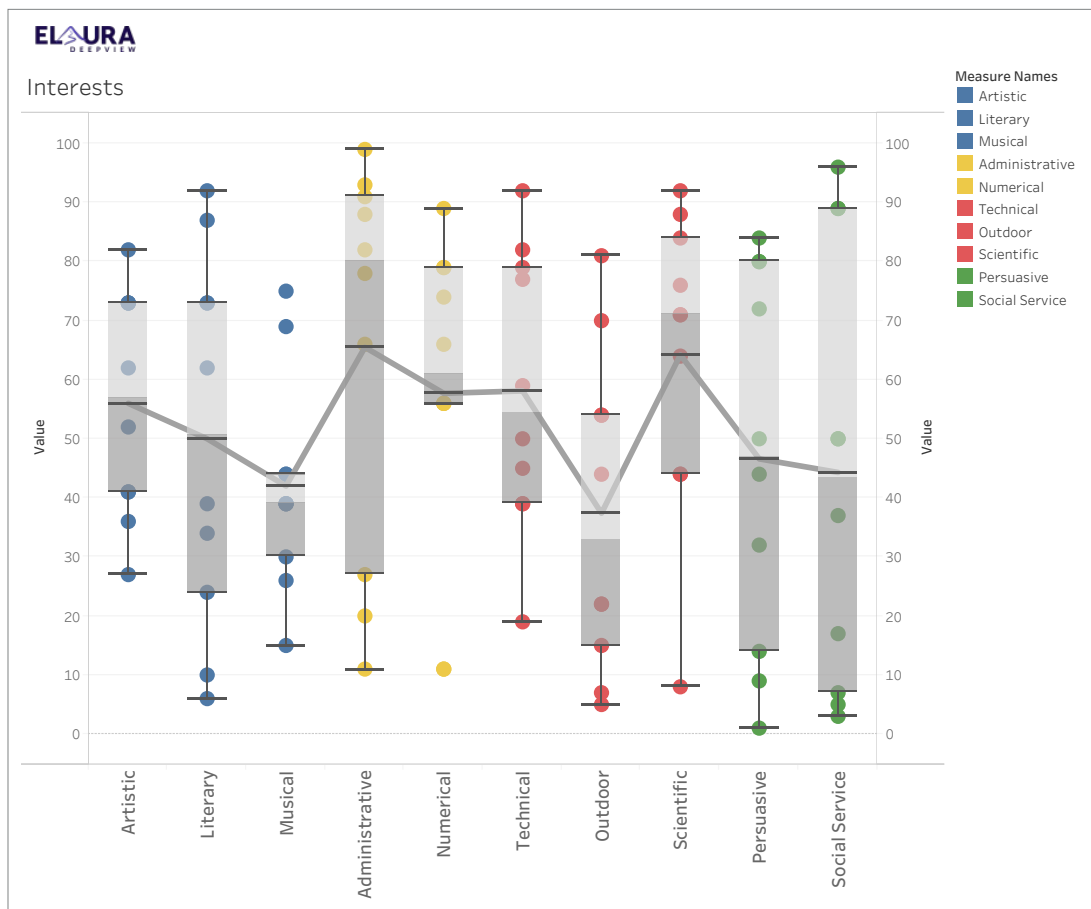


DeepView: Understanding Outliers



This Dashboard uses “Box and Whisker” Plots to look at (in this case) motivational Interest scores for a team of 10. If you are not familiar with Box and Whisker Plots, the outer walls of the Box mark Upper and Lower Quartiles, the line in the middle the Median, and the Whiskers mark the maximum and minimum. Critically, in this variant of Box and Whisker, the whisker only extends to the maximum or minimum if it lies within 1.5 times the interquartile distance of the upper or lower quartile.

Put into simple language, this means that as well as giving a clear sense of the overall ‘weight’ of the team with respect to a particular score, any markers **outside** the whiskers are candidates to be genuine **outliers**. In the current example, look at the two higher scores on Musical, and one low score on Numerical.

In understanding teams and team performance, the importance and value of outliers cannot be stressed enough. These people are outliers **not** because they have extreme scores, but because the rest of the team are so consistently at the other end of a particular scale.

In the current example, if we take the individual who is a low Numerical outlier, they may well be the only person in the team who doesn’t ‘over-index’ on “what the numbers are saying”. We are not saying they can’t count, but we are saying that they will ask questions about non-numerical things. For example, everyone may be pointing at the climbing sales figures, but they will be the one who notices an increase in negative qualitative customer experience data. Taking those complaints or expressions of dissatisfaction seriously may well save the team from **falling** sales figures next month or next quarter.

It is never about one point of view being more or less important than another; but DeepView can help you identify the point of view most likely to get ignored in any room.