



Focus report team

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Demo LUXX

Focus evaluation team

A focus evaluation interprets a motive with the goal of exploring a specific question. In the following evaluation, it is assessed how team members' motive characteristics affect behaviours and actions in a team.

Being a member of a team means living in special forms of relationships that, depending on the team, also entail defined emotional conditions resulting in assignments of roles and tasks, which are also described.

The creation of a focus evaluation is fundamentally based on the experience of many years of work in personality diagnostics. Several 1,000 interviews, many team coaching sessions, and team development projects have taken place ensuring the connection to practical implementations in private and occupational settings.

In this focus evaluation, the individual motive characteristics are applied to work in a team. The descriptions of the motives provide descriptions of how people may fit into their team taking into account their individual needs. Team members learn which team structures and framework conditions they need in order for their motives to be supported and which tasks and roles they can best fulfil in their work. As a manager, this focus evaluation supports setting up a team taking into account the emotional potentials and motivations of the individual team members, how they can optimally be served and, thus, utilized. Ideally, commonalities in motives become elements of cohesion and powerful synergies emerge from differences.

Please note:

In these in-depth interpretations of motives in response to a specific question, only the motive named in can be considered in isolation from the other motives and expressions due to their multitude. The infinitely numerous combinations must be worked on individually with a client and the LUXX Expert.

Best of success in building relationships within your team!

LUXX United Ltd.

Relevance and benefits of the motive characteristics in the TEAM focus evaluation

Looking at the motive characteristics in terms of their respective relevance and specific benefits in the context of this focus evaluation is a new approach.

The benefit of the motive characteristics BLUE and RED within a team arises from the synergy that can arise from both motive expressions.

Considering CURIOSITY, this refers to the regulation of the optimized interplay between theory and practice. Best results can only be achieved if both parts of a team are sufficiently taken into account and utilized. In almost every management team, as well as in project and specialist teams, which are dominated by CURIOSITY RED, we find a clear implementation deficit and often an overwhelming amount of innovative ideas.

If, on the other hand, teams of all kinds are dominated by CURIOSITY BLUE, we will find an innovation deficit, and innovations coming from the market or specialist area may be missed or taken up too late. As with most other motives, the best use results from a balance that does not consist of compromises, but of equal appreciation, importance, and promotion of both sides. Except for FOOD ENJOYMENT and SENSUALITY, this applies to all motives.

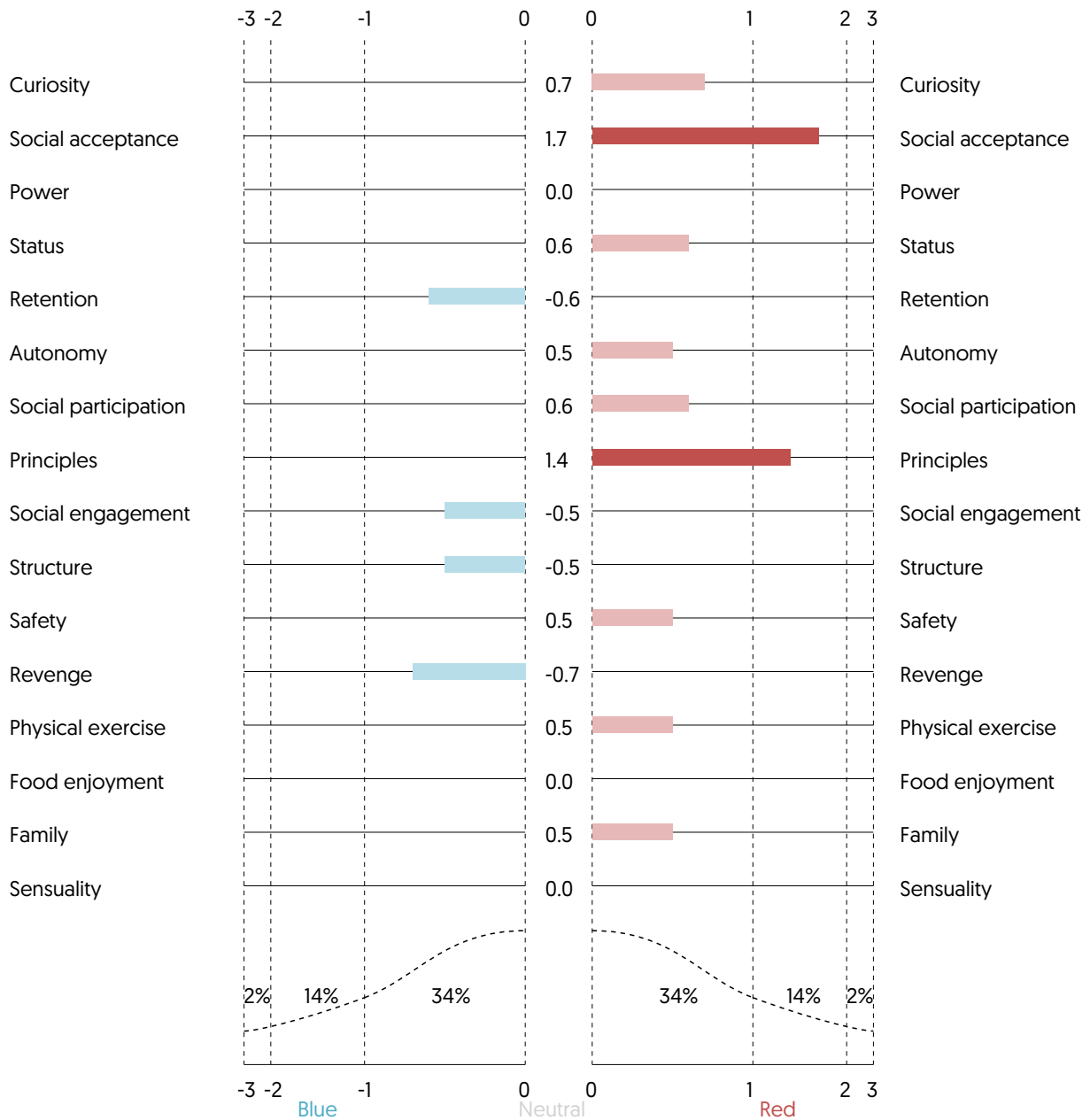
What characterizes a really good team?

The basic requirements for relationships within a team are the same as for any other positive relationship: respect, trust, and tolerance. Logically, this also includes the necessary professional skills.

According to our years of experience from many projects with teams of all kinds (e.g. management, competitive sport, and professional soccer), there are seven factors that enable a high probability of consistently good performance and stable positive relationships and, thus, lead to team resilience.

1. A clear, shared, and resilient understanding of the team's tasks, responsibilities, and assignments within the given context.
2. The goals and methods, as well as the assigned roles, are also committed to by everyone on an emotional level.
3. A resilient commitment to the team's self-developed mission statement **internally**. This also applies to the mission statement that is communicated **externally**. (These two statements may differ, but they do not have to).
4. A permanent self-reflection of the team on the similarities and differences at the personality level. This includes a regular evaluation of mission statements, goals, and methods.
5. The team develops the ability to respect each other's different personalities in a way that performance-enhancing synergies are created.
6. The team develops the competence to reflect on and resolve common blind spots.
7. A "secret" within the team that must not be revealed to the outside world and is emotionally stable.

Paul Muster



Social acceptance

■ Red characteristic

Relevance and benefit of the motive SOCIAL ACCEPTANCE

This motive provides important information on how to deal with each other in an everyday communicative manner when it comes to praise and criticism. It also shows who acts on the basis of trial and error and who acts on the basis of freedom from perfection.

Because of societal stereotypes about praise and criticism, this is often challenging.

If the individual need for recognition or criticism is consistently observed, the individual's mood brightens clearly. To the same extent, positive identification with the team will increase perceptibly. In this respect, we recommend that attention to this motive is crucial.

SOCIAL ACCEPTANCE RED in teams

Individuals with a significant RED expression in the motive SOCIAL ACCEPTANCE seek confirmation and positive feedback from others, especially within their team. They expect their performance and effort for perfection to be seen positively and also to be pointed out.

They cannot generate their positive self-image from within themselves in a stable manner, since they always question themselves self-critically and in the vast majority of cases are never satisfied with themselves. For most of them, the self-doubt is too great and too stable not to depend on positive feedback from outside. The self-uncertainty of RED is the opposite of the self-confidence of BLUE. Many are actively striving to please everyone on the team. They believe that above-average performance ensures positive feedback for the entire team or for individuals.

Roles and tasks in teams

Team members with a significant RED expression in the motive SOCIAL ACCEPTANCE like to take on tasks in which they can demonstrate perfection.

Important: The "perfection" referred to is always the perfection that SOCIAL ACCEPTANCE RED believes is what the team or individual wants. "Look what great things I did for you!"

They want to ensure that the tasks they got assigned are self-monitored instead of being monitored by others. They usually carry out the self-monitoring very thoroughly because they always ask themselves: "Is this really good enough, and what can I do even better?" Public mistakes are an emotional disaster for these people. Criticism is always hurtful and leads to further self-doubt and self-deprecation.

These team members are important to the team in that they take on tasks for their group that must be completed flawlessly and perfectly. For these tasks and roles, they offer a greater chance of achieving a very good result.

They are very sensitive to the reactions of other team members since they want to be liked by their team. Frequently, they measure the level of likableness by how positively others react to their person and performance and actually praise them.

Moreover, as said, it makes sense to create a work context in which self-control is possible and external control is greatly reduced.

The satisfaction and performance of these team members can be sustainably increased through regular recognition of their person and performance. The desire of these team members for self-optimization and increasing performance quality (perfectionism) should be valued by the team and supported through further training.

These team members will feel strain and frustration if they are often placed in situations or tasks where they feel rejection or dislike from others. Criticism of any kind should, therefore, be avoided as much as possible, as it can develop or increase insecurity and self-doubt. Instead of pointing out past mistakes, they should be told what performance is desired in the future.

They should be given clear expectations of what a good result is. In addition, care should be taken by the manager to ensure that these colleagues do not overburden themselves. Saying “no” to a request to take on a task or provide support is very difficult for them, as they then fear rejection.

Teamwork succeeds when the team as a whole strives to behave in an appreciative and supportive manner. The team should develop appropriate communication for praise and criticism for all team members in order to avoid offenses and misunderstandings. Team members with SOCIAL ACCEPTANCE RED expect their team to treat them with respect and praise and want to be seen and recognized by their peers for their accomplishments. When these principles are not met, resignation can quickly set in and cause a significant drop in performance.

Feedback conversations should clearly separate praise from criticism. The two should not be combined in one conversation, because any criticism destroys the effect of praise for these employees as much as if the praise had not been expressed at all. They need positive feedback to maintain their perfection; otherwise, the effort is not worth the struggle since the emotional payoff is missing.

They classify any form of criticism, and also the absence of feedback, as a personal rejection. Their own perception of not being liked by others can arise from a few rejections and quickly lead to resignation.

Emotional self-awareness

These people see themselves as very self-critical of their own performance. Colleagues who do not self-critically question their own performance and behaviour cannot be understood.

We are sure that negative self-perception is promoted by the social attitude that perfectionism means weakness. Many of them see themselves as perfectionists, but do not want to describe themselves that way because of the stereotype.

These people see themselves as very sensitive to the mood and atmosphere in the team. They always ask themselves whether a bad mood is their fault. They see themselves as supporters of others, trying to ensure that everyone in the team is doing well.

Euphoria over praise and resignation over criticism are often close.

Emotional external perception

Team members who have a BLUE expression in the motive SOCIAL ACCEPTANCE often perceive a team member with SOCIAL ACCEPTANCE RED as indefinite and insecure, as well as weak, overly friendly, and even submissive.

Other team members may interpret the need for regular feedback and praise as a lack of self-confidence. They may get the impression that SOCIAL ACCEPTANCE RED is “fishing for compliments” and never holds themselves accountable for their mistakes. They usually lack the understanding that the RED expression does not own up to their mistakes and does not see criticism as a constructive help.

Team members who show the same RED expression in the motive SOCIAL ACCEPTANCE appreciate the effort to want to do everything right and encourage their colleagues with SOCIAL ACCEPTANCE RED in their striving for perfection, since they can empathize with this need themselves.

Principles

■ Red characteristic

Relevance and benefits of the PRINCIPLES motive

This motive describes what meaning and effect principles have in a person's life including everything that is related to honour and morality. PRINCIPLES RED put the principles they possess above all their goals and purposes. In the BLUE expression, people alter their principles so that they can realize their situational goals and purposes. Everybody says about themselves that they have principles. The difference is the stringency of validity and adherence to them.

From the LUXXprofile point of view, it does not matter what kind of principles someone follows, for example, a religion or politics, a social group, culture or philosophy, as well as adherence to agreements, rules, norms, traditions, and laws.

PRINCIPLES RED in teams

The motive PRINCIPLES describes the importance and purpose of observing principles of all kinds, such as rules, norms, and internal agreements, and how consistently these are lived and defended.

Individuals with a significant red expression in the PRINCIPLES motive show a strong attachment to and influence by the principles to which they have committed themselves. Strict adherence to their moral values is completely natural for them. They have no doubts about their principles and convictions often making it difficult for them to compromise.

Roles and tasks in teams

Within the framework of their consistency in keeping agreements, these people can take on an important role in the team by observing agreements and repeatedly reminding others of them. The same applies whenever reliability is crucial.

Likewise, they can play an important role in negotiations by not giving up important positions for the team and consistently defending them. The logical disadvantage is a low ability to compromise, which is more likely to lead to conflict or failure.