Behavioral Profiling

Source: "The 5 dysfunction of a team" book by Patrick Lencioni (see it at amazon here)

Purpose: To improve trust by giving team members an opportunity to demonstrate vulnerability in an objective, in-depth way, and to help team members understand one another's strengths and weaknesses so that they can avoid making false attributions about behaviors and intentions.

Time Required: Two to four hours, depending on the size of the team, the skills of the facilitator, and the team members' level of knowledge of the profiling tool.

Instructions: there are few profiling tool, in the book, the author propose the Myers-Briggs Type Indicator (MBTI), but you could use other where you are more comfortable. In me personal case, I found very complicated that test to do in agile teams; however, it could be a good test for executive teams. For agile teams, I started to see PCM (process communication Model).

- Whit your favorite profiling tool, you should be able to:
- Present the test and have all team members complete your test
- Explain result of the test
- Present team members and results
- Interpret as team those results
- Identify potential team weaknesses that the group must avoid as a result of its particular inclinations. Acknowledge strengths. too.
- Let team members talk about their results, particularly insightful and descriptive of their tendencies. Also, have them choose one or two areas that they would like to improve about themselves based in your profiling test type.

Within one or two week of completing this exercise, have team members go back to the teams they lead and discuss their profiles. This provides an opportunity for them to demonstrate vulnerability with their staff members, and to give them a better understating of their probable strengths and weaknesses

Debrief: Ask team members to share what they learned about one another that they didn't already know. This reinforces the purpose of the exercise and allows for a natural ending to the conversation.

This exercise originated from Lencioni's book, Overcoming the Five Dysfunctions of a Team: a Field Guide