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Debriefing the HBDI® team profile

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Overview

The HBDI® Team Profile is a set of reports that help you to develop and work with more productive and cohesive teams, based on an in-depth analysis of the HBDI data.

By giving your team an immediate understanding of the strengths available to it, HBDI Team Profiling leverages your team's skills and talents, and also:

- enables alignment between the way the team thinks and the tasks assigned to it
- gives teams the tools to become accountable for their own productivity
- reduces the stress and conflict that impedes group interactions
- facilitates better, faster decisions and outcomes from every team engagement

Guidelines

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.

The report is created solely for the use of these participants in order to help them develop efficiency as they operate as an intact team. Since the individual information is treated as confidential, care needs to be taken to maintain the confidentiality of the information of individuals. As a consequence, individual profiles in the report are represented anonymously and in random order to prevent any inappropriate inferences about participants.

The Certified Practitioner will guarantee that they will not share the content of this report with anyone other than the immediate participants. The participants may share the information as they deem appropriate and when consent is given from all participants.
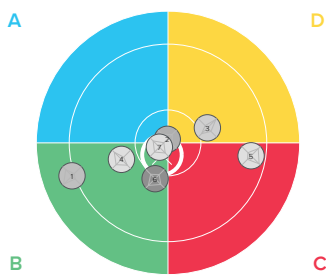
Overview (continued)

Uses

The HBDI Team Profile is an excellent way to initiate discussions with a team. The data can open areas of opportunity as well as issues of conflict and stress, without the emotional baggage often associated with group interaction. The HBDI Team Profile includes thirteen 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 is no danger of disclosing confidential information.

- The Team Profile is not a one-off report. It can be used every time the team meets. It should be re-run every time the team members change.

- The team will receive the greatest benefit if the profile is continuously referred to throughout the year.

- All team members may have a copy of the team profile – excluding the legend – each time they meet, considering who is in the room, what they are trying to do and the implications of the thinking preferences on the task they are trying to achieve.

The HBDI Team Profile can be effectively used in the following scenarios:

1. Team meetings
2. With existing team
3. Conflict within team
4. New boss
5. New team or team member
6. New task or project
7. When guest (e.g., external facilitator) enters the team
8. In constructing a team or workgroup for a specific task/project
9. When reflecting on or problem solving a challenging team dynamic
10. Strategic planning meeting
11. Executive teams
12. Marketing or project management teams
13. Sales teams

Profile information

Each report is described in the following pages along with suggestions and ideas on what to look for when analyzing the data and potential discussion points.
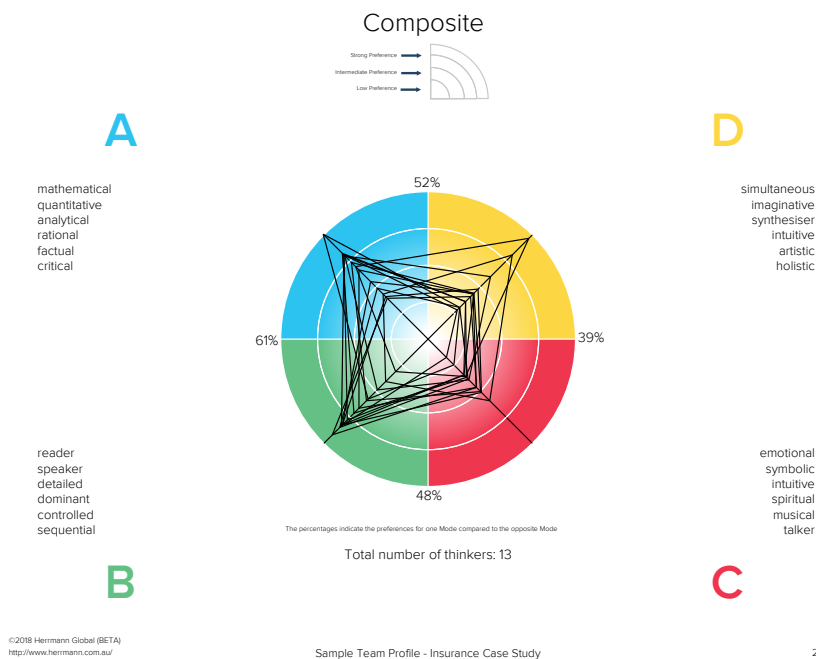
Composite

The Composite 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.

Composite

Strong Preference →
Intermediate Preference →
Low Preference →

A

mathematical
quantitative
analytical
rational
factual
critical

D

simultaneous
imaginative
synthesiser
intuitive
artistic
holistic

52%

61%   39%

reader
speaker
detailed
dominant
controlled
sequential

emotional
symbolic
intuitive
spiritual
musical
talker

48%

The percentages indicate the preferences for one Mode compared to the opposite Mode

Total number of thinkers: 13

B   **C**

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Profile information (continued)

Average of Your Team

The solid black line diagram shows the average of the overall group/team preferences for each quadrant. The dotted line diagram shows the Under Pressure for each quadrant. The Under Pressure scores show how a 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).

A
mathematical
quantitative
analytical
rational
factual
critical

B
reader
speaker
detailed
dominant
controlled
sequential

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Average of Your Team

General Score   Under Pressure

Strong Preference
Intermediate Preference
Low Preference

Upper Mode
52%

86   62

Left Mode 61%   39% **Right Mode**

88   51

48%
Lower Mode

The percentages indicate the preferences for one Mode compared to the opposite Mode

Database Average

D
simultaneous
imaginative
synthesiser
intuitive
artistic
holistic

C
emotional
symbolic
intuitive
spiritual
musical
talker
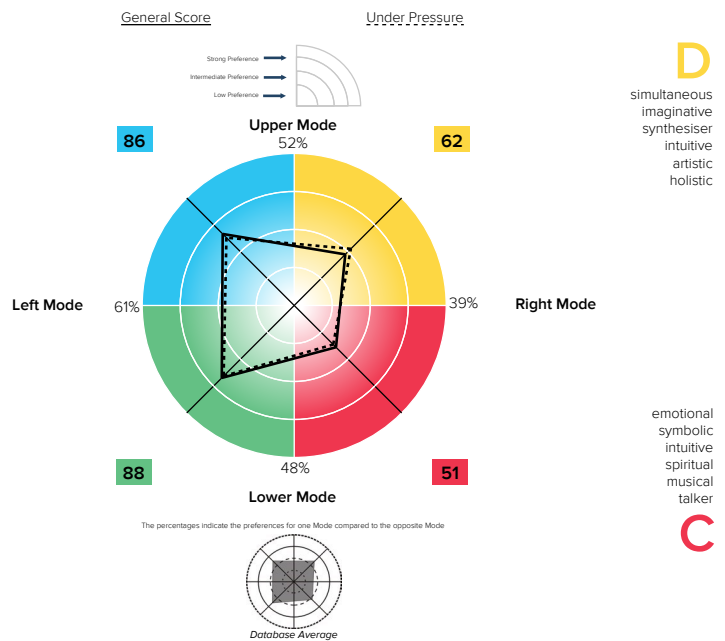
Sample Team Profile - Insurance Case Study   3/17

Debriefing the HBDI – team profile

What to look for

- Is there a distinct profile 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 under pressure tilt?

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

- Teams will tend to operate in the quadrant(s) with the highest score. A difference of 20 or more points between quadrants is significant and may mean the team is unable to move between them. If so, the team will operate in the highest scored quadrant.
- Differences of degree of preference across the diagonal axis (A vs C or B vs D) can indicate exaggerated tilts toward the quadrant of 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 specialised 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 specialised thinking preferences but may suffer from some miscommunication between team members.

Profile information (continued)

HBDI Rank Order of Preferences

This report 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 teams thinking in their day-to-day work process (not in times of stress).

HBDI® Rank Order of Preferences

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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 team? Which quadrant does it often start with? Why? What next?

- What are the implications for your effectiveness? Are there areas you never get to or that create problems for the team? How might you better address those?
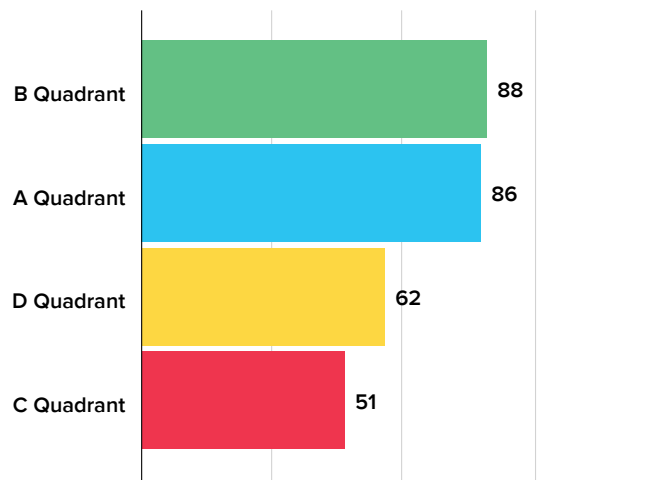
Points to bring out during the discussion of this report if they apply to this team

- The team can appoint a person to be the advisor 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 advisor and act as an internal champion for that quadrant. For each action point they could then check in with their advisor for feedback to ensure that they are not overlooking that quadrant.

- Often when teams 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 report will confirm for many where their tasks and topics originate due to the strongest preferences and areas they never seem to get to due to the group's lack of preference. For example, a team whose strongest preferences are in the D quadrant may spend the majority of their 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 team may wish to develop an action plan based on this data for improved effectiveness.

Our team's thinking processes

Typical process flow This shows what a typical process flow would look like for a team with your average thinking preferences. This tells us where our thinking may start when working together as a team, and also what thinking we might overlook

The **under pressure process flow** presents the alternate flow of preferences based on the Adjective Pairs section's average results. This tells us about how the team might think differently when under pressure.

Typical Process Flow	Under Pressure Process Flow
This graphic presents what a typical process flow would look like for a team with your average thinking preferences. This tells us where our thinking may start when working together as a team, and also what thinking we might overlook.	This graphic presents the alternate flow of preferences under pressure, based on the Adjective Pairs section's average results. This tells us about how we might think differently when under pressure as a team.

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What to look for

- Is there a quadrant the team is likely to skip due to low preference?
- How does the typical process flow compare to the under pressure process flow?
- 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 Process Flow of Preferences 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 advisor. For each action point they could then check in with their advisor for feedback.

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Profile information (continued)

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. It lists the individuals' introvert/extrovert scores. It also lists the raw individual adjective pairs scores for each quadrant.

This list is organized by quadrant preference, going from most left to most right HBDI preference scores. Included in the HBDI Team Profile is a list of participants names and allocated number. Participants can usually find their profile in the list without having to refer to this list.

Profile Results: List of Scores

	General Score					Under Pressure Score			
	A	B	C	D	Intro/Extro	A	B	C	D
Profile 11	131	75	32	39	5/9	115	103	11	46
Profile 7	107	92	48	47	7/9	85	60	48	97
Profile 2	105	101	45	47	2/9	99	123	12	61
Profile 12	104	63	51	78	6/9	135	61	49	49
Profile 5	96	77	65	57	3/9	134	85	36	36
Profile 10	86	86	60	56	2/9	107	59	59	59
Profile 3	51	119	60	53	5/9	23	82	94	70
Profile 1	63	110	50	39	5/9	43	108	54	54
Profile 9	105	108	23	36	7/9	101	124	0	45
Profile 4	53	107	66	62	7/9	11	83	95	95
Profile 6	72	107	45	57	3/9	105	93	46	35
Profile 13	90	41	47	126	2/9	88	63	25	126
Profile 8	56	53	77	105	7/9	24	48	84	132
Sum	1119	1139	669	802	61	1070	1092	613	905
Average	86	88	51	62	5	82	84	47	70
Min	51	41	23	36	2	11	48	0	35
Max	131	119	77	126	7	135	124	95	132
Std.	24	23.5	14	25.5	2	41	24	29.5	31.5
Med.	90	92	50	56	5	99	83	48	59
Range	80	78	54	90	5	124	76	95	97

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?

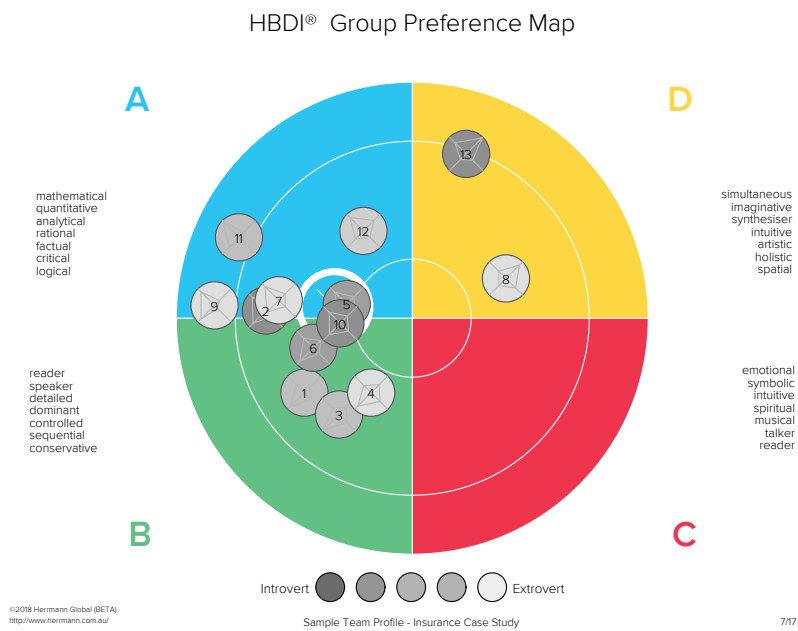- What problems, if any, might occur because of the ranges?

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 comfortable place for the group.

  – If that comfortable space is in an area of high preference then the outcome may lead to group think, in which sharing of different viewpoints and perspectives is narrow.

  – 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 specialised preferences in that quadrant.

  – 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.

- Adjective pair scores of 0, 1 or 2 indicate a low under pressure score or preference.

- Adjective pair scores of 10, 11 12 indicate a high under pressure score or preference.

HBDI Group Preference Map

The Preference Map is a very powerful visual display that indicates the preference tilt of each participant. Each person's profile is miniaturised 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 centre of the grid it appears. As profiles are placed away from the centre toward the A, B, C, or D positions, the degree of profile tilt for those quadrants increases. When profiles are placed toward the left, right, upper and lower positions, the preferences for those modes are stronger.

HBDI® Group Preference Map

A

mathematical
quantitative
analytical
rational
factual
critical
logical

reader
speaker
detailed
dominant
controlled
sequential
conservative

B

D

simultaneous
imaginative
synthesiser
intuitive
artistic
holistic
spatial

emotional
symbolic
intuitive
spiritual
musical
talker
reader

C

Introvert ⬤⬤⬤⬤◯ Extrovert

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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.

The entire team's preference tilt is also shown on the Preference Map. This is the average tilt of the entire team and is shown as a large white circle.

"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.

The degree of introversion/extroversion of each individual is also shown in the miniaturised profiles. The grey scale at the bottom of the page indicates the shading used to show the degree of introvert/extrovert.

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 outliers (profiles that are alone/separate from the other profiles on the map)?
- What are the implications of this distribution?
- The degree of introvert/extrovert in each individual.
- As a facilitator, what are the dynamics in the room likely to be? How will you interact with the group (e.g., Are you an outlier or do you share the team's preferences)?

Points to bring out 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 centre 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.

Profile information (continued)

HBDI Preference Map Under Pressure

This report shows two views of the Preference Map. The map on the left shows team member preferences when they are not under pressure. The map on the right shows the team members preferences when they are under pressure.

HBDI® Preference Map Under Pressure

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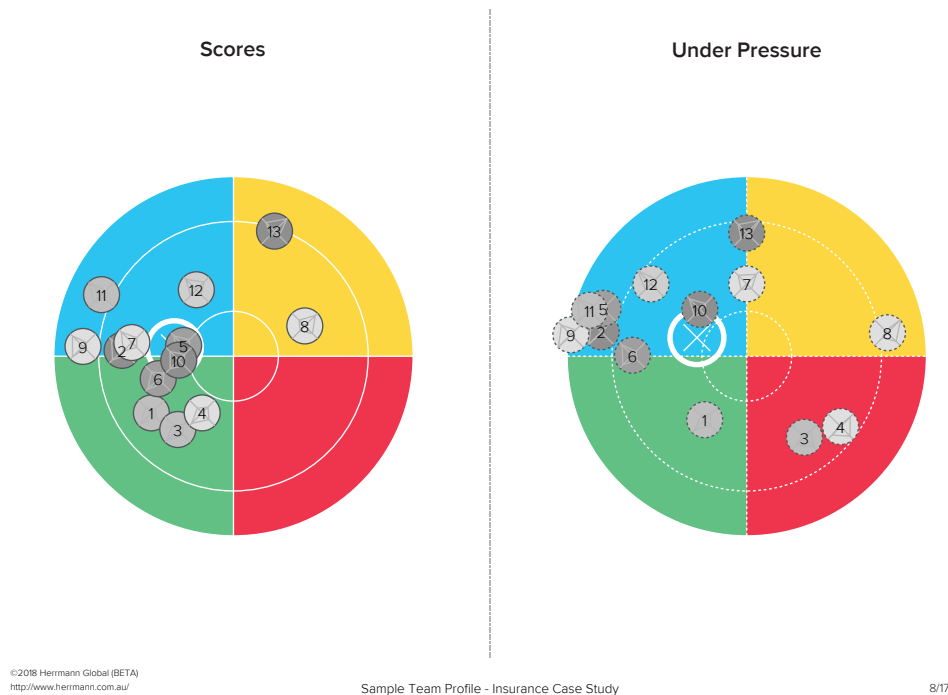
What to look for

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

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

The profiles on the Adjective Pairs Preference Map often seem to explode outward in comparison to the regular Preference Map. You can explain this by reminding participants that under pressure, 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 team what impact pressure has on their productivity, team dynamics or other factors.

Debriefing the HBDI – team profile

HBDI Work Elements by Quadrant

The Work Elements section of the HBDI Assessment asks the individual to rank Work Elements from 1 to 5, with 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 group understanding at a glance. 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 example, one individual's bars may show 5s in all four A quadrant Work Elements and 1s or 2s in the C quadrant Work Elements.

HBDI® Work Elements By Quadrant

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What to look for

- Is there at least one 5 on each Work Element?
- Are there Work Elements that have mostly 1s? What are the implications?
- Are there any Work Elements where the group is divided between extreme preference and a lack of preference?
- 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 some-times people rate an element a 3 because they have run out of 4s and 5s. Therefore, some 3s actually represent areas of strength. But it's really about preference not competence.
- 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 bars 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 a strong preference; a 1 may mean an activity that is avoided or made a very low priority.

Profile information (continued)

HBDI 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 team's preference.

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?
- What are the implications?
- How do the preferred Work Elements align with the team's tasks?

HBDI® Rank Order of Work Elements

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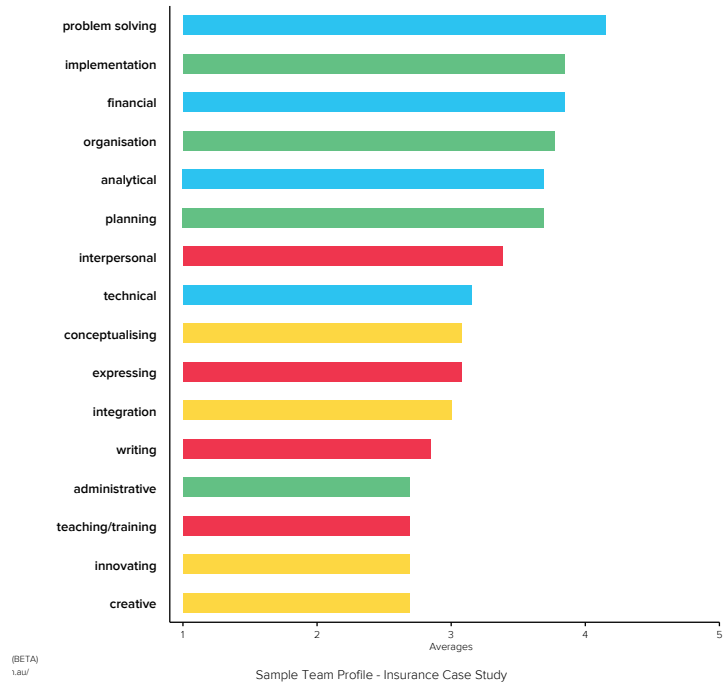
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Points to bring out during the discussion of this report if they apply to this team

- 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 3s because they ran out of 4s and 5s.
- 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.

HBDI Key Descriptors by Quadrant

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

In contrast to the Work Elements, the Key Descriptors reflect individuals' more general descriptions of themselves.

HBDI® Key Descriptors by Quadrant

Legend: ■ Selected ■ Most Descriptive

A
- factual — 53%
- logical — 23% / 61%
- critical — 23%
- rational — 15% / 69%
- analytical — 61%
- mathematical — 23%
- quantitative — 23%

D
- intuitive — 38%
- spatial — 15%
- artistic — 0%
- imaginative — 46%
- holistic — 30%
- synthesiser — 23%
- simultaneous — 15%

B
- reader — 23%
- speaker — 30%
- detailed — 30%
- dominant — 30%
- controlled — 53%
- sequential — 23%
- conservative — 38%

C
- reader — 23%
- talker — 30%
- musical — 15%
- symbolic — 7%
- emotional — 46%
- intuitive — 38%
- spiritual — 15%

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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 those 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 strongly preferred in both Work Elements and Key Descriptors?
- Are there quadrants that are 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 team will be a factor in the percentages. For example, a group with only four members could have just one person choose a certain Key Descriptor as beingmost 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 rank with low numbers (1–3, work done least well).
- This could imply that creative aspects are 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 Key Descriptors selected as most descriptive can often have a strong impact on team interaction.

Profile information (continued)

HBDI 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?

• Which Key Descriptors are possible developmental areas? These typically are those that score below 50%.

• How do the Key Descriptors compare with the Work Elements in terms of distribution by quadrant? The Work Elements often reflect what a team is good at – the Key Descriptors often reflect what a team prefers to do.
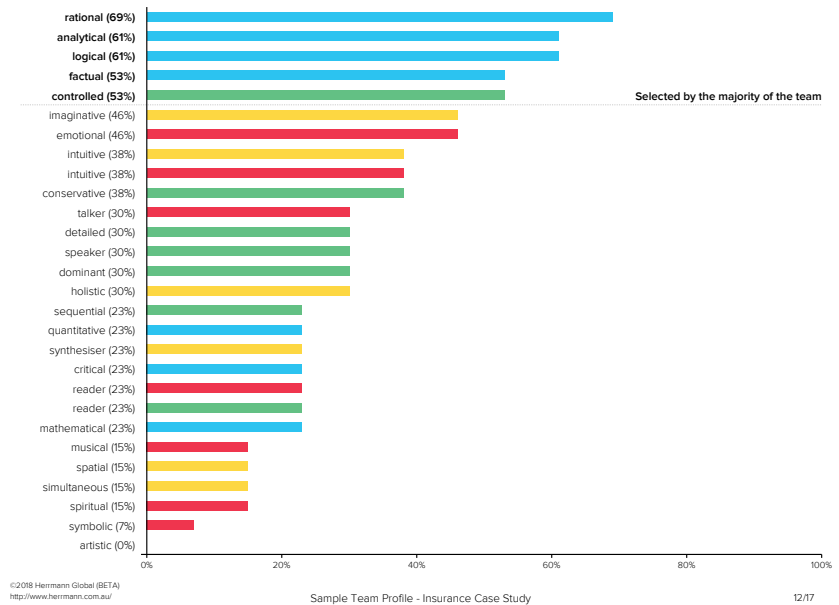
Points to bring out during the discussion of this report if they apply to this team

• Scores less than 50% can often be development areas for the team.

• The top 4 or 5 Key Descriptors can have a huge impact on the team.

HBDI® Rank Order of Key Descriptors

Descriptor	Value
rational	69%
analytical	61%
logical	61%
factual	53%
controlled	53%
imaginative	46%
emotional	46%
intuitive	38%
intuitive	38%
conservative	38%
talker	30%
detailed	30%
speaker	30%
dominant	30%
holistic	30%
sequential	23%
quantitative	23%
synthesiser	23%
critical	23%
reader	23%
reader	23%
mathematical	23%
musical	15%
spatial	15%
simultaneous	15%
spiritual	15%
symbolic	7%
artistic	0%

Selected by the majority of the team

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Sample Team Profile - Insurance Case Study   12/17

HBDI Adjective Pairs Comparison

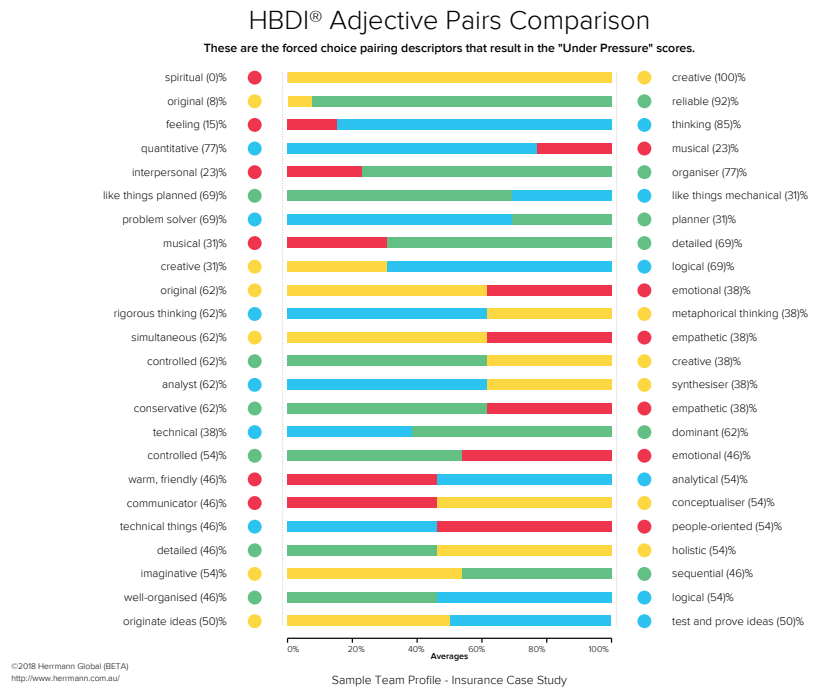The Adjective Pairs Comparison shows which of each Adjective Pair was selected by the team. The bars are color coded by quadrant for easy identification. The % figures along the bottom of the chart show how many of the team selected each adjective.

What to look for

- Which Adjective Pair did the majority of the team select?

- Which Adjective Pair did the team avoid?

- Which of those selections might be significant?

- Where are the areas of potential conflict?

- Which Adjective Pairs are likely to be an issue for the team?

- What is the context in which the team is working and what impact will their selection have?

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

- Adjectives that the majority of the team select – and their implications.

- Adjectives which have been equally selected – and their implications.

- The Adjective Pairs reflect how the team may think under pressure.

HBDI® Adjective Pairs Comparison

These are the forced choice pairing descriptors that result in the "Under Pressure" scores.

Left adjective		Right adjective
spiritual (0)%		creative (100)%
original (8)%		reliable (92)%
feeling (15)%		thinking (85)%
quantitative (77)%		musical (23)%
interpersonal (23)%		organiser (77)%
like things planned (69)%		like things mechanical (31)%
problem solver (69)%		planner (31)%
musical (31)%		detailed (69)%
creative (31)%		logical (69)%
original (62)%		emotional (38)%
rigorous thinking (62)%		metaphorical thinking (38)%
simultaneous (62)%		empathetic (38)%
controlled (62)%		creative (38)%
analyst (62)%		synthesiser (38)%
conservative (62)%		empathetic (38)%
technical (38)%		dominant (62)%
controlled (54)%		emotional (46)%
warm, friendly (46)%		analytical (54)%
communicator (46)%		conceptualiser (54)%
technical things (46)%		people-oriented (54)%
detailed (46)%		holistic (54)%
imaginative (54)%		sequential (46)%
well-organised (46)%		logical (54)%
originate ideas (50)%		test and prove ideas (50)%

Averages: 0% 20% 40% 60% 80% 100%

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Profile information (continued)

HBDI 20 Questions

The 20 Questions shows how the team answered each question. The % figures along the top of each question indicate the % of the team that made that particular selection. For example, if there is a figure of 5% at the "strongly agree" end, that indicates that 5% of the group selected "strongly agree". The % figures in brackets indicate the total % of the group that selected either "agree or strongly agree" as opposed to "disagree or strongly disagree".

HBDI® 20 Questions

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

I feel that a step-by-step method is best for solving problems.
15% | 53% | 30%

Daydreaming has provided the impetus for the solution of many of my more important problems.
7% | 15% | 38% | 38%

I like people who are most sure of their conclusions.
7% | 84% | 7%

I would rather be known as a reliable than an imaginative person.
23% | 53% | 23%

I often get my best ideas when doing nothing in particular.
46% | 23% | 30%

I rely on hunches and the feeling of "rightness" or "wrongness" when moving toward the solution to a problem.
7% | 38% | 30% | 23%

I sometimes get a kick out of breaking the rules and doing things I'm not supposed to do.
38% | 15% | 46%

Much of what is most important in life cannot be expressed in words.
23% | 23% | 15% | 38%

I'm basically more competitive with others than self-competitive.
38% | 30% | 15% | 15%

I would enjoy spending an entire day "alone with my thoughts."
15% | 30% | 30% | 23%

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What to look for

- 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?
- Which questions are more significant than others?
- Which questions are not so important?
- What is the context in which the team is working and what impact will their selection have?

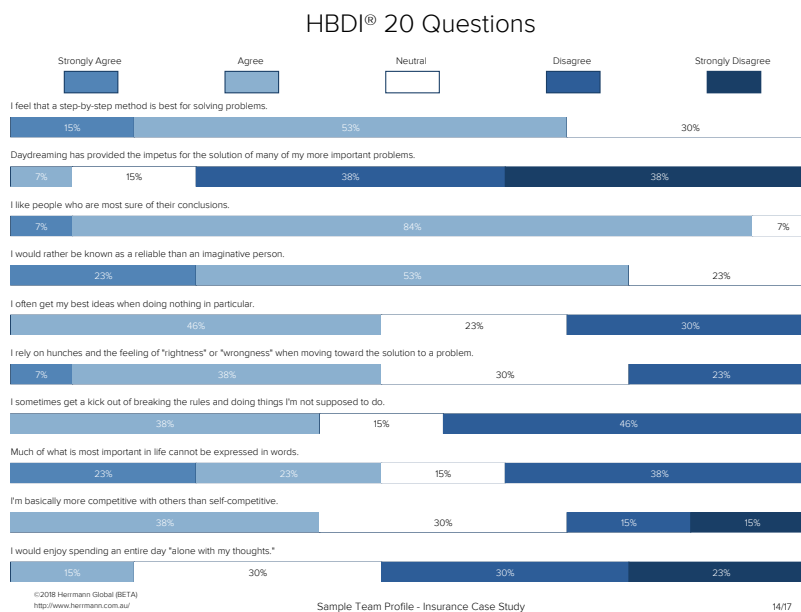## Points to bring out during the discussion of this report if they apply to this team

- Those questions the team strongly agree with or disagree with.
- Those questions where the team Neutral.

Conclusions

Once you've analysed the HBDI 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 examine the data in detail. Try to find a balance that works for the *whole* team.

While the HBDI Team Profile reveals a tremendous amount of data, it does not prescribe remedies for team 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.

Application example

Using the HBDI Team Profile for a newly formed team

Debrief new team members

Before the HBDI Team Profile is debriefed, each individual needs to have received a debrief on their own HBDI Profile. The suggested method is to invite team members to complete their HBDI and then complete the journey in the Portal. The journey is a short series of self-paced micro-elearnings that teach the fundamentals of the HBDI and Whole Brain Thinking. This ensures that all team members receive an equivalent introduction and saves time in the debrief for deeper conversation regarding how to apply what is learned.

Once thinkers have completed the learning session – and the Guess My Profile activity – a one-on-one debrief can be conducted using HBDI® Digital (or HBDI Individual Results Packet).

Begin the debrief session by discussing the journey content and confirming the individual's understanding of the basics:

• there is no right or wrong profile

• the HBDI is based on neuroscience

• we all can and do use different thinking styles all the time; we just prefer some more than others

Using the left hand tabs in HBDI Digital, present and review the Whole Brain Model. Then discuss the Guess My Profile activity. Ask what quandrants they think are their most and least preferred based on what was learned during the journey. Continue the HBDI Digital debrief, revealing the data from the individual profile and discussing results. See Debriefing HBDI Digital document for additional information.

Debriefing the team

Once everyone fully understands their own HBDI Profiles, you can move the focus onto the HBDI Team Profile and the combined data on the team using the instructions in this guide.

Using the HBDI Team Profile with a team with new members

Teams are always changing as people come and go. The HBDI Team Profile is a great way to speed up the introduction stage, especially when the team is in the middle of completing a task or project.

Make sure the new team members receive their individual HBDI debrief using journey and HBDI Digital (see instructions in the previous example), then re-run the HBDI Team Profile and use it to introduce the new team members to the team. New team dynamics may emerge as a result of the change in team members.

Whatever the application of the HBDI Team Profile, it is always good to make sure every team member has a copy for reference and that every team meeting starts with a review of the team profile and a discussion on the implications.

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