TEAM WORK PERSONALITY™

Marketing team.
One team, one point in time.

People **7**
Closed **13 Nov 2026**

KEY FINDING

The Marketing team is more drawn to pioneering, campaigning and advising types of work, and less to doing, auditing and coordinating.

As a result, the team is less likely to prioritise or gravitate towards all eight types of work essential to high-performing teams.

PREFERS

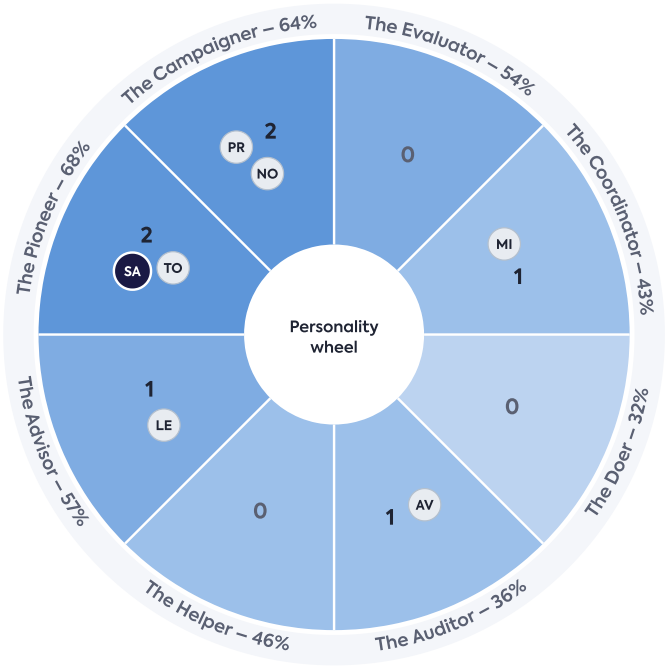
- Pioneering
- Campaigning
- Advising

LESS LIKELY TO PRIORITISE

- Doing
- Auditing
- Coordinating

The eight types of work a team needs.

- ✓ High-performing teams ensure all eight key types of work get done.
- ✓ Each team member naturally prefers one type of work most, based on their Work Personality, with that preference decreasing the further they move around the wheel.
- ✓ The team's combined Work Personalities reveal which types of work they're most likely to prioritise and which they may naturally overlook or de-prioritise.



WHO'S IN YOUR TEAM

Sam (you)	Pioneer
Tom	Pioneer
Priya	Campaigner
Noah	Campaigner
Mia	Coordinator
Ava	Auditor
Leo	Advisor

How strongly the collective team naturally prefers each type of work.

Team members also show a preference towards the types of work near their own Work Personality™, so an empty segment can still be shaded.

● Leader ○ One person

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What this means for **your team.**

TEAM INSIGHTS

What this team naturally prioritises.

- Five of the seven team members are Pioneers (2), Campaigners (2) and an Advisor (1). They naturally prefer exploring new ideas, challenging existing approaches, influencing others, gathering information and creating opportunities for change.
- The team's collective preferences strongly favour Pioneering (68%) and Campaigning (64%), suggesting they are more likely to prioritise innovation, new possibilities, generating enthusiasm and influencing others than structured delivery and execution.
- In contrast, Doing (32%) and Auditing (36%) are the team's weakest natural preferences. While there is an Auditor and a Coordinator, there are no Doers. This suggests the team may be less naturally inclined to prioritise completing tasks, following through on decisions, checking details and maintaining consistent standards.
- **The opportunity:** This team has a strong natural motivation to generate ideas, challenge conventional thinking and drive change. However, generating ideas and building enthusiasm are not the same as delivering results. The challenge is ensuring that good ideas translate into clear plans, practical actions, accountability and completed work.



Prefers



Less likely to prioritise

How the leader can support the team.

The leader's job is to make sure all eight types of work are covered. For this team, that means:

- Decide who delivers each piece of work, and by when.
- Check the work before it goes out.
- Set a clear plan with priorities and deadlines.
- As a Pioneer, this type of work isn't your natural preference either, so take extra care here.
- Two people on the team prefer coordinating and auditing, so bring them in early to make sure the right plan is in place.

You don't need someone with each Work Personality™ to cover all eight types of work, but the team needs mechanisms and processes in place to make sure all eight get done.

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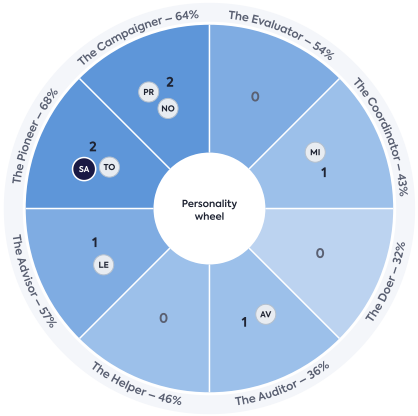
Tension and **conflict.**



People further apart on the wheel prefer different types of work, so they're more likely to clash. Handled well, the conflict can be positive: they challenge each other, so all eight types of work get attention.

Where conflict and tension may arise

- The dominant group consists of two Pioneers, two Campaigners and an Advisor (5 of 7). They naturally prefer exploring possibilities, questioning existing approaches, gathering perspectives, influencing others and driving change. In contrast, the Coordinator and Auditor prefer structured work, clear priorities, defined plans, attention to detail and maintaining quality and standards.
- When disagreements arise, Pioneers may challenge existing approaches and explore alternatives, Campaigners may focus on building enthusiasm and support, and the Advisor may seek further information and different perspectives. Meanwhile, the Coordinator is more likely to push for clarity, agreed priorities and a practical plan, while the Auditor may question the details, identify risks and ensure standards are maintained.
- **The tension:** Pioneers, Campaigners and the Advisor may see the Coordinator and Auditor as overly cautious, rigid or slowing down progress. Conversely, the Coordinator and Auditor may see the larger group as constantly exploring new possibilities, changing direction or making commitments without sufficient planning, attention to detail or follow-through.
- With five people concentrated on one side of the wheel and only two representing the contrasting preferences, the Coordinator and Auditor may find themselves continually questioning plans, challenging assumptions about delivery or raising concerns that the larger group doesn't naturally prioritise. Their contributions could be perceived as obstacles rather than valuable perspectives.
- **The overall tension:** This team is naturally drawn towards exploring what could be done, while fewer members are motivated by the structured work required to ensure it actually gets done. As a result, the team may generate plenty of ideas, enthusiasm and opportunities but struggle with prioritisation, making final decisions, maintaining focus and delivering consistently.

The opportunity is to turn innovation into execution: encouraging Pioneers, Campaigners and the Advisor to explore ideas and opportunities, while giving the Coordinator and Auditor a meaningful role in establishing priorities, evaluating practical requirements and ensuring work is properly planned and delivered. With no Doers represented, the team will also need to consciously prioritise execution and follow-through rather than assuming these activities will happen naturally.

WHAT DRIVES EACH WORK PERSONALITY HERE

The Coordinator. Making a plan, with clear priorities and deadlines that hold.

The Advisor. Looking into a problem properly and helping others think it through.

The Campaigners. Building momentum by selling the vision and rallying people.

The Auditor. Checking the detail, so the work is right and nothing is missed.

The Pioneers. Questioning how things are done and looking for new ways.

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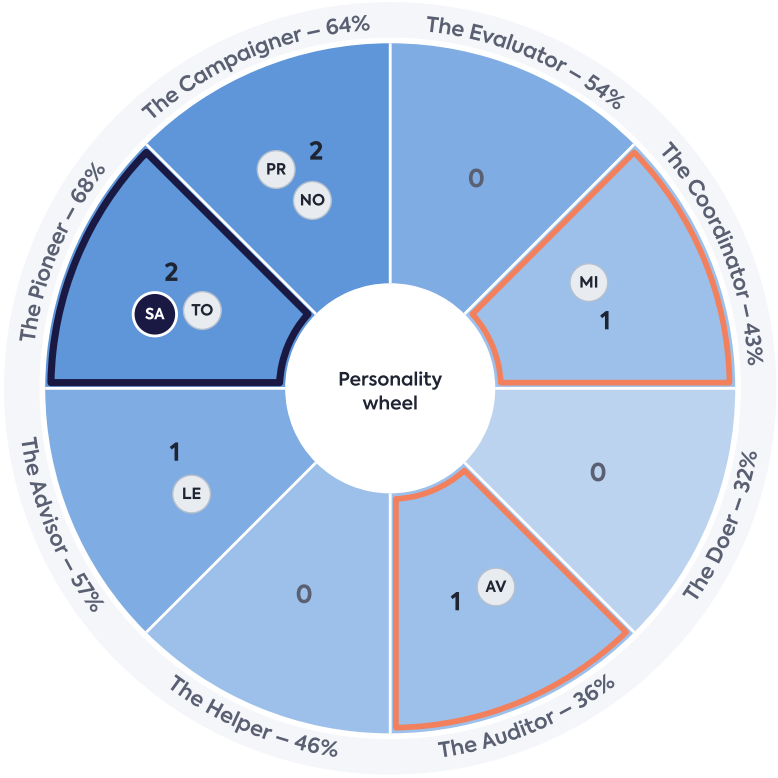
You and **your team.**

Most of your team has work preferences closely related to yours.



You Least like you

WORKS **MOST** LIKE YOU

Tom is also a Pioneer, so you're likely to prefer the same type of work. You may still differ on how it gets done.

WORKS **LEAST** LIKE YOU

Mia and Ava are least likely to prefer the same type of work as you. You naturally prefer new ideas and challenging the status quo. They're more likely to prefer a clear plan, priorities and deadlines, and getting the detail right. Bring them in early to make sure the right plan is in place.

WHAT YOU BRING

You share the team's main preference for pioneering, so keep an eye on what the team is less likely to prioritise.

Want help turning this into action?

A facilitated workshop with a Compono organisational psychologist helps your team understand how they work together and what to change. See how it works: compono.com/solutions/teams-workshop

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How you lead **this team.**

YOUR STYLE	WHAT IT GIVES THE TEAM	WHAT TO WATCH FOR
As a Pioneer, your natural leadership style is Non-Directive: you give people the freedom to explore and run their own work.	Time and space to explore, be creative and try new ideas.	There may be no clear plan, timeline or deliverables, so work can drift. Agree what will be delivered and by when.

THE THREE STYLES

	Directive	Democratic	Non-Directive YOUR STYLE
WHAT IT IS	This leadership style gives a clear plan and structure, sets specific goals with deadlines and makes the key decisions.	This leadership style brings people together to hear different opinions and lets the team help decide.	You naturally prefer to take a hands-off approach, give the team freedom to decide and guide only when needed.
WHEN TO USE IT	**When time is short or the team needs clear direction**, such as a crisis or a tight deadline. Set the steps and the date, and check progress.	**When you need fresh ideas or the team's backing**, such as changing how the team works. Hear every view, then decide together.	**When the team is skilled and knows the work**, such as running a process they know well. Step back, and check in at set points.
WHAT TO WATCH OUT FOR	Too much control can frustrate people who know the work.	Hearing everyone out can slow decisions down.	There may be no clear plan, timeline or deliverables, so work can drift. Agree what will be delivered and by when.
WHO ON THIS TEAM PREFERS IT	**Mia (a Coordinator)** They prefer a clear plan and a deadline.	**Priya and Noah (Campaigners), and Leo (an Advisor, either)** They want a say in decisions that affect them. Bring them in early.	**Tom (a Pioneer), Ava (an Auditor), and Leo (an Advisor, either)** They prefer freedom to run their own work, with regular check-ins.

Whatever your natural leadership style, the best leaders adapt their style to the situation. Find out the style your current situation may need: compono.com/work-personality/leadership-style-assessment

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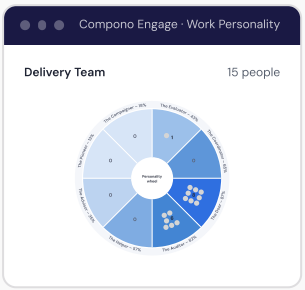
What the Compono platform **adds.**

This is one team at one point in time. The platform keeps views like these for every team.

Compare all your teams

Find what makes your best teams high performing, then repeat it across the rest.



INSIDE THE COMPONO PLATFORM, EXAMPLE

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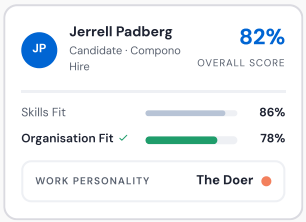
Hire for what this team needs

Decide what this team needs next, whether more of what already works or the work they're less likely to prioritise, and candidates are ranked on Work Personality™ and culture fit.

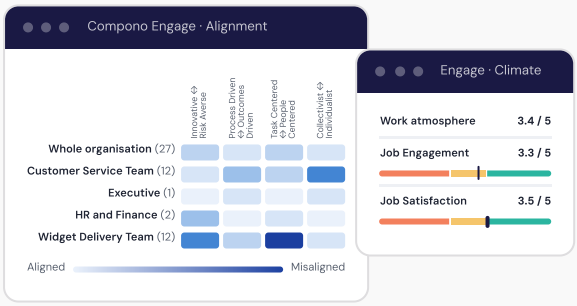


INSIDE THE COMPONO PLATFORM, EXAMPLE

compono.com/hire

See how personality shapes culture

Understand how your teams' Work Personalities shape culture and engagement, and where the hotspots are.



4 of 12 dimensions, 2 of 9 measures shown . figures illustrative

INSIDE THE COMPONO PLATFORM, EXAMPLE

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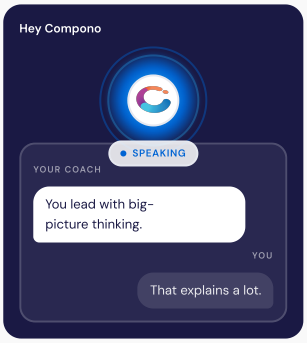
Coaching for this team

Coaching that starts from this team's wheel. It helps each person work to their strengths and helps the leader work with this mix.



HEY COMPONO BUSINESS, EXAMPLE

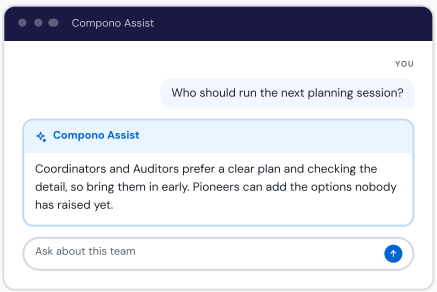
heycompono.com/business

Ask Compono Assist about this report

Ask anything about this team in plain words. Answers draw on organisational psychology and your own data.

INSIDE THE COMPONO PLATFORM, EXAMPLE

compono.com/platform



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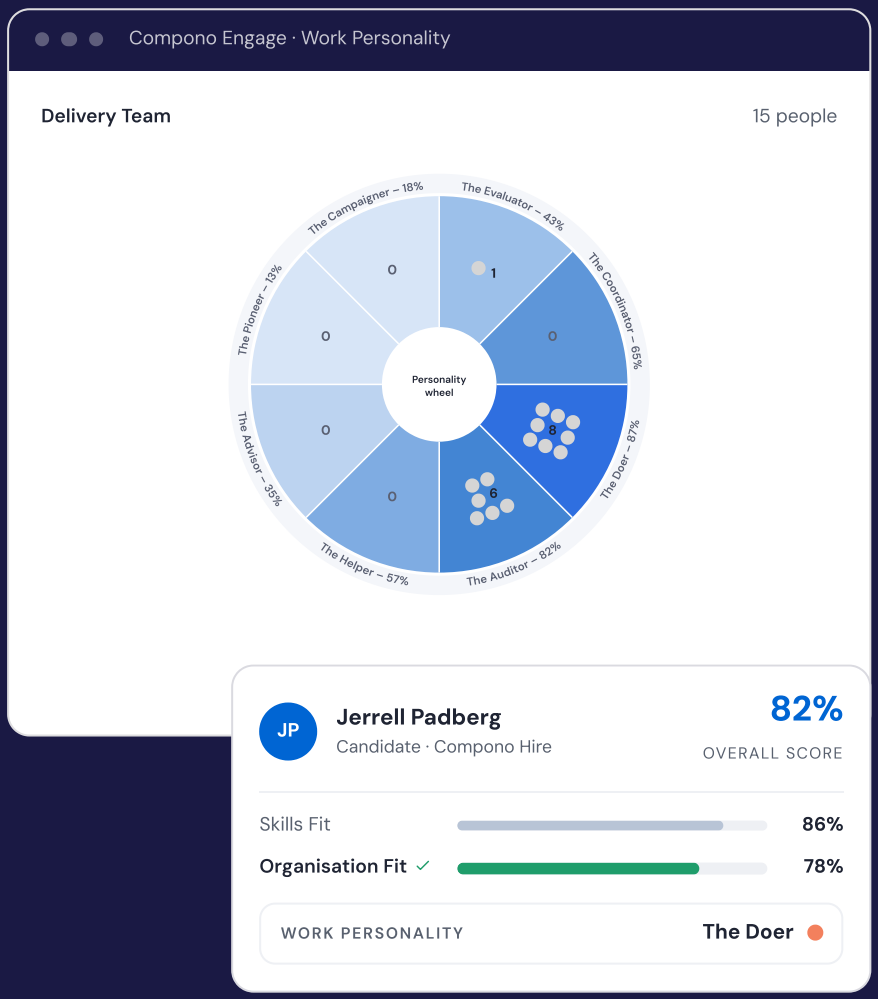
COMPONO

One team is a start.
Hire for the gaps. Drive culture.

Compono shows how your high performers differ from the rest, and who to hire next.

- **Validated insights into what makes each team tick**
- **Don't hire blind: hire for what the team needs**
- **See how Work Personality drives culture**



COMPONO ENGAGE AND HIRE

Explore the platform →

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Talk to us

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