



## OUTPUT REPORT

Team roles

**Lucy White**

lucy.white@example.com  
June 21, 2020



You now hold in your hands a report from the Team Roles questionnaire. This questionnaire looks into which team roles are currently the most typical for the given person. It is natural that each of us takes on different roles, it is important however to measure which ones are more predominant and, on the other hand, which ones are more secondary and then apply our own interpretations accordingly.

None of the roles is more useful or advantageous than others. A team role is a reflection of the situation in a given team, the needs and requirements that are imposed on us, and can therefore evolve over time.

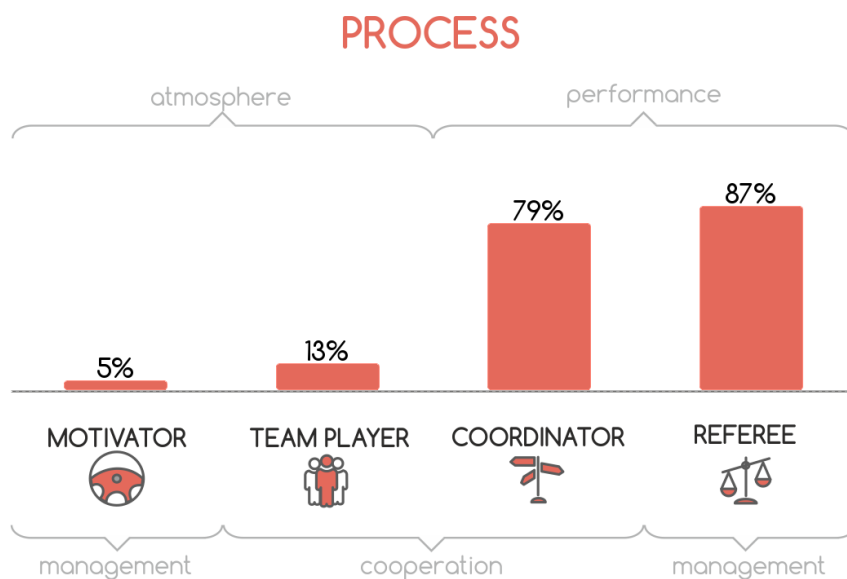
### SOCIAL DESIRABILITY SCALE

The validity of the results depends to some extent on the approach used by the participant to fill in the questionnaires - therefore, a social desirability scale is included in the questionnaire, which warns of possible bias in the results.

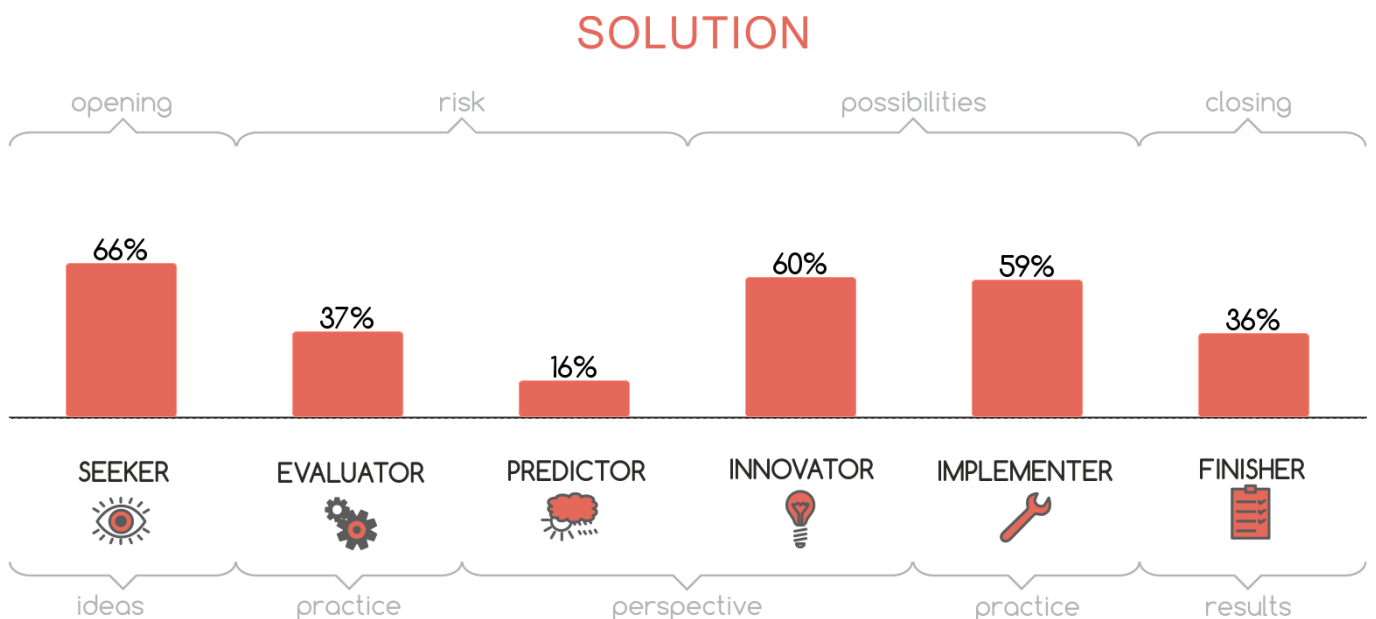
THE NEED TO SUCCEED

reasonable level of openness in answers

### TEAM ROLE PREFERENCE DISTRIBUTION



The graph shows preference for the four team roles in terms of the teamwork process and the influence on it. Additional descriptions below and above the graph (e.g. atmosphere vs. performance or management vs. teamwork) show the main focus on various aspects within the given roles.



The graph shows preference for the six team roles in terms of engaging in group work; specifically, looking for a solution. Additional descriptions below and above the graph show the main focus within the given roles on various aspects and viewpoints with regard to looking for solutions.

## DESCRIPTION OF THE THREE MOST PREFERRED TEAM ROLES

### 1. REFEREE

Sets the rules in the team, determines the conditions and the way the team works. He/she is usually the one who takes the task of formulating conclusions and their possible presentation further. He/she evaluates and assesses the views of others, decides which will become part of the solution and which will not. He/she behaves impartially, keeps a cool head even in tense situations and is able to make an accurate assessment. Places emphasis on the importance of logic and rational views; resistant to manipulation. Can decide for a team in uncertain situations or on tricky issues. He/she is guided by their own judgement, remains firm in their opinions and stands behind them.

#### STRONG SUITS

- Independent, decisive, keeps perspective and distance, is fair, steers the team rapidly towards results

#### POTENTIAL RISKS

- Can be harsh or even ruthless towards others, considers own solutions as the only right ones, disregards the atmosphere in the team and may lack the right sensitivity to understand every situation.

### 2. COORDINATOR

Puts emphasis on the efficiency of selected processes; organises the work of the team in order to achieve the goal and maximum performance. He/she does not need to promote their own solution; instead gathers the ideas of others, encourages and welcomes a discussion from which a common solution is gradually formed. He/she prefers solutions based on consensus and joint dialogue; asks others for their opinions, encourages them to share. He/she takes an interest in the possibilities and requirements that others have, adapts to them and takes them into account when forming the solution. He/she creates the right conditions for cooperation. Has the ability combine ideas into one common result.

#### STRONG SUITS

- tries involving others in cooperation, motivates them for good performance, works with other people's suggestions, considers options, organises team in their drive towards the objective

#### POTENTIAL RISKS

- In an effort to incorporate the ideas of others, runs the risk of getting bogged down or stuck. Has a tendency to make concessions and change his/her mind often; does not push his/her own ideas much.

### 3. SEEKER

Comes up with lots of ideas and thoughts and inspires others. Formulates hypotheses, ideas, designs prototypes. As an active individual, stokes change and brings in new things. Appeals to an innovative perspective and wants to do things in a fresh and modern way. He/she contributes inspiration and interesting ideas. Able to work energetically in the team, improvises; has original and interesting ideas. Has the ability to look at an issue innovatively and in a different way to others; presents imaginative solutions. The contributions he/she makes do not have to necessarily be original, but they seem novel. Active especially in the phase of coming up with and collecting suggestions.

#### STRONG SUITS

- comes up with ideas, suggests numerous solutions, points out external sources, energises and inspires the team

#### POTENTIAL RISKS

- Underestimates preparation, is less organised and easily overwhelms the team and himself/herself with suggestions but without achieving the goal, lacks patience, loses interest quickly

## LEAST PREFERRED TEAM ROLE

### ■ MOTIVATOR

Takes a nonparticipatory position with regard to the team; maps and facilitates group discussion. Listens to others and then forms clear conclusions; judges the atmosphere well, is attentive to attitudes and moods. He/she is a good observer; senses and reacts to the emotions and moods of his/her partners. Able to win over and motivate others. As a good speaker, has the ability to engage and persuade others. Able to find and pinpoint what is important to the team and formulate it in order to persuade others. Negotiates, helps formulate agreements and compromises. Likes to draw on and share own experience. Able to engage and interest others, leading to a more personal feeling.

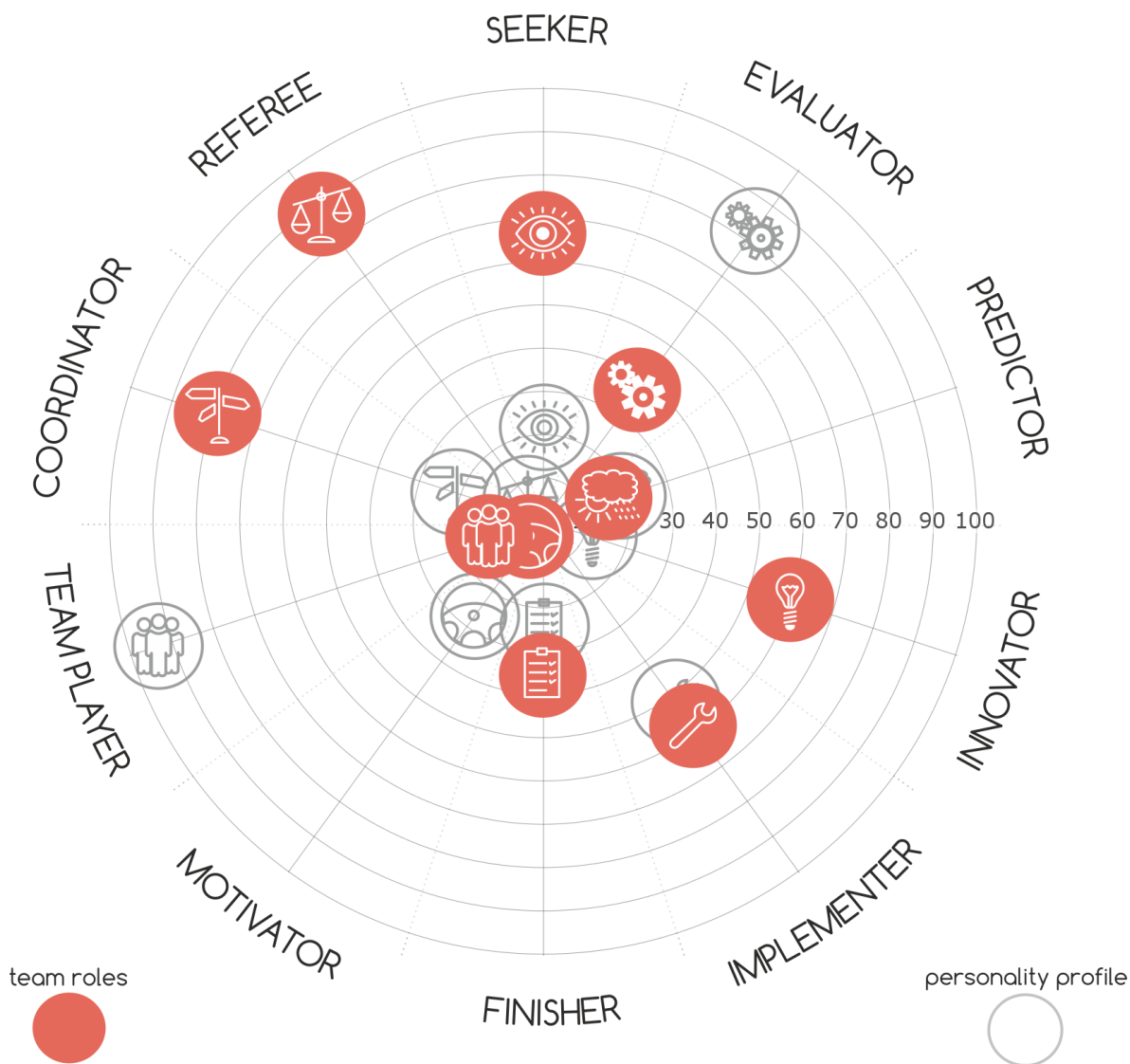
The team roles we take on can but do not have to be a reflection of our natural personality setting – so it is a good idea to connect this questionnaire with reports from the Multifactor Personality Profile questionnaire. Because the data are available, the following part is focused on possible harmony or disharmony of the personality and team roles that are taken on.

Where there is strong harmony it can be expected that in those roles we feel at home and comfortable in the long term. On the other hand, where there is less harmony we can feel certain internal tension or long term discomfort in the given role.

The chart can therefore point us to the roles that we take that are not natural for us or the other way around, show us the roles we have personality predispositions for, but which we do not use at the moment.

### TEAM ROLES AND PERSONALITY PROFILE

Harmony between team and personality profiles: 60%



This chart compares the results of the Team Roles and the Multifactor Personality Profile questionnaires. The scores achieved in the Multifactor Personality questionnaire are transformed into assumptions for individual team roles based on the basic scales shared by both questionnaires. The match of given profiles is based on their percentual match which is shown by their relative distance in the chart.

## INTERPRETATION OF TEAM AND PERSONALITY PROFILE HARMONY

These results show a lower overall agreement between assumed roles and personality. Thus some roles may be perceived as less comfortable and significant could be expected over time.

### AREAS IN WHICH THE PERSONALITY PROFILE SUGGESTS FAST FUTURE DEVELOPMENT

*It is typical for these areas that the personality assumptions predispose this person more to the given team role than to the preferred role.*

- ability to emphasise method and facts, carry out analyses, be precise, specific and eliminate mistakes
- ability to support team atmosphere, help others, express support, mitigate potential conflicts
- ability to dazzle and convince with discourse, be a good speaker, ability to shape the results of the group using various techniques

### AREAS IN WHICH THE PERSONALITY PROFILE SUGGESTS LESS EFFICIENT FUTURE DEVELOPMENT

*It is typical for these areas that the given team role is preferred significantly more than how much the personality assumptions indicated.*

- ability to come up with ideas and get others excited about them, ability to motivate the team and focus them on priorities
- ability to involve the team in cooperation, working with various suggestions, and coordinate them in order to resolve the issues as a group.
- independence, ability to evaluate other people's opinions impartially, ability to set rules and conditions
- ability to come up with ideas, original thoughts, ability to energise and inspire the team

## CHARACTERISTICS OF ALL COMPARED TEAM ROLES IN BRIEF

**MOTIVATOR**

Assumes a disinterested attitude towards the team yet senses the atmosphere and is able to win others over and motivate them. Is a good speaker, can be impressive and convincing. Negotiates, helps formulate agreements and compromise. Likes to share experience and give advice.

**TEAM PLAYER**

Helps others, recognises their needs and wishes, expresses support. Is friendly, cares about others; of own accord asks for feedback and support from the team. Is a good listener, senses changes in mood quickly. Builds up a helpful atmosphere and good relationships. Tries to mitigate conflicts.

**COORDINATOR**

Emphasises the efficiency of selected methods, organises team work so that the objective is accomplished and maximum performance delivered. Aware of the needs, abilities and demands of others, works with them accordingly and takes them into account when resolving issues. Creates the conditions for cooperation.

**REFEREE**

Sets the rules, conditions and work methods for the team. Considers and evaluates other people's opinions. Is impartial, and even in extreme situations does not get involved, and is capable of formulating a succinct evaluation. Emphasises logic, relies on own judgement only.

**SEEKER**

Comes up with many ideas and thoughts, inspires others. Is active, encourages changes and innovations. As part of a team, he/she is energetic, improvises and presents imaginative solutions. Their input is not always original but seems fresh. Is especially active during the brainstorming or development stage.

**EVALUATOR**

Carries out analyses, points out facts and information. Emphasises revision in order to make the proposed solution possible to implement. Keeps the team's feet firmly on the ground. Structures collective work, tries to bring order and method. Calls for specifics rather than vagueries. Points out discrepancies.

**PREDICTOR**

Points out likely future development and potential risks, talks about prognoses. Emphasises the need to make long-term plans. Makes the team focus on the essential. Considers solutions. Puts great emphasis on correct and ethical procedures.

**INNOVATOR**

Points out new opportunities and possibilities, comes up with new ideas and tries to get the team excited about them. Brings energy and enthusiasm to group work. Focuses on the essential, determines priorities. Comes up with ideas. Knows how to encourage and motivate.

**IMPLEMENTER**

Works with facts and information, filters off assumptions and conjectures. Determines a methodology for the group, insists on adherence to it. Excels at orienting themselves in assignments and conducts and coordinates others towards valid solutions. Is specific, pragmatic, returns others to the task in hand.

**FINISHER**

Suggests proceedings step by step, plans, schedules activities in a timely manner. Turns the team back to suggested proceedings, keeps track of current situation at all times. Ability to rapidly lead the team to perform at a high level. Insists on and encourages set goals actually being achieved. Is hard-working, takes on tasks himself/herself.