

Self-report Team Styles Profile

| Project stages | Team Styles | Very unlikely | Unlikely | Somewhat likely, or a mixed style | Likely | Very likely | | | | | |
|----------------|---|---------------|----------|-----------------------------------|--------|-------------|---|---|---|---|---|
| Ready | <p>Innovators live to create. They are at their happiest when designing or making something new. If also ambitious they may be true entrepreneurs and have an energising effect on a team. Some <i>Innovators</i> lose interest at the implementation stage, so they are beneficially teamed up with a <i>Coordinator</i>, <i>Salesperson</i> and <i>Fulfiller</i>.</p> | 5 | 4 | 3 | 2 | 1 | 1 | 2 | 3 | 4 | 5 |
| | <p>Specialists are 'knowledge workers', motivated by researching, learning and perfecting their expert skills. They are usually central to the design and planning stages, contributing much of the substance of projects. <i>Specialists</i> benefit greatly from alliance with at least one <i>Salesperson</i>, and indeed may be lost without such a partner.</p> | 5 | 4 | 3 | 2 | 1 | 1 | 2 | 3 | 4 | 5 |
| | <p>Evangelists are project enthusiasts. They act as powerful advocates, marketers and energisers for an idea. They are cheerful and often non-critical. For key decisions an <i>Evangelist</i> is best paired with a <i>Safety Valve</i> - a relationship that needs careful management to elicit the benefits of their very contrasting perspectives.</p> | 5 | 4 | 3 | 2 | 1 | 1 | 2 | 3 | 4 | 5 |
| Get Set | <p>Safety Valves are critical-minded. They consider the downsides, so can be useful moderators for <i>Evangelists</i> because they tend to pre-empt problems. There is a risk of <i>Safety Valves</i> putting too much of a damper on good ideas. They may clash with <i>Evangelists</i> or <i>Innovators</i> unless relationships are managed with keen awareness of the mutual benefits.</p> | 5 | 4 | 3 | 2 | 1 | 1 | 2 | 3 | 4 | 5 |
| | <p>Coordinators ask "What, how, who, when and where?". They are the organisers and pragmatists, and are invaluable in every project team. It is advisable to have just one <i>Coordinator</i> per project, or methods and procedures may clash.</p> | 5 | 4 | 3 | 2 | 1 | 1 | 2 | 3 | 4 | 5 |
| | <p>Politicians revel in the 'game' of business. Interpersonally competitive, they don't mind pulling strings to make things happen. They are useful manipulators in suitable cultures, but disruptive where political behaviour represents a clash of values. <i>Politicians</i> who are emotionally restrained may be very subtle about their activities.</p> | 5 | 4 | 3 | 2 | 1 | 1 | 2 | 3 | 4 | 5 |
| Go | <p>Dominators like to take the lead, so they tend to get things moving. Some <i>Dominators</i>, however, get the wrong things moving; staff may feel stressed by criticism or fearful of repercussion, with a real risk of such a <i>Dominator</i> derailing team efforts. An emotionally sturdy <i>Evangelist</i> may assist as a buffer between a difficult <i>Dominator</i> and their team.</p> | 5 | 4 | 3 | 2 | 1 | 1 | 2 | 3 | 4 | 5 |
| | <p>The Salesperson gets an idea to market. They are essential, or at least highly beneficial, to almost any project. Once the <i>Innovators</i> and <i>Specialists</i> have done their part, the <i>Safety Valves</i> have been checked and the <i>Evangelists</i> have drummed up enthusiasm, the <i>Salesperson</i> swings into action, finding customers and closing deals.</p> | 5 | 4 | 3 | 2 | 1 | 1 | 2 | 3 | 4 | 5 |
| | <p>Fulfillers don't mind the grunt work. These are the bookkeepers, administrators, apprentices and delivery drivers - practical process roles which require that guidelines be followed. Almost all teams benefit from having one or more <i>Fulfillers</i>, otherwise essential practical and administrative tasks may not get done.</p> | 5 | 4 | 3 | 2 | 1 | 1 | 2 | 3 | 4 | 5 |
| | <p>Carers are the supporters and nurturers, concerned for the wellbeing of those doing the work. Some are removed from business realities; others maintain their ideals within very successful businesses. They are especially welcome team members in stressful fields of work. <i>Carers</i> may clash philosophically with <i>Dominators</i> and <i>Politicians</i>.</p> | 5 | 4 | 3 | 2 | 1 | 1 | 2 | 3 | 4 | 5 |

This profile shows self-reported behavioural style in a work situation. It does not necessarily indicate aptitude.