



Sova PQ Team Composite Report

Administration Team

14 December 2022

Teamwork and Performance

Good teamwork is essential in all organisations. When teams are working cohesively we observe:

- People working towards a shared purpose and a common goal.
- People sharing their varied styles and approaches in complementary roles and in cooperation with each other.

Organisations are much more likely to perform well when their people work effectively as a team. This is because good teamwork creates synergy – where the combined effect of the team is greater than the sum of individual efforts. Working together, a team can apply individual perspectives, experience, and skills to solve complex problems, creating new solutions and ideas that may be beyond the scope of any one individual.

As well as enhancing organisations' performance, good teamwork benefits individuals too. It enables mutual support and learning, and can generate a sense of belonging and commitment.

The Sova Team Styles Model

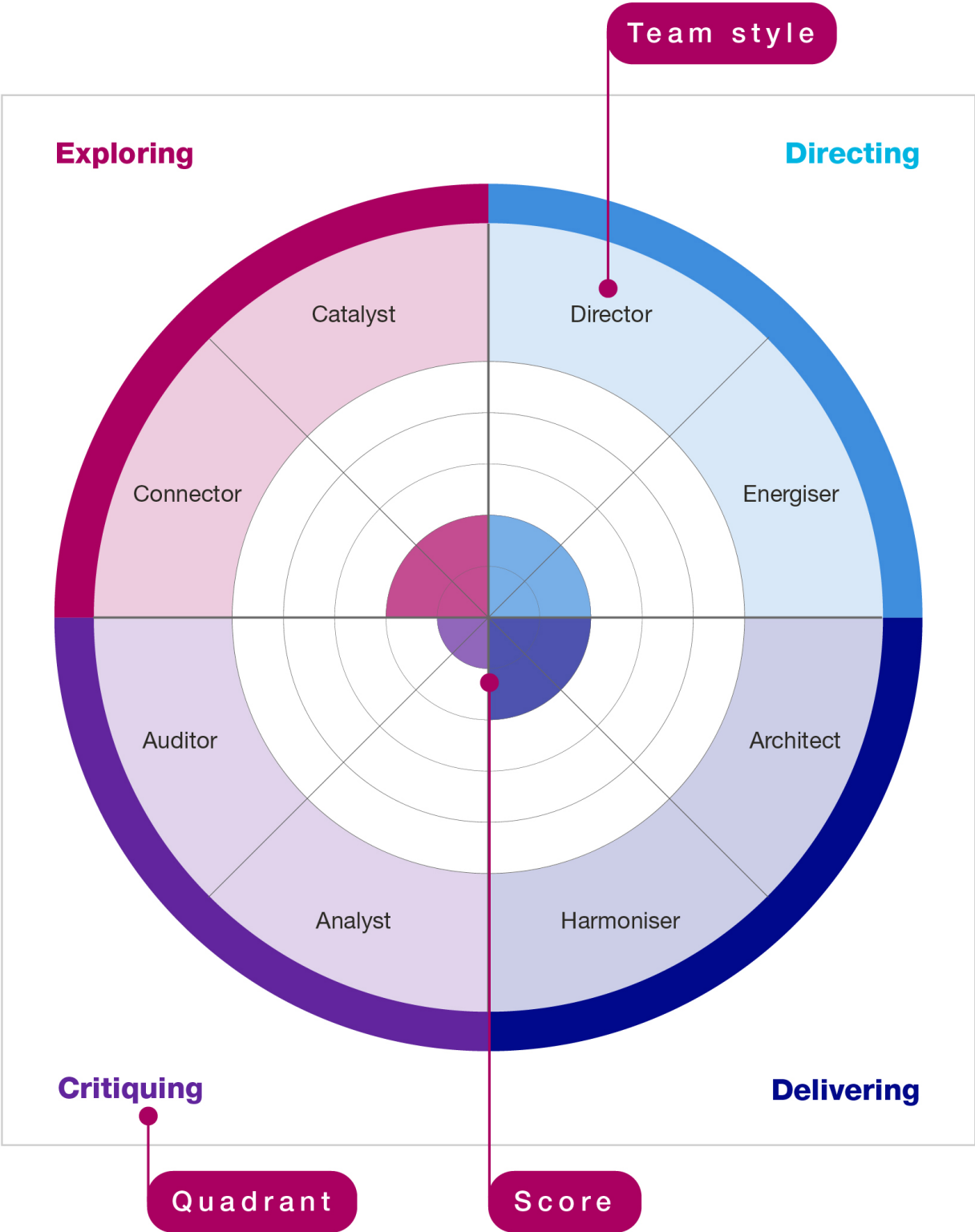
The Sova Team model is split into eight different team roles across four quadrants.

Within the model, the four quadrants relate to eight styles or approaches that are typically observed in teams.

- **Exploring:** The two team styles in this area are linked to someone's likely strengths in taking a creative/innovative role and the extent to which they are likely to draw on contacts and networks outside of their immediate team.
- **Directing:** In this quadrant, the two styles relate to being comfortable coordinating the team and ensuring decisions are made, and also the extent to which someone is likely to drive and shape the team and their actions.
- **Delivering:** These two team styles explore the extent to which someone is likely to move the team forward in a cohesive and collegiate manner and also how likely they are to be keen to be part of the planning and implementation activities.
- **Critiquing:** The fourth quadrant contains the team styles relating to ensuring the team's activities are completed effectively, and also ensuring they are completed on time and as promised.

Interpreting the Report

The Sova Team Styles model is presented below:



Report Overview

This report offers an insight into how the personality preferences of individuals are related to the overall likely style and approach of the team. It is intended to facilitate discussions around the possible strengths and limitations of the team.

The report is split into five key sections:

- **Section One:** A summary of the average results of the team across the eight different Team Styles.
- **Section Two:** A summary of the maximum scores across each Team Style.
- **Section Three:** A summary of the most and least preferred Team Styles across the team.
- **Section Four:** Individual team member profiles and scores on the eight Team Styles.
- **Section Five:** An overview of the Potential Strengths and Potential Limitations of each of the eight Team Styles generally.

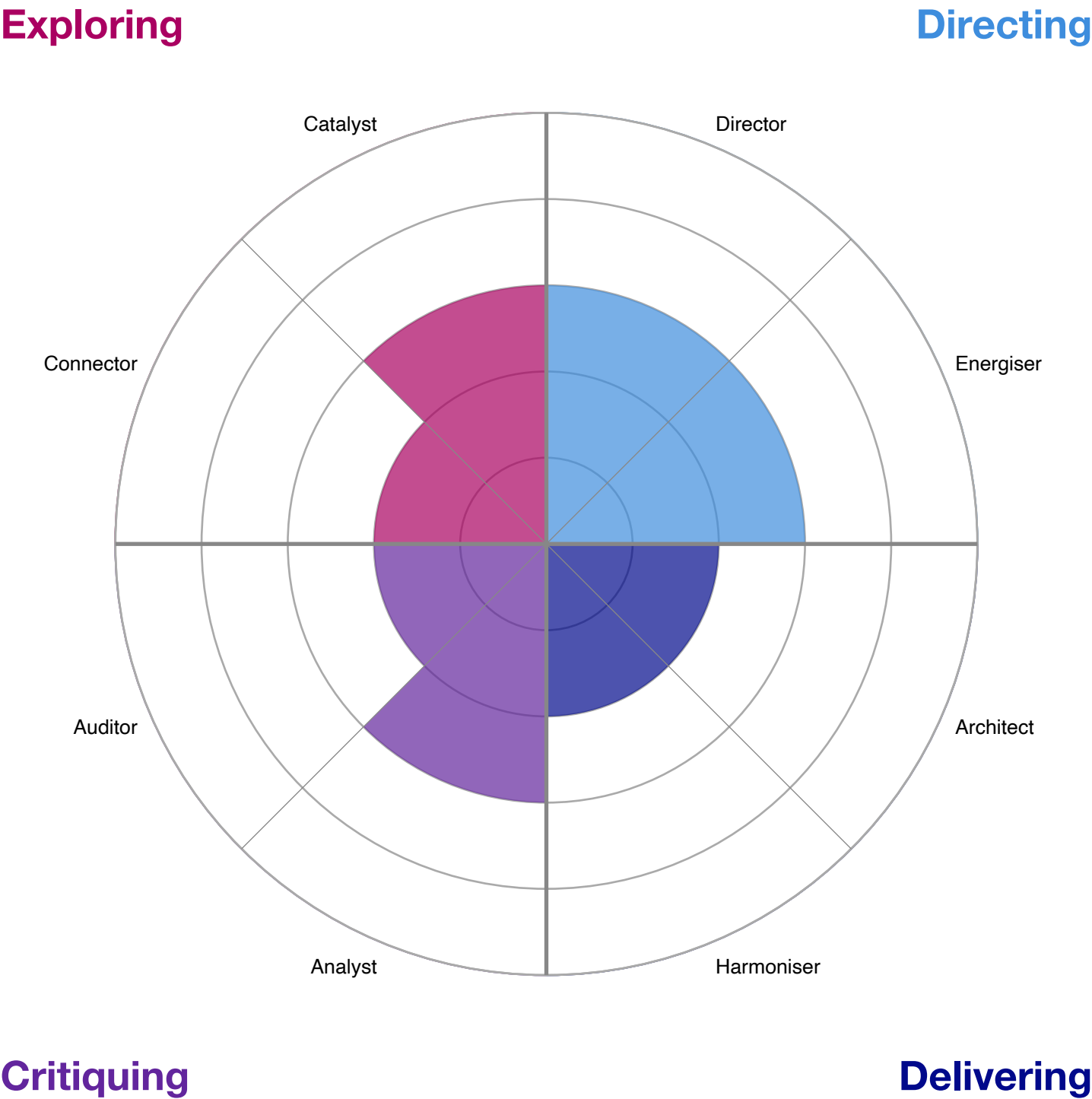
Team Styles Profile

The table below presents the name and initials of the people who have been included in this report. You are also provided with the date on which they completed the assessment and their completion language.

Name	Initial	Completion Date	Language
Pierre Dann	PD	15 September 2020 13:42	English
Karin Van Bilt	KV	20 June 2022 11:57	English
Andrew Ridgeway	AR	20 June 2022 11:57	English
Annie Lenton	AL	15 September 2020 14:00	English
Rick Starr	RS	15 September 2020 15:47	English
Alison Limestone	AL2	15 September 2020 16:06	English

Composite Team Styles Profile - Averages

The Sova team model incorporates eight different team styles across four quadrants. The chart below provides a graphical summary of the average results of the team in relation to each of the eight team styles. The strength of their average self-reported preference is indicated by the extent to which the coloured bands extend to the outside of the circle.



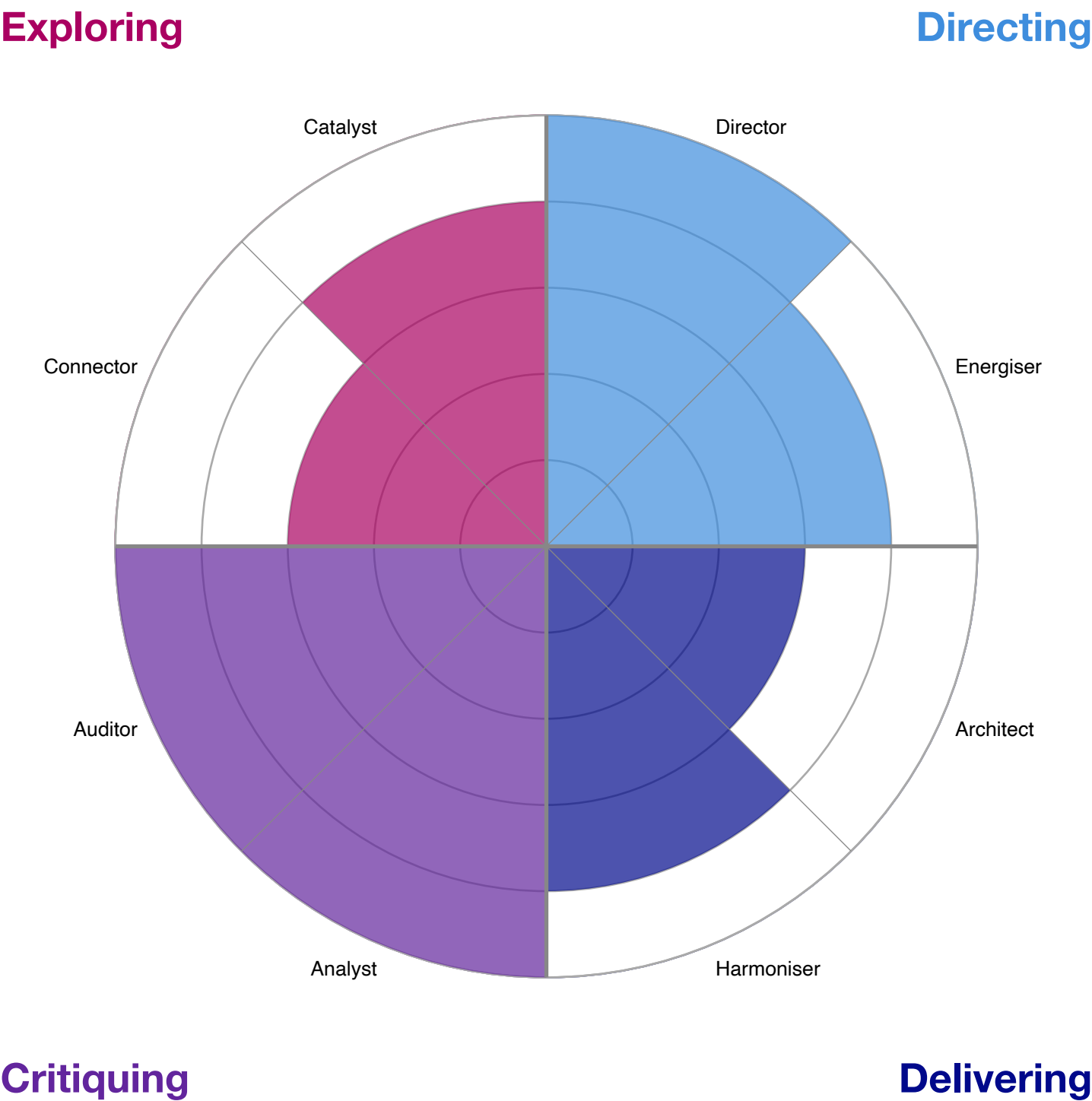
Composite Team Styles - Ranked Averages

The table below presents a rank ordered list of the average results of the team in relation to each of the eight team styles.

Analyst					
Energiser					
Director					
Catalyst					
Auditor					
Harmoniser					
Architect					
Connector					

Composite Team Styles Profile - Maximum

The chart below provides a graphical summary of the maximum scores on each of the eight team styles across the team. The coloured bands represent the highest preference amongst those in the team.



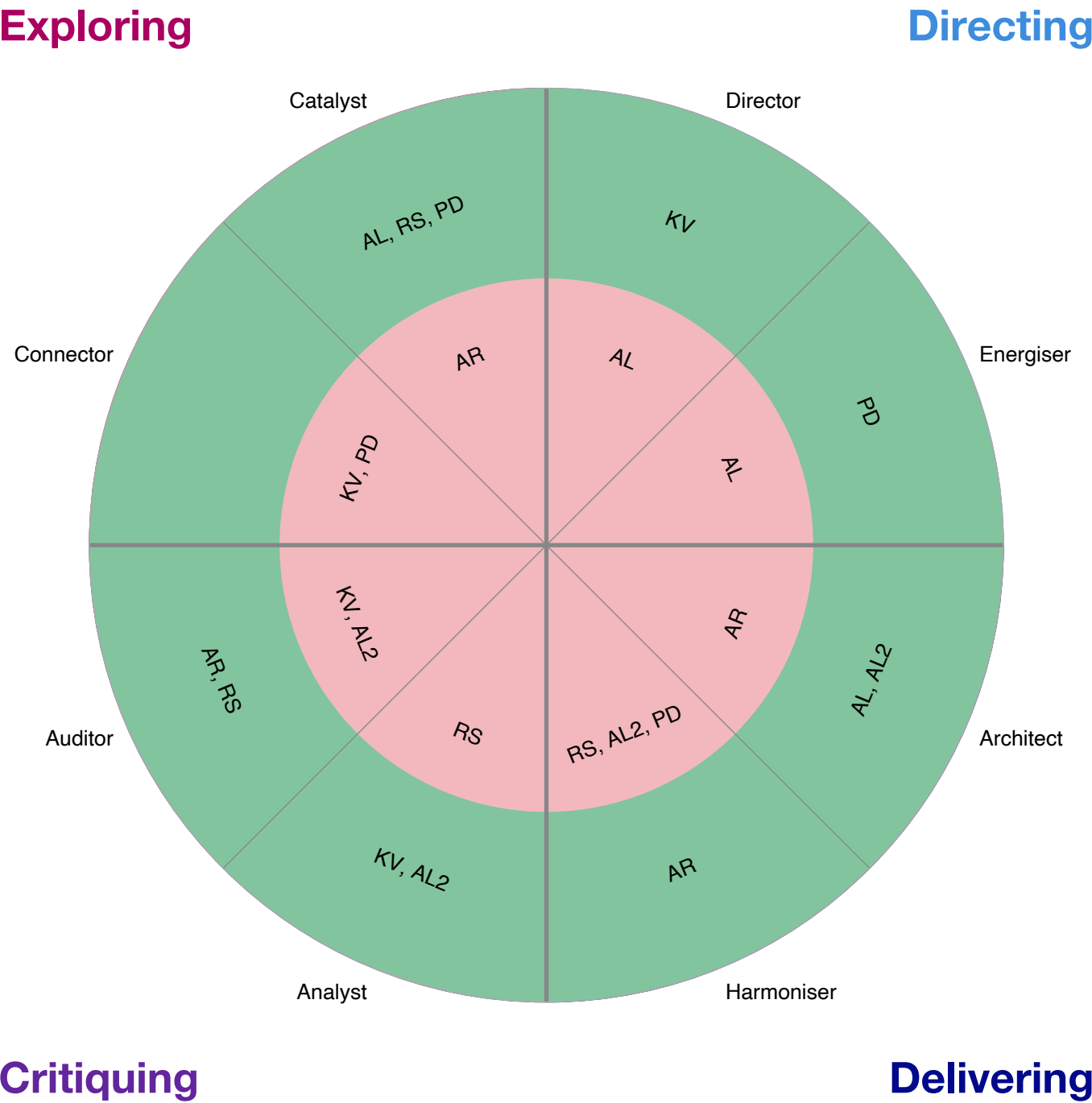
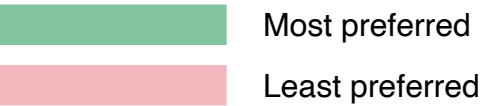
Composite Team Styles - Maximum

The table below presents a rank ordered list of the maximum scores on each of the eight team styles across the team.

Auditor					
Analyst					
Director					
Harmoniser					
Energiser					
Catalyst					
Architect					
Connector					

Most and Least Preferred Team Styles

The chart below presents the spread of the Team Style preferences amongst the team. The team members with strongest preference on each of the team styles are presented in the outer circle and those who demonstrated the lowest preference on each style is presented in the inner circle. Some team members may be presented multiple times if, for example, they had the highest score on multiple Team Styles.



Name	Initial	Name	Initial
Pierre Dann	PD	Karin Van Bilt	KV
Andrew Ridgeway	AR	Annie Lenton	AL
Rick Starr	RS	Alison Limestone	AL2

Most and Least Preferred Team Styles

The table below also presents the spread of the team's preferences on the eight Team Styles. The initials of the team members with the highest and lowest scores on each Team Style are shown.

Team Role	Most Preferred	Least Preferred
Auditor	AR, RS	KV, AL2
Analyst	KV, AL2	RS
Harmoniser	AR	RS, AL2, PD
Architect	AL, AL2	AR
Energiser	PD	AL
Director	KV	AL
Connector		KV, PD
Catalyst	AL, RS, PD	AR

Team Member Profiles

All team members' individual scores on the eight Team Styles are presented on the following pages. This allows for a more detailed consideration of each team member's preferences.

Pierre Dann

Exploring

Directing

Catalyst



Energiser



Director



Architect



Auditor



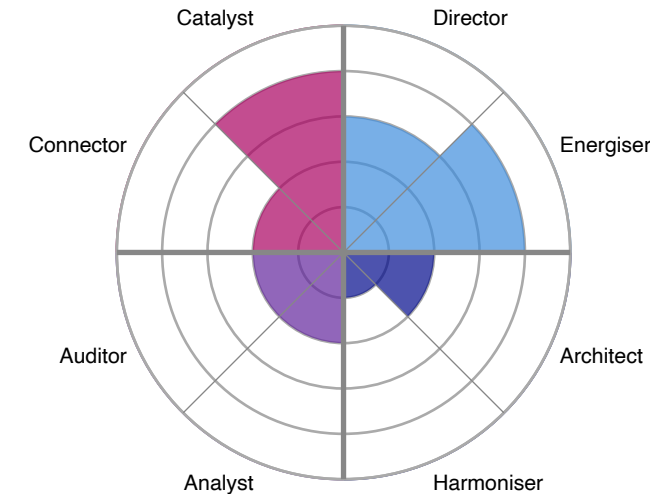
Analyst



Connector



Harmoniser



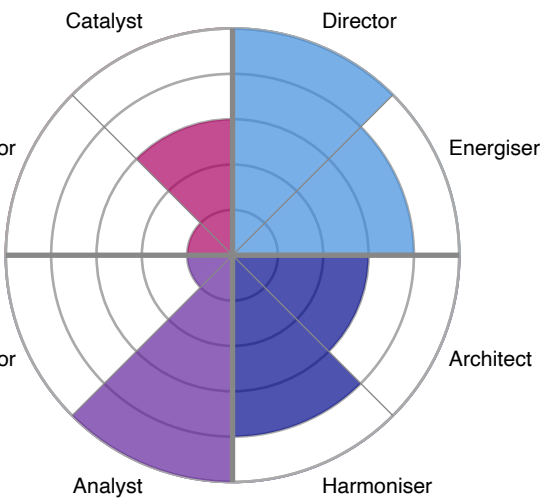
Critiquing

Delivering

Karin Van Bilt

Exploring

Directing



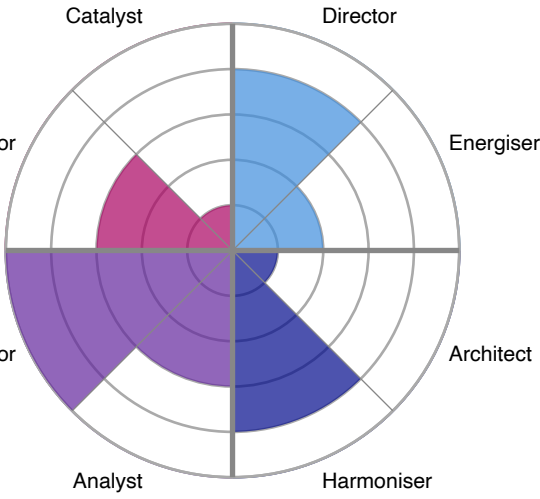
Critiquing

Delivering

Andrew Ridgeway

Exploring

Directing



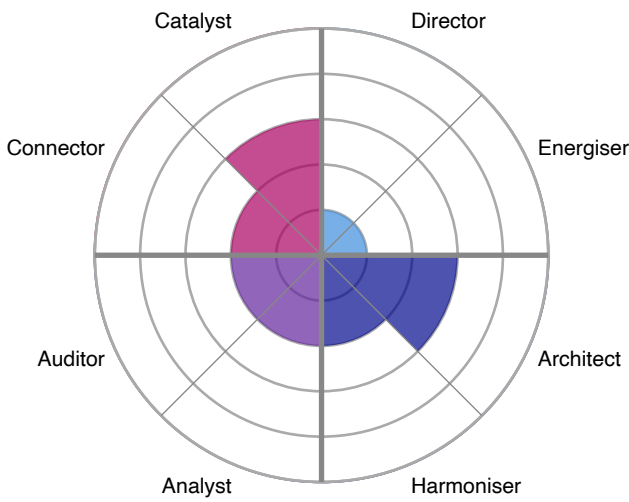
Critiquing

Delivering

Annie Lenton

Exploring

Directing



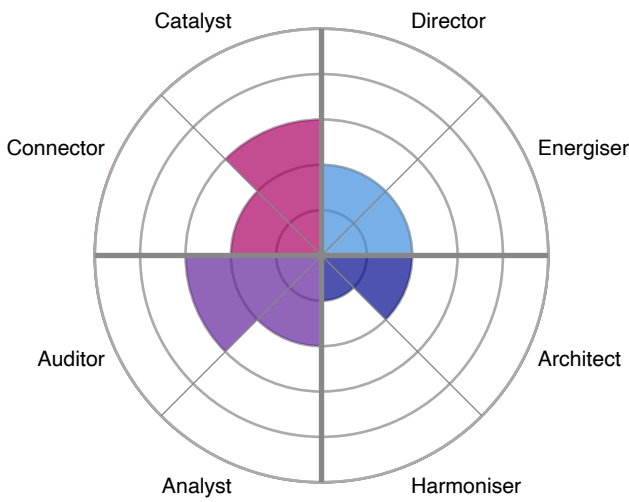
Critiquing

Delivering

Rick Starr

Exploring

Directing



Critiquing

Delivering

Alison Limestone

Exploring

Directing

Analyst



Director



Energiser



Architect



Harmoniser



Auditor



Catalyst

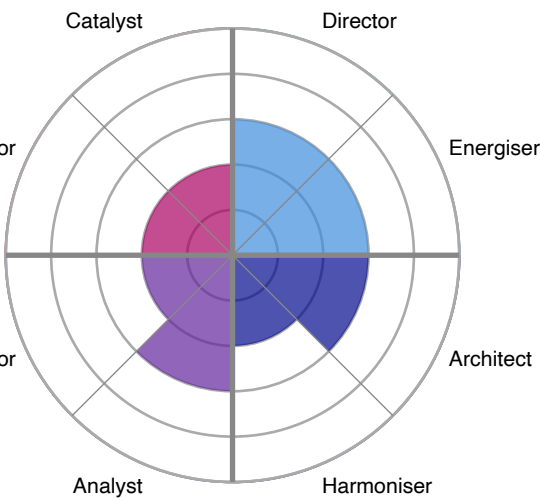


Connector



Critiquing

Delivering



Team Style Implications

The table below lists all of the Team Styles and offers insight into the Potential Strengths and Limitations associated with each of them.

Potential Strengths - the positive impact of each team type	Potential Limitations - the potential negative impacts to watch out for
EXPLORING	
Connector	
Tends to have a large network from which to seek help or information. Readily builds new contacts and helps to connect different stakeholders as required.	Can spend too long interacting with others at the expense of achieving other goals and objectives. May be too quick to involve others, thereby compromising either time or process-related efficiency within the team.
Catalyst	
Tends to look beyond the status quo and consider new ideas and possibilities. Brings new approaches and insights to help advance the team.	Can be too quick to dismiss what is working well and may tend to pursue change for the sake of change. May tend to overcomplicate issues or design solutions that are unnecessarily complex.
DIRECTING	
Director	
Provides the team with clarity of purpose, roles and the direction that needs to be taken. Readily makes decisions on behalf of the team and is comfortable influencing others and shaping what happens.	Tends to be quite directive and may come across as being too quick to tell others what to do. May be seen to push their own agenda rather than listen to the input and suggestions of others, or fail to consult with others to identify mutually agreeable outcomes.
Energiser	
Brings energy and enthusiasm to the team and instills a sense of urgency to get things done without delay. Helps push the team through challenges and maintain collective optimism in what can be achieved.	Can undermine the team's focus and motivation by pursuing too many things at once or changing direction too rapidly. May be seen to be overly aggressive in their approach, or intolerant of those who are less driven in their pursuit of demanding goals or objectives.
DELIVERING	
Architect	
Helps to translate ideas and concepts into concrete and detailed plans that can be actioned. Promotes team efficiency via the careful planning and organising of tasks and resources.	May delay execution and delivery of targeted team outcomes via excessive planning and preparation. May struggle to modify plans and approaches in response to changing requirements, conditions or priorities.
Harmoniser	
Considers other people's needs and feelings, and actively looks for ways to provide help and support to those who need it. Promotes a sense of cohesion and camaraderie within the team.	Can be too eager to please others, and may struggle to say 'no' or put boundaries on what can realistically be achieved. May be too reliant on a team-based approach to task completion and have difficulty working independently.
CRITIQUING	
Analyst	
Brings objectivity and analytical thinking to the team so that sound and defensible decisions can be made. Critically evaluates different ideas, plans and approaches to help identify the best way forward, not just the easiest or most obvious option.	May spend so long in analysis and evaluation mode that action is delayed or thwarted and windows of opportunity are lost. Can be seen as overly negative and someone who is too quick to find fault with new ideas and proposed approaches or solutions.
Auditor	
Brings a high degree of quality consciousness and a strong eye for detail to the team. Focuses on ensuring that the team reliably follows through on all of its promises and commitments.	Can painstakingly labour over minutiae that add very little value or simply do not matter. May be unnecessarily rigid in their adherence to rules and procedures, and have difficulty identifying when certain commitments cannot or should not be delivered as planned due to changing circumstances.