



PERFECT TEAMS

Nobody is perfect, but your team can be

YOUR INDICATOR

Astrid Davies

PT Marketing

19th July 2023

*"If we always think
what we've always thought,
we will always be
what we've always been."*

N. James

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Introduction

This Perfect Teams profile is based on Astrid Davies's indicator responses completed online on 19/07/2023.

The Perfect Teams system extends Carl Jung's seminal work of 1921 'Psychological Types' and brings it up to date for the 21st century.

Perfect Teams is all about your character rather than your personality. Our premise is that there is a need to get to where a person's character once again counts as much as their personality.

Perfect Teams presents a framework for understanding yourself and others.

This understanding helps you to create and develop perfect teams around you and throughout your organisation.

This profile is unique. The statements based on your responses may apply to you. Highlight and comment on any statements that either ring true for you, or clang with doubt. Share them and talk them through with friends, family and colleagues to gauge their perspective. Sometimes statements we immediately disagree with are simply personal 'blind-spots' of which we had no previous awareness.

Use this report proactively. Use it as your own personal and team development plan.

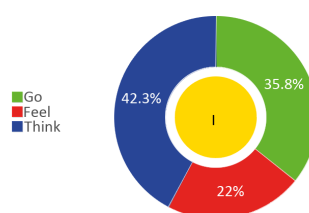
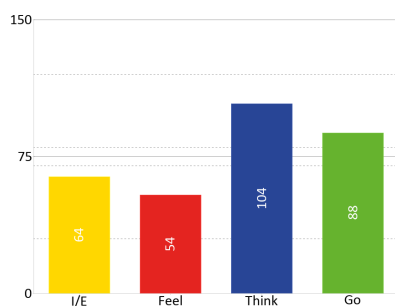
Your Scores

Dear Astrid, you completed your online indicator on 19th July 2023.

Your online survey indicates that your leadership and communication style is primarily:



Element	Score	Percentage
Internal	64/150	-
Go	88/150	35.8%
Think	104/150	42.3%
Feel	54/150	22%



Your Primary Character



With Think and Go being your primary and secondary you will tend to just want to get things done. What and when will be your guiding questions in life. Once you have clarity around what needs to be done you will switch to implementation. Your communication style will be incisive and focused on process. You will always want to be getting things done. Self-motivation is never an issue for you, and you do not understand people who simply don't follow a plan of action. People who are always moaning, 'Why is this happening to me?' will frustrate you. Once the decision has been made you just want to get on with it. You possibly need, sometimes, to be more attentive to other people's emotional needs.

Trust your instincts more; they will give you even more clarity. You will always look to get in the final word and will not be able to resist giving us your opinions and feedback on this summary!

Your Leadership Qualities

Qualities

- Demanding
- Thorough
- Research
- Analyse
- Responsibility
- Dogged
- Methodical
- Last word
- Never forget
- Commit
- Delve deep
- Study
- Truth
- Duty
- Solitary
- Hard worker
- Problem solver

To connect:

- Be precise
- Plan
- All the thinking first
- Listen to their points to the very end
- Expect process/analysis

To avoid conflict don't:

- Take short cuts
- Ignore their agenda
- Stretch the truth
- Expect warmth/empathy

You share this style with 11.7% of the population.

Your Secondary Character

You have such a strong and distinct style that this page has been deliberately left blank. Write down what you see as your strengths due to this trait.

Overview

Leadership/Communication Profile

This report is designed to help you understand the results of your recent online assessment.

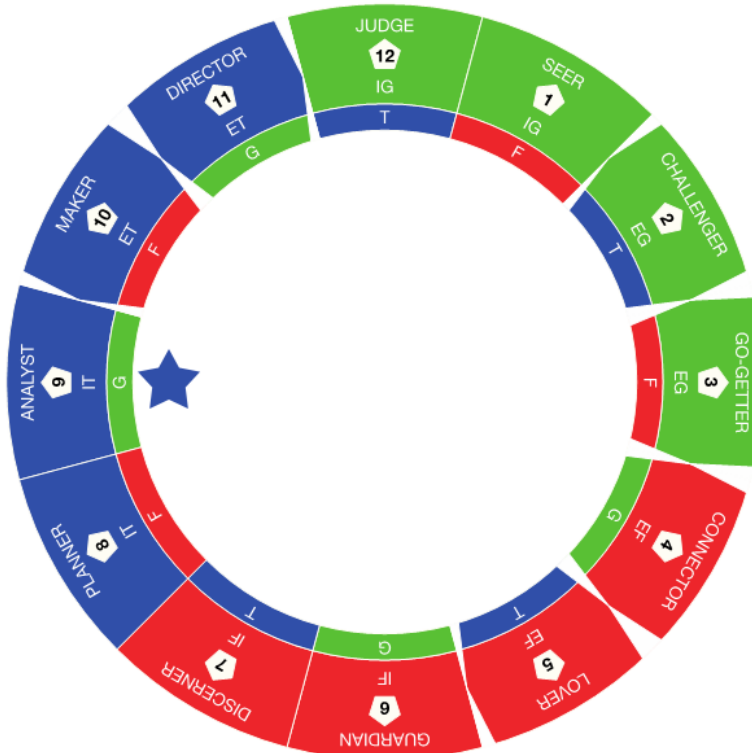
Based on your responses, the profile identifies which of the twelve (1-12) leadership characters below best describes you.



Your Relationship To Others

How do you relate to the other 11 Characters?

You sit at 9 o'clock around this outer wheel



[Shape key: Square = Introvert, Pushing out = Extrovert]

All twelve characters are summarised in Appendix 4

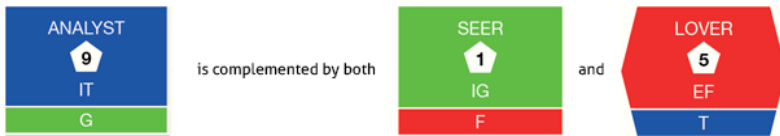
Building Your Team

When you know your own Leadership/Communication profile you can predict who will gel and connect with you. You can also predict where potential conflicts may occur ahead of time, before you have that next critical meeting.

Leading is about knowing yourself, knowing others, and recognising who can help you take your ventures forward. Leaders need followers.

Quick team build:

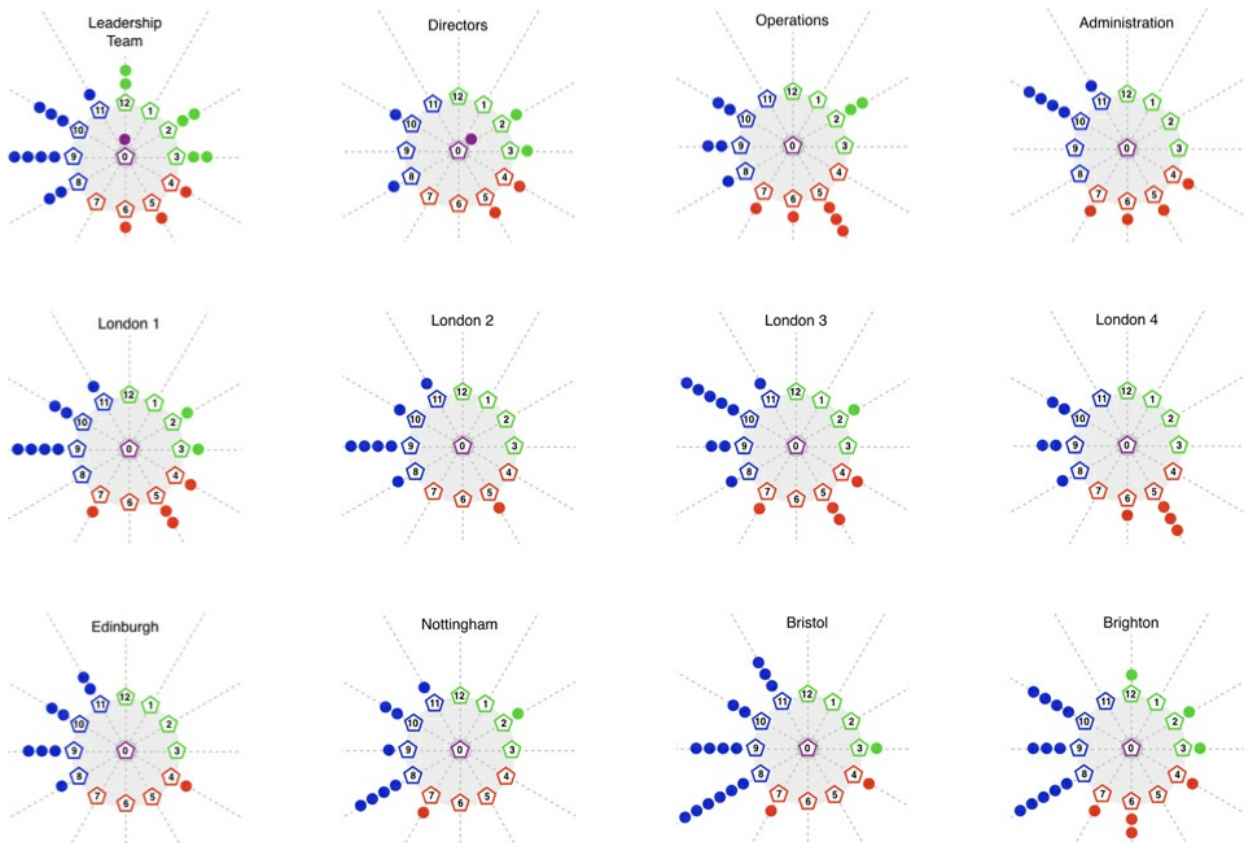
As a rule: From your character - Count four each way around the wheel and that will give you the core of a complementary team, the team to support you.



See Appendix 4 for descriptions of these characters.

Team Maps

Major Engineering Company - Summary of their Team-Maps



When you know your own character people quite often wish to know who they've got in their team. That way they know who they have around the table with them. They can see the strength of their team and who they are potentially missing. They can graphically see the team's make-up and prime focus and predict where potential clashes may occur.

Twelve Characters - The Whole Picture



Whats your number? Take our indicator to find out.

12 Characters – Brief Snapshots

- 1 This character is all about time and purpose. They just seem to know things before anyone else has cottoned on. They see solutions. They love things to be brief, direct and simple. Intrigued by many things, they prefer to work alone. Often seen by others as being silent, aloof, and an enigma. Often their ideas are deemed to be visionary. The Seer is all about When & Why.
- 2 This character is decisive, very direct, wants to lead and asks the most difficult questions. Their questions often lead to new avenues and better solutions if listened to. They like to challenge, confront, and control things. Their style is much more tell than sell. This is where we're going and this is how you do it. They love to slay sacred cows. The Challenger is all about Where & How
- 3 This character is impulsive, highly energetic, and quickly bored. They are always looking to promote their ideas and love a stage, a show. Leading from the front and getting others involved is vitally important. Process and lots of detail will be left for others to pick up on. Charging off, waiting for others to catch up, and then promptly changing direction is not unusual. The Go-Getter is all about Where & Who
- 4 This character is charming, engaging and attuned to other people's feelings. Great networkers and sales people, they are always on the lookout for people they can connect with and introduce to others. Will be immensely enthusiastic for a new project but will quickly get bored with the detail and process. The Connector is all about Who & Where
- 5 This character is all about people, people, people. Social, fun loving, and very attuned to a person's energy. They love hosting, creating, and organising events. If you want to have a party or need a social secretary then this is your character. They wear their heart on their sleeve. Do not generally like working on their own and therefore love to be in a team. The Lover is all about Who & How
- 6 This character is big on trust. Needs it, creates it, and seeks it in return. They invest in deep relationships built over time and despise the flash and superficial. They will always play the long game over the instant short-term return. They love looking for the bridge that will bring two parties together and create reconciliation. Big on loyalty. The Guardian is all about Why & When
- 7 This character has a compulsion to pursue answers by delving deep and getting to the very bottom of things. Once all the detail has been assimilated they will quietly discern the right answer, which is often profound. They need to be involved, be given enough space and time, and love genuineness. The Discerner is all about Why & What
- 8 This character needs to be allowed to quietly get on with things. They often prefer to work alone. They deal with things in a logical and methodical way. They have an eye for detail and loathe loose ends. Planning and getting things done right are all-important. Their world is about process, purpose, and diligence. The Planner is all about What & Why
- 9 This character is thorough, precise, and demanding. Their methodical and incisive style means nothing gets overlooked in the research. Dutiful, hard working, and truthful means they do not suffer fools gladly. This is the character to give your most intractable problems to. They will make sense of chaos. The Analyst is all about What & When
- 10 This character wants to get things done and will find a way of involving others in the project. They can teach themselves anything from the manual. As a consequence they just do not understand anyone who hasn't read the manual or the instructions. Very social, they love being part of a team. The Maker is all about How & Who
- 11 This character is all about implementation and process. They will methodically follow a plan of action and ensure that others do too. They are very direct, often think aloud, and make things happen. They are very realistic and pragmatic. Can seem to be quite serious and will always want to know what the point of something is. The Director is all about How & Where
- 12 This character is succinct, silent, and authoritative. They love to see others getting on with things with minimal input. They quietly soak up all the available information and immediately pick up on the inconsistencies. Will always say, "Tell me what you think first", before offering their own ideas if at all. Always knows what needs to happen. The Judge is all about When & What

How Your Number Was Picked

Your Character is Number:



The two key categories analyzed are:

1. Where do you usually focus your attention?

I Introversion A preference to focus your attention on the inner world of ideas and impressions. Likes to create space.



E Extroversion A preference to focus your attention on the outer world of people and things. Likes to fill the space



2. Which way do you primarily take in and process information?

T Thinking Logic and analytically based



F Feeling People and relationship based



G Instinctive Intuition and pattern based



There are three questions - Four short steps to discovering your character...

1. Where do you usually focus your attention?

You choose



2. Which way do you primarily take in and process information?

You choose



3. Combining the above gives us six possible traits (Appendix 3).

Your combination

IT Security IF Meaning IG Independence



ET Completion EF Relationships EG Risk

4. Each core trait has two associated characters. Your character depends upon your secondary preference at step 2. Which is?

You choose



5. Your character is The Analyst



The Perfect Teams Difference

The majority of psychometric tests used today are based on either the 1900's psychology of Carl Jung or the original research on trait analysis by Gordon Allport. They are all personality based.

Perfect Teams has been designed to integrate Jung's idea of Introversion-Extroversion with modern research on how people process information in three essential ways. Combining these models gives six core temperaments, or styles, which in turn creates twelve (a dozen) characters.

We emphasise character over personality...

This integrated model provides a 21st century framework to understand self and others. Each of the twelve characters has a distinctive way of communicating and being in the world.

Perfect Teams is for the 21st century what the others were for the 1900s. It's a refreshing new way to look at yourself and others. When you know what your own core preference is, and when you understand what the other eleven characters' preferences are, you are able to predict where you will personally connect and see potential flashpoints.

The fundamental differentiator between Perfect Teams and other systems is that you quickly learn the skills to adapt and respond to all the characters and communication styles in real time. Each of the twelve characters has recognisable patterns and giveaways.

By picking up on the nuances you can immediately adapt and flex your own style to create connections with polar opposites. Because you are able to recognise your own Achilles heel (your blind-spot - your weakest component) you can work on strengthening it so you can communicate with the people you would naturally shy away from or avoid completely.

Each character has a set of Dos and Don'ts, which we share with you...

If you want to connect to this particular style: "do this".

If you want to avoid potential conflict: "don't do this".

The key to Perfect Teams is immediate adaptation in real time.

Poor communication is rough, confused and frustrating.

Good communication is joyous, smooth and flowing.

Your new ability to tune into other people's preferences allows:

- ✓ Better: meetings, presentations, sales calls
- ✓ Improved: team building, consultations, mediation
- ✓ Focused: marketing, reports, management

Perfect Teams can be used wherever people come together, work together, solve problems together. It is most powerful when you are putting together a team or merging groups.

The beauty of Perfect Teams is its simplicity. People get it, they remember it, and therefore use it. As a consequence, what people love about Perfect Teams is the immediate results they get connecting with their clients, colleagues and family.

Perfect Teams is all about:

Communication, Connection & Character.

Have fun. Spread the word. What's your number? Do the indicator to find out.

Tips for you

Look at your results on page 2. Essentially, look for the greatest differences. Some guidelines:

High I (Introverted):	Your challenge will be to express yourself more, to share your insights and ideas. Don't keep your perspectives bottled up.
High E (Extroverted):	Your challenge will be to listen more, to create quiet time, to allow your inner voice to speak its wisdom. Turn down the volume.
Low T (Think):	Your challenge will be to be more methodical. Logic, structure and process will serve you. Learn to plan and pay attention to detail.
High T (Think):	Your challenge will be to get out of your head. Thinking that thinking is the only way to solve issues will prove to become a handicap.
Low F (Feel):	Your challenge will be to 'Win Friends & Influence People'. Pay more attention to people's feelings. Learn to empathise more.
High F (Feel):	Your challenge will be to not always buy into the story others are so happy to share with you. Always giving your energy to others becomes draining and will exhaust you.
Low G (Instinct):	Your challenge will be to be more assertive and direct. Learn to trust your instincts more. There will be times when you knew what to do but went around the houses before making the decision you already knew!
High G (Instinct):	Your challenge will be to be less 'Black & White' about things. People may find you challenging and opinionated. Learn to take people on the journey with you.

Appendix 1: Background

This indicator is all about understanding the communication and processing style you use most and how you connect with those around you.

What's the basis of this indicator?

It looks specifically at how people communicate and how they like to process information. It integrates Carl Jung's idea of Introversion-Extroversion with modern research on how people process information in three essential ways: THINK, FEEL and GO. Combining Introversion-Extroversion with THINK, FEEL and GO gives six core styles. Adding information about a secondary processing style gives 12 nuanced styles. The Perfect Teams indicator provides a 21st century framework to understand ourselves and others.

How can I improve my own communication style?

When you know what your own communication style is and understand how others communicate, you can:

- › Predict where you will personally connect and see potential flashpoints.
- › Quickly learn the skills to adapt and respond to communication styles in real time.
- › Consciously flex your own style to create far better connections with polar opposites.

Each character style has a set of Dos and Don'ts, which we share with you. If you want to connect to this particular style: "do this". If you want to avoid potential conflict: "don't do this".

How can I connect better with others?

Poor communication is rough, confused and frustrating. Good communication is joyous, smooth and flowing.

Your new ability to tune into other people's preferences allows:

- › Better meetings, presentations and sales calls.
- › Improved trust and collaboration within teams, leading to better results.
- › Focused marketing, reports and management.

Who should use it and where?

Perfect Teams can be used wherever people come together, work together, solve problems together.

"The beauty of this indicator is its simplicity. People get it, they remember it and immediately start to use it to get results - at work and home."

Appendix 2: Internal & External, The Core Factors

Internal and External - The core factors

The core factor in deciding a person's character is the difference between the internal and the external. Carl Jung in 1921 called it the difference between Introversion and Extroversion.

He described a way in which people have a natural attitude, along a continuum, to focus on either the internal world or the external world. He described these attitudes as follows:

Introversion (I)

"Being predominantly concerned with one's own mental life." Internally oriented and energised by reflection, rather than interaction. Reserved and less outspoken in groups. Enjoy solitary activities. Introspective. Seek depth of knowledge and influence.

Keywords

Keywords: Reflective, bookish, sensitive, serious, subtle, introspective, modest, solitary, shy, thin-skinned.

Introverts like to create space.

Extroversion (E)

"Obtain gratification from what is outside the self." Action oriented, enthusiastic, talkative, gregarious, and enjoy frequent social interaction. Energised by other people and bored when alone. Seek breadth of knowledge and influence.

Keywords: Ebullient, expansive, social, dominant, active, bold, excitable, seek the spotlight, thick-skinned.

Extroverts like to fill the space

What's Your Favourite World

I	If you are internally focused then it's going to be about the inner world of thoughts and reflections. It's going to be contemplative and more solitary.
E	If you are more externally focused then it's going to be more about the outer world of people and things. It's going to be about activity and seeing others. It's going to be more expressive.

According to Susan Cain, in her seminal book 'Quiet', psychologists see the difference between Introversion and Extroversion as being the single most important aspect of a person's character. Where we fall on the introvert-extrovert spectrum has the biggest influence on a person's style of communication.

This is the first major factor in understanding people and knowing how to connect to them.



Three Essential Preferences

The second major factor to consider is that people communicate and process the world around them in different ways: a 'Red' way; a 'Blue' way; and a 'Green' way.



- › Red is all about Feeling. It is energy, pictures, stories, and connections. It is often heartfelt. Decisions can be made quickly on impulse, or can take some time. It is therefore both fast and slow.
- › Blue is all about Thinking. It is the detail, data, systems, and logical thought processes. Decisions take time. It is slow.
- › Green is all about Go. It is instinct, intuition, and gut reaction. It is black and white, fight or flight, and decisions are made fast. It is very fast.

The most important rule to remember is that we all use all three. We all do Red/Feel and Blue/Think and Green/Go. No one way is better than the other. We just have a preference, or priority, in which we use all three. Generally our first preference shapes our communication style across most, but not all, situations.

Plato recognised, 2400 years ago, that our essence is composed of three essential elements, which he called Desire, Reason, and Will, and we call **Red** and **Blue** and **Green**. They can be seen as completely different languages, as different as Greek, Latin, and Egyptian. Three is an ancient metaphor and is often used in literature to convey messages and lessons. Aristotle called the exact same components: Pathos, Logos, and Ethos.

Dumas in *The Three Musketeers* had Aramis, Athos, and Porthos. All for one and one for all.

Red and Blue and Green

Integrated with the heart of this theory [I/E above] is the idea that we all process and communicate in three essentially different ways, a Red/Feel way, a Blue/Think way, and a Green/Go way.

This is the second major factor.



Red



Feel is all about energy, relationship, and people. It's about the experience and the atmosphere. Feel loves a good story and the longer the better! Ask them to describe something and it will be full of colour, pictures, nuances, and sensory allegories. Primary feelers love a description. To them a picture is worth a thousand words. People with a high Feel component sense things before others. Their senses kick into play. They simply tune into the energy.

When it's positive, Feel provides immense motivation and gives people a galvanising purpose. When it's negative it has the capacity to bog people down and creates a horrible sinking feeling. It can be seen to be both fast and slow.

Feel is all about answering the questions Why and Who.

A person who is primarily Feel will feel their way through the world.

To Think, their processing will appear illogical and wayward. Some people don't get it at all.

Feel is much faster than Think and cuts through things some of the time.

At a restaurant a detailed menu is overwhelming. They will explore the specials and look around.


At school it's the stories and examples they remember rather than all the facts. They like to paint the picture, see the broader tapestry, and see how things are connected.

In sports they will relive the atmosphere, picture the colours and experiences.

It's all about relationship and association.

It's associated with the body and heart.

A Red Way

<p>A Red Way</p>	<p>Is all about energy, relationship, and feeling things. It's about motivation, purpose, and people. It's all about Why and Who. It can be fast and slow. It's visual, loves stories, analogies, and metaphors. It's the senses and the ambience of things. Will appear illogical to logical thinkers. Associated with the heart.</p>
	

Blue



Think is all about process, information, and solving things. It's about data, analysis, and logic. Someone who specialises in Think will go into all the fine detail, the history, the dates, and the names. It is very much about the brain and the head and will always be extremely systematic.

It's the passing on of information. It's all about conscious attention and effort. It's pure concentration. When you go into Think you have to stop and concentrate. You may even have to sit down. It's the slowest way of processing but it's also the way in which you solve intractable problems.


Think requires hard work. You can't fly by the seat of your pants in the world of Think. You have to concentrate and calculate. It takes energy to process in Think and that's why a lot of people don't like to do it. They don't like to take the time to do all the planning and logistics. It's the world of numbers, words, and systems: the world of engineers, scientists, and academics.

If Feel is all about Why and Who, Think is all about What and How.

A person who is primarily Think will describe something or an experience, and it will follow a logical time line: 1-2-3-4/A-B-C-D.

There will be a lot of detail, numbers, words, dates, and names. At a restaurant they will analyse everything line by line. At school they will literally soak up all the information and replay it verbatim. In sports they will replay scores, players, league positions, plays. They can be encyclopaedic. It's all about memory and detail. It's associated with the head.

A Blue Way

A Blue Way	<p>Is all about information, process and solving things. It's the logic, concentration, and detailed plans. It's all about What and How. It takes time. Facts, data, and evidence. Method and theory. It's the cognition and the logic of things. Will appear coldly analytical to feelers. Associated with the head.</p>
	

Green



Go is all about intuition, instinct, and action. It's a deep, instantaneous impetus. There is absolutely no gap between stimulus and response. You know it's been activated when you just have to go, act, or do. Go is about direction, imagination, and being compelled. It is the fastest way of processing and is sometimes called 'The Sixth Sense'. You don't know why but you just have to go. It's often associated with the gut. The Go element is seen as being very direct. People are quite often very quick. Their style tends to be very short and sharp. It can sometimes be seen as being very black and white. My way or the highway.

Go people tend to be very wilful and just go do things. They seem to make up their minds very quickly and charge off. They just as quickly change their mind. A high Go style can come across as being very whimsical and impulsive but they can also be very charismatic and inspirational.

When and Where are their key questions.

A person who is primarily Go will see the world at its most succinct and simple.

Their world is black and white and obvious.


They love headlines, bullet points, and brief descriptions. Ask them to describe something and it's going to be brief and direct. Often one word will suffice.

You will not get much detail or background. That is superfluous to them.

Their world is all about instinct and intuition.

At a restaurant they will choose very quickly. They can also change their minds as quick.
 At school they get bored if not challenged or things aren't moving fast enough.
 In sports they will want to be in the zone. Descriptions will be brief.
 It's associated with the gut.

A Green Way

A Green Way	<p>Is all about intuition, instinct, and action. It's the direction, imagination, and impetus to do. It's all about When and Where. It's fast. Instant and direct experience. Known. Just is. No story. Minimal facts or evidence. Solutions just present themselves. Ideas will appear as a revelation (mad, off the wall, from another planet?) Associated with the Gut</p>
	

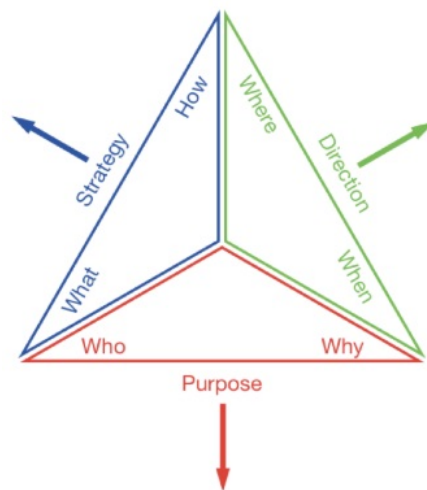
Appendix 3 - Six Key Traits

Combining (Internal and External) with (Go and Feel and Think) gives us six traits or styles (IG, IF, IT, EG, EF, ET).

Rudyard Kipling summed up the six most important questions in life as...

I have six honest serving men,
 They taught me all I knew.
 Their names are What & Why & When,
 How & Where & Who."

These key questions equate to Feel and Think and Go and whether people are Internal (I) or External (E). They can be represented as the six facets around a triangle, where each facet represents the introverted or extroverted side of Feel and Think and Go.



Six Key Traits – The Inner Wheel



IT IT - Security

For an Internal Thinker the word that is always uppermost in their minds is WHAT?

- › What needs to happen?
- › What plans need to be made and why?
- › What is this about?
- › What research needs to happen and when?

Key characteristics are planning and analysis.

This trait is about quietly getting on with things. It's about working alone and dealing with things in a logical and methodical way. It's about planning and analysis, duty and hard work. Process, purpose and diligence leads to thoroughness and precision. It demands solutions.

ET ET - Completion

For an External Thinker the word that is always uppermost in their minds is HOW?

- › How can I use this?
- › How can this be improved and by whom?
- › How do I get people involved in this?
- › How profitable will this be and where's it going?

Key characteristics are implementing and direction.

This trait is about getting things done. It's about involving others in the project as a team. Conscientiousness will lead to self-education.

It's about implementation and process. Plans will be followed methodically. Direct, realistic and pragmatic thoughts will be expressed aloud.

IF IF - Meaning

For an Internal Feeler the word that is embraced first is WHY?

- › Why are we doing this?
- › Why is this important and what's next?
- › Why would I get involved?
- › Why is this happening and when's it going to end?

Key characteristics are discernment and protection.

This trait embraces trust and loyalty. It leads to investment in deep relationships. It's long term vs. short term. It's about reconciliation rather than confrontation. It's the pursuit of answers by getting to the very bottom of things. It's about discernment and being genuine.

EF EF - Relationships

For an External Feeler the word that is embraced first is WHO?

- › Who would invest in this?
- › Who needs convincing and where can we take it?
- › Who would love this?
- › Who can I tell about this and how can I enrol them?

Key characteristics are love and connection.

This trait is about charm, engagement and being attuned to other people's feelings. Connection, introduction and enthusiasm figure strongly. It's about people, being sociable, and energy. Activities will include hosting, creating, and organising events. Involvement with others is vital.

IG IG - Independence

For an Internal Go type the word is always WHEN?

- › When can I have it?
- › When will it be finished and what's the plan?
- › When will they get to the point?
- › When shall we start and why would they buy in?

Key characteristics are judgement and vision.

This trait exudes succinctness, silence, and authority. It soaks up all the available information. It will see all the inconsistencies. Knows what needs to happen. It is about time, purpose, and solitude. Solution focussed. Brevity, directness and simplicity are valued.

EG EG - Risk

For an External Go type the word is always WHERE?

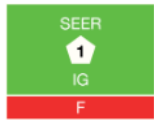
- › Where can I take this?
- › Where is this going and who can I enrol?
- › Where can it be improved?
- › Where are the flaws and how can they be fixed?

Key characteristics are challenge and action.

This trait is about decisiveness, directness, and leadership. It's about challenge, confrontation, and control. Tell vs. sell. Champion causes. It includes impulsiveness, being energetic and easily bored. Promotion of ideas is key. Charge off and rapid changes in direction are not unusual.

When these six key traits are moderated by their secondary preference the twelve characters seen before then reveal themselves.

Appendix 4: Snapshots & Character Summaries



All about time and purpose. See solutions before anyone else. Like solitude and prefer things to be simple, direct and brief.

This character is all about time and purpose. They just seem to know things before anyone else has cottoned on. They see solutions. They love things to be brief, direct and simple. Intrigued by many things, they prefer to work alone. Often seen by others as being silent, aloof, and an enigma. Often their ideas are deemed to be visionary. The Seer is all about **When & Why**



All about direction and control. Ask the most difficult and direct questions. Love to slay sacred cows. More tell than sell.

This character is decisive, very direct, wants to lead and asks the most difficult questions. Their questions often lead to new avenues and better solutions if listened to. They like to challenge, confront and control things. Their style is much more tell than sell. This is where we're going, and this is how you do it. They love to slay sacred cows. The Challenger is all about **Where & How**



All about promotion and involvement. Will be impulsive, energetic and quickly bored. Process is for others to do.

This character is impulsive, highly energetic, and quickly bored. They are always looking to promote their ideas and love a stage, a show. Leading from the front and getting others involved is vitally important. Process and lots of detail will be left for others to pick up on. Charging off, waiting for others to catch up, and then promptly changing direction is not unusual. The Go-Getter is all about **Where & Who**



All about connection and opportunity. Charm makes them great at networking and sales. Enthusiasm turns to boredom.

This character is charming, engaging and attuned to other people's feelings. Great networkers and sales people, they are always on the lookout for people they can connect with and introduce to others. Will be immensely enthusiastic for a new project but will quickly get bored with the detail and process. The Connector is all about **Who & Where**



All about people and their energy. Wear their heart on their sleeve. Love teamwork, creating and organising events.

This character is all about people, people, people. Social, fun loving, and very attuned to a person's energy. They love hosting, creating, and organising events. If you want to have a party or need a social secretary, then this is your character. They wear their heart on their sleeve. Do not generally like working on their own and therefore love to be in a team. The Lover is all about **Who & How**



All about trust and the long term. Invest in deep relationships. Despise the flash and superficial. Look to help reconcile.

This character is big on trust. Needs it, creates it, and seeks it in return. They invest in deep relationships built over time and despise the flash and superficial. They will always play the long game over the instant short-term return. They love looking for the bridge that will bring two parties together and create reconciliation. Big on loyalty. The Guardian is all about **Why & When**



All about depth, empathy and answers. Take time to assimilate the detail before discerning a profound solution. Love genuineness.

This character has a compulsion to pursue answers by delving deep and getting to the very bottom of things. Once all the detail has been assimilated they will quietly discern the right answer, which is often profound. They need to be involved, be given enough space and time, and love genuineness and empathy.
The Discerner is all about Why & What



All about process and purpose. Like to quietly get on with things. Have an eye for detail. Love logic, method and diligence.

This character needs to be allowed to quietly get on with things. They often prefer to work alone. They deal with things in a logical and methodical way. They have an eye for detail and loathe loose ends. Planning and getting things done right are all-important. Their world is about process, purpose, and diligence.
The Planner is all about What & Why



All about precision and tight time scales. Thorough, dutiful, and incisive. Make sense of chaos. Love intractable problems.

This character is thorough, precise, and demanding. Their methodical and incisive style means nothing gets overlooked in the research. Dutiful, hardworking, and truthful means they do not suffer fools gladly. This is the character to give your most intractable problems to. They will make sense of chaos.
The Analyst is all about What & When



All about solutions and who's helping. Manuals are teaching aids. Like people who read them first. Love social teams.

This character wants to get things done and will find a way of involving others in the project. They can teach themselves anything from the manual. As a consequence, they just do not understand anyone who hasn't read the manual or the instructions. Very social, they love being part of a team.
The Maker is all about How & Who



All about implementation and directing others. Often think aloud and make things happen. Love the realistic and factual.


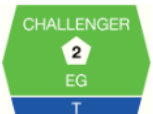




This character is all about implementation and process. They will methodically follow a plan of action and ensure that others do too. They are very direct, often think aloud, and make things happen. They are very realistic and pragmatic. Can seem to be quite serious and will always want to know what the point of something is.
The Director is all about How & Where



All about brevity and information. Soak up everything. See the inconsistencies. Succinct, authoritative, and silent.

This character is succinct, silent, and authoritative. They love to see others getting on with things with minimal input. They quietly soak up all the available information and immediately pick up on the inconsistencies. Will always say, "Tell me what you think first", before offering their own ideas if at all. Always knows what needs to happen.
The Judge is all about When & What

Appendix 5: Gifts, Do & Don't

Character	Gifts to the team	Distinctive features	To connect with DO	To avoid conflict DON'T
	Visionary, independent, aware. Creates solutions and solves problems.	Ignores restrictions. Absorbed, aloof, silent and resists control.	Be concise. Be time conscious. Allow to dream & create. Engage and value their contribution. Expect silence.	Restrict. Try to control. Take too long. Expect thinking. Micro-manage.
	Outgoing, decisive, direct. Fearless in challenging unfairness and hypocrisy.	Confrontational and argumentative. Speaks directly and shows frustration.	Be direct. Tell them the objective. Challenge if necessary. Have your facts straight. Expect curtness, confrontation, challenge.	Be obtuse. Evade the issue. Be unfair. Expect contemplation. Avoid direct questions.
	Adventurous, energetic, and creates pressure. Drives, inspires others to follow their lead.	Changes direction quickly. Likes others to clear up the pieces.	Give lots of rope/leeway. Paint a big picture. Provide a stage. Expect energy, variety & sales.	Bog down in detail. Box in. Fail to get to the point. Expect detail and silence.
	Charming, enthusiastic, talkative. Constantly developing new contacts and opportunities.	Optimism can be unrealistic. Bored with the mundane.	Engage. Look for personal connections. Follow the story. Expect charm & sales.	Exaggerate. Be deceitful. Be time sensitive. Expect plans.
	Social, perceptive, engaging. Comforts, consoles and seeks resolution through teamwork.	Abhors confrontation. Indecisive in a crisis or alone.	Listen/talk to. Give time. Involve. Let them organise events. Team build. Expect warmth. Be social.	Be abrupt /confrontational. Ignore & isolate. Talk at. Ignore their social skills. Expect urgency.
	Builds teams with clear goals. Deep loyal relationships.	Sometimes seen to be manipulative and political. Delegates.	Take time to build relationships. Play the long game. Consult. Be ready to examine things from another side.	Rush. Push. Be superficial. Attempt to manipulate. Expect directness.



Weighs up all the competing issues and discerns the answer.

Lacks decisiveness, urgency and can get lost in the detail.

Go deep. Be genuine. Give time. Be patient/encourage. Involve/arbitrate.

Be directive/abrupt. Ignore the 'Why'. Ignore/isolate. Expect urgency/direction.



Tactical, practical, methodical. Thoroughly search for the complete solution.

Drive and direction often come from others. Need to share their insights.

Involve. Give lots of detail. Be realistic. Allow to quietly get on. Expect plans.

Rush off on wild goose chases/flights of fancy. Force team. Expect loose ends.

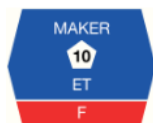


Knowledgeable, dedicated and focused on finding the right answers.

Focus is very narrow. Sometimes the technical excludes the personable.

Be precise. Plan. All the thinking first. Listen to their points to the very end. Expect process/analysis.

Take short cuts. Ignore their agenda. Stretch the truth. Expect warmth/empathy.



Conscientious, persistent, perfection. Works for the team giving personal excellence.

Sometimes too social and can worry. Like to do it all themselves.

Give all the information. Allow time and space to teach self. Give instructions. Include in the conversation. Expect completion

Push. Give unrealistic time-scales. Ignore the importance of the social side. Put in a bubble/isolate.



Realistic, efficient, strategic. Take ideas, organise and implement the solutions.

Somewhat serious. Can be slow to adapt to changes.

Give time to process/think aloud. Be realistic. Have a plan. Be incisive. Expect thoroughness. Expect directions on how to do things.

Be dishonest. Lie. Procrastinate. Moan. Ask 'Why?' all the time. Expect sympathy.



Judicious, prudent, wise. See the inconsistencies. Verdicts are succinct.

Laconic, secretive and hard to know. May need to build relationships.

Be brief and succinct. Get to the point quickly. Ask lots of questions. Expect silence.

Waffle. Be flowery. Be irresponsible. Contradict yourself. Be inconsistent. Expect verbosity.

Appendix 6: Snapshot of a rare character



Number Zero (0) – The most well-rounded of numbers!

This style is Feel and Think and Go

This is a unique and special character. Being a third/third/third with the essential elements of Feel, Think, and Go means that you will connect and relate with all the other characters. You'll meet Think with Think, Feel with Feel, Go with Go. Essentially you can dance around all the combinations. It's like being multi-lingual. You'll be logical with rational and systematic thinkers. You'll be energetic with warm and engaging feelers. You'll be direct with instinctive and quick go styles. You'll find you get along with everyone. You love everyone and everyone loves you. To you, a stranger is a friend yet to be made. You will be a brilliant communicator.

Qualities

- › Adaptable
- › Flexible
- › Approachable
- › Open
- › Inclusive
- › See all the angles
- › Engaging
- › Bridge divisions
- › Solve conflicts
- › Pursue answers
- › Rarely bored
- › Make things come together
- › Can do detail
- › Get things done
- › Interested
- › Encouraging
- › Asks all the questions
- › Inquisitive
- › Looks for the win-win
- › Active
- › In tune with moods
- › Curious
- › Decisive
- › Culture carrier
- › Warm
- › Fun
- › Charming
- › Honest
- › Confident
- › Hates unfairness

This character comprises less than 1% of the population

To Connect With This Character Do The Following

- Be yourself

To Avoid Conflict Don't

- Pretend to be someone or something you're not!

Why use Perfect Teams?

Nobody is perfect, but your team can be.

Leading and running a business takes time and lots of energy.

Having a team that supports you takes away that pressure.

Three scenarios.

1. You as a CEO
2. You as an Owner/Manager (OM)
3. You are in HR and looking for a business solution (HR)

U s e P e r f e c t T e a m s w h e n e v e r . . .

As an existing, or incoming, executive you will use us when:

- You need to get up to speed quickly on who you have on your team.
- You need to resolve communication issues and personal conflicts
- You have a dysfunctional team
- You are merging teams that have different cultures
- You are putting together a team from scratch
- You are looking to restructure

As an Owner/Manager you will use us when:

- The team needs to see you are making an investment in them
- You need to discover the motivation and spark in your team
- You need to gain confidence in yourself and your team
- You need to save time in meetings, to make them shorter, more productive
- You need to learn how to connect more quickly with clients and earn more
- Your decision making needs to be faster

When as an HR specialist an existing, or incoming, executive needs to:

- Get up to speed quickly on who they have on their team
- Resolve communication issues and personal conflicts
- Sort out a dysfunctional team
- Merge teams that have different cultures
- Put together a new team from scratch
- Restructure the leadership team

It's about You, Your Team, Leadership and Vision...

What People Say?

Perfect Teams is proving really useful in terms of understanding our less than perfect teams! The core methodology is simple, and the reports present the output in a very graphic way. As a result, people quickly grasp their preferences and what these mean for the way they think and communicate. We have used these reports to help people understand why they may be struggling with certain relationships, and how they can work better together by accommodating each other's differences. The team maps, which visually plot the preferences of team members, have helped us work out why teams may be behaving as they are, making decisions as they do, and what they might need to do to achieve their goals.

Perfect Teams is 'Simple, Clear and Effective'.

Vicki Webb, Director of HR and Training - Family Building Society

"The Perfect Teams approach has enabled us to get a deep understanding of our communication styles as individuals and how these styles influence our interactions within the team and with our stakeholders. Their workshop provided great clarity on how to develop an effective strategy to improve our effectiveness.

The Perfect Teams methodology is very easy to implement and leads to immediate results."

Group Audit Executive, Global Financial Services Company

"Neil introduced us to Perfect Teams to help us look at the effectiveness of our Partnership Group. The results were extremely interesting, and it has meant we are more focused on what will make the partnership work as effectively as possible. The other major benefit was the increase in awareness of how different people work in different ways. This has meant that communication has improved, and the partnership is more cohesive."

Katy Cobbold, Head of HR - Wilson Wright

"What I like about the Perfect Teams profiling tool is that it's designed by an engineer rather than a psychologist. Having seen a number of these tools, what really appealed to me was that I quickly understood the 12 characters, and this has enabled me to utilise the results for myself and how I interact with others. Perfect Teams has given me the ability to see the different types of characters I work with and adapt my method of communication to suit. I found it extremely valuable to understand my own character and strengths. This has helped to formalise some of the things I instinctively warm to.

I now know how I think, process data and work with others".

Rob Boll, Managing Director - Evoke Management

Help

If you want or require a more in-depth discussion and analysis of your report, coaching and consultancy can be made available.

In the first instance let your system administrator know so they can make the appropriate arrangements.

What Next?

Your personal profile is designed to create a conversation between you, your direct reports, peers, and those close to you. It can also be used as the basis for:

- › Personal development
- › Building effective teams
- › Sales training
- › Connected communication
- › Motivation
- › Building group profiles
- › Predicting potential clashes when merging teams/divisions
- › Audience profiling
- › 1:1 coaching
- › Group workshops
- › Cultural audits

In addition, there are additional resources available:

- › The Do-Zen Book
- › A workshop facilitator's guide
- › A 'Keynote' presentation explaining the underlying theory

An in-depth 'Certification' programme is available to those professionals who wish to take the system in-house. There is also the opportunity to be a 'Licensee' and to re-sell the indicator platform. Some clients have even chosen to partner with us in taking the "Perfect Teams" concept to the world.

*"I've always said that if there's
no why in the equation there's
no way it's going to work.*

No Why = No Way."

N. James

"Nobody is perfect, but your team can be"

How much time do you take assessing your staff? A half-day? A full day?



A revolutionary new business tool that:

- Quickly assesses potential employees
- Profiles team members
- Finds the perfect match for your team
- Predicts potential flash points
- Smooths existing conflicts

Why spend all day at an assessment centre? Why pay for three tests when you can do one?

Welcome to the 21st century. Goodbye to all those old 1900s tools.

Use a tool that is cheaper and quicker.

"You did for me in ten minutes what the assessment centre took all day to do."

Owen N. – National Australia Bank



UK: £42.00
USA: \$59.00



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