keep work and life balanced by building in social events to project plans and making sure that holidays are always taken in full. This team should volunteer to manage high workload projects with rigid deadlines, such as those imposed by legal requirements.

Fair-mindedness

High scorers are balanced and impartial in decision making. Low scorers tend to be suspicious of the intentions of others. This team contains 3 highs and 0 lows

Impartiality and integrity are hallmarks of this team but a tendency to 'wear rose-tinted spectacles' may leave you open to threats from the competition. Challenge competitors' reasons for their actions: might they be less altruistic than you? Address your lack of suspicion by analysing other teams - use a SWOT (Strengths, Weaknesses, Opportunities, Threats) structure or other device to help you. Regularly question your level of objectivity and focus in what you're doing, as well as what others are doing, recognising that sometimes what people say and do are two completely different things.

Disclosure

Low scorers can be closed or secretive in dealing with others. High scorers tend to be honest or open in dealings with others. This team contains 0 highs and 2 lows

As this team is generally honest and open, they will usually function effectively from day to day. However, in a more competitive climate, they will need to adopt an inscrutable approach to their projects or risk being exploited. Discuss the opposition's activities and decide on your tactics. Recognise that integrity goes by the wayside in extreme situations and protect your team by being circumspect rather than open to the world. Shield the few highly trusting individuals from the competition's harm and use the more manipulative tendency as your public face instead. Use their political adeptness to send the competition off track by not informing them of what's going on in the team.

Proficiency

High scorers are careful and sensible when carrying out given tasks. Low scorers may be careless in dealing with mundane tasks. This team contains 2 highs and 0 lows

This team accommodates the middle ground between caution and chaos, with one or two exceptions. Seize the advantage of this balance by ensuring that individuals are assigned to the most appropriate tasks for their strengths and style preferences. Get them to tell each other what they like doing and why, without fear of being shouted down by the few individuals who strongly prefer detail or spontaneity. After they've been selected, make sure they know why they've been chosen. Get the team together regularly to celebrate its successes and to agree on how to tackle the next stages of the project. This will help prevent conflict breaking out later on in the project and demonstrate the importance of working together as a team. This group of individuals should capitalise on their balanced approach to risk management and all stages of projects.