

# UNSW

# MBT

MASTER OF BUSINESS & TECHNOLOGY

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|-------------|---------------------|--------------------|
| Title<br>Mr | First Name<br>Colin | Family Name<br>Wee |
|-------------|---------------------|--------------------|

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|-------------------|--------------------|-----------------------|---------------------------|
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|-------------------|--------------------|-----------------------|---------------------------|

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Comments  
Appendix contains supporting logic. Last page left blank.

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|               |       |                           |
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**Strategic Personnel Management**

MGMT5690-3726

Assignment One

Due: Thursday 14 April 2005

Facilitator: Bill Morrissey

Student: Colin Wee z3052152

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## **1 Introduction**

### **1.1 Background**

PIVoD is an audio visual (AV) systems integrator engaged in large projects to control AV systems over Internet Protocol (IP). Started in Western Australia (WA) some 15 years ago using space in the Chairman's garage, PIVoD now has about 60 employees and five worldwide locations.

### **1.2 Scope**

Identify external trends analysing general environment and factors specific to PIVoD. Of this, SWOT analysis will pinpoint the three major ones. Cultural dimensions to be described and analysis will show effect of major trends.

## **2 Major External Trends**

### **2.1 General Environment**

#### **2.1.1 General Environment Description**

The following is a description of external factors affecting all companies, and is summarised in Appendix 6.1 which lists 14 line items.

##### **2.1.1.1 Economic**

WA is economically robust, driven by the mining and farming industries. The region is characterised by low interest rates, low inflation, but sparse local demand. PIVoD is not sensitive towards small fluctuations in interest rates.

##### **2.1.1.2 Technological**

Technology has produced a lot of sophisticated multi-media equipment allowing management of multiple and varied data streams. Also increasingly available are Internet-enabled applications, such as telephony systems, and the usage of which to control a wide range of AV assets within a building. There is a dearth of similar-sized competition from other AV systems integrators.

#### **2.1.1.3 Socio-cultural**

PIVoD is experiencing an increasing need for better project controls driven by client requests. At the same time, the organisation's reputation seems to be improving with further accolades received from government business awards. Employee expectations are towards a moderate level of benefits and high management consideration for flexi-hours, and little overtime.

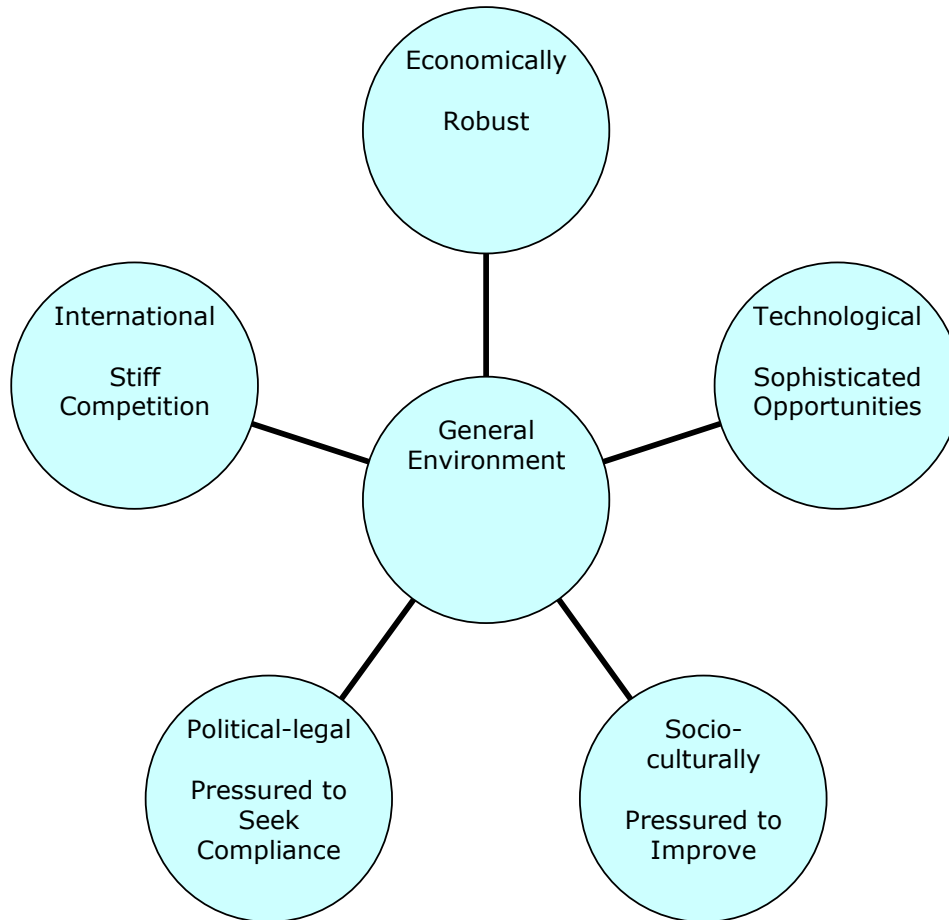
#### **2.1.1.4 Political-legal**

There is generally a positive government support for up-and-coming small local businesses. In a growth phase, PIVoD is increasingly opening itself to due diligence. Furthermore, with the intent towards publicly listing on the Australian Stock Exchange (ASX), the organisation is readying itself to seek compliance with ASX regulations.

#### **2.1.1.5 International**

The international environment where PIVoD operates at comprises stiff competition from much larger, and able companies. Advantages arise here from foreign exchange benefits.

### 2.1.2 General Environment Diagram



## 2.2 Specific Factors

### 2.2.1 Specific Factors Description

Specific factors are “that part of the external environment which directly interacts with the achievement of an organisation’s goals” (Hampson et al. 2005 u2/3 p9). The following is summarised in Appendix 6.2 which lists 6 line items.

#### 2.2.1.1 Suppliers

Given that the organisation creates most of the value in the product value chain, suppliers have low influence, especially when PIVoD is platform ‘agnostic’.

#### **2.2.1.2 Competitors**

As mentioned, the industry is characterised by several international high-end, large, and reputable firms; these are not as price-focused as PIVoD. There are similar firms at the low end of the market, but are not able to produce the quality or to the same scale as PIVoD can do.

#### **2.2.1.3 Customers**

Customers have been historically drawn from the cultural industry, though new channels aiming at commercial entities like banks and hotels are more in evidence. Customers choose this organisation from reputation and pricing.

#### **2.2.1.4 Regulators**

Aside from copyright legislation and controls, and given the fact that it is a privately held firm, this organisation does not face any regulators in the course of doing business for its main products. A recently introduced product offering surveillance over IP does introduce some regulation from security standards.

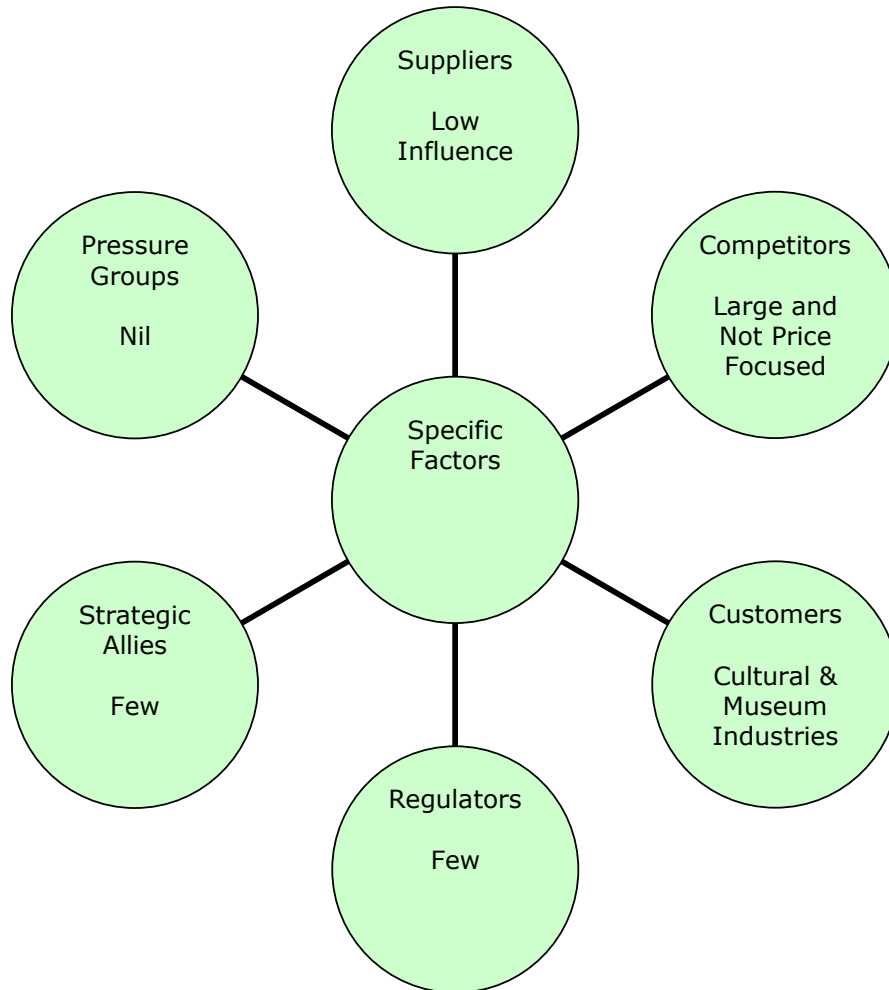
#### **2.2.1.5 Strategic Allies**

A newly formed alliance with a surveillance technology company provides this organisation with core technology that will be ultimately packaged, customised, and integrated with current systems to form new product extensions.

#### **2.2.1.6 Pressure Groups**

There are no pressure groups that influence the product line.

### 2.2.2 Specific Factors Diagram



## 2.3 SWOT

### 2.3.1 SWOT Description

SWOT allows for contextual treatment performed in the section following. It is summarised in Appendix 6.3.

#### 2.3.1.1 Strength

This organisation has strengths in innovative product offerings created by multi-skilled and talented employees. With several well known projects, the organisation has a fairly good reputation and growing brand strength.



### 2.3.1.2 Weakness

As a privately held company, it requires more financial support. Resources are otherwise limited, as is mid and upper management. Overall there is little coordination between staff.

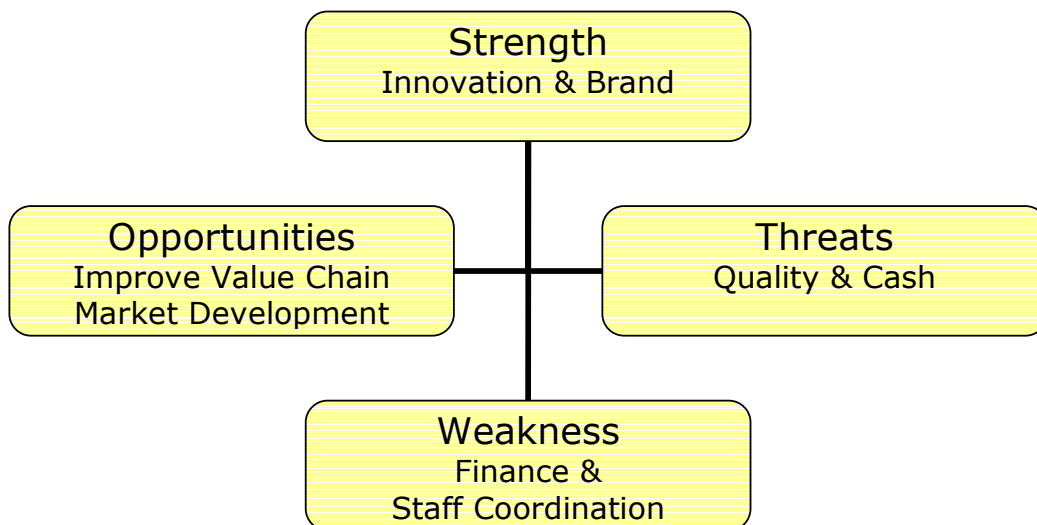
### 2.3.1.3 Opportunities

There are opportunities to improve the value chain from mid-management pushing for the development of more controls. Market development can also occur to push current products and technology into new worldwide markets, given the resources available.

### 2.3.1.4 Threats

Threats face come from the time pressure to complete current projects, risks arising from a lack of quality standards, and the tight cash reserves the company has at the moment.

## 2.3.2 SWOT Diagram



## 2.4 Situational Context from SWOT

General environment (14 items) and specific factor trends (6 items) were viewed in light of SWOT analysis and the 20 items together were rated to highlight contextual dimensional issues. This was done on a 5 point scale according to:

- A. Establishing management and project controls.
- B. Promoting internationalisation of sales effort.
- C. Reducing the time pressure to deliver projects

D. Improving variable quality issue

E. Improving cash flow situation

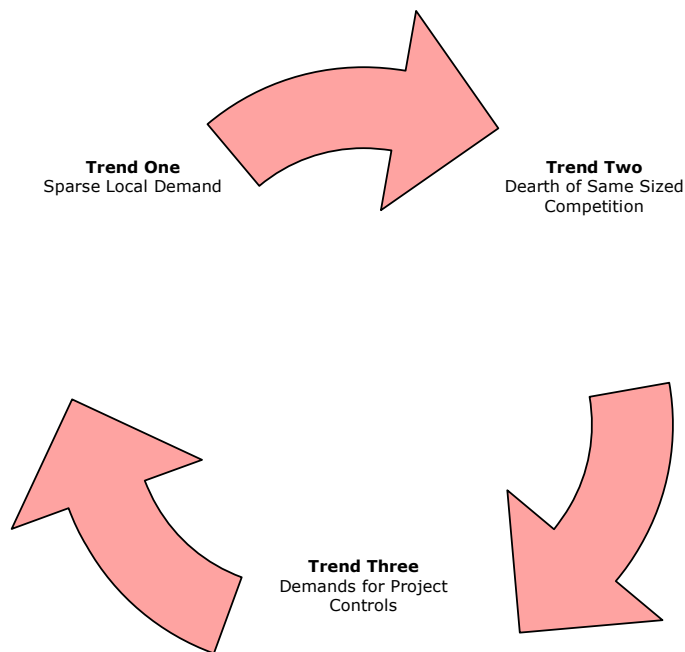
Overall results from this rating are available in Appendix 6.4.

## 2.5 The Resulting Three Major Trends

### 2.5.1 Major Trends Description

The major trends were chosen from highest scoring items from the previous section. Given that four trends were equally scored, the one that was considered the least external of the four was omitted. See Appendix 6.5.

They are as follows:



**Trend One:** Economically, the sparse local demand for significant AV systems integration work means that PIVoD is pressured to have a more international market

development strategy. To do this, the sales organisation has representatives distributed nationally and internationally. The operation centre (PIVoD's HQ) is located in WA.

**Trend Two:** Dearth of same-sized technology competition means there is pressure to compete with reputable players; adopting a low-price differentiated marketing strategy. This creates a vicious cycle which has employees constantly pressured to deliver more while being inadequately resourced.

**Trend Three:** Demands for project controls, a socio-cultural trend has the customer adding pressure for the organisation to respond to an increasing need for greater granularity of information. This places strain on customer-facing staff, and exacerbates existing dissatisfaction with the interface between groups of employees.

### **3 Culture and its Response to Major Trends**

#### **3.1 Cultural Dimensions**

##### **3.1.1 Dimensions Description**

PIVoD's cultural dimensions are presented. A summary is available in Appendix 6.6.

##### **3.1.1.1 Innovation and Risk Taking**

Employees other than sales personnel are not encouraged or incentivised to take risks. Technology innovation and clever solutions are however prized throughout the organisation.

##### **3.1.1.2 Attention to Detail**

While important, employees are not managed to ensure attention to detail. This mostly happens during the initial design phase, and due to a lack of project controls, sharply tapers off afterward.

##### **3.1.1.3 Outcomes Orientation**

There is a high management focus on results and outcomes rather than on the process to achieve them.

#### **3.1.1.4 People Orientation**

Leadership is split on this issue. There is the Chairman, who has a fairly low regard for employees. The CEO however is people-oriented but does not have sufficient controls on operations.

#### **3.1.1.5 Team Orientation**

There is low team awareness in the organisation outside the software engineering department. Work revolves around transactions between individuals working on the project when needed, not according to any pre-arrange schedule.

#### **3.1.1.6 Aggressiveness**

Employees are mostly easygoing and cooperative. There are one or two key people who are adequately aggressive, but the organisation has almost nonchalant approach to work and problem resolution.

#### **3.1.1.7 Stability**

There is a high tendency to maintain the status quo. This is highlighted with the lack of overall anxiety through the major events or financial lows of the company.

### **3.2 Cultural Dimensions Diagram**

| Cultural Dimensions        |                      |
|----------------------------|----------------------|
| Low                        | High                 |
| Innovation and Risk Taking | Outcomes Orientation |
| Attention to Detail        | Stability            |
| People Orientation         |                      |
| Team Orientation           |                      |
| Aggressiveness             |                      |

### **3.3 Cultural Dimensions –v- Trends**

#### **3.3.1 Description**

Dimensions are analysed according to major trends identified earlier, and rated on a 5 point scale which helps us to define the net effect on the dimension (see Appendix 6.7). This is in order to understand influences on internal culture by external forces. Such influence may of course be countered by strategic planning.

##### **3.3.1.1 Innovation and Risk Taking**

Trend One moderately encourages this dimension as business aims for international markets. Trend Two may create some complacency as there is no other similar player doing exactly the same work. Trend Three increases the dimension as project controls may free management from the time needed to manage unforeseen circumstances.

These trends result in some positive effect on innovation and risk taking. Given that employees are not currently encouraged to take risks, trends may introduce some opportunities for leadership to guide the company as a whole to embrace a greater level of formalised risk taking and innovation.

##### **3.3.1.2 Attention to Detail**

Trend One moderately reduces the dimension as PIVoD focuses on external opportunities. Trend Two moderately reduces the dimension as there is a lack of benchmarking opportunities, and when PIVoD engages in bigger risks for bigger projects. Trend Three moderately increases the dimension as project controls allow PIVoD to understand customer wants.

The net effect provides an obstacle to maintain attention to detail. Given that employees are not managed to ensure attention to detail, management may have to focus on this more at the strategic level.

##### **3.3.1.3 Outcomes Orientation**

Trend One encourages the dimension as management engages on ‘the big picture’ and high dollar value projects. Trend Two increases this dimension as the company has to

compete with larger and well resourced competitors. Trend Three somewhat increases the dimension with the added pressure to establish a methodology to deliver on.

The net effect increases and exacerbates the current focus on outcomes vis a vis processes. However given that Trend Three requires PIVoD to have an emphasis on methodology, management may use that to modulate the current focus on outcomes.

#### **3.3.1.4 People Orientation**

Trend One moderately reduces the dimension as management is occupied focusing on opportunities overseas, and sells based on reputation and price. Trend Two moderately reduces the dimension as there are no competitors that might hire talent off PIVoD. Trend Three however, moderately increases the dimension as project management considers the effect of all resources on meeting requirements.

The net effect is that the external trends reduce the people orientation nature of key executives. Given that it is already moderate to low signals that strategic intervention is required for PIVoD's HR plan.

#### **3.3.1.5 Team Orientation**

Trend One moderately increases the dimension as the isolation from clients may help form team awareness. Trend Two moderately increases the dimension as the company has an 'us versus them' underdog mentality against rivals. Trend Three also increases the dimension as controls require individuals to formally collaborate on issues.

The net effect is that the trends improve team orientation, providing an opportunity for PIVoD to improve the current low team orientation.

#### **3.3.1.6 Aggressiveness**

Trend One increases the dimension as PIVoD takes on risk to secure overseas projects. Trend Two also increases the dimension as the company targets larger rivals which may bolster internal aggressiveness. Trend Three however could stifle this dimension as controls aim to moderate risks PIVoD takes on board.

Overall however, aggressiveness can be affected positively by external trends. This can counter the current easygoing nature of employees that may not be optimal in a corporate setting.

#### **3.3.1.7 Stability**

Trend One moderately reduces the dimension as it requires PIVoD to reach for remote opportunities using the few sales representatives employed. Trend Two moderately reduces the dimension as PIVoD doesn't have a benchmark rival, and radically innovates to deal with complex demands. Trend Three increases the dimension as it requires employees to follow the same process methodology and rules in order to constantly deliver to standards.

The net effect is mostly neutral, dependant on what executives may focus on. Given there is a high tendency to maintain the status quo; this issue may also have to be raised at the strategic level.

### 3.3.2 Dimension –v- Trends Table

| Net Effect by Trends | Cultural Dimensions  |                      |
|----------------------|--|----------------------|
|                      | Low  | High                 |
| Positive             | Innovation and Risk Taking<br>Team Orientation<br>Aggressiveness |                      |
| Neutral              |  | Stability            |
| Negative             | Attention to Detail<br>People Orientation                        | Outcomes Orientation |

## 4 Conclusion

Culture should be addressed strategically. A personnel plan can take into consideration relative positioning of dimensions, effect of trends, and corporate direction. To this, the ‘Dimension –v- Trends’ table in 3.3.2 highlights PIVoD’s situation and opportunities available.

## 5 Bibliography

**Davidson P & Griffin RW**, 2003, *Management: An Australasian Perspective*, John Wiley & Sons, Australia.

**Hampson I, Holt J, & Onor A**, 2005, *Strategic People Management*, Study Guide for University New South Wales Master of Business and Technology Course MGMT5690.

**O’Reilly CA, Chatman J & Caldwell DF**, 1991, ‘People and organisational culture: A profile comparison approach to assessing person-organisation fit’, *Academy of Management Journal*, September, pp. 487-516



## 6 Appendix

### 6.1 General Environment Summary Table

| Dimensions      | Relevant Characteristics  |
|-----------------|---|
| Economic        | 1. Robust local economy<br>2. Low interest rates<br>3. Sparse local demand.   |
| Technological   | 4. More media handling sophistication of technology<br>5. Increased emphasis on IP for AV systems integration.<br>6. Increased emphasis on IP Telephones and building asset management<br>7. Dearth of same-sized competition |
| Socio-cultural  | 8. Growing demands for project controls<br>9. Increased pressure from line managers for better top down operational management.<br>10. Improving reputation   |
| Political-legal | 11. General positive government support<br>12. Increased due diligence  |
| International   | 13. International competition from larger IT companies<br>14. Foreign exchange benefits for Australian firms  |

Adapted from (Hampson et al 2005 u2p8; Davidson & Griffin 2003, p74)

### 6.2 Specific Factors Summary Table

| Factors          | Relevant Characteristics  |
|------------------|---|
| Suppliers        | 15. Mostly low supplier power.  |
| Competitors      | 16. Significant competition from much larger companies for sizable project.               |
| Customers        | 17. Customers are large organisations, mostly coming from the cultural industry.          |
| Regulators       | 18. There are little or no entities that currently influence corporate business policies. |
| Strategic Allies | 19. We work with only one selected partners that provides technology to be repackaged.    |
| Pressure Groups  | 20. None  |

### 6.3 SWOT Analysis Summary Table

| Strengths   | Weaknesses   |
|---|--|
| <ul style="list-style-type: none"><li>• Brand strength</li><li>• Cross disciplinarian skill set</li><li>• Technology innovation</li></ul>     | <ul style="list-style-type: none"><li>• Financial support</li><li>• HR thin on the ground</li><li>• Little coordination between staff</li></ul>            |
| Opportunities   | Threats  |
| <ul style="list-style-type: none"><li>• Middle management pushing for more controls</li><li>• Global market for entire product line</li></ul> | <ul style="list-style-type: none"><li>• Time pressure to deliver all projects</li><li>• Project quality is variable</li><li>• Critical cash flow</li></ul> |

#### 6.4 Factors in Light of SWOT Analysis Summary

| No | Description                                  | Rated 1-Low to 5-High |   |   |   |   | Total |
|----|--|-----------------------|---|---|---|---|-------|
|    |  | A                     | B | C | D | E |       |
| 1  | Robust local economy                         | 2                     | 2 | 2 | 1 | 4 | 11    |
| 2  | Low interest rates                           | 2                     | 3 | 2 | 2 | 2 | 11    |
| 3  | Sparse local demand                          | 3                     | 4 | 3 | 3 | 1 | 14    |
| 4  | Media handling sophistication of technology  | 1                     | 2 | 2 | 1 | 1 | 7     |
| 5  | Emphasis on IP for AV systems                | 1                     | 2 | 2 | 1 | 1 | 7     |
| 6  | Emphasis on IP Telephones and asset control  | 1                     | 2 | 2 | 1 | 1 | 7     |
| 7  | Dearth of same-sized competition             | 4                     | 3 | 2 | 3 | 2 | 14    |
| 8  | Demands for project controls                 | 4                     | 2 | 3 | 3 | 2 | 14    |
| 9  | Pressure for better top-down management      | 3                     | 2 | 3 | 3 | 2 | 13    |
| 10 | Improving reputation                         | 3                     | 4 | 2 | 3 | 2 | 14    |
| 11 | General positive government support          | 2                     | 3 | 2 | 2 | 2 | 11    |
| 12 | Increased due diligence                      | 3                     | 2 | 2 | 3 | 1 | 11    |
| 13 | Competition from larger IT firms             | 4                     | 3 | 2 | 3 | 1 | 13    |
| 14 | Foreign exchange benefits                    | 2                     | 4 | 2 | 1 | 3 | 12    |
| 15 | Low supplier power                           | 2                     | 2 | 2 | 1 | 1 | 8     |
| 16 | Competition from larger IT firms             | 4                     | 3 | 2 | 3 | 1 | 13    |
| 17 | Customers mostly from cultural organisations | 2                     | 3 | 4 | 2 | 2 | 13    |
| 18 | Little or no entities                        | 1                     | 3 | 2 | 1 | 1 | 8     |
| 19 | Only one selected partner                    | 2                     | 3 | 2 | 1 | 1 | 9     |
| 20 | No pressure groups                           | 1                     | 3 | 2 | 1 | 1 | 8     |

#### 6.5 Major Trends Summary Table

| Point | Trend | Description                      |
|-------|-------|----------------------------------|
| 3     | One   | Sparse local demand              |
| 7     | Two   | Dearth of same-sized competition |
| 8     | Three | Demands for project controls     |

#### 6.6 Cultural Dimensions Summary Table

| No | Dimensions                 | Organisational Characteristics  |
|----|----------------------------|---|
| 1  | Innovation and risk taking | Not encouraged or incentivised to take risks.   |
| 2  | Attention to detail        | Employees not managed to ensure attention to detail; this essentially happens during the design phase only. |
| 3  | Outcomes orientation       | There is a high management focus on results.  |

|   |                    |  |
|---|--------------------|--|
| 4 | People orientation | Moderate to low regard for the effect of outcomes on employees.              |
| 5 | Team orientation   | Low team orientation. Work revolves around transactions between individuals. |
| 6 | Aggressiveness     | Employees are mostly easygoing and cooperative.                              |
| 7 | Stability          | There is a high tendency to maintain the status quo.                         |

Adapted from (Hampson et al 2005 u2/3 p17; O'Reilly et al 1991; McShane & Travaglione 2003)

### 6.7 Dimension –v- Trends Summary Table

Rating: 1 – low/reduces dimension, 3 – average/neutral, 5- high/increases dimension

| No | Dimensions                    | <b>Trend 1</b><br>Sparse Local<br>Demand  | <b>Trend 2</b><br>Dearth of Same-Sized<br>Competition   | <b>Trend 3</b><br>Demands for Project<br>Controls   | Net Effect by Trends  |
|----|-------------------------------|---|---|---|---|
| 1  | Innovation and<br>risk taking | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 4 <input type="checkbox"/> 5 | <input type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 4 <input type="checkbox"/> 5 | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 2  | Attention to<br>detail        | <input type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 | <input type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 4 <input type="checkbox"/> 5 | <input type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 3  | Outcomes<br>orientation       | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input checked="" type="checkbox"/> 5 | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input checked="" type="checkbox"/> 5 | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 4 <input type="checkbox"/> 5 | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input checked="" type="checkbox"/> 5 |
| 4  | People<br>orientation         | <input type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 | <input type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 4 <input type="checkbox"/> 5 | <input type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 5  | Team orientation              | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 4 <input type="checkbox"/> 5 | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 4 <input type="checkbox"/> 5 | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 4 <input type="checkbox"/> 5 | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 6  | Aggressiveness                | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 4 <input type="checkbox"/> 5 | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 4 <input type="checkbox"/> 5 | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 7  | Stability                     | <input type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 | <input type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input checked="" type="checkbox"/> 5 | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |

