Whitepaper
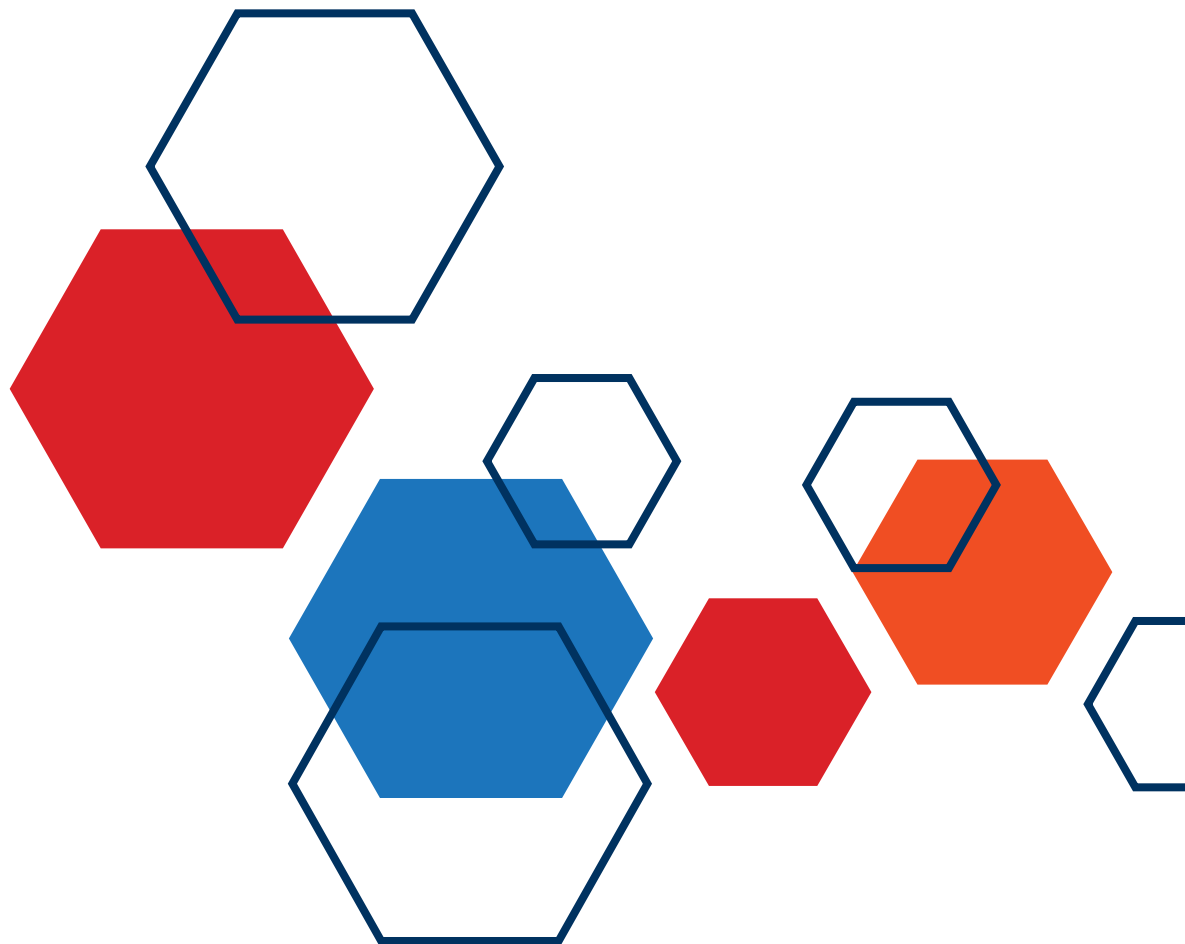## Personality & High Performing Teams

Authored by: Peter Berry, Managing Director, PBC

Executive summary

We investigated the relationship between personality and team performance based on data from 141 teams. The results of the research show a relationship between various aspects of team performance with day-to-day personality characteristics, derailment tendencies, and values.

- In terms of day-to-day personality characteristics, higher levels of emotional stability, drive, social activity, and social sensitivity were associated with higher team performance across several areas including Strategy, Innovation, Leading Change, Results, Meeting Effectiveness, Emotional Intelligence, and Resilience.

- For derailment tendencies, the following were found to be negatively associated with various aspects of team performance and culture: overreacting to situations, being temperamental, cynical and defensive, unassertive, slow to act or make decisions, aloof and indifferent to others' feelings and concerns, overvaluing one's independence and being resistant to others' requests, limit-testing and impulsive, and being impractical and unpredictable. That said, there were a couple of derailment tendencies that were found to be positively associated with some aspects of team performance, especially derailment tendencies related to being compliant, conforming and eager to please. The derailment tendency associated with being attention-seeking was also found to be positively associated with team performance in relation to Strategy.

- For values, placing a higher value on history and convention and having a higher preference for certainty, predictability and risk-free environments was negatively associated with some aspects of team performance and culture including Strategy, Innovation, Leading Change, Meeting Effectiveness, Trust and Resilience. There were also some mixed results for valuing socialising, with some aspects of team performance positively affected and others negatively affected.

Background

Teams are seen as an important driver of organisational performance and success, with a large proportion of workers tending to do most of their work in teams (Buckingham & Goodall, 2019). Leaders have experienced an increased requirement to work collaboratively in teams and to help foster team performance (Deloitte, 2019), with effective leaders differentiating themselves by how well they manage teams (Effron, 2018).

The effective selection and development of team members is essential to establishing high performing teams. This requires an understanding of the factors that underpin effective teams. Team effectiveness factors often reflect factors that promote individual effectiveness like personality (Salas et al., 2008). Personality has been found to predict team performance at both an individual and team level and is proposed to affect team performance in two ways: (1) how an individual's interpersonal style impacts other members of a team and (2) how an individual's values fit with the culture of team (Hogan, 2007). Assessing the associations between team member personality and team performance and culture can provide useful insights into what characteristics might correspond with better team outcomes.

Personality has been proposed to be a reasonable way to establish compatible working teams and achieve positive outcomes (Winsborough, 2017), with previous research demonstrating a relationship between personality traits and team performance (e.g., Baer et al., 2008; Barrick et al., 1998; Driskell et al., 2006; LePine et al., 2011; Neuman, Wagner & Christiansen, 1999). The current research aims to expand our understanding of the relationship between personality and team performance by examining the relationship between 12 aspects of team performance with 3 different aspects of personality (i.e., day-to-day personality characteristics, personality-based derailment tendencies, and values).

Methodology

Participants

Data was analysed for a sample of 141 teams with rater data from 1,360 team members. The size of the teams ranged from 3 to 27 members (M = 9.65, SD = 3.89) and the data was collected between October 2013 and November 2022. The sample consisted of teams from a diverse range of sectors and industries including (but not limited to) Advertising and Media, Agriculture, Banking and Financial Services, Building and Construction, Community Care and Support Services, Consulting Services, Education and Training, Engineering, Government, Healthcare and Medical, Hospitality, IT and Telecommunications, Logistics and Transportation, Manufacturing, Mining, Pharmaceuticals, Real Estate and Property, Retail and Consumer Products, Services and Utilities Supply, and Sports and Leisure.

Measures

High Performing Team Assessment

The High Performing Team Assessment (HPTA; Peter Berry Consultancy, 2021) is an assessment that allows team members to provide feedback on their effectiveness as a group on 12 key themes that have been shown to promote team performance. These themes fall under two dimensions, Performance and Culture, as illustrated in Figure 1 below.

High Performing Team

Performance
Strategy
Innovation
Accountability
Leading Changes
Results
Meeting Effectiveness

Culture
Trust
Professional Conflict
Communication
Emotional Intelligence
Collaboration
Resilience

Figure 1: The HTPA Model

The HPTA consists of 60 items that relate to the 12 sub-themes described above. Each item is scored by team members on a 10-point scale (1 = Not at all, 10 = Exactly). The team's score on each of the HPTA sub-themes is then calculated by averaging the ratings for all team members' responses across the relevant items.

Hogan Personality Assessments

The following measures were also completed by the team members as part of an assessment of personality:

- Hogan Personality Inventory (HPI; Hogan & Hogan, 2007), which measures day-to-day personality characteristics and provides information about an individual's typical preferences and behavioural tendencies;

- Hogan Development Survey (HDS; Hogan & Hogan, 2009), which measures personality tendencies that can emerge when under pressure or complacent, and assesses an individual's strengths which, when overplayed, can potentially derail performance; and

- Motives, Values, Preferences Inventory (MVPI; Hogan & Hogan, 2010), which provides insight into individuals' core values that motivate and drive their behaviour.

Statistical analysis

Aggregate scores for each team were calculated by averaging the scores for all team members for each HPTA and Hogan personality assessment scale. Pearson's bivariate correlation coefficients were calculated with significance levels set at .05 to assess whether there was a relationship between the team's results on the HPTA and their Hogan personality assessment results.

Research Findings

Hogan Personality Inventory

Table 1. Correlations between the HPI Scales and the HPTA Sub-Themes

Domain	Sub-Theme	ADJ	AMB	SOC	INT	PRU	INQ	LEA
Performance	Strategy	.16	.20*	.26**	.17*	.11	-.01	.14
	Innovation	.20*	.17*	.22**	.20*	.03	.06	-.02
	Accountability	.08	.11	.12	.13	.04	-.01	.03
	Leading Change	.19*	.13	.10	.17*	-.03	.05	.07
	Results	.13	.02	.14	.17*	.08	.02	.03
	Meeting Effectiveness	.18*	.14	.19*	.21*	.06	.01	.13
Culture	Trust	.14	-.03	-.04	.17*	-.01	.02	-.01
	Professional Conflict	.09	.05	.04	.14	.03	.05	.04
	Communication	.12	-.01	.19	.12	-.03	.03	-.05
	Emotional Intelligence	.16	.05	.09	.24**	.02	.02	.01
	Collaboration	.11	.00	.12	.17	.00	-.04	-.10
	Resilience	.21*	.13	.05	.19*	.02	.02	.06

*Note: *p < .05, **p < .01; ADJ = Adjustment, AMB = Ambition, SOC = Sociability, INT = Interpersonal Sensitivity, PRU = Prudence, INQ = Inquisitive, LEA = Learning Approach.*

Correlations between the HPI and HPTA sub-themes revealed:

- Teams with an overall higher level of emotional stability and composure (i.e., Adjustment) tended to rate the team as *more effective* for Innovation, Leading Change, Meeting Effectiveness and Resilience.

- Teams with an overall higher level of drive and self-confidence (i.e., Ambition) tended to rate the team as *more effective* for Strategy and Innovation.

- Teams with an overall higher tendency to engage in social interaction (i.e., Sociability) tended to rate the team as *more effective* for Strategy, Innovation and Meeting Effectiveness.

- Teams with an overall higher level of social sensitivity (i.e., Interpersonal Sensitivity) tended to rate the team as *more effective* for Strategy, Innovation, Leading Change, Results, Meeting Effectiveness, Trust, Emotional Intelligence and Resilience.

Hogan Development Survey

Table 2. Correlations between the HDS Scales and the HPTA Sub-Themes

Domain	Sub-Theme	EXC	SCE	CAU	RES	LEI	BOL	MIS	COL	IMA	DIL	DUT
Performance	Strategy	-.12	-.21*	-.24**	-.19*	-.33**	.02	.11	.19*	.03	.05	-.02
	Innovation	-.07	-.18*	-.10	-.16	-.15	.05	.05	.06	.02	.08	.24**
	Accountability	-.07	-.12	-.13	-.17*	-.17*	.02	-.04	.00	-.12	.14	.16
	Leading Change	-.07	-.22**	-.09	-.04	-.21*	.01	.01	.04	.02	-.06	.10
	Results	-.13	-.14	-.07	-.15	-.12	.10	-.08	.01	-.05	.12	.17*
	Meeting Effectiveness	-.15	-.26**	-.22**	-.14	-.27**	-.07	.05	.15	-.05	-.02	.04
Culture	Trust	-.12	-.17*	-.05	-.06	-.05	-.07	-.18*	-.10	-.19*	.05	.17*
	Professional Conflict	-.06	-.12	-.07	-.05	-.10	.01	-.06	-.01	-.12	.06	.15
	Communication	-.15	-.10	-.14	-.09	-.05	-.02	-.10	.01	-.13	.04	.25*
	Emotional Intelligence	-.11	-.18*	-.06	-.09	-.05	.03	-.08	.04	-.14	-.01	.17*
	Collaboration	-.13	-.15	-.08	-.12	-.02	-.05	-.16	-.03	-.17	.03	.24*
	Resilience	-.17*	-.23**	-.09	-.03	-.14	-.01	-.10	.05	-.14	-.06	.11

Note: ^p = .05, *p < .05, **p < .01; EXC = Excitable, SCE = Sceptical, CAU = Cautious, RES = Reserved, LEI = Leisurely, BOL = Bold, MIS = Mischievous, COL = Colourful, IMA = Imaginative, DIL = Diligent, DUT = Dutiful.

Correlations between the HDS and HPTA sub-themes revealed:

- Teams with an overall greater risk of derailing by overacting to situations and being temperamental (i.e., Excitable) are likely to rate the team as *less effective* for Resilience.

- Teams with an overall greater risk of derailing by becoming cynical and defensive (i.e., Sceptical) are likely to rate the team as *less effective* for Strategy, Innovation, Leading Change, Meeting Effectiveness, Trust, Emotional Intelligence and Resilience.

- Teams with an overall greater risk of derailing by being unassertive and slow to act or make decisions (i.e., Cautious) are likely to rate the team as *less effective* for Strategy and Meeting Effectiveness.

- Teams with an overall greater risk of derailing by being aloof and indifferent to others' feelings or concerns (i.e., Reserved) are likely to rate the team as *less effective* for Strategy and Accountability.

- Teams with an overall greater risk of derailing by overvaluing their independence and being resistant to others' requests (i.e., Leisurely) are likely to rate the team as *less effective* for Strategy, Accountability, Leading Change and Meeting Effectiveness.

- Teams with an overall greater risk of derailing by being impulsive and limit-testing (i.e., Mischievous) are likely to rate the team *less effective* for Trust.

- Teams with an overall greater risk of derailing due to being attention seeking (i.e., Colourful) are likely to rate the team as *more effective* for Strategy.

- Teams with an overall greater risk of derailing by being impractical and unpredictable (i.e., Imaginative) are likely to rate the team as *less effective* for Trust.

- Teams with an overall greater risk of derailing by being overly compliant, conforming and eager to please (i.e., Dutiful) are likely to rate the team as *more effective* for Innovation, Results, Trust, Communication, Emotional Intelligence and Collaboration.

Motives, Values Preferences Inventory

Table 3. Correlations between the MVPI Scales and the HPTA Sub-Themes

Domain	Sub-Theme	REC	POW	HED	ALT	AFF	TRA	SEC	COM	AES	SCI
Performance	Strategy	-.02	.09	-.03	.05	.17*	-.02	-.18*	.06	.08	-.15
	Innovation	.01	.02	.00	-.03	-.03	-.18*	-.10	.11	.01	-.04
	Accountability	.00	.00	-.05	-.02	.01	-.08	-.12	.16	-.04	-.11
	Leading Change	-.08	-.09	.03	.00	-.03	-.17*	-.16*	-.02	.07	-.06
	Results	.03	-.02	-.08	.10	.03	-.07	-.07	.04	.12	-.08
	Meeting Effectiveness	-.12	-.06	-.07	.01	.07	-.05	-.18*	-.02	.05	-.11
Culture	Trust	-.14	-.13	-.04	-.04	-.19*	-.18*	-.14	.02	-.10	-.08
	Professional Conflict	-.06	-.06	-.02	-.08	-.10	-.12	-.10	.09	-.04	-.03
	Communication	.05	.04	.13	-.14	-.03	-.18	-.13	.16	-.10	-.03
	Emotional Intelligence	-.02	-.13	.03	-.02	-.07	-.14	-.11	-.05	.00	-.09
	Collaboration	.00	.01	.05	-.08	-.03	-.16	-.09	.13	-.07	-.05
	Resilience	-.10	-.15	.01	-.02	-.10	-.16	-.17*	-.06	.01	-.09

*Note. *p < .05, **p < .01; REC = Recognition, POW = Power, HED = Hedonism, ALT = Altruism, AFF = Affiliation, TRA = Tradition, SEC = Security, COM = Commerce, AES = Aesthetics, SCI = Science.*

Correlations between the MVPI and HPTA sub-themes revealed:

- Teams with an overall higher value for social interaction (i.e., Affiliation) are likely to rate the team as more effective for Strategy but less effective for Trust.

- Teams with an overall higher value for history and convention (i.e., Tradition) are likely to rate the team as less effective for Innovation, Leading Change and Trust.

- Teams with an overall higher preference for certainty, predictability and risk-free environments (i.e., Security) are likely to rate the team as less effective for Strategy, Leading Change, Meeting Effectiveness and Resilience.

Implications

Investigating the relationship between personality and team performance may help to develop a clearer understanding of the factors that underpin effective teams and help to identify areas to target when selecting and developing team members. In the current study, various aspects of team performance and culture measured by the HPTA were found to be associated with day-to-day personality characteristics, derailment tendencies, and values. The nature and implications of these relationships are discussed in detail below.

Strategy

Teams with a clear strategy and vision are more likely to have a shared sense of purpose and direction, make better decisions, and adapt more effectively to organisational demands (Resick et al., 2010). The results of the current study suggest that teams with a greater tendency to be driven and results-focused (i.e., higher Ambition) tend to be rated more strongly in relation to Strategy. This may be because their drive for results contributes to them being more likely to take the time to clearly define their strategic priorities and goals and to track and review their progress to ensure desired outcomes are being achieved.

Teams with a greater focus on engaging in social interaction and building and maintaining positive working relationships were also likely to be perceived as more effective in relation to Strategy (i.e., higher Sociability, Interpersonal Sensitivity, and Affiliation). Teams that exhibit higher levels of these tendencies may more readily seek opportunities to connect and engage with one another to define, share and review the strategic priorities for the team. They may also be more likely to adopt an interpersonal style that is conducive to having positive discussions about strategic priorities.

Teams that were more likely to engage in derailing behaviours that involved distancing themselves from others and pushing others away tended to be rated as less effective in relation to Strategy. This included derailing by withdrawing socially, being uncommunicative, indifferent to others' feelings and concerns, cynical, mistrusting of others, overvaluing one's independence, and being stubborn and argumentative (i.e., higher Sceptical, Reserved and Leisurely). These tendencies may have a negative impact on how readily and effectively team members engage with one another to define, plan, and review their strategic priorities, especially when under pressure. Teams that engage in these derailers are likely to benefit from considering how they can more effectively discuss strategic priorities as a team on a regular basis, including strategies to minimise behaviours that may derail the discussions.

Teams that were more likely to derail by being unassertive, slow to act and make decisions, and reluctant to take chances (i.e., higher Cautious) also tended to be rated as less effective in relation to Strategy. These tendencies may negatively impact the speed with which teams identify their strategic priorities, particularly when they are under pressure. These tendencies may also impact the types of strategic priorities that the team sets. Specifically, a tendency to be more conservative and reluctant to take chances may result in the team being less likely to set more adventurous strategic priorities that could be advantageous.

Teams who more strongly valued certainty, predictability and risk-free environments (i.e., higher Security) also tended to be rated less effective in relation to Strategy. Again, this may impact the type of strategic priorities being set, with potentially more of a focus on minimising potential risks and sticking with what is known, tried and tested when setting strategic priorities. Teams that tend to strongly embrace this value or exhibit the Cautious derailer may benefit from considering the implications of the strategic priorities that they set including whether they may be missing out on potential opportunities that could be advantageous.

Innovation

Innovative teams are more likely to respond effectively to unanticipated change and adversity and create more value for their organisations through developing new and different ideas and approaches (van Knippenberg, 2017). In the current study, teams with a greater tendency to be driven and results-focused (i.e., higher Ambition) tend to be rated more strongly in relation to Innovation. This may be because their drive contributed to them actively seeking ways to deliver better results such as by improving current processes and adopting new ideas and opportunities.

Teams who were more likely to actively seek opportunities to engage, communicate and collaborate with each other also tended to perform more strongly on Innovation (i.e., higher Sociability). Increased levels of social interaction with one another may have contributed to the team more readily sharing and exploring new ideas together and experiencing benefits such as being able to leverage diverse perspectives.

Teams who were more likely to exhibit tendencies associated with being calm, even-tempered, tactful, and considerate of others (i.e., higher Adjustment and Interpersonal Sensitivity) were also more likely to perform strongly on Innovation. These tendencies may have helped to foster an environment where people felt more comfortable sharing new ideas and opportunities with each other.

This was also reflected in the derailing tendencies that were significantly associated with Innovation. Specifically, teams more inclined to derail by being overly obliging and agreeable (i.e., higher Dutiful) tended to be rated higher on Innovation while teams that were more inclined to derail by being cynical, defensive and argumentative (i.e., higher Sceptical) tended to be rated lower on Innovation. These results suggest that teams are likely to benefit from ensuring that they foster an environment where others feel comfortable raising ideas and where sufficient space and opportunity to explore potential ideas is provided.

Finally, teams who tended to more strongly value history and convention and interacting with people who shared the same values and beliefs tended to score lower on Innovation (i.e., higher Tradition). This may be due to the impact that this value had on their willingness to explore new and alternative ideas and solutions and to consider perspectives that may differ from their own. Teams who tend to be strong on this value are likely to benefit from ensuring that they make the time to explore new and alternative ideas that may add value, improve processes and help them to deliver better results. They are also likely to benefit from considering how they can more effectively obtain and leverage differing perspectives to identify beneficial opportunities and solutions.

Accountability

Teams are more likely to achieve higher levels of performance when team members hold each other accountable (Rashid, 2015). In the current study, teams who were more likely to derail by being aloof, withdrawn, uncommunicative, and indifferent to others' feelings and concerns (i.e., higher Reserved) tended to score lower in relation to accountability. Teams who were more likely to derail by being unwilling to confront others, passive-aggressive, privately resentful of others' requests and suggestions, and ignoring others' advice (i.e., higher Leisurely) also tended to score lower on accountability. These derailing tendencies impact how readily team members identify and seize opportunities to hold others accountable for their conduct and performance, particularly when they are under pressure. Teams with these derailing tendencies are likely to benefit from ensuring that they maintain open communication with one another, especially

under pressure, including to provide each other with constructive feedback and to support and challenge each other. These teams may also need to ensure strategies are in place to ensure that what is discussed is ignored or dismissed, and team members follow through with taking accountability for their behaviour and outcomes and improving their performance.

Leading Change

Navigating change effectively, as well as being proactive in identifying opportunities to capitalise on change both internally and externally, is a key mechanism that enables teams to improve their effectiveness and their ability to improve organisational outcomes (Talke et al., 2011). In the current study, teams with higher levels of composure and resilience (i.e., higher Adjustment) tended to score higher on Leading Change. These tendencies may support a team's ability to respond constructively to change including unanticipated changes and changing priorities. It may also support team members to act as a stabilising influence when leading others through change.

Teams with higher levels of social sensitivity (i.e., Interpersonal Sensitivity) also tended to score higher on Leading Change. The tendency to be perceptive and considerate of others may contribute to team members effectively dealing with others' feelings and concerns associated with changes and to support others through change processes.

Teams that were more likely to derail by being critical, defensive, argumentative and fault-finding (i.e., higher Sceptical) tended to score lower on Leading Change. Teams with this derailment tendency may be more likely to question proposed changes and to focus on the negatives which may impact how readily they embrace and adapt to change. These teams may benefit from considering how they can more effectively explore the positive side of changes.

Teams that were more likely to derail by overvaluing their independence and being privately irritated by interruptions and requests that do not align with their priorities or agenda (i.e., higher Leisurely) also tended to score lower on Leading Change. Teams with this particular derailer may be more inclined to respond with passive resistance to changes that don't align with their particular priorities or agenda. These teams may benefit from exploring strategies to be more adaptable to changes.

From a values perspective, teams who tended to more strongly value history and convention (i.e., higher Tradition) tended to score lower on Leading Change. Teams where this is a strong motivator may be less inclined to embrace or champion change, preferring to embrace what has

traditionally occurred in the past. Valuing certainty and predictability (i.e., higher Security) was also associated with lower scores on Leading Change. Teams where this is a strong motivator may prefer to stick to what has been tried and tested in the past and may be less comfortable with change, especially unanticipated changes or change that is associated with a high level of uncertainty or risk. These teams may benefit from ensuring that they take time to explore the potential benefits associated with the change and from identifying strategies that may assist them in responding more effectively to changes.

Results

High performing teams have a reputation for consistently delivering good results and meeting their key performance indicators. In the current study, Results was positively associated with higher levels of the tendency to be socially sensitive (i.e., higher Interpersonal Sensitivity) and with being compliant, conforming and eager to please (i.e., higher Dutiful). This may be due to the importance of getting along with one's fellow team members and working effectively together to achieve results as a team. It may also be due to the positive relationship that was found between these tendencies and many of the other aspects of team performance and culture that were examined. These tendencies are likely to help encourage cooperation and teamwork and help foster trust and respect within the team which in turn may help the team to deliver results.

Meeting Effectiveness

Meetings are a primary means by which teams coordinate and work together, with meeting effectiveness being critical for team engagement and performance (Salas et al., 2008). In the current study, teams that were more likely to actively seek opportunities to interact with others (i.e., higher Sociability) tended to be rated higher on Meeting Effectiveness. This may be due to these teams being more likely to regularly seek opportunities to meet with one another.

Teams that were more likely to be composed and even-tempered (i.e., higher Adjustment) and to be socially sensitive (i.e., higher Interpersonal Sensitivity) also tended to be rated higher in terms of Meeting Effectiveness. This may be due to these tendencies supporting team members to conduct meetings in a constructive manner. It is not just the quantity but also the quality of interactions between team members that is likely to be important for meeting effectiveness.

Teams with a greater tendency to derail by being critical, defensive, and argumentative (i.e., higher Sceptical),

unassertive and reluctant to speak up due to concerns about potential criticism or embarrassment (i.e., higher Cautious), and overvaluing their independence and working to their own agenda (i.e., higher Leisurely) tended to be rated lower on Meeting Effectiveness. These tendencies may impact how effectively the team raises and addresses issues and ideas. Teams that tend to have these derailers may benefit from strategies to help enhance psychological safety within the team so people feel more comfortable speaking up during meetings to raise their ideas and opinions. These teams may also benefit from exploring strategies to raise concerns and criticisms more constructively during meetings and from considering how they can ensure that they finish meetings on the same page.

Teams that more strongly valued certainty and predictability (i.e., higher Security) tended to score lower on Meeting effectiveness. Teams that are higher on this value may tend to be more cautious in their decision making and this may impact how quickly they make decisions during meetings. These teams may need to ensure that their cautiousness does not impact on the effectiveness of their meetings by impacting on the speed they discuss issues and make decisions.

Trust

Trust has been found to be a differentiator between high and low-performing teams, with trust impacting performance and outcomes such as communication and satisfaction (Buckingham & Goodall, 2019; Costa et al., 2018). In the current study, teams who were more likely to derail by being cynical, defensive and argumentative (i.e., higher Sceptical) tended to be rated lower on Trust. Teams with this derailer may be more likely to question others' motives and intentions, be alert for signs of mistreatment, take criticism personally, and quickly jump to negative conclusions which may impact the level of trust within the team. Teams with this derailment tendency may benefit from adopting strategies such as suspending their judgement and checking their assumptions rather than quickly jumping to negative conclusions that may erode trust.

Teams who were more likely to derail by engaging in limit-testing, impulsive and manipulative behaviour (i.e., higher Mischievous) also tended to be rated lower on Trust. Teams with this derailer may take ill-advised risks, not follow through with commitments, and use charm to downplay issues or finesse mistakes which may erode levels of trust over time. These teams may benefit from ensuring that they sufficiently slow down their decision making to ensure a realistic appraisal of the potential implications before taking action, hold each other accountable for following through with commitments,

and take time to reflect on and take responsibility for the impact of their actions and decisions.

Teams who were more likely to derail by being impractical and unpredictable (i.e., higher Imaginative) also tended to be rated lower on Trust. These tendencies may impact on the level of trust that is placed on the ideas that are raised within the team, especially if they seem impractical and out of touch with reality to others. Teams with this derailment tendency may need to ensure that they sufficiently explore potential ideas to assess their feasibility and what would be required for their ideas to be successfully implemented. This is likely to help build the level of trust in the ideas and solutions proposed by the team.

Teams who were more likely to derail by being overly compliant, conforming and eager to please (i.e., higher Dutiful) tended to be rated higher on Trust. This may be due to these tendencies helping to foster cooperation and consensus amongst the team and helping team members to build a sense of connection with one another. It may also help foster trust by helping team members to show that they care about each other and want to please one another.

Interestingly, teams who more strongly valued opportunities to socialise with one another (i.e., higher Affiliation) tended to be rated lower on Trust. Perhaps it is not so much about the quantity of interactions with one another fosters trust, but the quality of the interactions. Teams that regularly socialise with one another may not necessarily engage in behaviours that help foster trust with one another. For instance, a team may strongly value opportunities to regularly come together to socialise, however, what they discuss during these times may not be conducive to fostering trust (e.g., they may confuse social activity with being productive or they may spend a lot of time discussing impractical ideas that go nowhere which erodes levels of trust within the team over time). Teams who strongly value opportunities to socialise with one another may need to ensure that they also focus on the quality of their interactions and that they are conducive to fostering trust within the team.

Teams who more strongly valued history, convention, and people who shared the same values and beliefs (i.e., higher Tradition) also tended to be rated lower on Trust. Teams who strongly have this value may be lower on Trust if the team consists of members that tend to hold different values and beliefs to other members of the team. These teams may be able to more strongly foster trust by considering how they can show respect and consideration for those within the team who have different values and beliefs to their own.

Communication

How team members communicate with one another is an important predictor of a team's performance and impacts on team members' experience of the team (Buljac-Samardzic et al., 2010; Petland, 2013). In the current study, teams who were more likely to derail by being overly compliant, conforming and eager to please (i.e., higher Dutiful) tended to be rated higher on Communication. This may be due to these tendencies helping others to feel more comfortable to interact and communicate with one another. Teams with this derailer are more likely to seek consensus before making decisions which may result in higher levels of communication within the team. They may also be more likely to adopt an interpersonal style that is conducive to making others feel comfortable with voicing their opinion and communicating with other team members.

Emotional Intelligence

Higher levels of emotional intelligence helps to positively shape team dynamics and impacts overall team performance (Chang, Sy, & Choi, 2011). In the current study, teams with higher levels of social sensitivity (i.e., higher Interpersonal Sensitivity) and the derailment tendency to be overly compliant, conforming, and eager to please (i.e., higher Dutiful) tended to be rated higher on Emotional Intelligence. Teams with these tendencies are more likely to be perceptive and considerate of others' feelings and concerns and engage in behaviours that are designed to build and maintain cordial relationships with others.

On the other hand, teams that were more likely to derail by being cynical, defensive, and sensitive to criticism (i.e., higher Sceptical) tended to be rated lower on Emotional Intelligence. While teams with this derailer may tend to be insightful and perceptive regarding others' motives and intentions, their tendency to be more prone to fault-finding and critical of others may impact on their perceived level of emotional intelligence. Teams with this derailment tendency may benefit from considering how team members can demonstrate greater empathy towards each other and engage with each other in a more positive manner.

Collaboration

Collaboration helps to facilitate coordination and improve the functioning of teams (Mathieu et al., 2008). In the current study, teams that were more likely to derail by being overly compliant, conforming and eager to please (i.e., higher Dutiful) tended to be rated higher in relation to Collaboration. Teams with this particular derailer may be more likely to defer to others for advice and seek consensus before making decisions which may contribute

to them being more likely to engage in collaborative behaviour. Their tendency to be seen as pleasant and agreeable may also be conducive to facilitating collaborative behaviours within the team.

Resilience

Resilience plays an important role in helping teams to effectively cope and adapt to the challenges and setbacks that they encounter (Carmeli, Friedman, & Tishler, 2013). Teams that were more likely to be calm, even-tempered and optimistic (i.e., higher Adjustment) and less likely to derail by overreacting to situations and being prone to negativity and cynicism (i.e., lower Excitable and Sceptical) tended to be rated higher on Resilience. Teams may benefit from reflecting on how effectively they currently manage and express their emotions, attitudes and opinions, especially when they are under pressure or encountering challenges or setbacks. If this is identified as a development area for a team, they may benefit from identifying strategies to more constructively express their emotions and to avoid jumping to negative conclusions such as by taking time to pause and reflect on the situation, suspending their judgement, and seeking to challenge their assumptions and focus on the positive aspects.

Teams that were more likely to be tactful, perceptive and considerate of others' feelings and concerns (i.e., higher Interpersonal Sensitivity) also tended to be rated higher on Resilience. Having higher levels of social sensitivity may help team members to identify when others in their team are starting to feel stress or pressure in the face of challenges and setbacks and provide them with the support and assistance they require. Teams may benefit from reflecting on how well they are in tune with how team members are coping, particularly if dealing with a setback or challenging situation, and how effectively they provide support and assistance to each other to deal with situations and avoid stress or burnout.

Finally, teams who more strongly valued certainty, predictability and risk-free environments (i.e., higher Security) tended to be rated lower on Resilience. Teams who strongly value certainty and predictability tend to dislike unexpected changes and can be uncomfortable in unpredictable or rapidly changing environments. This may impact on their level of resilience at times, especially how effectively they exhibit the adaptability component of resilience. Teams who tend to be strong on this value may benefit from considering strategies that will enable them to more effectively cope and adapt in the face of unexpected changes to minimise its impact on their wellbeing.

References

Baer, M., Oldham, G. R., Jacobsohn, G. C., & Hollingshead, A. B. (2008). The personality composition of teams and creativity: The moderating role of team creative confidence. The Journal of Creative Behavior, 42(4), 255-282.

Barrick, M. R., Stewart, G. L., Neubert, M. J., & Mount, M. K. (1998). Relating member ability and personality to work-team processes and team effectiveness. Journal of Applied Psychology, 83(3), 377.

Buckingham, M. & Goodall, A. (2019). The power of hidden teams: the most engaged employees work together in ways companies don't even realise. Harvard Business Review.

Buljac-Samardzic, M., Dekker-van Doorn, C. M., van Wijngaarden, J. D. H., & van Wijk, K. P. (2010). Interventions to improve team effectiveness: A systematic review. Health Policy, 94(3), 183-195.

Carmeli, A., Friedman, Y., & Tishler, A. (2013). Cultivating a resilient top management team: The importance of relational connections and strategic decision comprehensiveness. Safety Science, 51, 148-159.

Chang, J. W., Sy, T., & Choi, J. N. (2011). Team emotional intelligence and performance. Small Group Research, 43, 75-104.

Costa, A. C., Fulmer, C. A., & Anderson, N. R. (2018). Trust in work teams: An integrative review, multilevel model, and future directions. Journal of organizational behavior, 39(2), 169-184.

Davey, L. (2019). The good fight: use productive conflict to get your team and organization back on track. BC, Canada: Page Two Books, Inc.

Deloitte (2019). Global Human Capital Trends 2019 Report - Leading the social enterprise: reinvent with a human focus. Deloitte University Press.

Driskell, J. E., Goodwin, G. F., Salas, E., & O'Shea, P. G. (2006). What makes a good team player? Personality and team effectiveness. Group Dynamics: Theory, Research, and Practice, 10(4), 249.

Effron, M. (2018). 8 steps to high performance: Focus on what you can change (ignore the rest). United States: Harvard Business Review Press.

Gostick, A. & Elton, C. (2018). The best team wins: the new science of high performance. New York, United States: Simon & Schuster

Hogan, R. (2007). Personality and the fate of organisations. Mahwah, NJ: Lawrence Erlbaum Associates.

Hogan, R., & Hogan, J. (2007). Hogan Personality Inventory Manual. Tulsa, OK: Hogan Assessment Systems.

Hogan, R., & Hogan, J. (2009). Hogan Development Survey Manual. Tulsa, OK: Hogan Assessment Systems.

Hogan, R., & Hogan, J. (2010). Motives, Values, Preferences Inventory Manual. Tulsa, OK: Hogan Assessment Systems.

LePine, J. A., Buckman, B. R., Crawford, E. R., & Methot, J. R. (2011). A review of research on personality in teams: Accounting for pathways spanning levels of theory and analysis. Human Resource Management Review, 21(4), 311-330.

Mathieu, J., Maynard, T., Rapp, T., & Gilson, L. (2008). Team effectiveness 1997-2007: A review of recent advancements and a glimpse into the future. Journal of Management, 34(3), 410-476.

Neuman, G. A., Wagner, S. H., & Christiansen, N. D. (1999). The relationship between work-team personality composition and the job performance of teams. Group Organization Management, 24(1), 28-45.

Peter Berry Consultancy (2021). High Performing Team Assessment Technical Reference and Administration Guide (Third Edition).

Petland, A. (2013). The new science of building great teams In HBR's 10 must reads on teams (pp. 1-20). Boston, Massachusetts: Harvard Business Review Press.

Rashid, F. (2015). Mutual accountability and its influence on team performance. Harvard University.

Resick, C. J., Murase, T., Bedwell, W. L., Sanz, E., Jimenez, M., & DeChurch, L. A. (2010). Mental model metrics and team adaptability: A multi-facet multi-method examination. Group Dynamics: Theory, Research, and Practice, 14(4), 332-349.

Salas, E., Cooke, N. J., & Rosen, M. A. (2008). On teams, teamwork, and team performance: Discoveries and developments. Human Factors: The Journal of the Human Factors and Ergonomics Society, 50(3), 540-547.

Talke, K., Salomo, S., & Kock, A. (2011). Top management team diversity and strategic innovation orientation: The relationship and consequences for innovativeness and performance. Journal of Product Innovation Management, 28(6), 819-832.

Tekleab, A. G., Quigley, N. R., & Tesluk, P. E. (2009). A longitudinal study of team conflict, conflict management, cohesion, and team effectiveness. Group & Organization Management, 34(2), 170-205.

van Knippenberg, D. (2017). Team innovation. Annual Review of Organizational Psychology and Organizational Behavior, 4, 211-233.

Winsborough, D. (2017). Fusion: The Psychology of Teams. Tulsa, OK: Hogan Press.

About Peter Berry Consultancy (PBC)

PBC is a multidisciplinary global consulting firm with 30 years' experience in the delivery of solutions aimed at maximising the potential of individuals, teams, leaders and organisations. We undertake research to support our evidence-based solutions and have a network of partners and distributors globally.

PBC is the Australian and New Zealand distributor of Hogan Assessments and the authors of a range of diagnostics including the Hogan 360 suite, Agile suite, High Performing Team Assessment (HPTA), and co-authored the Hogan Safety Climate Survey.

Peter Berry Consultancy Pty Ltd
info@peterberry.com.au | www.peterberry.com.au
ABN 77007400606

Sydney Office
T: +61 2 8918 0888
Level 8, 201 Miller Street North Sydney, NSW 2060

Melbourne Office
T: +61 3 8629 5100
Suite 303, 430 Little Collins Street, Melbourne, VIC 3000

Peter Berry Consultancy New Zealand LP
info@peterberry.co.nz | www.peterberry.co.nz
NZBN 94 2905 0294 0295

Auckland Office
T: +64 9 941 9790
11 Britomart Place, Auckland CBD, Auckland 1010

WP0044