



OUTPUT REPORT

Team roles

Lucy White

lucy.white@example.com

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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, but it is important to measure which are more predominant and which are secondary, and then apply our own interpretations accordingly.

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

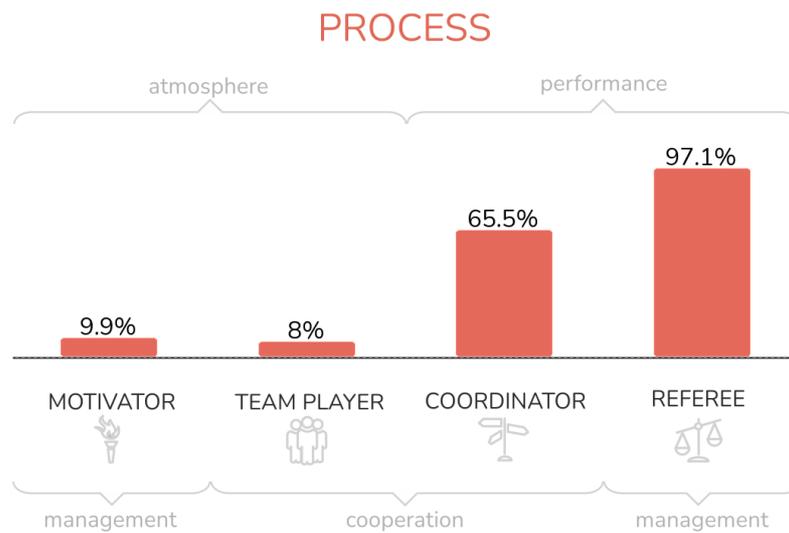
VALIDITY SCALE

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.

Social Desirability

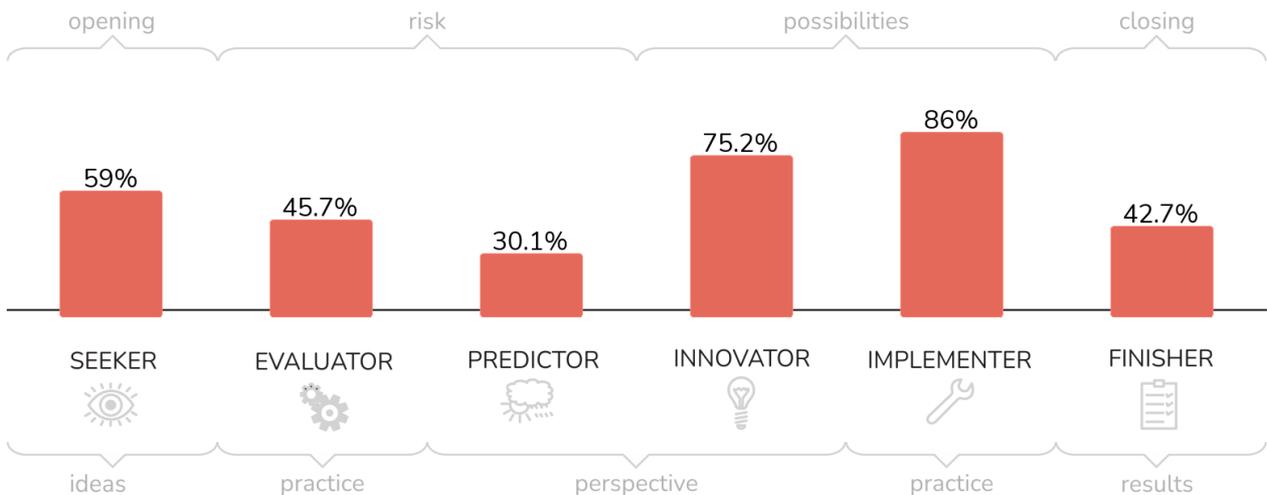
sufficiently honest answers

TEAM ROLE PREFERENCE DISTRIBUTION



The graph shows a preference for the four team roles in terms of the teamwork process and their 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.

SOLUTION



The graph shows preference for the six team roles in terms of engaging in teamwork, specifically, looking for solutions. 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, and determines the conditions and the way the team works. They are usually the one who takes formulating conclusions and their possible presentation further. Evaluates and assesses the views of others, and decides which will become part of the solution and which will not. 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. Is guided by their own judgement; remains firm in their opinions and stands by them.

STRONG SUITS

- Independent and decisive, maintains perspective, distance, and impartiality, steers the team rapidly towards results

POTENTIAL RISKS

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

2. IMPLEMENTER

Works with facts and information, and filters out assumptions and conjecture. Clearly and systematically keeps work moving toward the goal. Establishes a common procedure, defines the rules, and emphasizes compliance with them. Familiarizes themselves well with assignments. Organizes and coordinates others to work toward a good solution. Expects others to complete tasks and get involved in their resolution. If necessary, defines the roles and responsibilities of individual team members. Solves any problems or difficulties immediately, looking for alternatives and ways to avoid them. They are specific, factual, and keep others focused on what matters.

STRONG SUITS

- Fast and hard-working, helps move group work towards the goal, organizes and divides up work, structures group activities, emphasizes preparation and knowledge of the problem

POTENTIAL RISKS

- Can be curt and abrupt to less practically-minded people, and does not give them space, does not tolerate other people's mistakes, takes good performance for granted, does not praise or motivate others

3. INNOVATOR

Draws attention to new opportunities and possibilities. Comes up with interesting ideas and insights and tries to get the team enthusiastic about them. Sees opportunities with ease and finds them even where others detect problems. Brings energy and enthusiasm to teamwork. Acts as an optimist and someone who always sees the possibilities of what could be done. Leads the team to focus on what is essential. Sets priorities based on the key issues with the biggest impacts. Comes up with ideas and highlights opportunities. Can encourage and motivate. Proponents of this approach prefer to try something, even with the risk of failure, than to be passive.

STRONG SUITS

- Contributes plenty of ideas and brings enough energy to make them reality, does not give in to stress, energizes the team, and often takes on the role of leader and instigator in the team

POTENTIAL RISKS

- May tend to overestimate the team's abilities, may steamroll others when overly fixated on an idea, overlooks risks and details, and may be too vague

LEAST PREFERRED TEAM ROLE

■ TEAM PLAYER

Assists others. Is aware of their needs and wishes, and expresses support for them. Is friendly, and takes an interest in others. Also requires feedback and reassurance from the team. Listens carefully and can quickly sense a change of mood. Able to build a friendly atmosphere and good relations. Attempts to de-escalate possible conflicts. Is considerate, empathetic, and has an understanding of others and wants everyone in the team to feel good. Cares about the well-being and comfort of others and is willing to sacrifice their own comfort for the benefit of the whole team. Avoids conflict, and appeals to the agreement and satisfaction of all, making them a force for good in the team.

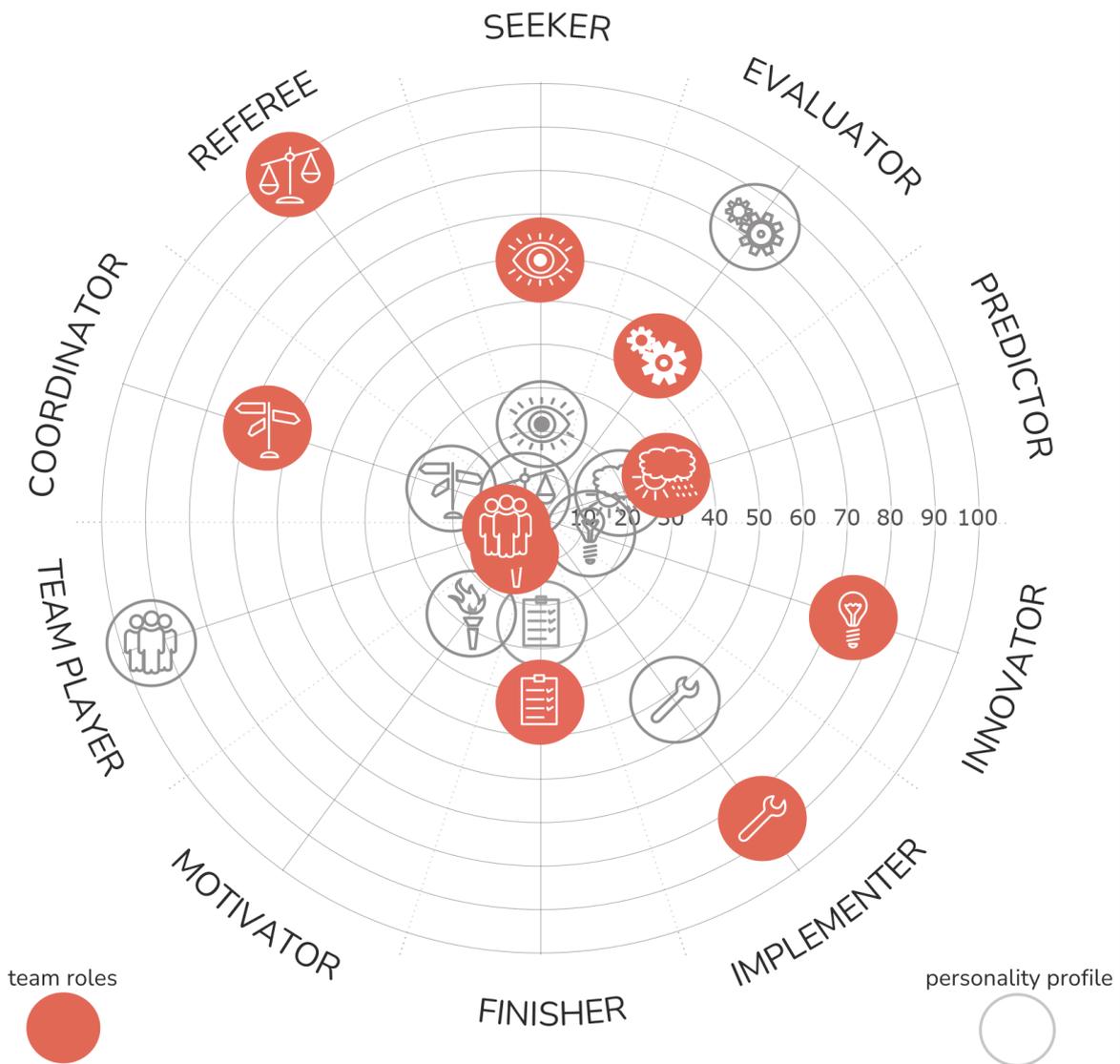
The team roles we take on may but needn't be a reflection of our natural personality, so it is a good idea to connect this questionnaire with reports from the Multifactor Personality Profile questionnaire. Since that data is already available, the following section focuses on potential harmony or disharmony between personalities and team roles.

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

The chart can therefore point us to the roles we take that are not natural for us, or may indicate the roles we are predisposed toward, but which we do not exercise at the moment.

TEAM ROLES AND PERSONALITY PROFILE

Harmony between team and personality profiles: **56%**



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 changes could be expected over time.

AREAS IN WHICH THE PERSONALITY PROFILE SUGGESTS FAST FUTURE DEVELOPMENT

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

- Able to emphasize methods and facts, carries out analyses in precise, specific, and eliminates mistakes
- Able to support a team spirit, help others, express support, and mitigate potential conflicts
- Able to dazzle and convince others with their discourse, a good speaker, capable of shaping the results of the group using various techniques

AREAS IN WHICH THE PERSONALITY PROFILE SUGGESTS LESS EFFICIENT FUTURE DEVELOPMENT

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

- Able to come up with ideas and get others excited about them, capable of motivating the team and focusing them on priorities
- Able to organize and assign tasks, emphasizes preparation, checks the validity of the information at hand
- Able to get a team to cooperate and work together by using various suggestions, and coordinates them in order to resolve the issues as a group
- Independent and capable of evaluating other people's opinions impartially, able to establish rules and conditions
- Able to come up with original ideas and concepts, capable of energizing and inspiring the team
- Capable of maintaining perspective, returns the team's focus to unresolved points, structures group work with step-by-step planning

CHARACTERISTICS OF ALL COMPARED TEAM ROLES IN BRIEF



MOTIVATOR

Assumes a disinterested attitude toward 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, and helps formulate agreements and compromises. Likes to share experience and give advice.



TEAM PLAYER

Helps others, recognizes their needs and wishes, and expresses support. Friendly and caring, and asks for feedback and support from the team without needing to be prompted. Is a good listener and senses changes in mood quickly. Builds up a helpful atmosphere and good relationships. Tries to mitigate conflicts.



COORDINATOR

Emphasizes the efficiency of selected methods. Organizes 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 right 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. Capable of formulating succinct evaluations. Emphasizes logic and relies exclusively on their own judgement.



SEEKER

Comes up with many ideas and concepts, and inspires others. Actively encourages changes and innovations. An energetic team member who improvises and presents imaginative solutions. Their input is not always original, but they usually have fresh ideas. Is especially active during the brainstorming or development stage.



EVALUATOR

Carries out analyses, and points out facts and information. Emphasizes the need for revision in order to make a proposed solution possible to implement. Keeps the team's feet firmly on the ground. Structures collective work, and tries to bring about order and methods. Calls for specifics rather than abstracts. 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 and determines priorities. Comes up with ideas. Knows how to encourage and motivate.

**IMPLEMENTER**

Works with facts and information, and filters out assumptions and conjectures. Determines a methodology for the group, and insists on adherence to it. Excels at orienting themselves in assignments and in their conduct. Coordinates others toward valid solutions. Is specific, pragmatic, and brings others back to the task at hand.

**FINISHER**

Suggests step-by-step procedures and plans. Schedules activities in a timely manner. Turns the team back to suggested procedures, and keeps track of the current situation at all times. Able to swiftly lead the team to high levels of performance. Insists on and encourages achieving set goals. Is hard-working and takes on tasks themselves.