



## Group report

From the perspective of: **your self-perceptions**

# EXAMPLE A GROUP PROFILE

06.01.2022

## What does this joint profile do?

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It combines and contrasts individual VoicePrint profiles to help you to understand and develop the dynamics, implications and development priorities in a particular combination of people.

It can be used for teams, small groups or even one-to-one relationships. It presents the combined profile in a variety of informative ways and suggests questions and recommendations for you to consider.

### The Headline Report

Shows the overall character of the communications in the group. It shows the range of voices that appear to be available in this particular combination and then indicates what might happen to these voices under pressure. It highlights likely gaps, strengths and sticking points. Individual profiles are not revealed in the headline report. It is used when anonymity needs to be respected.

### The In-Depth Supplement

Adds further analysis to show how individual profiles contribute to the joint picture. It provides deeper and clearer insights into the patterns and dynamics taking place below the surface in the group. This highlights significant similarities and divergences of approach between people. We use this supplement when you and your colleague/s have given permission for your personal profiles to be disclosed.

### Multiple Perspectives

There are two ways of creating a Joint Profile. It can be based either on your VoicePrint self-perception reports or on any VoicePrint 360 feedback about you. Ideally you will be able to draw on both sources and compare the results. A Group Profile built on self-perceptions provides a picture of the intentions present in the group. A Group Profile derived from feedback reveals how your actual impact and reputation is perceived by different stakeholders, such as managers, peers, team members or clients.

## Questions to explore

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Your accredited VoicePrint consultant is there to facilitate your exploration of this profile and to assist you to get maximum value from it. Four themes can be particularly useful to consider: Range, Impact, Occasion and Development.

Specific questions which others have found useful to consider while exploring these themes include the following:-

The range & availability of our voices

- 1 Do we actually hear all the voices that the report says we have?
- 2 If not, why not?
- 3 How can we enable all these resources to be available to us?
- 4 Do the stronger voices in our profile tend to become sticking points in our discussions?
- 5 Are the weaker voices in our profile significant gaps in relation to our function?

## Questions to explore

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The impact of our tendencies

6 What are the benefits of this pattern in relation to our purpose and function?

7 What are the disadvantages or costs associated with this pattern?

8 Do the stronger and weaker voices in our profile bias how we listen?

9 Does our impact correspond with our intention?

10 What positive reputation does this profile give us with particular stakeholders?

11 What negative reputation might this profile give us with particular stakeholders?

# Questions to explore

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Occasions that are particularly important

- 12

What are the benefits of this pattern in relation to our purpose and function?
- 13

What are the disadvantages or costs associated with this pattern?
- 14

Do the stronger and weaker voices in our profile bias how we listen?
- 15

Does our impact correspond with our intention?
- 16

What positive reputation does this profile give us with particular stakeholders?
- 17

What negative reputation might this profile give us with particular stakeholders?

# Questions to explore

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Development priorities

- 18

Do we make effective use of the outliers in the group?
- 19

Which voice/s should we strengthen and which should we ‘dial down’?
- 20

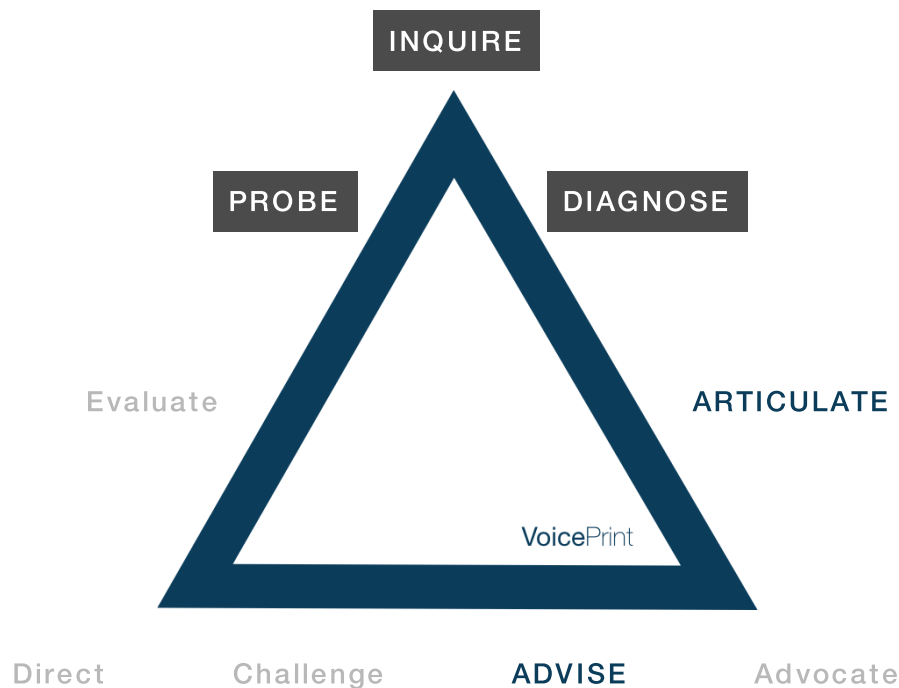
How might we develop these voices in practice?

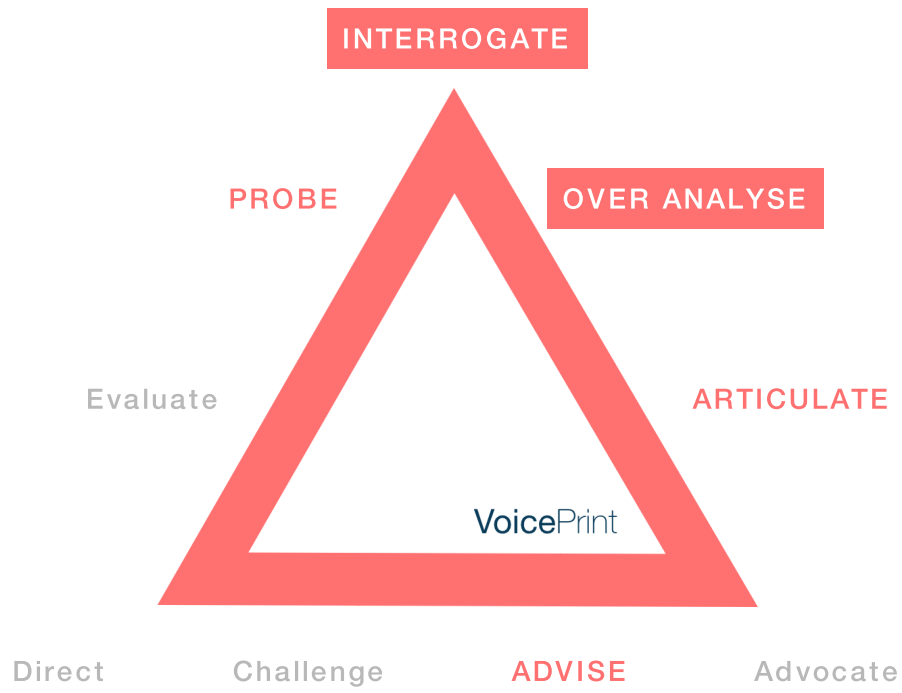
# Headline Report

## The Joint Profile: range and tendency, generally & under pressure

The first dark blue triangle below shows the relative weight of the nine voices in the group. If this is in the normal range, the voice is shown in capitals. If it is unusually strong (relative to the norms established by VoicePrint research) the voice is highlighted. If it is relatively weak, the voice is shown only faintly and in lower case. Strong voices make distinctive and potentially valuable contributions but are likely to become ‘hot spots’ or ‘sticking points.’ Weak voices indicate gaps in your joint repertoire and may constitute either sensitive areas or ‘deaf spots.’

The second (red) triangle focuses more closely on what tends to happen to your voices as pressure increases. In this picture the strong scores are labelled with their dysfunctional names, because their impact, even if unintentionally, is more likely to be negative. Pay particular attention to any shifts that take place between your usual and pressure profiles.





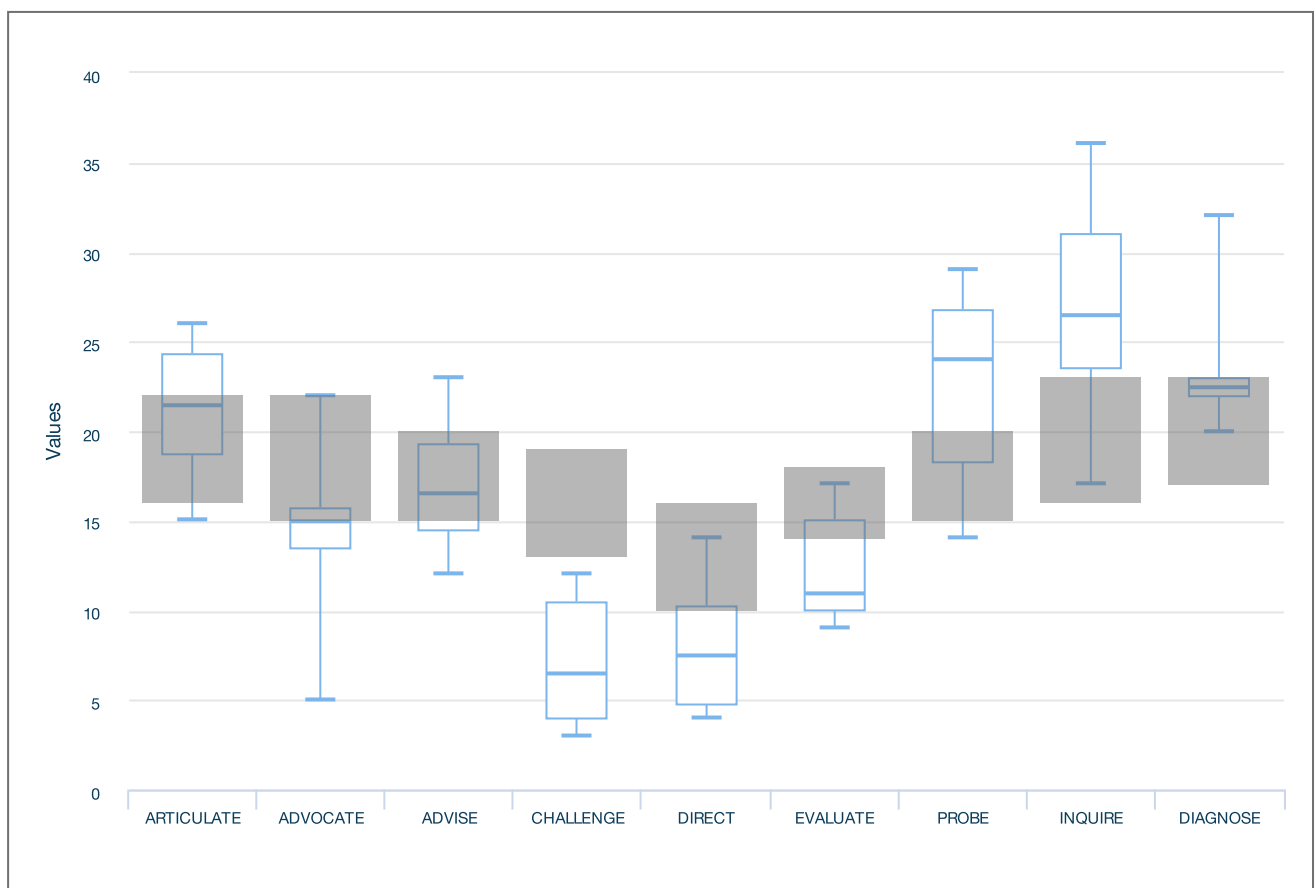


## Distribution of Voices

The next two pictures analyse the spread of scores for each of the voices in the group. This provides a more nuanced picture, because it reveals the distributions behind the mean scores which are used to produce the triangle graphics.

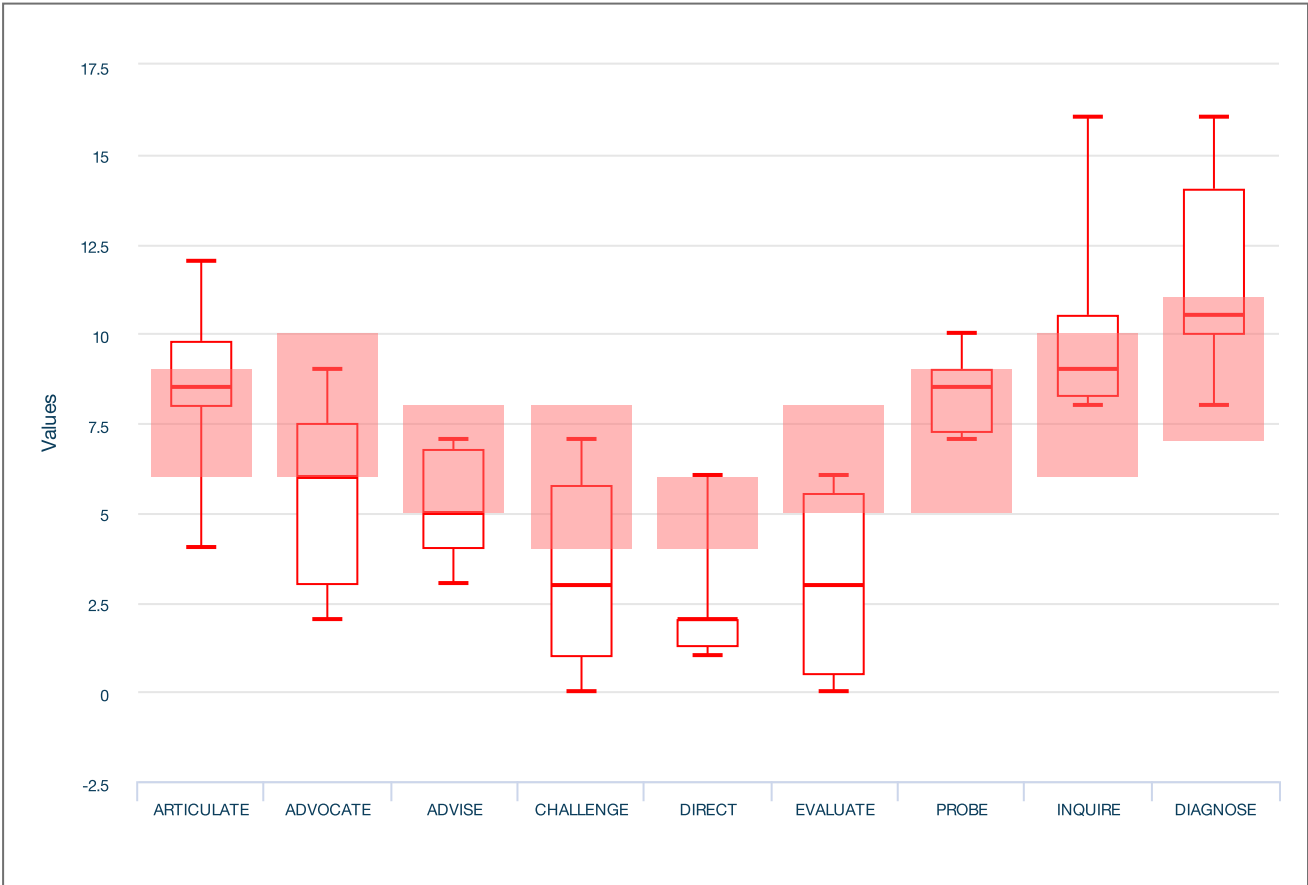
The lowest, highest and median scores in the group are shown by horizontal lines, while its collective 'middle ground' is shown by the rectangular box. The grey range in the background indicates the typical 'middle ground' (as revealed by VoicePrint research).

The first picture shows the overall distribution of the voices in this group.



# Distribution of Voices

The second shows the distribution of the more extreme forms of the voices which tend to emerge under pressure.



# Development Recommendations

Specific voices will be more or less important in your own case, depending on the role and purpose of your relationship or team. At the same time it is helpful to be able to draw on a complete and well-balanced set of voices to be able to deal with the widest range of problems, opportunities and circumstances in timely and skilful ways.

Being fully competent in the use of talk is not just about having the tendency to use voices but also about developing the awareness and skill to know when and how to use them well.

The recommendations which follow are a few tips that you might wish to adopt or adapt. Tips are given for strengthening those voices where (in either your overall or your pressure profile) your joint score is relatively low and for de-emphasising voices where your joint score is relatively high and where you may occasionally over-use the voice.

## 3 Top Tips to strengthen the ADVOCATE voice

- 1 Give your views or propositions a clear and logical structure, so that they have more powerful impact on the listener. State your position first, and your reasoning second. *'In my opinion we should....x; here's why...'*
- 2 Make your physical posture congruent with the character of this voice: hold a position - look directly at the people you are addressing, keep your chin up, do not let your strength or tone of voice fall away or sound apologetic.
- 3 Anticipate and rehearse for those occasions when you will need to take a clear and unambiguous position (such as making a presentation, or perhaps during a negotiation, or in responding to a request), prepare your key lines beforehand. This preparation will help you to speak them calmly and with assurance

## 3 Top Tips to strengthen the CHALLENGE voice

- 1 As soon as it becomes clear to you that a discussion has lost its way or become unproductive, intervene by saying so. For example, *'It doesn't feel as if we're getting anywhere here.'* *'I think we've got stuck because of a lack of hard data...'* This is not rude, but productive and a way of respecting and valuing other people's time.
- 2 Support your wish to challenge with a non-verbal signal: hold your hand up and out – not like a school-child asking permission, but with your elbow planted firmly on the table or around waist height and the flat of your hand *angled* into the conversational space. This is a powerful way of signalling the need for a 'turn' in the conversation without being personally threatening.
- 3 Frame your challenge as a comment on the quality and effectiveness of the discussion. For example, *'The assumption that we're making there is...'* or *'The problem with the way we're going about this is...'*

## 3 Top Tips to strengthen the DIRECT voice

- 1 Reflect on why you may feel personally or inter-personally uncomfortable about using this directive voice. It is less likely to bruise or damage a working relationship, if you frame what you have to say in terms of the accountabilities of your role: *'It's part of my role to ensure that...'*

2

Be clear about what standards, requirements or expectations your role makes you responsible for specifying and enforcing. Also be clear about what behaviours are *not* acceptable and why. Rehearse how you can express those directives and requirements in a way that is clear, concise and unapologetic.

3

Think of the direct voice as a firm and unambiguous form of guiding, setting boundaries, and developing people and, through them, organisational performance. Asking the person on the receiving end of your Direct voice to summarise their understanding of what you have said makes them a participant and not just an object in this type of conversation, as well as allowing you to check that your message has been received.

### 3 Top Tips for strengthening the EVALUATE voice

1

A sound evaluation is thorough, balanced and objective. Action-oriented people may short change the evaluate voice because it feels ponderous and indecisive. Relationship-conscious people may be reluctant to use it for fear of upsetting. Either way, pause to consider whether your personal disposition might be leading you to put insufficient energy into making well-informed and balanced assessments.

2

During meetings compile a written note which catches the arguments both for and against the issue under discussion, setting the pros on one side of the paper and the cons on the other. Be the person who summarises both sides of the argument and proposes a balanced evaluation.

3

During meetings listen not just to the content of the discussion but also to its quality. Call attention to expressions of thinking which seem to be of poor quality, for example, too hasty, too speculative, fuzzy, partial or illogical.

# Development Recommendations

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## Three Top Tips for de-emphasising...

### 3 Top Tips to de-emphasise the PROBE voice and not Intrude

- 1 Meetings draw on other people's time, not simply your own, so don't just probe to satisfy your own curiosity; probe matters of shared concern or organisational importance.
- 2 Recognise that some probing may be better done outside your meeting, for example through internet research, by consulting third parties or by deeper personal reflection.
- 3 Show that you are aware of how it can feel to be on the receiving end of a difficult probing question by first 'inviting permission' to ask it: *'May I ask a very direct question...?'* This is a way of role-modelling inter-personal sensitivity and encouraging it in others.

### 3 Top Tips to de-emphasise the INQUIRE voice and not Interrogate

- 1 Check whether you listen as much (or as well) as you inquire. Gather feedback from others on whether your inquiries feel to them open-minded and without pre-conception. If not, it is likely that you are enlisting the form of a question to do something else, such as press an opinion, or soften a challenge.
- 2 Clarify the purpose of your inquiry before proceeding and then again in the light of the answers that you receive. The function of the Inquire voice is to make it easy for others to open up and speak about their thinking, issues, concerns and feelings. Further inquiry may be appropriate, but the flow and function of the conversation as a whole might then benefit more from different voices.
- 3 Reflect and collect feedback on the types of Inquiry that you use. Are your questions merely polite, superficial inquiries reflecting social niceties and inviting no more than a limited response? Or are they mostly one-way, intended to elicit and gather information? Or do they include thought-provoking questions which encourage wider participation and deeper discussions? Does your repertoire incorporate all of these different levels and qualities of inquiry?

### 3 Top Tips to de-emphasise the DIAGNOSE voice and not Over-Analyse

- 1 Over-analysing is a risk for those who like to diagnose. Limit how much time you allow to be spent using this voice before proceeding towards a more summarising, evaluative or decided voice.
- 2 When a diagnosis is being offered, check with your listeners whether or not they are finding that it is helping to clarify and develop understanding. Diagnosis is digested at the pace of the listener, so it is often helpful to intersperse diagnosis with more open Inquiry.

3

Invite others to input facts, data and counter-evidence which will serve to challenge, 'ground' or provide reality checks on the models, frameworks and interpretations that you are using or producing.

# Action Steps

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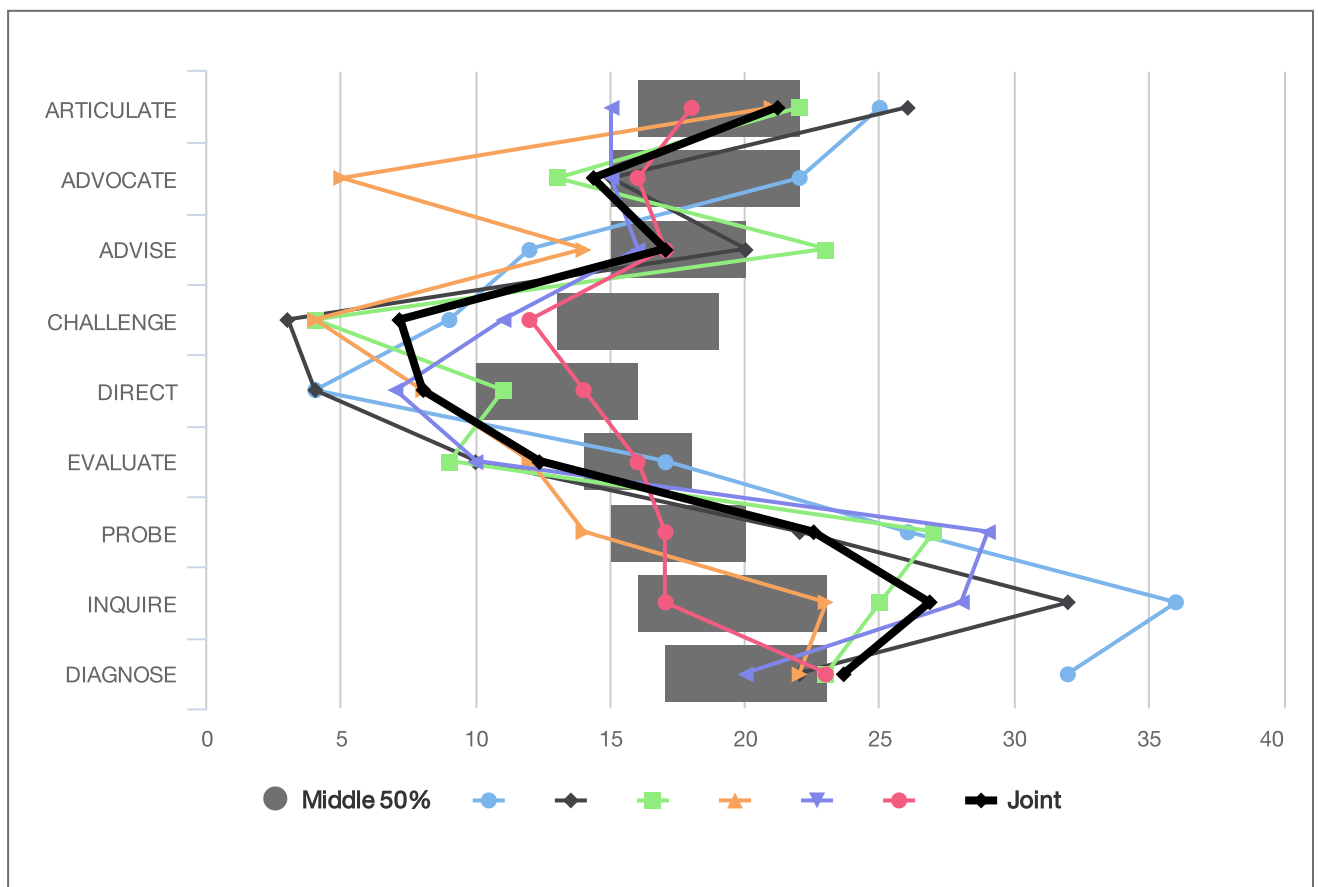
It's important to write down what action steps you propose to take to develop the shape, quality and effectiveness of your interactions and relationships.

Research shows that setting specific behavioural objectives significantly increases the probability of achieving those improvements and realising in practice the potential benefits to be obtained from development work.

## In-Depth Supplement

### Individual Contributions

This picture shows how individual VoicePrint profiles contribute to the overall pattern of the relationship or team. Converging scores point to a shared tendency which might be a common strength, a common weakness, elements of both, or an unexamined assumption that might benefit from attention. Diverging scores indicate where tensions and disagreements are most likely to occur. The grey range in the background is not specific to you. It signifies where the 'middle ground' is usually found in our research on teams and relationships. You may find it useful for the purpose of comparison.





## In-Depth Supplement

### Individual Contributions under pressure

This picture focuses more closely on your individual tendencies to use (or not to use) the more extreme forms of the voices. Pressure situations tend to produce more extreme tendencies, making effective dialogue and communication even more difficult when it is most necessary and important. Voices sometimes 'fall away' into the low range in these circumstances, and while this might reduce the danger of having a negative impact, it can come at the cost of failing to be heard at all. Where voices 'rise' into the high range under pressure, there is greater danger that they will be heard in their negative, dysfunctional, alienating forms. High range voices need to be used with particular care and sensitivity so as not to create misunderstanding or damage relationships.

