

# PEOPLES ROLES IN TEAMS

Q management  
Emmalaan 5  
2481 BA WOUBRUGGE  
The Netherlands  
Tel: +31-172518661  
Fax: +31-172519448  
Internet and E-mail: <http://www.qmanagement.nl>

## INTRODUCTION

Of course team members should have knowledge and experience in the areas in which the teams have to work.

Furthermore they have to be competent to fruitful coöperation in the team.

A team is more than the addition of individual contributions, it also has a surplus of the group performance, because team members inspire each other and they adapt to each other.

By composing a team one should take this into account, by watching the complementarity of the team members.

It is important that people realize which role they can perform themselves as well as the roles of other team members.

A team can only perform to high standards when people can use each others capabilities.

**INDIVIDUAL.**

Step 1: Completion of the questionnaire, including summary and scores.

Step 2: Study of the different roles.

Step 3: Calculation of scores.

Step 4: Analysis.

**TEAM.**

Step 5: Exchange of views and ideas.

Step 6: Analysis.

### **STEP 1: The Questionnaire**

This questionnaire is developed as a more or less general aid in establishing ones own roles in teams.

There are seven half sentences which one has to fulfill to a good sentence. Per question you have eight possible answers and ten points at your disposal, which you have to grant to those answers that suit your feeling's best.

When you recognize yourself fully in one answer, then you have to give all the ten points to that answer. When you recognize yourself in more answers, then you have to decide how many points you will give to each answer that suits you (the most points to that answer that comes closest to your feelings).

**Remember: you must give 10 points per question.**

- I. I like to work because:
  - A. I like to analyze situations and to have as much choices as possible.
  - B. I like to find practical solutions: solutions that really work.
  - C. I like to have the feeling that I contribute to good relationships.
  - D. I want to have a strong influence (and like to influence) on decision making.
  - E. I can meet other people, who have interesting points of view.
  - F. I like to bring people to a consensus on actions that have to be taken.
  - G. I feel happy when I can devote myself totally to a certain task.
  - H. I like to find new areas to provoke my imagination.
  
- II. The basis for my work in a team is:
  - A. That I find it (silently) very interesting to know my colleagues better.
  - B. I am not afraid of questioning other points of view or take a minority view.
  - C. I usually can find arguments to get rid of incorrect suggestions.
  - D. That I am of the opinion that I have the possibility to make plans work in practice.
  - E. That I have the ability to avoid the easy way out and to propose unexpected things.
  - F. That I can provoke perfectionism in every team-assignment.

PEOPLES ROLES IN TEAMS

- G. That I like it to establish useful contacts outside the team.
- H. That I, although I am interested in all opinions, without any doubt can establish what has to be done.

III. When I am involved in a project together with others:

- A. I succeed in directing the people, without putting any pressure on them.
- B. It is my alertness, which prevents incorrectness or forgetting things.
- C. I want actions, to be sure that no time is wasted and that main items will not go out of sight.
- D. One can be sure that I invent something original.
- E. I am always prepared to support a good idea, when it is in general interest.
- F. I always look for new ideas and developments.
- G. I believe that my judgement is important to come to the right decision.
- H. One can be sure that all important items will be executed.

IV. I think that my contribution to a team is:

- A. That I think I can discover new possibilities and that I can use them.
- B. That I can work with very different kinds of people.
- C. To bring in new ideas is my natural gift.
- D. That I can distinguish when someone can have a worthwhile contribution to the goals of the team.
- E. My ability to finish tasks is large, probably while my personal efficiency is high.
- F. I am prepared to be unpopular for a while when this leads to results.
- G. Most of the time I know what is feasible and realistic.
- H. I can point at alternatives without losing my objectivity.

V. Shortcomings that I possibly have in working in teams are:

- A. That I feel only at ease when meetings are well structured and under control.
- B. I sometimes easily give in to opinions of others of whom I have the feeling that their points of view are good, even when they are not properly discussed.

## PEOPLES ROLES IN TEAMS

- C. I tend to talk too much, when I find new ideas.
- D. My objectivity makes it difficult to react quickly and enthusiastically.
- E. People find me sometimes authoritarian and pushing when I think something has to happen.
- F. I find it difficult to take the lead in the beginning, perhaps because I am a little bit oversensitive for atmosphere in the team.
- G. I have the tendency to get taken away with ideas that came up with me, thereby losing contact with things that are going on.
- H. My colleagues think that I am oversensitive for details and for the chances that things can go wrong.

VI. When I suddenly get a difficult assignment, with limited time and unknown people:

- A. I'd rather sit down to think of something to do something, before I go out in the open.
- B. I firstly would find people to work with: people who act positively.
- C. I immediately would look for a way to limit the task by establishing those people who can contribute the best.
- D. My feeling for what is urgent and not, would take care that we can keep the work-schedule.
- E. I think I would stay calm and keep my ability to think objectively.
- F. I gradually would work - in spite of the stress - toward the goal.
- G. I should take the leadership when I get the impression that there is no progress in the team.
- H. I immediately would start discussions in order to stimulate new ideas and start action.

VII. Problems I have when working in a team are:

- A. That I am often impatient with people who hamper progress.
- B. That others criticize me, because I am too analytic and too less intuitive.
- C. That my concern that things have to be performed well, can hamper progress.
- D. That I am easily bored by things and that I have to be stimulated to join the team again.
- E. That I find it hard to start work when the targets are not clear enough.

**PEOPLES ROLES IN TEAMS**

- F. That I sometimes find it hard to express the complex thoughts that come into my head.
- G. That I always ask people things that I cannot find out myself.
- H. That I often hesitate to bring in my thoughts, when I can expect opposition.

TABLE OF POINTS.

Answers to the questionnaire:

QUESTIONS	POINTS								TOTAL
	A	B	C	D	E	F	G	H	
I.									10
II.									10
III.									10
IV.									10
V.									10
VI.									10
VII.									10
TOTAL									

**STEP 2.** Study the different characters of essential roles in teams and then fill in the form on de next page.

### **THE CHAIRMAN**

Characteristics: stable, dominant, extrovert.

The Chairman is not necessarily the chairman in function. It often is someone else in the team. It is his personality that makes him the Chairman, not his function.

He is the Chairman of the meetings and coördinates the plans. He is focused on the targets of the team.

He is intelligent, but not very creative. He has - what people call - character. His approach is disciplined. He has charisma or rather authority. Dominant in a quiet, self-conscious way. He does not overrule.

He trusts people until they defeat his trust. He is not jealous. He has a clear insight in the strong and weak points of people and he makes people do whatever they can do best.

He is very conscious of the necessity of using the joined forces.

He divides tasks and gives the limits to those tasks and sees where abnormalities are present and which steps should be taken.

De Chairman is the one that takes care that everybody knows what to do and when.

He puts priorities but does not try to dominate the discussion.

His contribution in the beginning is more to put questions than to make propositions.

He listens, summarizes, sees contingencies and when a decision has to be taken, he does so without hesitation.

## THE BUILDER

Characteristics: Unquiet, dominant, extrovert.

The builder often is regarded as the project leader and the Chairman as the Social leader.

He has a nervous energy.

He is impulsive, quick, impatient, sharp and sometimes quickly frustrated. He likes every challenge.

He easily fights, easily forgets this and has no need for revenge to the people he fought.

He is in a way paranoid: he is very sensitive to people who denigrate him, because he thinks there is a conspiracy going on.

He directs and forms the actions of the team,

He always looks for certain patterns in discussions, tries out ideas, targets and practical arguments in order to bring them together in a workable concept on which he directly wants to work.

He is not very self-conscious, always has doubts in his own abilities and can only feel fine by achieved results.

He often sees the team as an elongation of his own ego. He wants action, directly.

He is very direct and does not tolerate vague, indirect ideas. People who are not in the team look at him as arrogant and irritating. Even with team members he can have uncomfortable situations. But he is above all the person who makes things happen.

## THE INNOVATOR

Characteristics: dominant, very high I.Q., introvert.

The Innovator is the person who has the most innovating ideas and suggestions. Of course he is not the only one with ideas, but his ideas are always original and new.

He has imagination and is very intelligent. He is the person that has new ideas for an old problem and who can discover interesting openings when the team does not have any more ideas.

He likes the general ideas and thought lines, rather than details. That means that he can make gross mistakes on little things.

The Innovator is so much enthusiastic for creative energy that he loses sight on reality.

He does not like criticism to his ideas and thereby is easily insulted. It even can lead to an attitude in which he does not contribute anymore.

In that case the Chairman perhaps can ease him down and flatter him.  
Nevertheless, his faults: he is a continuous source of inspiration.

### THE WARNER

Characteristics: high I.Q., stable, introvert.

In contrast to the Innovator the warner is a rather cold person. He is serious and does not easily provoke disturbance. His contribution is that he can make very good analysis rather than creative ideas. He can prevent the team of making mistakes.

He is a sceptic person. He does not criticize for the sake of criticism, but only because he always sees the weak points in any plan or argumentation.

He is the less motivated person in a team: he is seldom enthusiastic, but he has the advantage that his personal motivation does not hamper his judgement.

It takes a long time for him to reach a decision: he is the most objective person in a team. He can handle enormous amounts of information.

He is not very popular, because he can act rather tactless. Also, he can slowdown enthusiasm of others.

When he competes with others, it will be the Chairman or the Innovator.

He is trustworthy, reliable, not very cheerful, cold, is not very creative and lacks spontaneity.

He has one characteristic that makes him very useful in any team: his judgement is always right.

### THE ORGANIZER

Characteristics: stable, controlled.

The Organizer is the practical person.

He sees that decisions and strategies are put into practice.

He is interested in things that can be executed, not in abstract things. His most important contribution is that he can make plans and ideas work with clear tasks for everyone.

He is - like the Chairman - very disciplined and has a strong character.

He is easily recognized by his sincerity, his integrity and his trust in his colleagues. He is not easily discouraged, but he can feel very disturbed by a sudden change in plans.

He needs structure and he therefore always works on them.

## PEOPLES ROLES IN TEAMS

Give him a decision and he works it out to a perfect scheme from which people can work. Give him a group of people and a given task and he gives you a production plan. He is effective, systematic and orderly.

He is little flexible and does not like speculative ideas.

An Organizer sometimes fights for his team, which can become negative when he unjust fully criticizes other people from other teams.

He is the person who is the closest to the balance of the team. When someone should not know what decision was taken when and what the tasks for everyone where: he goes to the Organizer.

### THE EXPLORER

Characteristics: stable, dominant, extrovert.

Of all team members the Explorer no doubt is the most likeable person. He is loose, social, quickly positive and enthusiastic. He can have the tendency to drop things easily when he is no longer interested.

He is the person that looks for information, ideas and interesting developments. He easily makes friends and has numerous contacts outside the own organization.

You will not find him often in the office, and when he is there, he is on the telephone. He is the salesman, the diplomat, the liaison-officer and he always looks for new possibilities in the world outside the team.

Outsiders often think he is the Innovator or the man with ideas, but he is not original enough to be the Innovator, but he can quickly judge if new ideas can be important.

He has to be stimulated by others. Otherwise, he would be quickly bored, little effective. But within the team he can easily improvise.

He likes it to be under stress, but takes it easy when there is little to do. Sometimes he does not perform tasks he has taken, because he has too much tasks. He is interested in a lot of things. Danger is that he puts effort in unimportant tasks, thereby becoming very ineffective.

### THE SUPPORTER

Characteristics: stable, extrovert, not dominant.

## PEOPLES ROLES IN TEAMS

The Supporter is the most sensitive team member. He is very conscious of what every team member needs or what bothers him. He knows the most of the private life of the team members.

He is mostly active in the area of group-communication. He is popular, nice, has no pretention. He is the glue that keeps the team together.

He is loyal to the team as a unity and supports his colleagues.

He supports good ideas and does not criticize,

He can listen very well and encourage others to do the same.

He strives for harmony and unity and therefore he diminishes friction with, e.g., the Builder, the Innovator or the Warner.

He hates confrontations and tries to avoid them with others as well as with himself.

His contribution is very important when the group has problems or has to work under stress.

He defeats disharmony and fights. Some people think he is weak and indecisive.

When he is in the team, he is not very dominantly present, but when he is away, people miss him.

### **THE FINISHER**

Characteristics: quiet, introvert.

The Finisher is always concerned that something can go wrong. He feels at ease when he personally has controlled every detail and is sure he did not forget anything.

He continuously looks in haste, through which he pushes other team members.

He has a strong character and is very precise. When others are not precise, he can be very pushing. He likes order: he controls always the time by which things should have been ready and keeps himself closely to the schemes and plans.

He can be full of sorrow when he goes too far, thereby depressing others and losing sight over the total work and lose himself too much in details.

**PEOPLES ROLES IN TEAMS**

**STEP 3.**

In this Table you can give an estimate which of the eight characters applies to yourself. (first column). In the other columns you can give estimates of other people you know. Note that more characteristics can apply to a certain person, including yourself.

TYPE	NAMES									
Chairman										
Builder										
Innovator										
Warner										
Organizer										
Explorer										
Supporter										
Finisher										

**PEOPLES ROLES IN TEAMS**

**STEP 4. Scores**

Put the points you gave for every answer in the table on the appropriate place.  
Add the points per column and in the totals you can deduct which roles you can contribute to a team.

Que- sti- ons	CHAIR- MAN	BUIL- DER	INNO- VATOR	WARNER	ORGANIZ- ER	EXPLO- RER	SUPPOR- TER	FINISH- ER
I.	F	D	H	A	B	E	C	G
II.	H	B	E	C	D	G	A	F
III.	A	C	D	G	H	F	E	B
IV.	D	F	C	H	G	A	B	E
V.	B	E	G	D	A	C	F	H
VI.	C	G	A	E	F	H	B	D
VII.	G	A	F	B	E	D	H	C
TO- TAL								

**TEAMDISCUSSION**

**STEP 5. Exchange**

- a. Exchange the estimates within the group.
- b. Give arguments for your estimates by highlighting examples/experiences.

**STEP 6. Analysis and action.**

- a. Study the scheme and check whether there are white spots or doubles.
- b. Look at the consequences for your team.
- c. Do you think that your team is equally balanced and that team members can handle the differences correctly?