

INNER WOLVES

Team Report

Collective cognitive functions insight report



Prepared for

Finance Team

Presented by Brian Lawrence | Life Trails Consulting Ltd

Team Report

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Your team at a glance

Team: Finance Team

Team Code: FT1

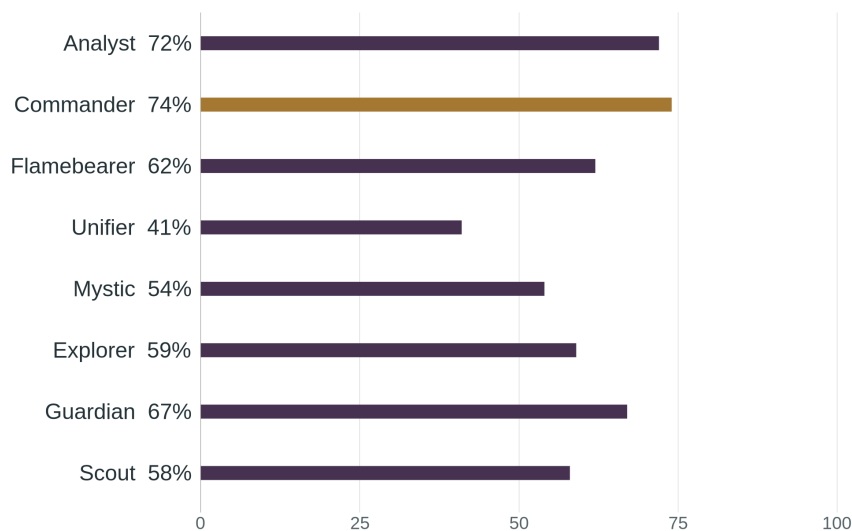
Team Leader: Not recorded

Organisation: Oki Woki

Participants included: 9

Workshop date: Not recorded

Your collective Wolf scores



Highest score: Commander (74%).

Lowest score: Unifier (41%).

Bars show the team averages supplied by PackForge on a common 0-100% scale. They describe collective patterns, not population percentiles, skill ratings or a fixed team type.

Your companion guide

Use alongside your report for the wider Inner Wolves framework.

<https://bit.ly/IWC3ed>

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Your collective narrative

Executive Summary

The Finance Team presents as a strongly delivery-oriented team with a clear bias toward action, structure, and getting work completed. This is a team that tends to move work forward, make sense of complexity, and stay focused on what needs to happen next.

People can rely on this team for follow-through, practical judgment, and a steady focus on getting things finished. When the task is clear, this team is likely to be dependable, organised, and strong at turning effort into completed output.

The main challenge is not effort, skill, or commitment. It is how the team works together when differences, tension, or harder conversations show up, especially when people need to understand one another rather than just finish the work.

The biggest development opportunity is to strengthen connection while the work is happening. This team may need more shared language for working styles, more room for different perspectives, and better ways to surface tension early before it turns into distance, silence, or frustration.

The next move is not to lower standards or slow the pace. It is to build simple habits that make communication, perspective-taking, and clearer conversation part of the team's normal working rhythm, especially in meetings and decision points.

In short, this team knows how to get work done, but may not yet know how to fully understand one another while doing it.

How to Read This Team Report

Team Report

This report describes collective patterns, not fixed labels. It shows what the team is more likely to lean on together, what may come less naturally, and what habits may show up under pressure.

A team is never just one Wolf type. The value here is in seeing the mix: where the team has strong built-in capability, where there may be a gap, and what practical next moves would help the team work better together.

Some lower-scoring patterns are not flaws. They simply point to areas where the team may need more attention, more language, or more deliberate practice so that performance and relationships can support each other rather than compete.

The Wolves and Team Lenses

The eight Wolves describe common ways people and teams approach work. Commander helps a team decide, direct, and drive action. Analyst helps a team think clearly, test assumptions, and improve the logic of decisions. Guardian helps a team create continuity, consistency, and reliable follow-through. Flamebearer helps a team stay connected to values, care, conviction, and what feels right.

Explorer brings options, fresh thinking, and alternative paths. Scout notices what is happening right now, responds to reality, and spots practical signals in the environment. Mystic helps a team step back, see longer-range patterns, and sense what may be emerging. Unifier helps a team read the room, build shared understanding, and keep relationships working while the work gets done.

Three team lenses also help make sense of the pattern. Extraverted and Introverted describe whether energy is expressed more outwardly in real time or processed more inwardly through reflection. Judging and Perceiving describe whether the team more often moves to settle and decide, or stays open to gather and adapt. Executive and Integrative describe the balance between driving movement and results, and bringing meaning, steadiness, reflection, and human grounding.

The Team Pack at a Glance

Team Pack at a Glance

Refer to the collective Wolf bars on the team profile page and the score table in this section.

Rank	Wolf	Score	Stream	Function	Orientation	Decision Axis
1	Commander	74%	Executive	Te	Extraverted	Judging
2	Analyst	72%	Executive	Ti	Introverted	Judging
3	Guardian	67%	Integrative	Si	Introverted	Perceiving
4	Flamebearer	62%	Integrative	Fi	Introverted	Judging
5	Explorer	59%	Executive	Ne	Extraverted	Perceiving
6	Scout	58%	Integrative	Se	Extraverted	Perceiving
7	Mystic	54%	Integrative	Ni	Introverted	Perceiving
8	Unifier	41%	Executive	Fe	Extraverted	Judging

Finance Team at a glance

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This team's strongest collective pattern sits around directing work, applying logic, and maintaining dependable execution. The team also shows useful steadiness and values-based commitment.

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The main development gap is not output. It is staying connected when differences, tension, and people dynamics need attention. The quietest collective pattern points to a need for more deliberate work on shared understanding, interpersonal clarity, and constructive conversation.

Collective Wolf Strengths

First strength: Driving work forward with clarity. This team's strongest pattern is taking action, setting direction, and moving things toward completion. In day-to-day terms, that often looks like deciding what matters, assigning effort, and keeping momentum when work could otherwise stall. In Inner Wolves terms, this is the Commander pattern.

What this means: the team is likely to be at its best when there is a clear task, a deadline, and a practical result to deliver. This supports strong execution and helps prevent drift. It also fits well with the team's own description of being good at getting things over the line and getting work finished and submitted.

Second strength: Thinking clearly and testing the logic. Alongside action, the team has a strong collective habit of analysis. That means people are likely to value accuracy, clean reasoning, and decisions that can be explained and defended. In Inner Wolves terms, this is the Analyst pattern.

This gives the team a useful quality-control engine. It can help them spot weak assumptions, tighten process thinking, and avoid vague or poorly grounded decisions. In a finance setting, that is a real asset because it supports discipline, sense-making, and confidence in the work.

Third strength: Reliable continuity and follow-through. The team also shows a strong pattern of consistency, memory, and operational steadiness. In practice, this often means not losing the thread, learning from what has worked before, and keeping standards intact over time. In Inner Wolves terms, this is the Guardian pattern.

This strength is backed up by very strong climate data on follow-through. The team appears to be one that can be trusted to complete work, maintain rhythm, and do what it says it will do. That reliability is a major part of the team's value.

A further strength worth noting is that this is not a cold or purely mechanical team. There is also enough Flamebearer in the mix to suggest that values, care, and personal conviction matter. That can be helpful

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when people are choosing what is right, not just what is efficient, even if that care is not always expressed openly in the group.

Collective Growth Edges

The biggest gap is in staying connected while the work is happening. The team appears to have much more natural strength in getting tasks done than in reading the room, helping people feel heard, or building understanding across differences. In Inner Wolves terms, this is the team's lowest collective Unifier pattern.

Why this matters: when connection is underused, hard conversations get postponed, tension goes underground, and people can end up working around each other rather than with each other. This fits closely with the team's own comments about getting stuck in understanding each other, interpersonal issues, and difficult conversations.

A second development need is making space for different perspectives before closure happens. This team has a strong bias toward decision and completion, which is often useful, but it can narrow the range of views that get airtime. Climate data shows a clear gap around working styles, constructive tension, honest conversations, and different perspectives.

In practice, that may mean people with different instincts are present in the team but not fully leveraged by the team. Some may hold back because there is not yet a safe or simple way to bring a different view into the conversation. The risk is not a lack of intelligence. The risk is losing useful challenge because the discussion environment does not yet support it well enough.

A third gap is in stepping back together to make sense of patterns before acting again. The team has enough reflective strength to think deeply, but it may not yet consistently create shared pauses for longer-range insight, learning, or group sense-making. In Inner Wolves terms, this points partly to the quieter Mystic pattern and partly to the climate gap around learning pause.

That does not mean the team lacks foresight altogether. It means the working rhythm may favour doing and deciding over pausing, noticing, and naming what is emerging. Over time, that can create avoidable friction because recurring patterns are felt but not fully discussed.

Functional Balance

Lens	Side A	Score	Side B	Score
Orientation	Introverted	64%	Extraverted	58%
Decision Axis	Judging	63%	Perceiving	59%
Stream	Executive	62%	Integrative	60%

The overall balance is fairly close, which is useful. It suggests the team is not operating from one narrow mode alone. There is a workable spread across action and reflection, closure and openness, execution and grounding.

On Introverted and Extraverted energy, the team leans somewhat more toward inward processing. In everyday terms, that means people may think before speaking, rely on internal logic or memory, and form views privately before sharing them. That can support thoughtful work, but it can also mean important reactions stay unspoken unless the team deliberately draws them out.

On Judging and Perceiving, the team leans toward settling and deciding. That supports delivery, clarity, and forward motion. The trade-off is that some discussion may close too soon, especially when there are competing views or when the issue is relational rather than technical.

On Executive and Integrative, the team is relatively balanced. That means there is capacity both for movement and for steadiness. The key opportunity is not to create balance from scratch, but to use what is already present more intentionally, especially the more human and reflective capabilities that may be getting overshadowed by pace and task focus.

Team Decision-Making Style

This team is likely to make decisions in a practical, structured way. There is a strong pull toward clarity, logic, and completion, which usually helps the team avoid drifting for too long. People probably want decisions to be sensible, explainable, and linked to action.

The challenge seems to come when different opinions enter the room and the process for working through them is unclear. One team comment captures this directly: the team gets stuck when different opinions are voiced and no one will make a decision. That suggests the issue is not only decision quality, but what happens in the gap between disagreement and closure.

A likely pressure pattern is this: the team can either move quickly to closure and leave some views behind, or hesitate awkwardly when there is disagreement because the team does not yet have a shared method for surfacing and resolving differences. In both cases, the visible problem is decision friction, but the deeper issue is how the team handles tension, voice, and ownership.

What to try next: make the path to decision more explicit. For example, separate meetings or agenda items into stages such as: facts, options, concerns, decision owner, and next step. This helps the team keep its natural decisiveness while making more space for perspective and buy-in.

Team Leader Influence

No named team leader or manager is identified in the data pack, so this section is best read as a working hypothesis about the team leader or manager role, not a judgment about any one person. In most teams, the leader's habits strongly shape what gets rewarded: speed or reflection, certainty or curiosity, directness or dialogue.

In this team, the strongest collective patterns suggest that the leader role may be reinforcing pace, standards, and delivery discipline, whether intentionally or simply through the demands of the work. That would fit the team's strength in follow-through and clarity. It may also mean that the more relational or perspective-building parts of teamwork are getting less active sponsorship.

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If the team leader or manager wants to shift the culture, the biggest leverage point is likely not more pressure on output. It is making it safer and more normal to name differences, ask how people are reading a situation, and slow down just enough for understanding before the team drives back into action.

A useful developmental question for the leader role is this: when tension appears, does the team experience permission to explore it, or pressure to move past it quickly? The answer to that question will shape whether quieter patterns like Unifier and Mystic get room to contribute.

Team Communication and Trust

The clearest message from the climate data is that this team trusts itself to deliver. Follow-through is 4.7 on a 1 to 5 scale, and decision clarity is 4.3. That points to a team that can commit, execute, and generally understand what needs to happen.

At the same time, the relationship side of communication looks much less developed. Working styles is 1.3, different perspectives is 1.7, constructive tension is 2, and honest conversations is 2. That is a strong signal that people may not yet have enough shared language or safety for talking openly about difference while the work is moving.

This pattern also shows up in the open comments. Team members repeatedly named communication as a personal hope for the team, and described getting stuck in understanding each other, interpersonal issues, and difficult conversations. That consistency matters. It suggests the concern is not isolated or accidental.

Why this matters: when trust is strong on task but weak on candour, teams can look effective from the outside while carrying avoidable misunderstanding inside. Work still gets done, but people may feel less known, less consulted, or less able to raise a concern early. Over time, that can reduce learning, ownership, and the use of different strengths across the group.

Collaboration and Conflict Patterns

This team is likely to collaborate well when the goal is clear and the path is practical. Shared effort probably comes most easily around deadlines, process, and deliverables. In those moments, strong Commander, Analyst, and Guardian energy can make the team feel efficient and reliable.

Conflict is more likely to become difficult when the issue is personal, ambiguous, or tied to different styles rather than clear facts. The data suggests the team may not yet have a strong working habit of naming tension directly, staying in the conversation, and using disagreement constructively. That creates a risk of avoidance, side conversations, or polite surface agreement.

Another likely pattern is that some team members may be carrying perspectives that are not fully landing in the room. The participant mix includes people with strong Explorer, Mystic, Flamebearer, and Unifier strengths individually, even though the team's collective style is more delivery-led. That means the capability exists in the system, but may not always be getting used at the right time.

What this means: the issue is not that the team lacks diversity of thought. The issue is converting that variety into shared conversation before the team defaults to action or silence. This is why better conflict habits would not slow the team down; they would help the team make fuller use of the strengths already present.

Team Meeting Dynamics

In meetings, this team is likely to move quickly toward task clarity, decisions, and next steps. That can make meetings efficient and help avoid unnecessary drift. People probably leave knowing what has to be done.

The risk is that meetings may under-serve sense-making, perspective-sharing, and interpersonal repair. If the team is not careful, the loudest or clearest operational view may shape the outcome while quieter concerns remain unspoken. This is especially likely when the issue is sensitive or when there are different interpretations of the problem.

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A useful adjustment would be to make a little more room in meetings for questions like: What are we not seeing yet? What concern has not been voiced? Where are we aligned, and where are we not? These are small shifts, but they would help meetings become a place for understanding as well as execution.

Customer, Stakeholder, or Business Impact

From a business point of view, this team likely creates confidence through reliability. Strong delivery, strong analytical discipline, and clear decisions can make the team useful to stakeholders who need accuracy, timeliness, and dependable follow-through.

The main business risk is that internal friction or unspoken difference may eventually show up externally as slower alignment, uneven ownership, or decisions that are technically sound but not fully socialised. When communication gaps stay inside the team, stakeholders may experience the effects as inconsistency, delayed buy-in, or preventable rework.

There is also a positive upside here. If the team improves how it works across different styles and perspectives, it is likely to become not only dependable but more adaptive. That would help the team leverage the full range of skills already present and improve both internal experience and external impact.

Team Development Priorities

Recommended Priority 1: Build Working Style Literacy. The climate data shows a major gap in understanding working styles, and the open comments point to a strong desire for better communication. This team would benefit from simple, shared language about how different people think, decide, process, and raise concerns. The goal is not to label people. It is to reduce friction by helping teammates interpret one another more accurately in real work.

Recommended Priority 2: Normalise Honest, Early Conversation. Difficult conversations are being named directly as something the team avoids. That makes this a practical development need, not a theoretical one. The team needs clearer habits for raising tension early, naming impact without blame, and discussing disagreement before it hardens into misunderstanding or delay.

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Recommended Priority 3: Protect Space for Different Perspectives Before Closure. This team is naturally good at finishing and deciding. The next development move is to preserve that strength while adding a short but reliable pause for alternative views, questions, and risks. That will help the team make better use of members who naturally bring fresh ideas, long-range thinking, values, or relational awareness.

Recommended Priority 4: Add Learning Pauses to the Working Rhythm. The team seems to move well, but not always pause enough to learn together while moving. Short reviews after key deadlines, decisions, or pressure points would help the team notice patterns, carry forward lessons, and reduce repeated frustration. This is a practical way to strengthen reflection without weakening delivery.

Practical Team Rituals

Ritual 1: Two-Minute Working Style Check-In. At the start of a project meeting or a tense discussion, ask each person to answer one brief question: “What do you need from us to do your best thinking in this conversation?” Keep it to one sentence per person. Use it when stakes are high, when new people are involved, or when the team seems to be talking past itself. What to notice is whether people start naming preferences for clarity, pace, evidence, airtime, or reflection. This ritual helps answer the question: how do we reduce avoidable friction before it starts?

Ritual 2: One Voice Not Heard Round. Before closing a decision, the meeting lead asks: “Whose view have we not heard yet?” Then pause long enough for someone to speak, or for the room to notice silence. Use it especially when the team is moving fast or when there are visible differences of opinion. What to notice is whether new risks, people impacts, or alternative options appear once space is made. This helps answer the question: are we deciding too early without the full room?

Ritual 3: Facts, Concerns, Decision, Next Step. For complex or contested topics, structure the conversation in four parts. First name the facts, then surface concerns, then clarify who decides, then agree the next step. Use it when the team gets stuck between disagreement and action. What to notice is whether conflict becomes easier to hold when the process is clear. This ritual helps answer the question: how do we keep discussion useful without losing momentum?

Ritual 4: Ten-Minute Lessons Log. At the end of a deadline, submission, or busy cycle, spend ten minutes answering three questions: what helped, what got in the way, and what should we repeat or change next time? Capture the answers in one running document. Use it regularly rather than waiting for a major issue.

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What to notice is whether the same frustrations keep repeating and whether lessons become part of the team's normal rhythm. This helps answer the question: are we learning together, or just moving on?

30 Day Team Experiment

Experiment: Make communication visible inside the work, not after the work. For the next 30 days, the team runs a simple rhythm in all key meetings. At the start, do a quick working style check-in. Before any decision closes, do a one voice not heard round. At the end of each week, spend ten minutes logging one communication win, one tension point, and one lesson to carry into the next week.

Purpose: to strengthen understanding, honest conversation, and use of different perspectives without reducing pace or standards. Weekly rhythm: Week 1 focus on using the check-in consistently. Week 2 add the one voice not heard round. Week 3 add the weekly lessons log. Week 4 review what changed in meeting quality, decision quality, and felt trust. What to track: where misunderstandings reduced, where tension surfaced earlier, whether more people contributed, and whether decisions felt clearer and more owned. What to discuss at the end: what helped us stay connected while delivering, what still felt hard, and which ritual should become part of our ongoing working rhythm.

Reflection Questions for the Team

1. Where do we work well together because our standards and delivery habits are strong?
2. Where do we get the work done but leave understanding behind us?
3. What happens in our team when one of us sees things differently from the rest?
4. How well do we understand each other's working styles when pressure is high?
5. Which conversations are we most likely to postpone, soften, or move around instead of addressing directly?
6. What would help us make it safer to voice concerns, disagreement, or uncertainty earlier?
7. How can we keep our strength in follow-through while making more room for different perspectives?
8. Which team members or styles are we not yet leveraging fully?
9. What small meeting habit would make the biggest difference to our trust and clarity?
10. In the next month, what would tell us that communication is improving in a real and visible way?

Closing Reflection

The Finance Team has a strong platform to build from. This is a team with real delivery strength, clear practical value, and a dependable core. Those are not small things.

The next step is to make the human side of teamwork as workable as the task side. If the team can strengthen communication, use difference more constructively, and make honest conversation part of its normal rhythm, it is likely to become not just efficient, but more connected, adaptive, and resilient.

Appendix A: Team Score Table

Wolf	Score	Function	Orientation	Decision Axis	Stream
Commander	74%	Te	Extraverted	Judging	Executive
Analyst	72%	Ti	Introverted	Judging	Executive
Guardian	67%	Si	Introverted	Perceiving	Integrative
Flamebearer	62%	Fi	Introverted	Judging	Integrative
Explorer	59%	Ne	Extraverted	Perceiving	Executive
Scout	58%	Se	Extraverted	Perceiving	Integrative
Mystic	54%	Ni	Introverted	Perceiving	Integrative
Unifier	41%	Fe	Extraverted	Judging	Executive

Team Average Lens	Score
Executive	62%

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Integrative	60%
Introverted	64%
Extraverted	58%
Judging	63%
Perceiving	59%

Appendix B: Individual Hero and Supporting Wolves

Name	Role	Hero Wolf	Hero Score	Supporting Wolf	Supporting Score
Brian Crawford	—	Commander	98%	Guardian	88%
Jen Patchik	—	Flamebearer	88%	Explorer	86%
Johnny Tan	—	Mystic	95%	Explorer	81%
Mojica Velez	—	Guardian	95%	Analyst	93%
Mola Rabb	—	Analyst	95%	Explorer	90%
Neo Anderson	Intern	Explorer	100%	Analyst	81%
Ross Gelato	Contractor	Guardian	95%	Flamebearer	86%
Tim Sherman	—	Guardian	98%	Analyst	81%
Tomas Megarson	Contractor	Scout	98%	Commander	76%

Appendix C: Suggested Team Quests

1. Clear Next Step - useful for strengthening the team's natural delivery edge while making ownership visible.
2. One Voice Not Heard - useful for building inclusion, perspective-taking, and better use of quieter viewpoints.
3. Assumption Hunt - useful for improving decision quality when the team may be moving quickly on shared logic.
4. Lessons Log - useful for turning experience into repeatable learning.
5. Values Check - useful when the team needs to reconnect decisions with people impact and what matters most.

Appendix D: Facilitator Notes

The main facilitation opportunity is to help the team separate task trust from relational trust. They appear strong on delivery and clarity, but much less developed in talking openly about difference, style, and tension.

Use the climate data directly in workshop discussion, especially the gap between follow-through at 4.7 and working styles at 1.3, plus low scores in different perspectives at 1.7, constructive tension at 2, and honest conversations at 2. This contrast should create a useful, non-blaming conversation: "We know how to get work done. What would help us understand each other while doing it?"

Do not frame Unifier or Mystic as weaknesses in identity terms. Frame them as capabilities the team needs more access to during pressure: reading the room, surfacing tension, making room for different perspectives, and stepping back to notice patterns. The participant spread shows these strengths do exist in the room individually, so a key workshop move is helping the team use them collectively.

Prioritise practical conversation tools over abstract model teaching. Useful live exercises would include working style sharing, decision-path mapping, and a structured difficult-conversation practice using real but manageable team examples.

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Our next team experiment

The situation we want to work with

The pattern we notice

The behaviour we will practise

What we will look for

When we will reflect together

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Our Council in practice

Use these questions to connect the report with one real team situation. Choose the prompts that matter most to us and bring different perspectives into the discussion.

01 What can people reliably count on our team for?

Where do we see those strengths in our everyday work?

02 Which perspectives do we hear least often?

How could we make room for them before we decide?

03 What happens to our communication under pressure?

What would help us surface tension earlier and stay connected?

04 Where would a different Wolf help us respond more fully?

Which small behaviour could we practise together?

05 How does our leader help different voices contribute?

What invitation or meeting habit would make that easier?

06 What will we try, notice and review over the next month?

How will we know whether the experiment is helping?

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About this team report

Inner Wolves translates eight Jungian cognitive functions into relatable archetypes. This report explores collective patterns and how different perspectives can contribute to the team's work.

A team is not a fixed Wolf type. Use the report as a starting point for discussion, notice what fits your context, and test insights through practical experiments.

Educational and developmental use

Inner Wolves is grounded in Jungian cognitive function theory and designed for educational and developmental use only.

Interpreted and developed by Brian Lawrence

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