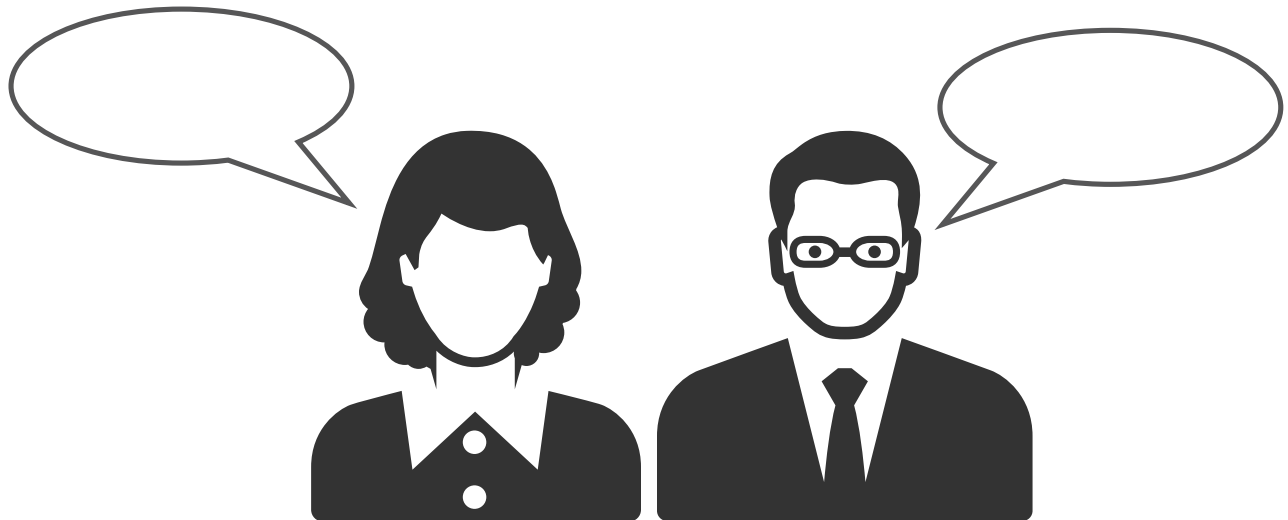




**HOWTOFASCINATE**  
DISCOVERED BY SALLY HOGSHEAD

# FASCINATE CERTIFIED ADVISOR TRAINING

*FASCINATE TEAM HEAT MAP TRAINING SESSION*



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## 7 ADVANTAGES ADD VALUE IN TEAMS

### POWER

USES AUTHORITY TO EMPHASIZE THE IMPORTANCE OF THE GOAL.

### PASSION

GIVES EMOTIONAL SUPPORT AND PRAISE FOR EVERYONE'S EFFORTS.

### MYSTIQUE

ASKS QUESTIONS TO UNDERSTAND THE UNDERLYING ISSUES.

### PRESTIGE

VERBALLY RECOGNIZES THE WAYS IN WHICH OTHERS MAKE CONTRIBUTIONS.

### ALERT

ORGANIZES IN ADVANCE TO PREVENT UNPRODUCTIVE CONFLICTS.

### INNOVATION

THINKS OUTSIDE THE BOX TO OFFER A COMPLETELY NEW SOLUTION.

### TRUST

NURTURES RELATIONSHIPS SO THE FOCUS IS ON TEAM RATHER THAN INDIVIDUAL.

# INNOVATION

## HOW INNOVATION PERSONALITIES TEAM WITH OTHERS

WHEN THESE TWO PERSONALITIES PAIR UP...

THEY WILL PROBABLY COMMUNICATE LIKE THIS...

INNOVATION  
PERSONALITY

+

INNOVATION  
PERSONALITY

Working with fellow Innovation types will be invigorating for you. But be sure to stay on track and on budget

INNOVATION  
PERSONALITY

+

PASSION  
PERSONALITY

You feed off energetic Passion types, and they share your zest for the creative process. Be careful to remain focused on objectives

INNOVATION  
PERSONALITY

+

POWER  
PERSONALITY

Teaming up with Power types can be stimulating for you, but be careful that their strong personality doesn't stifle your creativity

INNOVATION  
PERSONALITY

+

PRESTIGE  
PERSONALITY

You can thrive when working with Prestige personalities because they implement your ideas with an energetic force

INNOVATION  
PERSONALITY

+

TRUST  
PERSONALITY

Trust types can seem stuck or traditional for you. They prefer tested methods. Yet together, you can combine consistency with out-of-the-box thinking

INNOVATION  
PERSONALITY

+

MYSTIQUE  
PERSONALITY

Like Mystique types, you are constantly thinking of solutions. The difference is, yours might feel surprising or even challenging

INNOVATION  
PERSONALITY

+

ALERT  
PERSONALITY

You may find their attitude tiring, but the natural cautiousness of Alert types helps you consider your ideas more carefully

# PASSION

## HOW PASSION PERSONALITIES TEAM WITH OTHERS

WHEN THESE TWO PERSONALITIES PAIR UP...

**PASSION**  
PERSONALITY

+

**INNOVATION**  
PERSONALITY

THEY WILL PROBABLY COMMUNICATE LIKE THIS...

You share an creative spirit with an Innovation personality, inspiring each other to develop new ideas

**PASSION**  
PERSONALITY

+

**PASSION**  
PERSONALITY

You quickly bond with other Passion personalities—just be careful to stay focused on company objectives

**PASSION**  
PERSONALITY

+

**POWER**  
PERSONALITY

You share an energetic approach to your job, and steered in the right direction, can make a highly productive team

**PASSION**  
PERSONALITY

+

**PRESTIGE**  
PERSONALITY

You'll enjoy working with Prestige personalities when they help you stay focused on a goal, and improve your quality of deliverables

**PASSION**  
PERSONALITY

+

**TRUST**  
PERSONALITY

A Trust personality will help you build consistent messages and develop loyal relationships

**PASSION**  
PERSONALITY

+

**MYSTIQUE**  
PERSONALITY

It may take time to build rapport with Mystique personalities, but their rational communication is a useful balance to your spontaneity

**PASSION**  
PERSONALITY

+

**ALERT**  
PERSONALITY

You might resist having someone watch over your impulsive nature, but partnering with the Alert Advantage can help you watch the details and stay on schedule

# POWER

## HOW POWER PERSONALITIES TEAM WITH OTHERS

WHEN THESE TWO PERSONALITIES PAIR UP...

**POWER**  
PERSONALITY

+

**INNOVATION**  
PERSONALITY

THEY WILL PROBABLY COMMUNICATE LIKE THIS...

You may find the Innovation type disruptive at times, because they want to explore. Yet their perspective can bring innovation to your outcome

**POWER**  
PERSONALITY

+

**PASSION**  
PERSONALITY

You form an energetic team with Passion personalities. Together you motivate the team to reach higher goals

**POWER**  
PERSONALITY

+

**POWER**  
PERSONALITY

Join with other Power types to exponentially increase your momentum as you feed off each other's energy, as long as you don't get in a struggle

**POWER**  
PERSONALITY

+

**PRESTIGE**  
PERSONALITY

You share a strong self-motivation with Prestige types. Together you can go after serious goals

**POWER**  
PERSONALITY

+

**TRUST**  
PERSONALITY

Trust personalities can help you build ongoing and dependable loyalty with clients, suppliers, and staff

**POWER**  
PERSONALITY

+

**MYSTIQUE**  
PERSONALITY

Your strong opinions may overshadow Mystique personalities. Be careful to listen when they make observations

**POWER**  
PERSONALITY

+

**ALERT**  
PERSONALITY

You have a lot of energy and momentum; working with an Alert personality will help you fine-tune execution

# PRESTIGE

## HOW PRESTIGE PERSONALITIES TEAM WITH OTHERS

WHEN THESE TWO PERSONALITIES PAIR UP...

**PRESTIGE**  
PERSONALITY

+

**INNOVATION**  
PERSONALITY

THEY WILL PROBABLY COMMUNICATE LIKE THIS...

Working with Innovation types can be very productive when they inspire better results through creativity

**PRESTIGE**  
PERSONALITY

+

**PASSION**  
PERSONALITY

You generally find it easy to bond with Passion personalities. Together, you can build a team spirit to achieve results for the group

**PRESTIGE**  
PERSONALITY

+

**POWER**  
PERSONALITY

A natural combination. Join with an energetic Power leader to achieve big goals together

**PRESTIGE**  
PERSONALITY

+

**PRESTIGE**  
PERSONALITY

Cooperating with other Prestige personalities may feel like a perfect fit. Too much, however, can make your organization brittle and overly competitive

**PRESTIGE**  
PERSONALITY

+

**TRUST**  
PERSONALITY

While you can become frustrated with the consistency of Trust, these partners will add stability

**PRESTIGE**  
PERSONALITY

+

**MYSTIQUE**  
PERSONALITY

Be careful not to overshadow Mystique personalities. They're astute thinkers who can help you achieve your objectives

**PRESTIGE**  
PERSONALITY

+

**ALERT**  
PERSONALITY

You share your attention to detail with Alert personalities. They help you stay grounded in pursuit of a goal

# TRUST

## HOW TRUST PERSONALITIES TEAM WITH OTHERS

WHEN THESE TWO PERSONALITIES PAIR UP...

**TRUST**  
PERSONALITY

+

**INNOVATION**  
PERSONALITY

THEY WILL PROBABLY COMMUNICATE LIKE THIS...

To change and innovate, work with a person who uses Innovation. They help you see new approaches

**TRUST**  
PERSONALITY

+

**PASSION**  
PERSONALITY

While you might initially find the Passion types to be overly enthusiastic, on a team you can feed off their positive outlook to support the group

**TRUST**  
PERSONALITY

+

**POWER**  
PERSONALITY

Power leaders tend to take command more quickly than you. Join with them as long as they do not try to dominate you

**TRUST**  
PERSONALITY

+

**PRESTIGE**  
PERSONALITY

By partnering with a Prestige type you can raise standards of the team and exceed rather than just meet objectives

**TRUST**  
PERSONALITY

+

**TRUST**  
PERSONALITY

Working with other consistent Trust types will feel natural to you. Just be careful you don't get stuck in a rut together

**TRUST**  
PERSONALITY

+

**MYSTIQUE**  
PERSONALITY

Like the Mystique personalities, you are not showy or aggressive, and prefer facts to emotion

**TRUST**  
PERSONALITY

+

**ALERT**  
PERSONALITY

Working with an Alert personality will help you motor through difficult projects and avoid issues along the way



# MYSTIQUE

## HOW MYSTIQUE PERSONALITIES TEAM WITH OTHERS

WHEN THESE TWO PERSONALITIES PAIR UP...

**MYSTIQUE**  
PERSONALITY

+

**INNOVATION**  
PERSONALITY

THEY WILL PROBABLY COMMUNICATE LIKE THIS...

Put someone on your team with Innovation whose creativity can help you discover new approaches

**MYSTIQUE**  
PERSONALITY

+

**PASSION**  
PERSONALITY

The Passion Advantage is valuable to you because it sparks warmth and enthusiasm within the team and with clients

**MYSTIQUE**  
PERSONALITY

+

**POWER**  
PERSONALITY

You can be a formidable team with Power types. Just be careful they don't overshadow you

**MYSTIQUE**  
PERSONALITY

+

**PRESTIGE**  
PERSONALITY

You'll profit from working with the Prestige Advantage, since they can help you get recognition for your work

**MYSTIQUE**  
PERSONALITY

+

**TRUST**  
PERSONALITY

Trust types prefer working in the background, like you. Make sure you have a "front man"

**MYSTIQUE**  
PERSONALITY

+

**MYSTIQUE**  
PERSONALITY

In teams with other Mystique types, you tend to work independently and not collaborate closely. Make sure you benefit from each other's ideas and experiences

**MYSTIQUE**  
PERSONALITY

+

**ALERT**  
PERSONALITY

An Alert personality is focused, like you. Together you will keep your eyes on the practical side of things. Just make sure you are inclusive of others such as Passion

# ALERT

## HOW ALERT PERSONALITIES TEAM WITH OTHERS

WHEN THESE TWO PERSONALITIES PAIR UP...

**ALERT**  
PERSONALITY

+

**INNOVATION**  
PERSONALITY

THEY WILL PROBABLY COMMUNICATE LIKE THIS...

Having someone with the Innovation Advantage on your team will keep the ideas flowing. It's up to you to keep them grounded

**ALERT**  
PERSONALITY

+

**PASSION**  
PERSONALITY

Passion types may seem too "in the moment" for your careful style, but take advantage of their positive spirit to win buy-in for your projects

**ALERT**  
PERSONALITY

+

**POWER**  
PERSONALITY

Join forces with the Power Advantage to accomplish big tasks on time and within budget

**ALERT**  
PERSONALITY

+

**PRESTIGE**  
PERSONALITY

Partnering with Prestige personalities will accelerate your performance. Together you'll deliver faster results

**ALERT**  
PERSONALITY

+

**TRUST**  
PERSONALITY

You share a preference for tried-and-true with Trust personalities. Be sure to tweak processes to achieve even better results

**ALERT**  
PERSONALITY

+

**MYSTIQUE**  
PERSONALITY

It's an easy fit for you to work with Mystique personalities, because you both make pragmatic decisions

**ALERT**  
PERSONALITY

+

**ALERT**  
PERSONALITY

While it seems easy to run projects with other Alert types, don't forget to watch for opportunities as well as risks

# KNOW YOUR TEAM'S ADVANTAGES AND HOW TO TELL WHEN THEY'RE UNBALANCED

WITH A HIGH CONCENTRATION OF	HOW YOU SUCCEED	HOW YOU FAIL
<b>INNOVATION</b>	A group will be most likely to succeed when tasked with developing groundbreaking solutions.	Unlikely to complete projects
<b>PASSION</b>	A group will be most likely to succeed in building relationships, empathizing with others, and encouraging the team.	Unstable or moody
<b>POWER</b>	A group will be most likely to succeed when given a shared goal with plenty of room.	Overly intense
<b>PRESTIGE</b>	A group will be most likely to succeed when given clear expectations and ambitious standards (such as exceeding a sales quota).	Overly-competitive
<b>TRUST</b>	A group will be most likely to succeed by consistently and gradually building results over time.	Dull, out-of-date
<b>MYSTIQUE</b>	A group will be most likely to succeed when "cracking the code" on complex, technical projects.	Disconnected from others
<b>ALERT</b>	A group will be most likely to succeed through careful, practical execution that doesn't get off track.	Compulsive, micromanaging

Just as a group can succeed in predictable ways according to Advantages, there can also be disadvantages. When the members of a group share a very high concentration of similar traits, problems can arise. With too much Trust, the group can get stuck in ruts. Too much Power can make your group so focused on goals that nobody is actually executing.

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## DOUBLE TROUBLE TEAM EFFECT

**POWER**

BECOMES OVERLY INTENSE

**PASSION**

TEAM BECOMES HYPER OR MOODY

**MYSTIQUE**

DISCONNECTED FROM OTHERS

**PRESTIGE**

TOO COMPETITIVE

**ALERT**

MICROMANAGING

**INNOVATION**

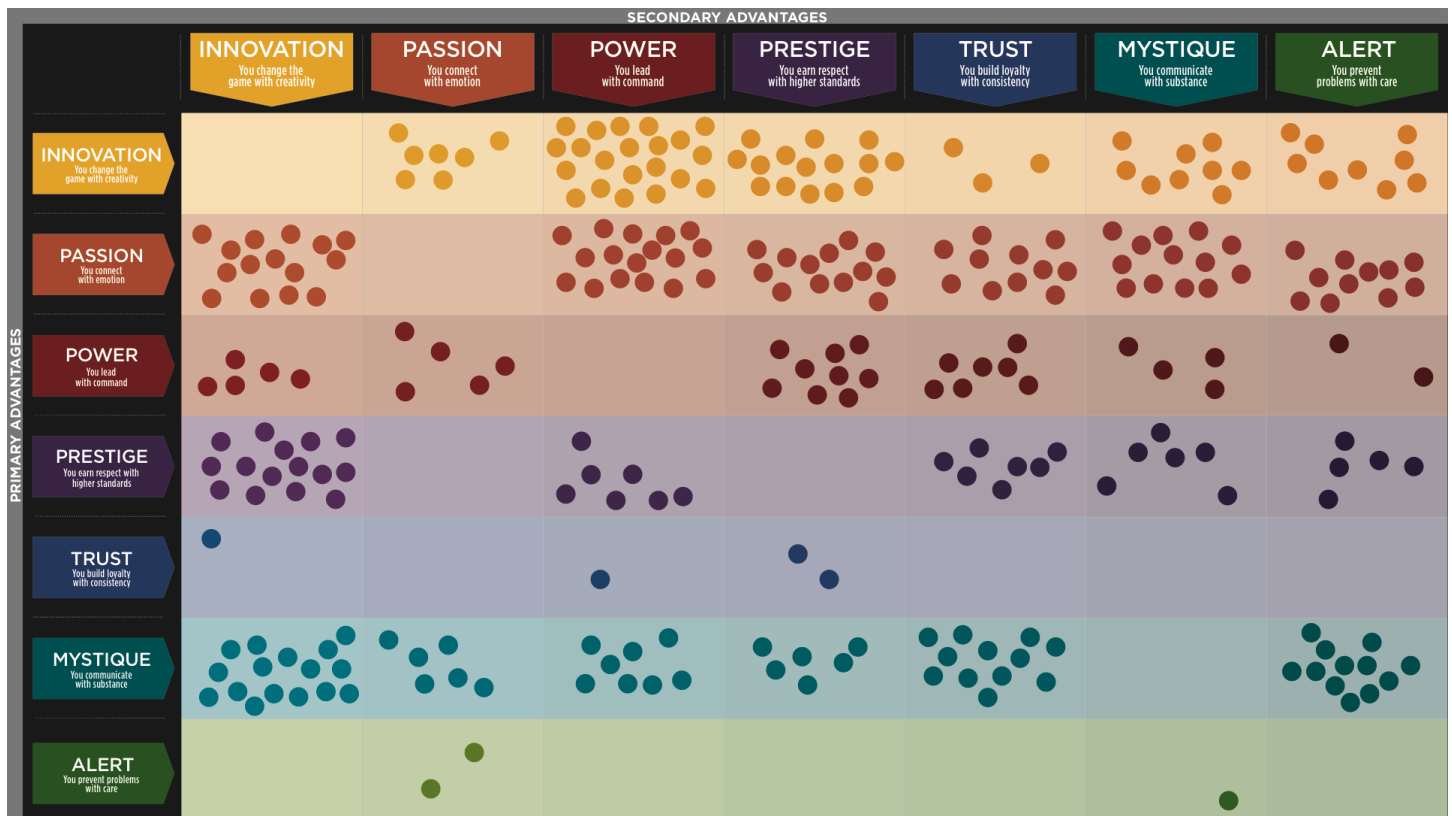
DISTRACTED AND UNLIKELY TO COMPLETE PROJECTS

**TRUST**

DULL AND OUT OF DATE

# HOW TO BUILD A TEAM HEAT MAP

1. Sum up the Primary and Secondary Advantages.
2. Calculate the total Advantages represented in the group.
3. Sum up the group Dormant.
4. Plot individual team members to the matrix.



## STEP 1: SUM UP THE PRIMARY AND SECONDARY ADVANTAGES

Name	Archetype	Primary	Secondary	Dormant
Carmen Gomez	The Mediator	Alert	Trust	Innovation
Kathleen Panning	The Detective	Alert	Mystique	Passion
Oladapo Okuyemi	The Rockstar	Innovation	Passion	Power
Susan Robinson	The Maverick Leader	Innovation	Power	Trust
Alfred Chung	The Secret Weapon	Mystique	Innovation	Passion
Antonius Ricky Suroso	The Secret Weapon	Mystique	Innovation	Trust
Daina Middleton	The Royal Guard	Mystique	Prestige	Alert
Janette Toral	The Secret Weapon	Mystique	Innovation	Passion
Debra Swersky	The People's Champion	Passion	Power	Mystique
Janet Lee	The Talent	Passion	Prestige	Trust
Jill Gottenstrater	The Beloved	Passion	Trust	Mystique
Juan Polanco	The Catalyst	Passion	Innovation	Alert
Sarah Wadle	The People's Champion	Passion	Power	Mystique
Shea Petaja	The Catalyst	Passion	Innovation	Trust
Whitney Bishop	The Catalyst	Passion	Innovation	Trust
Haseena Sham	The Ringleader	Power	Passion	Prestige
Dee Dee Reid	The Ringleader	Power	Passion	Trust
Michelle Lopez	The Maestro	Power	Prestige	Trust
Melba Holliday	The Avant-Garde	Prestige	Innovation	Power
Jill Heijligers-Peloquin	The Connoisseur	Prestige	Passion	Trust
Narelle Goodfield	The Connoisseur	Prestige	Passion	Mystique
Deane Ilukowicz	The Diplomat	Trust	Prestige	Alert

## STEP 1: SUM UP THE PRIMARY AND SECONDARY ADVANTAGES

Name	Archetype	Primary	Secondary	Dormant
Alfred Chung	The Secret Weapon	Mystique	Innovation	Passion
Antonius Ricky Suroso	The Secret Weapon	Mystique	Innovation	Trust
Janette Toral	The Secret Weapon	Mystique	Innovation	Passion
Juan Polanco	The Catalyst	Passion	Innovation	Alert
Shea Petaja	The Catalyst	Passion	Innovation	Trust
Whitney Bishop	The Catalyst	Passion	Innovation	Trust
Melba Holliday	The Avant-Garde	Prestige	Innovation	Power
Kathleen Panning	The Detective	Alert	Mystique	Passion
Oladapo Okuyemi	The Rockstar	Innovation	Passion	Power
Haseena Sham	The Ringleader	Power	Passion	Prestige
Dee Dee Reid	The Ringleader	Power	Passion	Trust
Jill Heijligers-Peloquin	The Connoisseur	Prestige	Passion	Trust
Narelle Goodfield	The Connoisseur	Prestige	Passion	Mystique
Susan Robinson	The Maverick Leader	Innovation	Power	Trust
Debra Swersky	The People's Champion	Passion	Power	Mystique
Sarah Wadle	The People's Champion	Passion	Power	Mystique
Daina Middleton	The Royal Guard	Mystique	Prestige	Alert
Janet Lee	The Talent	Passion	Prestige	Trust
Michelle Lopez	The Maestro	Power	Prestige	Trust
Deane Ilukowicz	The Diplomat	Trust	Prestige	Alert
Carmen Gomez	The Mediator	Alert	Trust	Innovation
Jill Gottenstrater	The Beloved	Passion	Trust	Mystique

## STEP 2: CALCULATE THE TOTAL ADVANTAGES REPRESENTED IN THE GROUP

### TALLYING PRIMARY ADVANTAGES

Primary Advantage	Number of Primary Advantage	Percent of Primary Advantage
Passion	7	32%
Mystique	4	18%
Power	3	14%
Prestige	3	14%
Innovation	2	9%
Alert	2	9%
Trust	1	4%

### TALLYING SECONDARY ADVANTAGES

Secondary Advantage	Number of Primary Advantage	Percent of Primary Advantage
Innovation	7	32%
Passion	5	23%
Prestige	4	18%
Power	3	14%
Trust	2	9%
Mystique	1	4%
Alert	0	0%



## STEP 2: CALCULATE THE TOTAL ADVANTAGES REPRESENTED IN THE GROUP

TOP TEAM ADVANTAGES			
Advantage	Primary	Secondary	Total
Passion	7	5	12
Innovation	2	7	9
Prestige	3	4	7
Power	3	3	6
Mystique	4	1	5
Trust	1	2	3
Alert	2	0	2

Calculate % by dividing Advantage Total by Total Advantages.

Example:  
 12 Passion Advantages / 44 Total Advantages = 27%

This tells us that 27% of Group has Passion as a Primary or Secondary Advantage

Advantage	Primary	Secondary	Total	% of Group
Passion	7	5	12	27%
Innovation	2	7	9	20%
Prestige	3	4	7	16%
Power	3	3	6	14%
Mystique	4	1	5	11%
Trust	1	2	3	7%
Alert	2	0	2	5%

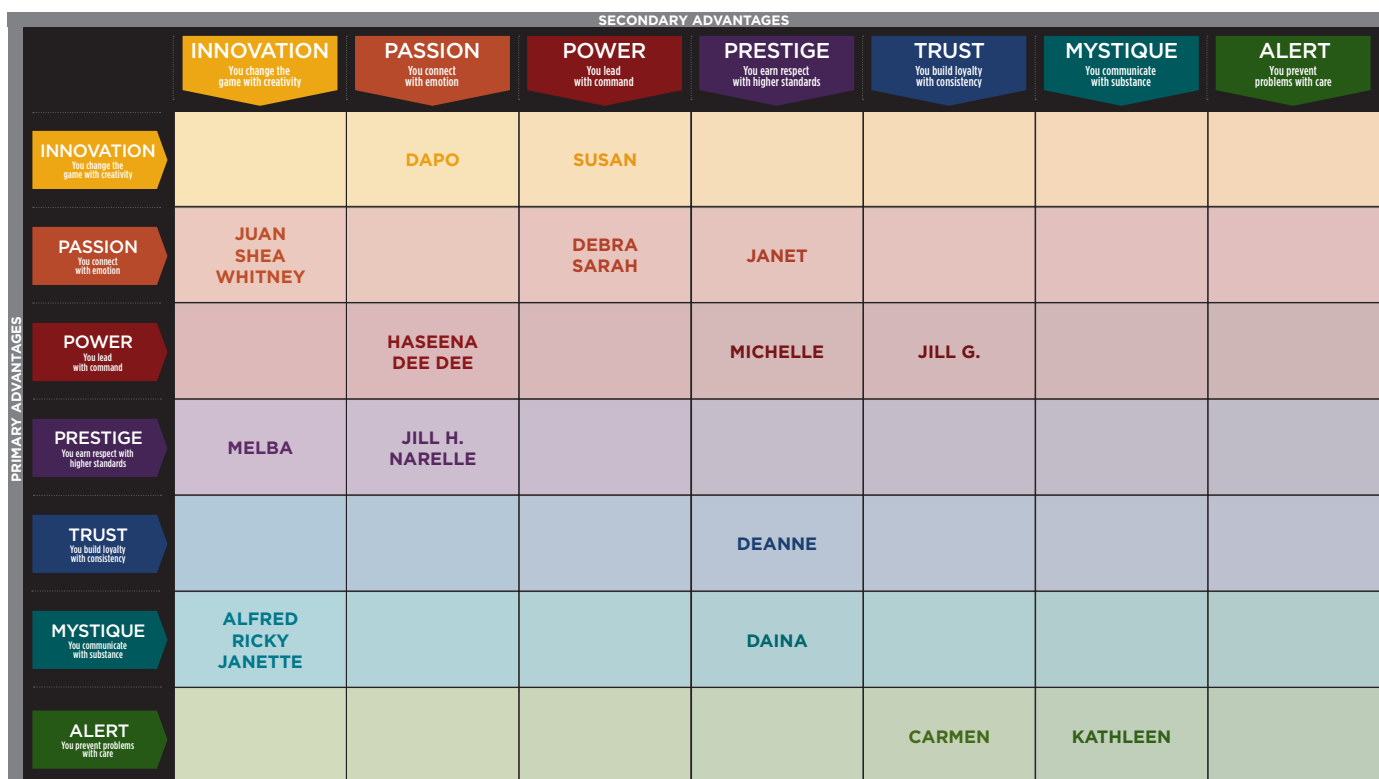
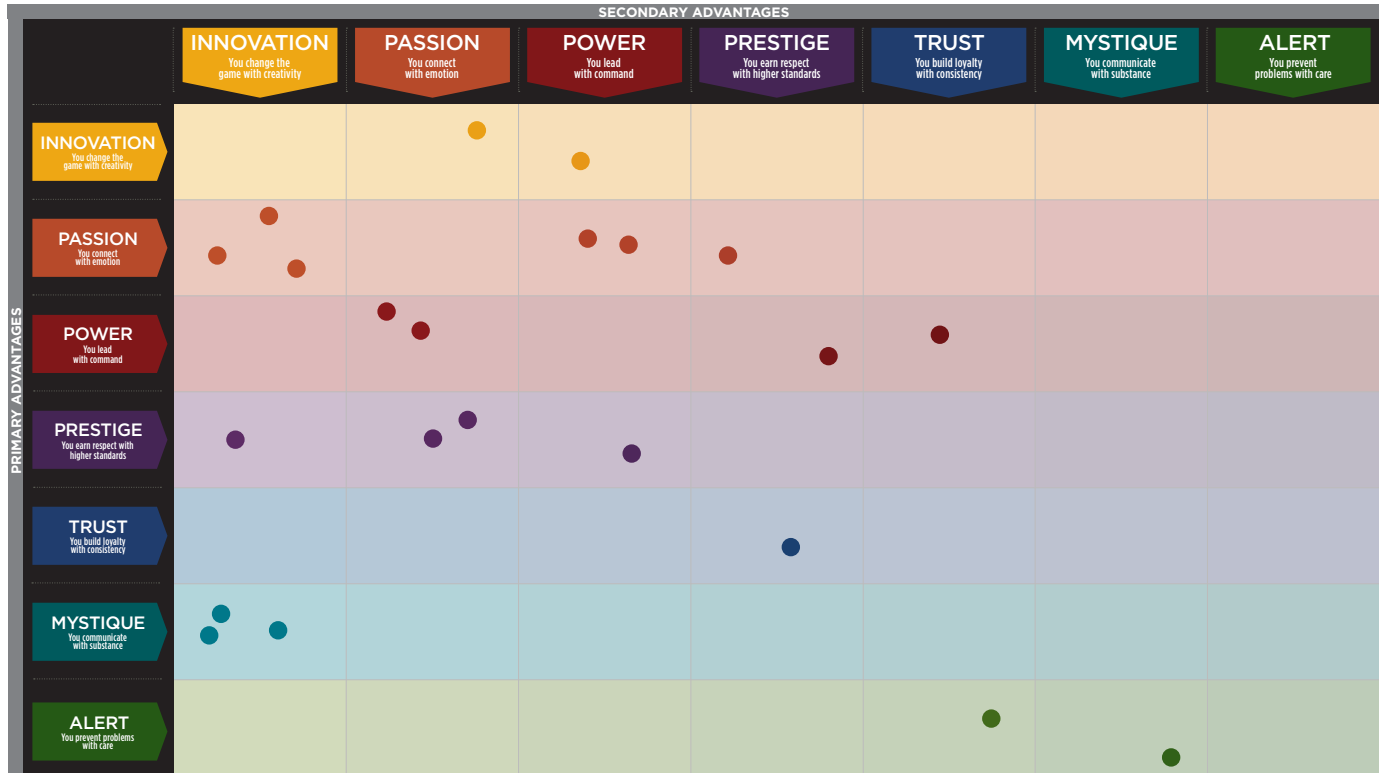
## STEP 3: SUM UP THE GROUP DORMANT

Name	Archetype	Primary	Secondary	Dormant
Juan Polanco	The Catalyst	Passion	Innovation	Alert
Daina Middleton	The Royal Guard	Mystique	Prestige	Alert
Deane Ilukowicz	The Diplomat	Trust	Prestige	Alert
Carmen Gomez	The Mediator	Alert	Trust	Innovation
Narelle Goodfield	The Connoisseur	Prestige	Passion	Mystique
Debra Swersky	The People's Champion	Passion	Power	Mystique
Sarah Wadle	The People's Champion	Passion	Power	Mystique
Jill Gottenstrater	The Beloved	Passion	Trust	Mystique
Alfred Chung	The Secret Weapon	Mystique	Innovation	Passion
Janette Toral	The Secret Weapon	Mystique	Innovation	Passion
Kathleen Panning	The Detective	Alert	Mystique	Passion
Melba Holliday	The Avant-Garde	Prestige	Innovation	Power
Oladapo Okuyemi	The Rockstar	Innovation	Passion	Power
Haseena Sham	The Ringleader	Power	Passion	Prestige
Antonius Ricky Suroso	The Secret Weapon	Mystique	Innovation	Trust
Shea Petaja	The Catalyst	Passion	Innovation	Trust
Whitney Bishop	The Catalyst	Passion	Innovation	Trust
Dee Dee Reid	The Ringleader	Power	Passion	Trust
Jill Heijligers-Peloquin	The Connoisseur	Prestige	Passion	Trust
Susan Robinson	The Maverick Leader	Innovation	Power	Trust
Janet Lee	The Talent	Passion	Prestige	Trust
Michelle Lopez	The Maestro	Power	Prestige	Trust

## STEP 3: SUM UP THE GROUP DORMANT

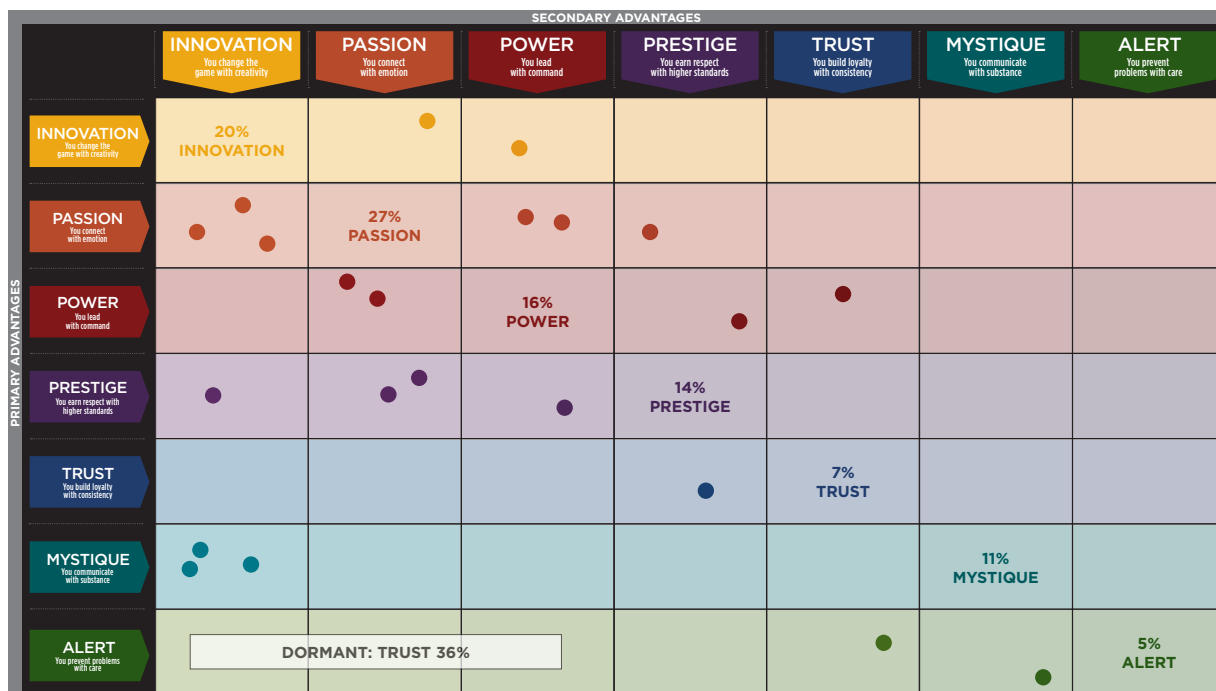
Primary Advantage	Number of Primary Advantage	Percent of Primary Advantage
Trust	8	36%
Mystique	4	18%
Alert	3	14%
Passion	3	14%
Power	2	9%
Prestige	1	5%
Innovation	1	5%

# STEP 4: PLOT INDIVIDUAL TEAM MEMBERS TO THE MATRIX



## STEP 4: PLOT INDIVIDUAL TEAM MEMBERS TO THE MATRIX

- Consider overall Advantage distribution, what insights can you offer?
- What value does this team bring?
- Can you name the team Archetype? What could it be?
- Consider the team Dormant, what challenges could this team face?
- Consider the team Double Trouble, what should they watch out for?



### THE CATALYST

OUT OF THE BOX | ENERGIZING | SOCIAL | ENTHUSIASTIC | CREATIVE

Catalysts start ideas that provoke new thinking and action. Your passion is capable of igniting a team.

Buoyant and social, you embrace new situations and relationships with zeal. You deliver value through creative change.

#### A lesson that everyone can learn from you:

There's rarely one 'right' way to get things done. Try different options, so you can keep evolving your process.

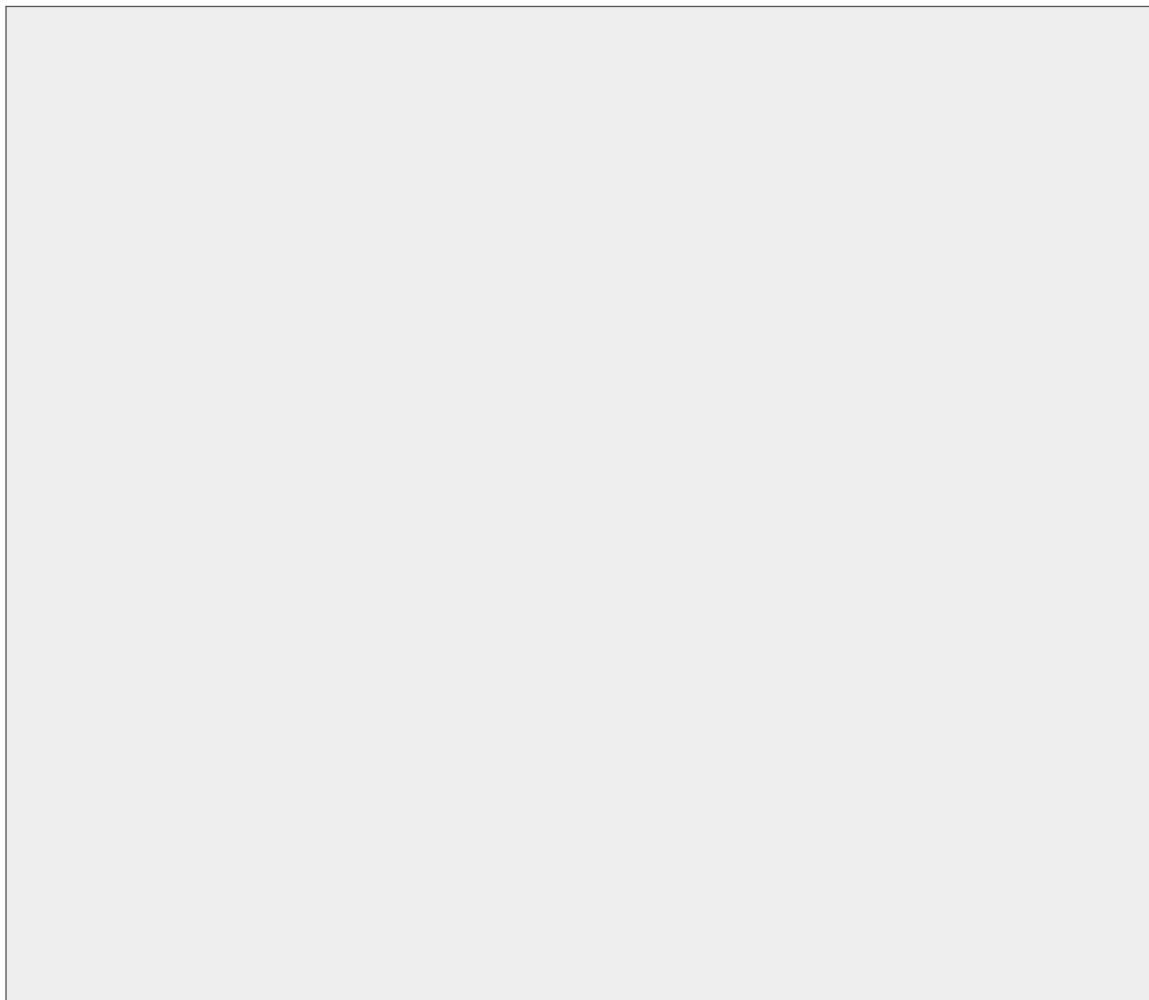
## TEAM HEAT MAP ANALYSIS

Objective for this Activity:

Identify and predict how a team is most and least likely to solve problems, deal with conflict and reach conclusions. Analyze a team heat map using a SWOT Analysis to identify the hidden patterns and a team's core specialty.

Next steps:

- In your break out groups assign speaker/scribe.
- Using your assigned a team heat map and a challenge to solve for: Write your responses to each S,W,O, T in your breakout room whiteboard (and capture it in your worksheet for future reference).
- Page 23-24 list key prompt questions to support your SWOT Analysis and Page 25-26 are your worksheets.



## TEAM HEAT MAP SWOT SCENARIO 1

Strengths - Advantage	Weaknesses - Dormant
<p>Consider the teams top 2 Advantages, what value does this team bring?</p> <p>Based on the teams overall Advantage distribution what are this teams strengths?</p>	<p>What challenges could this team face as a result of having this dormant?</p> <p>What would you recommend they do?</p>
Treats - Double Trouble	Opportunity - Action Plan
<p>Look at the teams Double Trouble zones – what do they need to watch out for? Name triggers and effects.</p>	<p>Formal onboarding plans, peer mentorship and rotational assignments lead to well rounded and highly engaged employees. They want to adopt these best practices so that employees are more empowered and effective. However, competing priorities and information overload seem to be getting in the way. How can they use their Team Heat Map to solve this problem? <b>Provide 2-3 recommended actions they can take to solve this challenge?</b></p>

## TEAM HEAT MAP SWOT SCENARIO 2

Strengths - Advantage	Weaknesses - Dormant
<p>Consider the teams top 2 Advantages, what value does this team bring?</p> <p>Based on the teams overall Advantage distribution what are this teams strengths?</p>	<p>What challenges could this team face as a result of having this dormant?</p> <p>What would you recommend they do?</p>
Treats - Double Trouble	Opportunity - Action Plan
<p>Look at the teams Double Trouble zones – what do they need to watch out for? Name triggers and effects.</p>	<p>Employees are not adopting new initiatives and best practices as quickly as management would like. Your goal is to inspire and motivate employees to take up and embrace change with agility and passion However, competing priorities and information overload seem to be getting in the way. How can they use their Team Heat Map to solve this problem? <b>Provide 2-3 recommended actions they can take to solve this challenge?</b></p>



## TEAM HEAT MAP SWOT WORKSHEET 1

<b>Strengths - Advantage</b>	<b>Weaknesses - Dormant</b>
<b>Treats - Double Trouble</b>	<b>Opportunity - Action Plan</b>

## TEAM HEAT MAP SWOT WORKSHEET 2

<b>Strengths - Advantage</b>	<b>Weaknesses - Dormant</b>
<b>Treats - Double Trouble</b>	<b>Opportunity - Action Plan</b>

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