

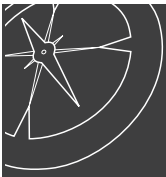
risktype compass™

Individual Workbook



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Baseline team evaluation

The aim under this heading is to explore the group's current view of itself; to establish a baseline of the team's individual and collective understanding of its purpose, objectives and challenges, as well as its risk attitudes and dynamics. In part, this requires a review of team basics; identifying a framework around which this Risk Type exercise can be structured.

THE TEAM TASK

What are the expectations of the team? What are their responsibilities? Are there specified 'deliverables'?

STRUCTURE

How diverse is the team? What do team members have in common? Is it a multi-disciplinary team? (Is it best described as a task force or project group – making recommendations; as a manufacturing or marketing operation; or as a team that runs things – overseeing some significant functional activity?)

ACCOUNTABILITY

Personal accountability? To whom is the team accountable? Who does the team service in the wider organisation? Where does it sit within the organisational structure?

CHALLENGES AND OPPORTUNITIES

What are the greatest challenges? How might the team be able to excel?

COMMUNICATIONS

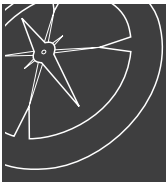
Internal communications? How formal/informal? How is information shared? External communications, both inward and outward, do the different functions in the organisation speak the same languages?

DECISION MAKING

Decision making processes: Conservative vs radical? Formal vs informal? Wide consultation vs a designated few? Advocacy based (persuasion, competing for adoption of ideas) vs Inquiry based (sharing ideas, open process designed to generate alternatives, seeking the best solution)? Successful vs unsuccessful?

CRITERIA FOR SUCCESS/ HOW ARE WE DOING?

How successful is the team so far? How would success be measured? What measurable outcomes are available/possible?



Risk Type Definitions

WARY: Self-disciplined, cautious, uneasy, conservative

Ultra sensitive about vulnerability to risk, they are zealous in eliminating ambiguity and securing the future, and they fervently seek to control.

INTENSE: Ardent, anxious, edgy, passionate

They invest enthusiastically in people and projects but, haunted by the prospect of failure or disappointment, this may become a self-fulfilling prophecy.

PRUDENT: Detailed, organised, systematic, conscientious

Their primary concern is to systematically organise everything with a view to the elimination of risk and uncertainty.

EXCITABLE: Spontaneous, enthusiastic, unpredictable, impulsive

They are attracted by the idea of spontaneity and risk but, like moths to a flame, may come to regret decisions made in haste.

DELIBERATE: Analytical, investigative, calm, business-like

Calm, calculated and sure-footed, they are not easily unnerved, but they test the ground thoroughly and never go into things unprepared.

CAREFREE: Easy-going, excitement seeking, unconventional, impetuous

They see opportunity before risk and relish the adrenaline of on-the-fly decision making required in fast moving situations.

COMPOSED: Cool-headed, self-contained, imperturbable

Strangers to anxiety and sometimes seemingly oblivious to risks, they will keep their heads at times when others are losing theirs.

ADVENTUROUS: Uninhibited, fearless, challenging, venturesome

Fearless, unrestrained and impulsive, they seek excitement and are prepared to try things that no one has ever tried before.

From Risk-Averse

To Risk-Taking

GRAPHIC A: GROUP SCATTERGRAM

The Risk Type Compass® graphic below shows a continuous spectrum of eight Risk Types.

THE MARKER

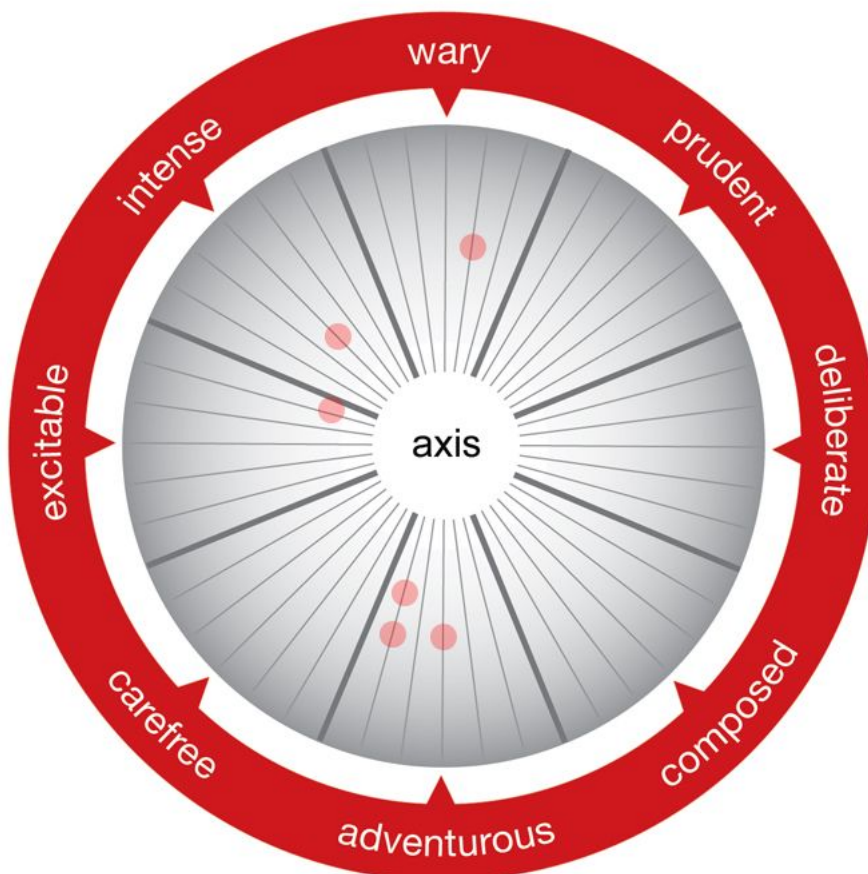
In this graphic, the marker (•) denotes which Risk Type best fits each team member's disposition towards risk. Any variation in depth of colour of the marker's indicates multiple team members at that point.

TYPE DEFINITION

Each of the Risk Types shares some characteristics with its neighbours and the facing Risk Types are opposite in their characteristics. The closer a marker is to the boundary with the adjacent Risk Type, the more the characteristics of that Risk Type will be an influence.

TYPE STRENGTH

The nearer the marker is to the outside edge of the compass, the stronger the Risk Type and the more relevant the description of that Risk Type will be. Conversely, the Risk Type characteristics of those nearer the centre of the compass will warrant a milder interpretation of the Risk Type description.

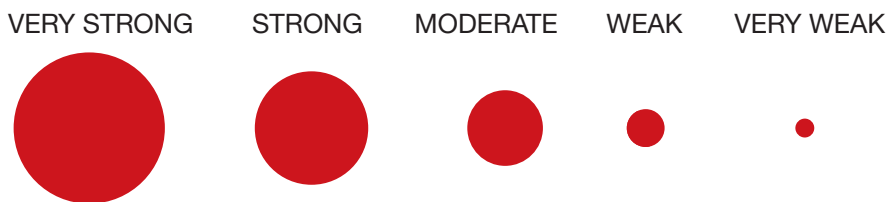
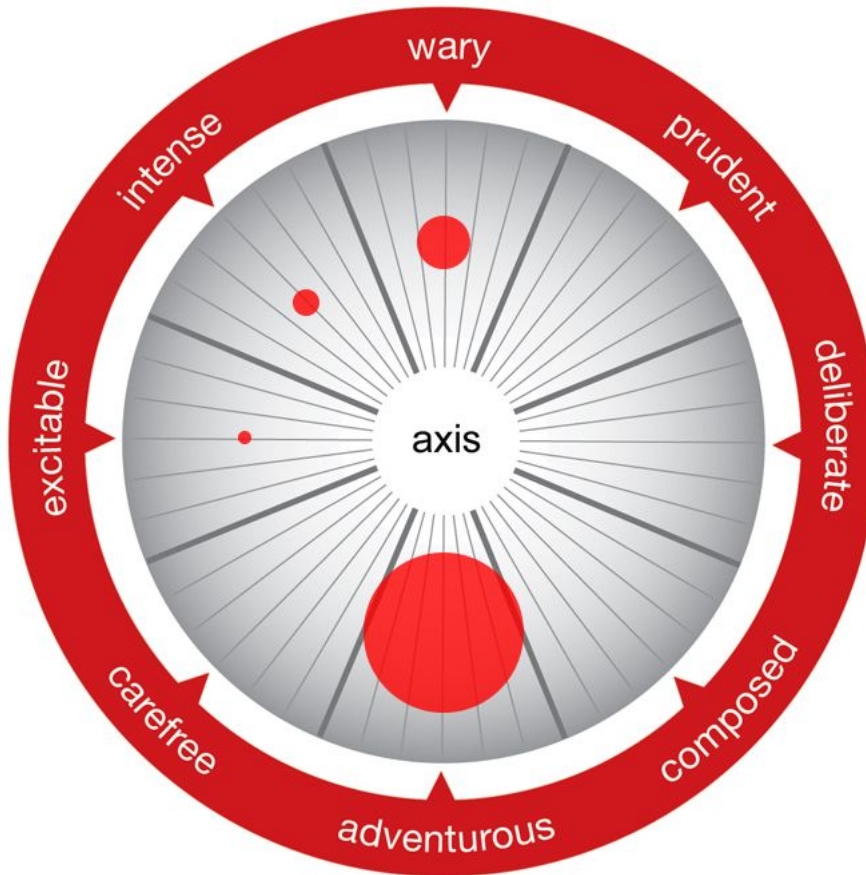




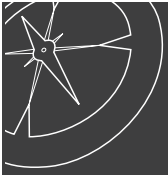
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GRAPHIC B: RISK TYPE INFLUENCE

In this graphic, the size of the markers in the segment indicates the degree of influence each Risk Type has within the wider group dynamic. Both the numbers of each type and the strength of their Risk Type rating have been taken into account.

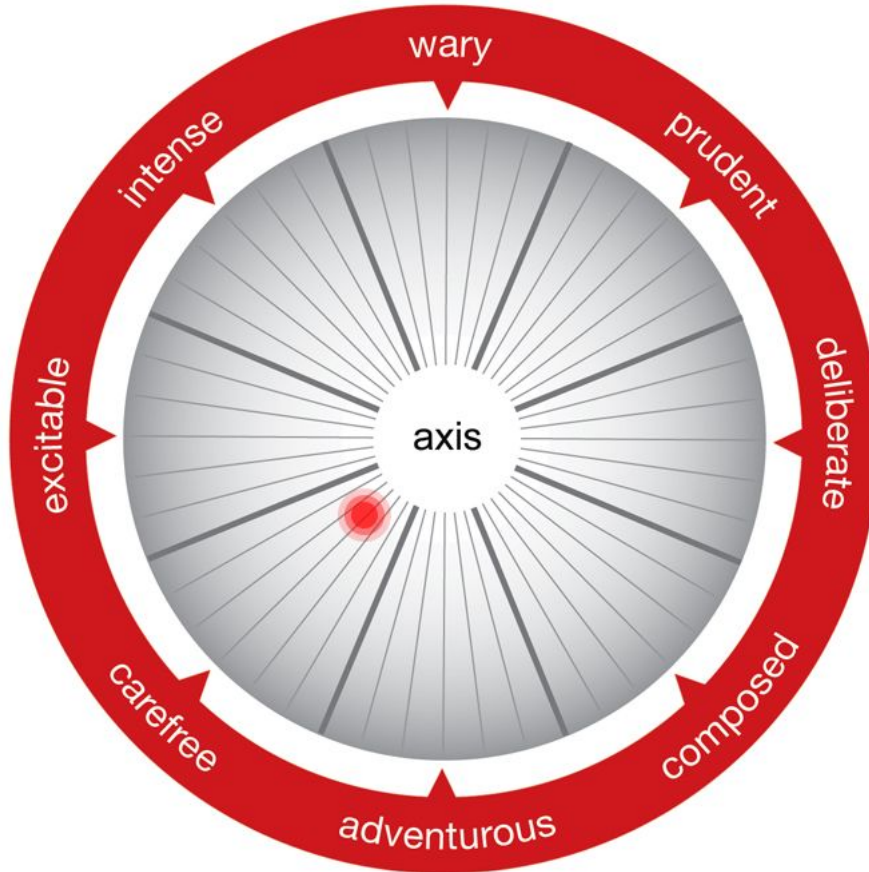


RISK-TYPE	INFLUENCE
Adventurous	Very Strong
Carefree	No Influence
Composed	No Influence
Deliberate	No Influence
Excitable	Very Weak
Intense	Weak
Wary	Moderate
Prudent	No Influence
Axis	No Influence



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GRAPHIC C: CENTRE OF GRAVITY



THE CAREFREE RISK TYPE TEAM

Risk Perception

A Carefree Risk Type team would welcome change and innovation. Being alert to the benefits and opportunities in any proposal or situation, their first appraisal of the risks involved may become a secondary consideration rather than top of their agenda. Being neither particularly anxious nor prudent, they are unlikely to be especially risk sensitive from either an emotional or a process perspective.

Reaction to Risk

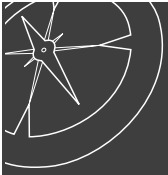
Routine and convention have little attraction for Carefree Risk Types and they are not fearful of change; in fact they often seek the excitement inherent in reorganisation, innovation and the variety of assignments. Often, their first response in the face of a new or unexpected challenge will be excitement at the prospect of new opportunities that it may offer.

Risk Taking

The group is likely to feel that life would be tedious if there were no risks or new opportunities in their work. As a consequence of their low risk threshold, they may sometimes take risks simply because they have not recognised them as such. They will tolerate more ambiguity than most and be able to operate effectively and quickly before every facet or detail has been resolved.

Decision-making

Being unstructured in their approach, unless specifically addressed, decision-making is in danger of becoming unsystematic and unpredictable. Happy to make decisions 'on the fly' in fast moving situations, they are unlikely to see lack of precedent as a reason to delay action. Their ability to react spontaneously should contribute to the effective crisis management when standard risk management procedures or expectation have failed to deliver.

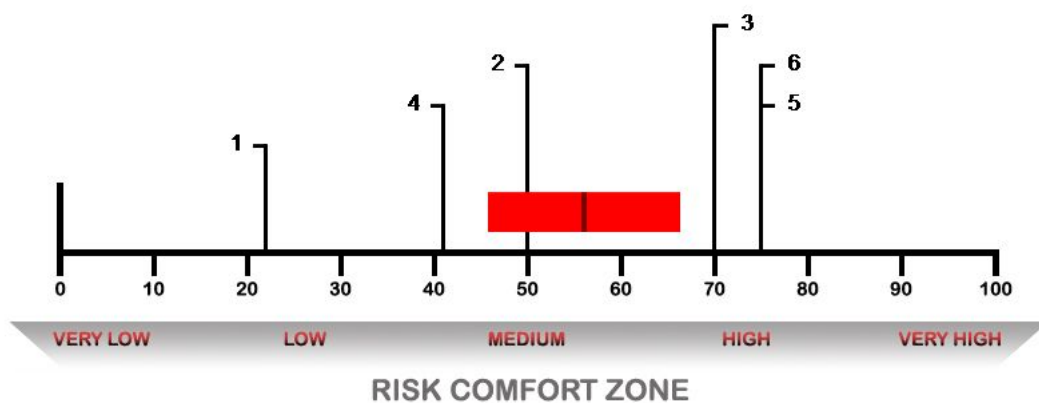


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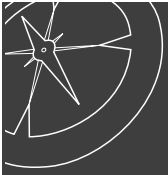
GRAPHIC D: OVERALL RISK TOLERANCE

The Risk Tolerance Index (RTi) provides an estimate of tolerance for risk based on an individual's Risk Type and the strength of that Risk Type rating. The position of each group member is indicated in the graphic, suggesting their likely reaction to different risk situations and their Comfort Zone.

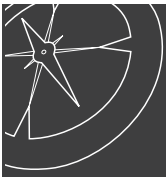
The group's position on the Risk Type Compass®, represented in the graphic below by the red band, defines the average RTi across all group members.



The mid-point of the solid bar in this RTi graphic marks the average level of risk tolerance associated with the Risk Type rating for the group. The length of the bar indicates the average ariability in Risk Tolerance suggested by differences in Risk Attitude across the five risk domains.



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Positive Risk Management (PRM)

PRM is an approach which recognises; a) that every individual has a natural and deeply rooted disposition towards risk - their Risk Type; b) that risk-taking and risk-aversion are complementary and of equal value; c) that the appropriate degree of risk-aversion or risk tolerance depends on the task or role concerned, and the working context, and, d) based on these principles, the benefits of an agenda for awareness and appreciation of different risk disposition at the individual and group levels. Adopting a strategy of Positive Risk Management can improve individual, team and organisational effectiveness.

SOME OBJECTIVES TO CONSIDER:

- » Promoting group self-awareness and an appreciation of where, collectively, the group stands; how this is likely to compare with other collaborating or client groups.
- » Highlighting and appreciating the positive contributions that each Risk Type has to offer.
- » Understanding the downside implications of one's own Risk Type; what one can contribute or take care of, and how other Risk Types might complement and compensate for them.
- » Being willing, in groups that are Risk Type diverse, to acknowledge and respect the integrity of other opinions and appreciate their deeper nature.
- » Developing conflict resolution strategies in diverse groups that take each individual's unique personality style into account and acknowledge common purpose and objectives.
- » Developing a consciousness of subgroups or factions and being alert to the potentially distortive effects with regard to decision-making processes and achievement of consensus.
- » Recognising whether any particular Risk Type is playing too dominant a role in the group and to be mindful of the potential positive and negative implications of this.
- » Developing group self-awareness about gaps and over representation in Risk Type influence and awareness of any systemic bias in procedures and decision-making.

OBJECTIVES PROPOSED: