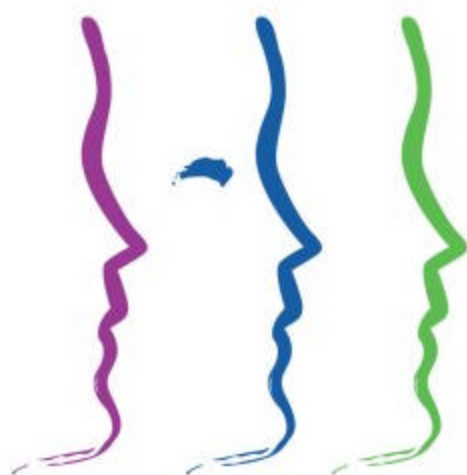




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Team Feedback Report

Team: Sample Team



teamable

Making your teamwork

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1. Introduction

The objective of this report is to provide information about the make-up of your team, its potential strengths and its possible blind spots.

What is a team?

A group of people become a team when they cooperate effectively in working towards a common goal.

The essence of effective teamwork is that the performance of the group as a whole is greater than would be the normal sum of the performance of the individuals comprising the group¹.

What is a team role?

A team role is "a tendency to behave, contribute and interrelate with others in a particular way"². It is the way that you prefer to approach a task, it is what you, as an individual can bring to the team, and it is the way you typically interact with and relate to your colleagues.

The team role approach can help you and your team to identify your strengths and development needs in relation to the challenges and demands that you face both now and in the future.

There are eight Teamable team roles: Specialist, Innovator, Completer Achiever, Explorer Networker, Team Coach, Analyst, Leader Coordinator and Driver (for descriptions see Appendix 2). Teams generally perform better when all eight team roles are represented, although one person can take on more than one team role. This report will describe and help you to make the most of your team's team role makeup.

This report

This feedback report is intended for team learning. Bear in mind the following points:

- Most people have one or two roles that they tend to adopt a lot of the time and one or two roles that they tend to adopt rarely or not at all.
- People often find that they can act in a wider range of roles than normal when they need to meet the specific demands of a task/project, which stretches their natural preferences.

The feedback on your team roles can be used to help you:

- Understand your team and why it behaves as it does.
- Analyse the strengths of your team's resources for meeting its objectives.
- Manage your team's strengths and development needs.
- Understand the blind spots your team may have and how to cope with them.

¹ Thompson, P (1996). 'The Role of Project Management in our Changing Society'. Chapter 2 in S.Cartwright & A.Gale. 'Effective Teamworking in the Project Management Environment: Nurturing Diversity and Co-operation'. Great Britain: Tudor Business Publishing Limited, 1996.

² Belbin, M. (1981). 'Management Teams'. London: Heinemann.

2.2 Profile description

The following interpretative text describes what your team profile on the previous page means in terms of the likely behaviour of your team. It will offer advice, as to whether your team has about the right amount, if there may be too many, too few of each team role or if there are no team members who have each team role as their dominant style. It will also outline the implications of these results.³

Specialist

Your team may have too many Specialists. Be careful that your team's focus is not too narrowly restricted to purely technical matters, that overall objectives are fully scoped out and that team processes are managed to make the best use of the available resources.

Innovator

Your team may have too many Innovators. As a team therefore, you should all make sure that close attention is paid to the practicalities of the task. Don't allow the Innovators to divert attention from the more immediate and practical objectives or procedures by focusing on too many alluring, but not necessarily relevant, ideas.

Completer Achiever

Your team may have too many Completer Achievers. Be careful not to get too 'hung-up' on procedure and detail at the expense of the bigger picture. Don't allow the Completer Achievers to be too perfectionist in their approach or try to enforce their perfectionism on other team members, as this could lead to strained relationships.

Explorer Networker

Your team has about the right number of Explorer Networkers. As a team, you are likely to be 'in touch' with events and developments in the 'outside' world and have the resources to build useful relationships with other parties. Your team is likely to spot promising new opportunities in time to take advantage of them.

Team Coach

Your team may have too many Team Coaches. Try to maintain a productive balance between concern for the needs and feelings of individuals and the needs of the job in hand. Try to make sure that team harmony is not achieved at the expense of confronting and dealing with difficult and contentious issues.

Analyst

Your team has no team members who have Analyst as a dominant role. As a team, you could be in danger of failing to extract the whole picture from the information you have to work with or of failing to see all the implications of new data or changing circumstances. Be careful not to draw premature conclusions or make assumptions without analysing the situation in depth.

Though not a dominant role, some members of your team do score highly on this team role. It will be worth encouraging them to apply their Analyst preferences in order to fill this gap in your team.

Leader Coordinator

Your team has no team members who have Leader Coordinator as a dominant role. This could mean that some team members feel, with justification, left out of discussions and decisions. Your team may not be capitalising on all the individual resources available and your team processes may not make effective use of the team's potential. In many team activities a 'chairing' role is essential. This is a role that can, if necessary, be learned and rotated.

³ This feedback is based on the premise that there should be an equal proportion of each team role in a team (i.e. one eighth of a team should be Innovators, one eighth should be Drivers etc). Therefore, close to one eighth is judged to be about the right amount, much less than this may constitute too few and much more than this may constitute too many.

Though not a dominant role, some members of your team do score highly on this team role. It will be worth encouraging them to apply their Leader Coordinator preferences in order to fill this gap in your team.

Driver

Your team has about the right number of Drivers to ensure sufficient energy and drive to move forward in a results-focused manner towards your team objectives. There will be no shortage of views on how best to proceed and your team is likely to take a positive approach to the challenges it faces.

2.3 Your dominant team roles

Few teams start off as completely 'balanced'. Most teams have dominant team roles, i.e. roles that appear more frequently than others in the team. So if for example, a team has more Completer Achievers and Drivers than any other team role then these are their dominant team roles. A team's dominant roles will effect how that team approaches a task or project and are associated with certain strengths and development needs.

Your team's most dominant roles are Completer Achiever and Specialist.

- A team with Specialist and Completer Achiever as its dominant roles will emphasise the need for strictly controlled quality assurance and meeting deadlines. Your team will tend to concentrate on detail and may focus on technical issues at the expense of team processes and the bigger picture.
- Your team needs to harness this focus effectively and pay sufficient attention to the team processes and the way team members work together, if optimum value is to be gained from this technical focus.
- All team members should try to facilitate the team's activities and discussions. Try to put aside any factional differences and make sure that your team does not focus too narrowly on purely technical issues.
- Your team also needs to make sure that it maintains its sense of perspective and proportion and that team members are not placed under too much pressure because of your team's Completer Achiever focus on accuracy, detail and deadlines.

2.4 Teams in action

This section of the report outlines your team's strengths in relation to the Teamable Model of Action. The Teamable Model of Action¹ represents the ideal process through which teams and individuals work to meet their goals. The process is a three-stage cycle - see fig. 1 on the following page. The cycle is fluid, meaning that there is interplay between the stages so that a team can start at any of the stages. A team is likely to give priority to, or place emphasis on, one or more stages depending on its team role composition.

Stage 1: Situation assessment

This is the initial stage of the task. At this stage, a team assesses and sizes up the problem or task. The team members actively seek out information to get a clearer understanding of the problem, explore the subject matter and try to gain perspective with regard to the key issues to be solved. Their work at this stage should ideally culminate in goal setting.

Key processes in this stage include:

- Defining the task
- Investigating the implications
- Goal setting

Stage 2: Evaluation of the options

At this stage the team members decide on a route forward to solve the problem and meet their goals. They generate ideas, weigh up their pros and cons and take advice from experts. As well as evaluation and analysis, this stage requires drive and commitment to propel the team forward through discussion to decision.

Key processes in this stage include:

- Idea generation
- Taking advice
- Exploring the alternatives
- Building up commitment and intention to act

Stage 3: Action

At this stage, having decided on the route forward, the team members start putting their ideas into action. The desire is to move forward, make progress and act. They push towards their goals and ensure that they are moving forward by reviewing their progress. This stage involves setting timescales, and committing to them, considering the impact of the project in the short and long-term and responding and adapting to challenges as the project develops.

Key processes in this stage include:

- Building up a project plan
- Reviewing/adapting the plan
- Assigning responsibility
- Monitoring progress against goals

¹ The Teamable Model of Action is based on Conolly's Decision Cycles Model (Conolly and Wagner, 1988)

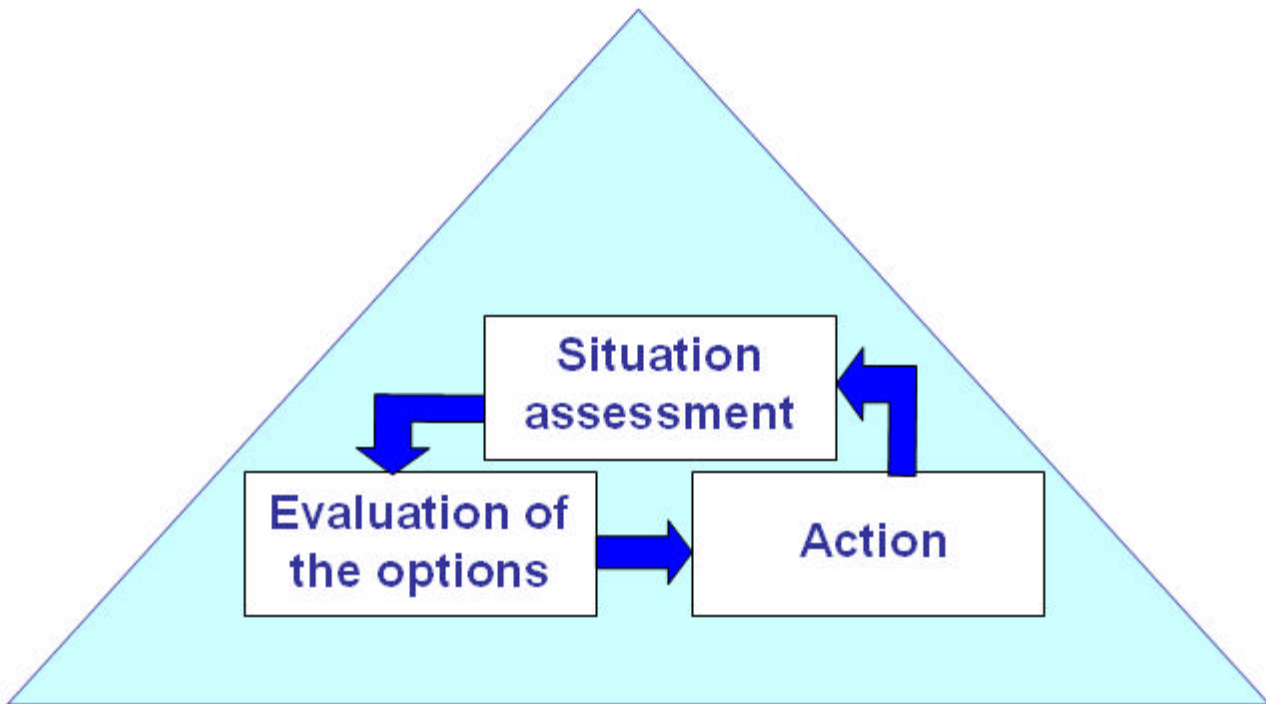


Fig 1: The Teamable Model of Action

2.5 Your team in action

The following interpretive text describes how your team profile relates to the Teamable Model of Action. This section of the report will advise your team if it has enough team members (at least one eighth of the team) with the essential roles for each stage, as one of their dominant roles.

2.5.1 Situation assessment

Assessment is an essential part of any task. Without it, your team cannot have a full understanding of the problem and so any steps the team takes to solve it are likely to fall short of the mark.

At this stage, it is particularly important that your team has enough of Specialists, Analysts, Leader Coordinators and Explorer Networkers so that it gains a full understanding of the problem or task. Your team has an adequate number of Specialists and Explorer Networkers. At this stage, these team roles are important for the following reasons:

When assessing the situation, Specialists are needed to ensure that your team takes a professional approach to identifying key issues and that all of the important technical points are taken into account. Be careful, however, that they do not influence the team to define the task too narrowly or consider the situation in purely technical terms. Make sure that your team takes the broader, non-technical, issues and implications into account.

Explorer Networkers have an important role to play at this stage. They will make sure that everyone is aware of what is going on outside the team and that your team makes use of external sources of information. They can help your team to keep ambitions and problems in perspective and to look at the wider implications of any decisions made. Do not allow them, however, to introduce too many issues and ideas, which could distract the team from concentrating on the key issues.

However your team may not have enough Analysts and Leader Coordinators to meet the demands of this stage. This could be problematic because:

This stage of the action process requires thorough analysis and interpretation of all the available information. Without enough Analysts, your team may find this difficult. Although there may be some analytical preferences in the team, but your team does not have enough team members who will sufficiently emphasise the need for a rigorous and objective approach and question the team's assumptions. Your team may also lack individuals who can see the links between pieces of information that will help to clarify the overall picture and guide the way ahead. Your team will need to discipline itself to fill this gap and to make full use of the analytical input available to it. Also, bear in mind that there are team members who score highly on this team role, even though it is not their dominant role. During this stage it will be useful for them to employ their Analyst preferences.

Leader Coordinators will usually try to ensure that the team's projects start in a systematic way. A process needs to be agreed, which will ensure that all team members are involved and have their say and that all team resources are recognised and utilised appropriately. The Leader Coordinator role will need to be filled by the most appropriate individual team member. It is always advisable, however, for the team as a whole to take responsibility for agreeing a process and keeping to it. Also, bear in mind that there are team members who score highly on this team role, even though it is not their dominant role. During this stage it will be useful for them to employ their Leader Coordinator preferences.

Some roles, while offering a useful contribution, do not come into their own fully at this stage. These include:

INNOVATORS: At this stage your team will need to concentrate on analysing the situation and weighing up the task. It will be too early to think about new ways of tackling the task, as your team is unlikely to have a full understanding of the issues. Generating new ideas may distract your team from its purpose at this stage of the action cycle. Some creativity in defining the problem is valuable, but don't allow the Innovators to get ahead of themselves by trying to solve problems before they have been defined.

DRIVERS: Your team is going to need its 'driving' force, but not yet. Drivers will be keen to move into action before your team has explored the task fully and properly defined its objectives. Try to curb their impatience: involve them in the goal setting process and channel their energy into motivating the team to aim high, but realistically high.

COMPLETER ACHIEVERS: Until the task is defined and the goals are set, Completer Achievers do not have a plan or process to monitor, or deadlines to adhere to. They can contribute to this stage by reminding the team that it needs to manage the assessment process efficiently and that analysis time is not infinite. They need to be careful, however, not to involve the team in too much operational detail at this assessment stage.

TEAM COACHES: There will always be a need to build and maintain good relationships in the team and to give support to individuals who may be feeling neglected or bruised. At this stage, however, rigorous discussion is needed and debate may take priority over the need for harmony. Team Coaches can help to build team morale at this early stage, but they should not attempt to gloss over differences of opinion or emphasis that need sorting out.

2.5.2 Evaluation of the options

At this stage the team members consider their options and select the best course of action. Without a good evaluation of the options, the team will act on the first idea that comes to mind without assessing it. This is unlikely to lead to a good solution.

For this stage it is important that your team has all of the team roles adequately represented. Your team has an adequate number of Completer Achievers, Innovators, Drivers, Specialists, Explorer Networkers and Team Coaches. At this stage, these team roles are important for the following reasons:

Completer Achievers are needed at this stage to ensure that important issues are not overlooked, that immediate practical matters are not missed because attention is focused elsewhere and that time is managed efficiently. They should not, however, be allowed to urge your team to focus on operational detail until the final phases of this stage, when the practicalities of action need to be considered.

The Innovator role really comes into its own at the beginning of this stage, when your team needs to generate a productive range of ideas and alternatives before moving into evaluative mode. Encourage Innovators to generate ideas and restrain your Analysts from evaluating until the creative output is exhausted.

Drivers will be eager to move into action but they have to wait until ideas have been generated; advice sought and considered; alternatives weighed up and final options decided upon. The Drivers can then give your team an energetic push and help to build enthusiasm and commitment for action. In the meantime, Drivers should remain patient while possibilities are evaluated and they should avoid pushing for a decision until this evaluation is completed. However, if necessary, they can help to stop your team from going around in discursive circles and can call for a final decision when all the alternatives have been discussed.

Specialists will ensure that decisions are technically sound and that the options considered meet the required technical and professional standards. Don't allow them, however, to narrow down the options or restrict the criteria that your team considers when making a final choice, to purely technical issues.

Explorer Networkers can be a useful source of advice and contacts at this stage. Your team should make sure, however, that they don't keep adding to the list of options and alternatives for consideration. Explorer Networkers can play an important role in keeping people outside your team informed of its plans, but only to the extent that your team would want them to be informed. They can also advise of any change in circumstances that may affect decisions.

There is likely to be strong debate amongst team members at this stage. Team Coaches can help to prevent anyone from becoming too disgruntled or discouraged. In their usual perceptive way, Team Coaches can see when someone is feeling upset or undervalued and give that person some empathetic support. Their approach, generally, can help to maintain team morale at a stage when there is the potential for tension to grow between team members. It would usually be a mistake, however, not to thrash out differences of opinion at this stage: Team Coaches can help to moderate debate and they should not try to avoid it.

However your team may not have enough Analysts and Leader Coordinators to meet the demands of this stage. This could be problematic because:

While your team may have adequate reasoning capacity, without enough Analysts it may lack a sufficiently objective and rigorous approach to analysing information and evaluating alternatives. A lack of Analysts may also mean that your team is unable to see the links and connections between issues and information. Your team will have to impose some mental discipline on its evaluation activity, possibly by introducing structured evaluative and decision-making processes. Also, as mentioned previously, bear in mind that there are members of your team who score highly on this team role, even though it is not their dominant role. During this stage it will be useful for them to employ their Analyst preferences.

Without adequate representation of the Leader Coordinator role your team will need to make sure its processes are managed effectively. This will help to ensure that your team's capacity for generating ideas and building commitment reaches its full potential. Also, as mentioned previously, bear in mind that there are members of your team who score highly on this team role, even though it is not their dominant role. During this stage it will be useful for them to employ their Leader Coordinator preferences.

2.5.3 Action

Action is the culmination of the process. Without it, the previous work is just theoretical. Action is essential if change and problem solution are the goals.

As with the evaluation of the options stage, for this action stage, it is important that your team has all of the team roles adequately represented. Your team has an adequate number of Completer Achievers, Innovators, Drivers, Specialists, Explorer Networkers and Team Coaches. At this stage, these team roles are important for the following reasons:

Completer Achievers can play a major role in helping to push your team to meet deadlines and keep to timelines. They can also make sure that the project plan is thoroughly worked out and implemented and ensure that progress is monitored meticulously and comprehensively. Make certain that they balance the short with the long-term in their attention to reviewing progress, but encourage them to check that your team is properly organised to meet its objectives.

Innovators are needed in a rather different capacity than usual at this stage. Rather than generating ideas for consideration, they will need to concentrate more on finding creative solutions to the challenges faced by the team as it puts ideas into action. Innovators can come up with ways of adapting the plan to meet changing circumstances and surmounting obstacles.

Moving forward, making progress and acting is what the Driver is all about. They can give your team the drive and enthusiasm to push forward towards its goals and cope with any setbacks that may arise. Be careful, however, that Drivers' commitment to action does not inhibit your team from reviewing progress and,

where necessary, changing its plans. The typical Driver is not inclined to pause and reflect. Instead they will attempt to sidestep problems rather than taking time out to rethink.

Specialists will continue to prefer to act as practising experts, responsible for carrying out particular operational tasks and keeping a professional eye on team activities to ensure that standards and good practice are upheld. The nature of your team's task or project will determine how critical the Specialists are at this stage.

Explorer Networkers can help your team to implement its plans effectively by making good use of its contacts and sources of support and information. They can warn of approaching dangers in the wider world and alert the team to new opportunities that may appear over the horizon. Do not, however, allow them to lead the team in a direction that takes it away from the project's objectives.

Different types of stresses and pressures are likely to occur at this action stage. The Team Coach's attention to people's need for support and encouragement, and to give this when necessary, should help to maintain the team's commitment and enthusiasm. Success can bring as many pressures as it can problems and setbacks. Team members will, therefore, need guidance and help to manage their efforts and anxieties if they are to avoid 'burn-out'.

However your team may not have enough Analysts and Leader Coordinators to meet the demands of this stage. This could be problematic because:

Analysts direct your team's attention to ensuring that the plan is feasible and thoroughly worked out. All team members must take on this responsibility in the Analyst's absence. The concern for reasoning and problem solving is likely to be present in your team, but the Analyst's concern for evaluating information rigorously, making links and taking a cool, detached and objective view of events and possibilities may be missing. The Analyst's capacity to react to changing circumstances and to see a logical way forward may also be missed, but it is worth developing as a team. Also, as mentioned before, bear in mind that there are members of your team who score highly on this team role, even though it is not their dominant role. During this stage it will be useful for them to employ their Analyst preferences.

As in the other stages of action, Leader Coordinators can ensure that all team members contribute fully and according to their strengths. They can also ensure that team meetings are conducted effectively. As a team, you will need to keep to agreed rules and procedures for your meetings. In particular, you should ensure that the team takes the time to review progress and to adapt its plans if circumstances change. There will be an urge for all team members to keep up the momentum once the team has embarked on implementing its plan. Do not allow this to prevent your team from reassessing the plans as new information comes to light. All team members should play a coordinating role by keeping their colleagues informed of their progress and findings. As mentioned before, bear in mind that there are members of your team who score highly on this team role, even though it is not their dominant role. During this stage it will be useful for them to employ their Leader Coordinator preferences.

2.6 Team relationships

While it is desirable to have a balanced and diverse team, having individuals with different priorities and personalities working together can sometimes lead to conflict. Due to the team role make-up of your team, there is the potential for disagreements to arise between some team members. This section of your report highlights where these potential conflicts may occur.

In your team, there may be conflict between people with the following role preferences:

SPECIALISTS

Specialists tend to restrict their contribution to their particular area of specialism. However, their concern for high professional standards may lead to problems when two or more Specialists, from different areas of specialism, work together. If there is a need to prioritise between these areas, there may be friction between the Specialists, as they argue for the importance of their own area. Your team will need to manage the demands of your competing Specialists.

INNOVATORS AND SPECIALISTS

Tension can arise here when a Specialist wishes to preserve proven procedures and an Innovator wants to introduce new thinking, which breaches established conventions. The whole team will need to be involved in sorting out any such debate, as the final decision is likely to affect the course of action that your team takes.

INNOVATORS

Innovators may inspire each other, or they may compete to get their ideas accepted by the team. As a team, you should encourage the Innovators to work together so that they can inspire each other and build on each other's ideas. Discourage any competitiveness, which may inhibit progress.

DRIVERS AND SPECIALISTS

There may be tension between Drivers and Specialists, as Specialists emphasise perfection and Drivers focus on moving into action and getting the job done. In other words, getting the technology exactly right versus achieving speedy results. The 'right' approach will depend on the nature of the task and the circumstances your team finds itself in. Specialists and Drivers will tend to assert their own priorities but your team will need to make a balanced decision as to which is the greatest priority at a given time.

COMPLETER ACHIEVERS AND INNOVATORS

These two roles have quite different interests and priorities. Innovators are concerned with ideas and possibilities and Completer Achievers are concerned with standards and organising resources. Completer Achievers will not welcome too many new ideas as they may interfere with the efficiency of the team's procedures. Innovators are likely to see procedures as barriers to creativity. Consequently, disagreements may arise. Both views and approaches are needed, but your team needs to keep its objectives in mind and decide which approach is most important at any given time.

EXPLORER NETWORKERS AND COMPLETER ACHIEVERS

Completer Achievers can do a valuable job in helping to organise team resources and ensuring that deadlines are met. Explorer Networkers can keep your team in touch with the outside world and introduce fresh thinking. These two contributions may, at times, tend to inhibit each other. Completer Achievers may get irritated with what they see as 'change for change's sake' and the disruption of team procedures. Explorer Networkers may get frustrated with what they see as bureaucratic shortsightedness and too much attention to detail. Your team needs contribution from both the Explorer Networker and the Completer Achiever, so make sure that there is a process for allowing both to contribute without one inhibiting the other.

TEAM COACHES AND SPECIALISTS

Specialists are likely to concentrate on issues of professional knowledge and standards, while Team Coaches will emphasise the needs and feelings of the people involved. There is some potential for conflicts, as Specialists are likely to view Team Coaches as pleasant but lacking rigour and objectivity and, likewise, Team Coaches are likely to regard Specialists as too technical and unaware of the 'people issues'. Your

team needs input from both Team Coaches and Specialists but will need to manage the differences.

TEAM COACHES AND COMPLETER ACHIEVERS

Completer Achievers will attend to the needs of the task and Team Coaches to the needs of individuals. Both are important, but not always completely compatible. Team Coaches may see Completer Achievers as somewhat abrasive and Completer Achievers may feel that Team Coaches are too soft or non-confrontational. While there can be an element of truth in each of these views, both approaches are needed in your team and good use can be made of them.

TEAM COACHES AND DRIVERS

Your team is likely to be faced with a classic confrontation of priorities, which may lead to conflict. Team Coaches will see the needs of your team members as the priority, while Drivers will focus on achieving speedy results. The effective balance between these two priorities is likely to change according to the nature of the task and the circumstances. Ideally, the team members will have discussed the options, had their ideas and concerns acknowledged and have signed up to a plan of action. Once this has been achieved, the team members should all be receptive to the lead given by the Driver(s). Sometimes, however, there is no time to consider or meet everyone's needs and Team Coaches may just have to accept this. Properly managed, the Team Coach and the Driver will give your team urgency and results-focus, while also making sure that individuals feel supported and encouraged.

3. Next steps

This report has described the team role make up of your team and what this says about how your team approaches tasks, its strengths and its development needs. Once team members have had access to the information in the report, the next step is to discuss it as a team and to decide:

- If the team agrees with the information presented in the report
- How the team will ensure that it makes the most of its strengths
- How the team will address its development needs
- Where the team can get help to address its development needs

This discussion is usually most productive when coordinated by the team development coach, team mentor, facilitator or team leader.

You may also find the following useful sources of help and/or information:

Robertson Cooper Ltd
Email: info@robertsoncooper.com
Tel: 0870 3333 591

Hackman, J.R. (1987). The design of work teams. 'Handbook of Organizational Behavior'. Englewood Cliffs, NJ: Prentice Hall.

Jackson, C. J. (2002). Predicting team performance from a learning process model. 'Journal of Managerial Psychology', 17(1), p6-13.

Katzenbach, J.R. & Smith, D.K. (1994). 'The Wisdom of Teams: Creating the High-Performance Organisation'. Singapore: McGraw-Hill Book Co.

Parker, G. M. (1990). 'Team Players and Teamwork: The New Competitive Business Strategy'. Oxford: Jossey-Bass.

Partington, D. & Harris, H. (1999). Team role balance and team performance: an empirical study. 'Journal of Management Development', 18(8), p694-705.

West, M.A. (1994). 'Effective Teamwork'. BPS Books: Leicester.

4. Appendix 1

Where did the idea of team roles come from?

In the 1970s, Meredith Belbin, Roger Mottram and a team of researchers from the Industrial Training Research Unit (UCL) collaborated with the Administrative Staff College, Henley, in a long-term research programme. They looked at the contributions individuals make to a team, other than their functional knowledge and expertise, and at differences in composition and behaviour between effective and ineffective teams.

The results of the research can be summarised:

- Managers were found to behave in nine distinctive styles, which were called team roles. Following extensive research, Robertson Cooper Ltd has now refined this number to eight team roles.
- Individuals were reasonably consistent in their adoption of one or more of these roles.
- Behaviour in team role terms could be predicted by an individual's score on a psychometric test battery.
- Certain combinations of team roles made for more effective teams.
- An individual's team role profile was not necessarily predicted by their functional role (though the way they combined the two aspects was important to their effectiveness).
- The most effective managers were those who recognised their strengths and development needs in team role terms and perceived how they could best contribute to the team they were working in.
- The most effective teams were those who had all the team roles represented in their ranks and who made best use of them in tackling their project.

5. Appendix 2

Below are descriptions of all of the team roles. The descriptions are written to describe someone who scores highly on the scale (8-10). If you score below this, then you may not show all of the characteristics described, or you may show them all but to a lesser degree than someone with a score of 8-10.

SPECIALIST

Specialists take a strictly 'technical' approach to team working. They add input from their own professional area and ensure that any discussions or decisions are fully informed from this perspective. They are concerned with maintaining high standards in their specialism, but they tend not to take an active role outside of this area.

Specialists make a more effective impact in a team when they take a full part in activities and do not restrict their role to that of technical advisor. They should consider the way in which the team members work together as well as the wider opportunities and issues to be explored. They should also take account of the broader challenges facing the team and look for ways in which they can involve themselves and contribute to the team's overall success.

INNOVATOR

Innovators are a source of creative thinking, whether in terms of new ideas or of strategies for solving problems. They are able to come up with breakthrough approaches to apparently intractable challenges, producing original suggestions and ideas.

Innovators can revolutionise thinking within a team, but they need to ensure that their contributions meet the requirements of the situation. There is a danger that they can get lost in conceptual and creative flights that do not immediately connect with the practical needs facing the team or the individual.

In order for Innovators to perform optimally, they need to be encouraged to play a full role in the team's activities, particularly in listening to what others are saying. They need to gear their creative thinking to real-life priorities, and to influence others effectively they need to stress the relevance of their ideas.

COMPLETER ACHIEVER

Completer Achievers approach tasks in an urgent and meticulous manner. They are driven to maintain standards and to meet deadlines. They devote a great deal of energy to making sure that tasks are completed on time and that all loose ends are tied up. The Completer Achiever is determined that the team achieve as near perfection as is humanly possible.

Their strengths lie in their active concern for thorough organisation, accuracy and attention to detail as well as to completeness and completion. They ensure that the team is organised to meet its targets in all respects, providing the detail that allows the broader strategy to be implemented.

Completer Achievers need to keep a balanced perspective, not allowing concern for particular issues to detract attention from the larger picture. They should ensure that they do not undermine team or individual motivation by being overly critical or unrealistically perfectionist in their approach.

EXPLORER NETWORKER

Explorer Networkers keep in touch with the wider world, with new thinking and ideas and with people/groups outside their immediate environment. They are inquisitive, excited by ideas and challenges and enjoy dealing with people generally. They have an eye for promising opportunities and developments, can spot them quickly and have the readiness to take the initiative in exploring them further.

Explorer Networkers are constantly making new contacts, talking to a wide range of people whom they find interesting and readily sharing their discoveries with the team. They make sure that the team does not become too inward looking in its thinking or isolated in its working.

Explorer Networkers should make sure that they do not create so many potential diversions that they or the team lose focus on their prime purpose. They need to be careful not to spend too much time just talking about ideas and to ensure that they balance the exploration of exciting prospects and people with attention to delivering the results expected from them.

TEAM COACH

Team Coaches are not only attentive to people's needs and welfare, but are also ready to listen to people's concerns and explore how they feel on particular issues. They put time and effort into getting to know the people they work with and helping them to work well as a team. They usually get on well with just about anyone they work with.

Team Coaches are not particularly competitive individuals; they tend to put others' needs and the goals of the team before their own concerns. Rather than being 'nice' people, they are natural empathisers who are always ready to encourage and support other team members. However, they may tend to feel inhibited about actually taking charge of a situation or team.

Team Coaches should make sure that they maintain a realistic balance between 'people' and 'task' needs in their work. They should ensure that their instinctive dislike of confronting people does not lead them to ignore important differences of view or delay making tough decisions where there is no consensus.

ANALYST

Analysts demonstrate analytical rigour in their thinking. They make sure that all the critical aspects of a situation are identified and analysed carefully and that any decisions made are thoroughly considered and evaluated.

As well as being critical and objective in their thinking, Analysts are able to identify links between apparently unrelated events or pieces of information and put ideas together to form a cohesive overall picture. Analysts can ensure that the team makes rational decisions based on the available information and that its strategies are well thought through.

Analysts need to be careful that they do not neglect or underestimate the importance and influence of the less rational elements that affect how people feel and behave. They need to balance rationality with empathy, especially when endeavouring to influence people and to gain their commitment to a logical way forward.

Analysts can provide a key contribution to any team, but they must consider how they gain credibility and acceptance. They must ensure that their tendency to challenge critically is complemented by paying sufficient attention to people's needs and reactions.

LEADER COORDINATOR

Leader Coordinators encourage people to participate fully in any joint endeavour and offer the coordination and control required to make the best use of available resources. They seek to ensure that all points of view are heard and considered, helping to resolve differences of opinion and to avert potential conflict.

Leader Coordinators can bring people together in a cohesive and purposeful manner, helping to convert a group into a 'team'. They will offer a clear and carefully considered lead, making people aware of both sides of a proposition and doing their best to represent all team members' views in making decisions. Leader Coordinators are usually able to achieve consensus through an effective combination of listening and persuading. However, they are also prepared to make the final decision when the search for consensus does not prove to be practical.

Leader Coordinators should always be aware of the need to move from discussion and planning through to action. Whatever their position in the team hierarchy, they should use their preference for organising and coordinating, to help the team work as a unit and use its resources effectively.

DRIVER

Drivers endeavour to energise people and push for action. They assert their views on what needs to be done with vigour and confidence and are ready to challenge alternative opinions strongly.

Drivers are forceful and directive team members, keen to play a leading role whatever their actual role in the team may be. Their strengths lie in their urge to move quickly from planning to action, and their readiness to assume responsibility for making decisions and giving an active, positive lead.

Drivers need to make sure, however, that they give consideration to all the key aspects of a situation before moving into action and that they consult with and listen to people before making important decisions. They should complement their results-orientated style with a full range of influencing contributions rather than relying on their drive and confidence alone to take people with them.