Quintax ®

TEAM ROLE REPORT

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ABOUT THIS REPORT

This report gives information about the team roles that you may adopt at work. In particular, the report identifies which team roles will come more easily to you on the basis of your fundamental personality preferences, and which will require more effort. We all tend to use most the roles that are compatible with our personality preferences, and so the report indicates how your typical approach to team working is likely to be seen by others.

This report does not measure your level of skill in using your preferred team roles, nor does it suggest that any one role is more valuable than the others. Indeed, the best functioning teams typically require all of the team role functions to be met by one or more of the team members. There is some guidance on the various applications of team roles together with some tips for developing your skills as a team member in the second half of this report.

As with any other area of competency, it is possible to develop and extend the range of team roles that you can apply effectively through self-conscious development and practice. You can make best use of this report by reflecting on the feedback, considering its relevance to your current situation and demands, and setting personal development objectives to practice new behaviours in one or more of the team roles identified.

PUBLISHER'S NOTE

This computer-generated report is obtained from the results of the Quintax Personality Questionnaire completed by the respondent and reflects the answers given by them. As with all self-report personality questionnaires the results rely on the respondent's accuracy, honesty and frankness. Until the results and their implications have been validated through feedback this report must be treated as a speculative report on the individual's preferences and work styles.

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TEAM ROLES AT WORK

Research into teams and team behaviour has identified that in addition to contributing on an expert or technical level people tend to adopt a particular support role in enabling the team's work. This team support role ('team role') has a strong influence on the way you participate and work with others in the team, and also the way in which others see you.

The most successful and high performing teams are made up of team members who reflect the whole range of team roles necessary to support team working. Reviewing the balance of preferences within a team will assist in identifying where the team as a whole might have strengths and weaknesses. This knowledge can be used to enable the team to either develop processes to ensure that essential team functions are supported or co-opt team members who can deliver those functions. Knowledge of team role preferences can also assist in determining the composition of new teams.

The typical team role or roles that you undertake within the team are determined to a considerable extent by your fundamental personality style. This report identifies which team roles are most congruent with your personality style. That is, the roles that you are likely to prefer or find most easy to adopt based on your fundamental personality styles and characteristics. The report also highlights those roles that are least likely to come naturally to you - and perhaps should be avoided or developed further before you can rely on them.

The team role that you use at any one time will depend in part on the situation as well as on your own preferences and styles. For example, if you are acting as chairperson you will inevitably have to engage in organising others, even if your natural preference is for supporting the team in some other way.

SUMMARY OF YOUR TEAM ROLE SCORES

This section summarises your likely preference for each of the team roles in the SR&A Team Role model.   Your team role scores fall into 3 groups:

NATURAL ROLES

The roles for which you have a score of 8 or more may be thought of as 'natural roles' - i.e. roles that you may find it easy to develop and act out. These are roles that closely match your personality style.

ADOPTABLE ROLES

Roles with a score between 4 and 7 are roles which you could adopt if required. They may be reasonably comfortable for you, but may not be a natural first choice.

NON-PREFERRED ROLES

Roles for which you have a score of 3 or less are those with which you will be least comfortable. You are likely to find these roles more difficult to develop or act out because of your personality preferences.

In this table the Score ('sten') column expresses your relative preference compared to others on a 10 point scale where 10 = 'highly preferred' and 1 = 'not at all preferred'. The table shows your preferences in order with the most preferred first.

SR&A Team Function	Typical Contribution or Team Function	Score	Role Fit
Evaluator	The one who tests ideas and proposals and looks for the implications of proposals and ideas	9	Natural
Driver	The one who drives the team forward to achieve with passion and urgency	6	Adoptable
Thinker	The one who proposes new and different ways of doing things	6	Adoptable
Networker	The one who seeks out and bring information to the group through contacts and other resources	6	Adoptable
Deliverer	The one who focuses on the practical implications of proposals and rules	6	Adoptable
Organiser	The one who organises the team and keeps things on track	5	Adoptable
Expert	The one who contributes primarily through their own specialist role	5	Adoptable
Finisher	The one who focuses on achieving the task within the time available, getting the details right	3	Non-Preferred
Harmoniser	The one who seeks group harmony, resolving friction or conflict in the group	2	Non-Preferred

The analysis suggests that you will be most likely to use the team roles at the top of the list and least likely to use the roles at the bottom of the list. Take the opportunity to reflect on whether this is how you actually behave in team situations. You may find it useful to seek the views of a friendly colleague for their perceptions of the team roles and styles you typically adopt.

The following sections describe each Team Role in turn providing more information about the characteristics, strengths and potential drawbacks of each team role style, with hints about how to develop further competency in the role.

DEVELOPING YOUR TEAM ROLE CONTRIBUTION

Before starting on any development activity you should note that this report consists of feedback on the fit of your personality preferences to the range of team roles that can support effective team working. It is neither an assessment of your actual behaviours in team working, nor how effective you are in performing them.

As with any feedback you should consider its meaning for you and decide what to do with it. In any case you should combine this information with other feedback you have had about your team participation style and approach, for example from appraisals, 360 feedback or other sources. If you have previously obtained feedback from other team role measures you may find the section 'Other team role models' at the back of this report useful. The pages at the back of this report provide space for you to record your strengths and weaknesses in contributing to the team and to identify potential further development.

The following pages examine each of the team roles in detail, identifying the typical strengths and weaknesses of each role. There are also suggestions for how to develop further to get the best from your preferred styles.

You should consider the extent to which you actually use your best fit team roles in team work. Do you typically take these roles when participating in team work? Do you typically take other roles? Which roles does this analysis suggest that you should avoid? Which roles are missing from your team - does the analysis show that you are a good fit to any of these?

Once you have decided on an aspect of team participation that you wish to develop further use the Action Plan at the end of this report to produce an explicit plan. In our view, the best plans focus on how you can change your everyday behaviour at work to develop your skills. Set yourself a clear objective and consider what you need to do differently to achieve it. Then try to make the change, monitor how effective it is, refine or revise if necessary, and practice it until it becomes part of your normal repertoire.

EVALUATOR

|	Non-preferred			Adoptable			Natural		
1	2	3	4	5	6	7	8	9	10
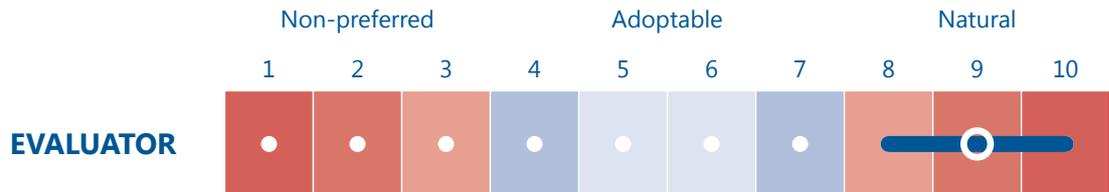
EVALUATOR

This is a NATURAL style in terms of personality fit for you. You should find it easier than most to apply and develop this style in supporting team work.

Evaluators test ideas and proposals, looking for flaws, potential complications and risks. Evaluators carefully scrutinise proposals against identified requirements and standards. Evaluators like to take time to consider all of the options and their possible consequences. Evaluators see themselves as hard to fool, but can appear to be overly cautious, critical and negative to others

Characteristics

- Cautious, careful and risk averse
- Logical and direct
- Independent - willing to speak out when they see a problem or difficulty
- Patient with detail
- Pessimistic - tends to see problems rather than advantages

Strengths

- Employs sound judgement and logic in considering proposals
- Looks ahead to the consequences and implications of decisions
- Helps the team to fully evaluate proposals against appropriate criteria
- Avoids emotional involvement - doesn't get carried away with initial enthusiasm for an idea
- Willing to consider all proposals fully - doesn't pre-judge

Potential weaknesses

- May appear negative and critical to other team members
- May contribute less than others in terms of new ideas, solutions, etc.
- May delay decision-making through over-extended analysis of potential risks and difficulties
- May dampen team spirit and enthusiasm through overemphasis of potential downsides

Development tips

- Ensure you demonstrate your appreciation of suggestions, ideas and proposals
- Be prepared to contribute your own ideas from time to time - even if you can see some flaws in them
- Avoid getting stuck into too much analysis of the pros and cons of small details when decisions need to be taken
- Don't stifle others' enthusiasm by focussing only in the drawbacks of their proposals - state your perception of the potential advantages first

DRIVER
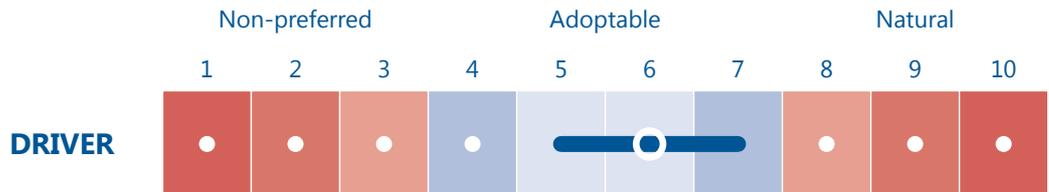
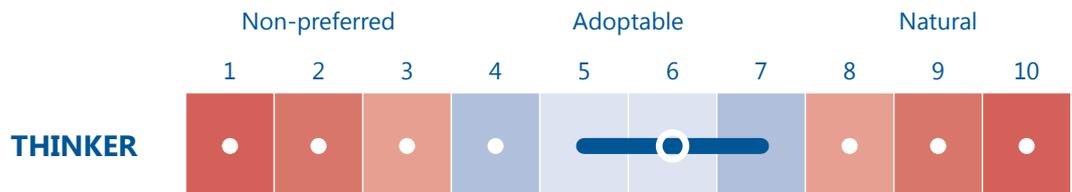|	Non-preferred				Adoptable			Natural		
	1	2	3	4	5	6	7	8	9	10
DRIVER	●	●	●	●		○		●	●	●

This is an ADOPTABLE style in terms of personality fit for you. You should find it possible to apply and develop this style in supporting team work even if it does not come naturally to you.

Drivers contribute to the team by bringing energy, determination and urgency in setting and achieving team goals. Drivers want results and they want them now. Drivers won't hold back criticism when they disagree with an idea or an approach. They can be controlling and reluctant to give ground. Drivers can be impatient with less overtly committed team members.

Characteristics

- Emotionally involved
- Passionate
- Action-oriented
- Driven to achieve
- Willing to be blunt and direct
- Results-oriented

Strengths

- Brings a sense of urgency and passion to the team
- Focuses the team on getting things done
- Sets high standards for self and others
- Motivates the team to achieve difficult objectives
- Identifies the essentials of the task

Potential weaknesses

- May be seen by others as overly controlling or directive
- May not always recognise the value of others' contributions
- May push too hard to achieve an outcome that the team does not fully buy in to
- May alarm or inhibit others through their intensity
- May be seen as unnecessarily critical or brusque

Development tips

- Don't assume that you can take control - give everyone in the team a chance to make a contribution
- Try to listen to what others have to say - they may improve your suggestions or help you to formulate even stronger arguments for your case
- Don't assume that you can quickly force through decisions and action plans - if people don't fully buy in to them your proposals may fail later
- Remember that your intensity and passion may come across to others as aggression, forcefulness, need for control and tension. Take time out to sit back and listen to others from time to time
- Drivers tend not to 'tolerate fools gladly' - try not to respond too critically to others' suggestions - even if you think they are rather weak
- Try to avoid interrupting or talking over others - even if your mind is racing ahead

THINKER

	Non-preferred				Adoptable			Natural		
	1	2	3	4	5	6	7	8	9	10
THINKER	●	●	●	●		◉		●	●	●

This is an ADOPTABLE style in terms of personality fit for you. You should find it possible to apply and develop this style in supporting team work even if it does not come naturally to you.

Thinkers contribute to the team by proposing new and different ways of doing things. Thinkers like working with complexity and ambiguity and tend to both create and draw on grand theories. Thinkers can overcomplicate things for others and may work at too abstract a level to facilitate practical problem solving.

Characteristics

- Abstract and theoretical
- Prefers to think first and act later
- Likes innovation
- Not always very well organised
- Likes to see the big picture
- Typically believes that things can be improved

Strengths

- Brings new ideas and perspectives to the team
- Patient in getting to grips with and thinking through complex matters
- Can explain and translate complex information for the team
- Likes to explore the implications of proposals and suggestions
- Open-minded and tolerant about ideas and suggestions from others
- Good at spotting opportunities to develop new products, processes, etc.

Potential weaknesses

- May concentrate on radical innovation rather than gradual improvement
- May overcomplicate things for others
- May not consider the practical implications of ideas and suggestions
- May spend too much time analysing and theorising
- May lose enthusiasm for ideas once they begin to turn into reality
- May face rejection if proposals not well organised

Development tips

- Consider when to suggest a radically new approach and when a more gradual change is more appropriate
- Think about the language you will need to use to get your message across to your audience - try to address them in their terms
- Don't overcomplicate things for people by being too theoretical or jumping too quickly between levels of abstraction
- Organise your thoughts before speaking
- Try avoid getting stuck in 'analysis paralysis' - consider when to stop analysing and start doing
- Don't overlook the practical implications of your ideas - turning ideas into reality is at least half of the battle
- Engage with what others have to say about your ideas, they may help you to improve and refine them further

NETWORKER
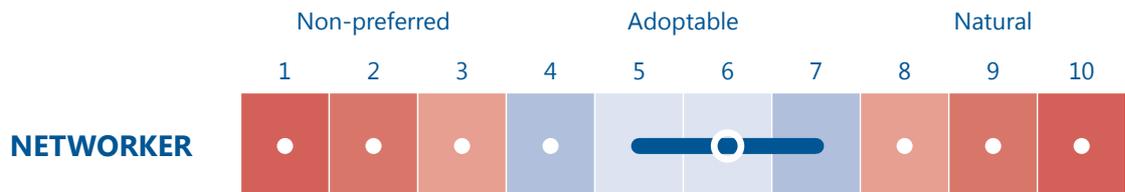
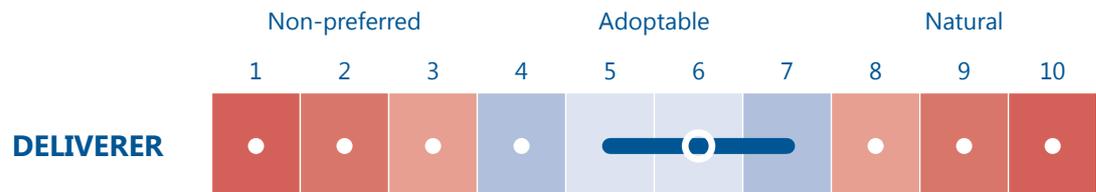|	Non-preferred			Adoptable			Natural		
	1	2	3	4	5	6	7	8	9	10

NETWORKER

This is an ADOPTABLE style in terms of personality fit for you. You should find it possible to apply and develop this style in supporting team work even if it does not come naturally to you.

Networkers seek out and bring information to the group through contacts and other resources. Networkers represent the team to others, acting as an ambassador facilitating cross-team and cross-functional working. They function as strong advocates for the team and can be persuasive negotiators. Networkers demonstrate enthusiasm for team initiatives, activities and achievements, but can lose momentum in the long run - becoming bored with implementation details.

Characteristics

- Outgoing and personable
- Socially confident
- Inquisitive about new ideas
- Prefer action to reflection - likes to talk ideas through with others

Strengths

- Initiates discussion and action within the team
- Uses personal networks to gather information for the team
- Identifies useful resources outside the immediate team
- Builds the team's reputation with other groups
- Builds team spirit through own enthusiasm

Potential weaknesses

- Can overwhelm the team with new ideas and initiatives
- May spend more time in networking than helping the team to progress
- Can get bored once ideas get to the planning and implementation stage
- May be over-optimistic about the benefits of ideas and proposals
- May move on to the next thing without finishing the current one
- May get frustrated with people who can see many flaws or problems in novel options

Development tips

- Consider the team's readiness for yet more new ideas and inputs before sharing them
- Maintain a balance between time spent working within the team and networking outside it - network with a purpose in mind
- Maintain a focus on seeing your ideas through into practice - try to finish one thing before moving on to the next
- Be careful not to exaggerate the benefits of a new approach or idea in your enthusiasm for it
- Learn to appreciate the value of those who can see potential pitfalls in a new initiative - they will help to make it work

DELIVERER

	Non-preferred				Adoptable			Natural		
	1	2	3	4	5	6	7	8	9	10

DELIVERER

This is an ADOPTABLE style in terms of personality fit for you. You should find it possible to apply and develop this style in supporting team work even if it does not come naturally to you.

Deliverers focus on turning proposals and ideas into workable solutions. They relate suggestions to current systems and processes and consider the practical implementation of ideas and plans. Deliverers are likely to question radical innovations on the grounds of practicality, and will prefer to seek improvement through gradual adaptation of current approaches.

Characteristics

- Organised and planful
- Down to earth realists
- Conventional
- Prefer action and experimentation

Strengths

- Looks for the practical implications of ideas
- Takes an organised approach
- Chases down details and loose ends in implementation plans
- Seeks straightforward ways of doing things
- Looks for continual improvements in systems and processes

Potential weaknesses

- May query the need for radical change
- May be impatient with abstract theorising or description
- May try to take control, closing in too quickly on a single approach
- May focus too much on the difficulties of changing things rather than the advantages
- May get caught up in relatively minor detail or potential obstacles
- May stick to tried and tested, conventional methods

Development tips

- Give the team space and time to identify and explore options before seeking to close to an agreed solution
- Try to think more about the possible benefits of large-scale innovations rather than the disruption caused to existing methods or the work involved in making the change
- Use your grasp of the practical implications of ideas to help others explain, evaluate and refine their ideas
- Use your time management and organisational skills to keep the group on track

ORGANISER
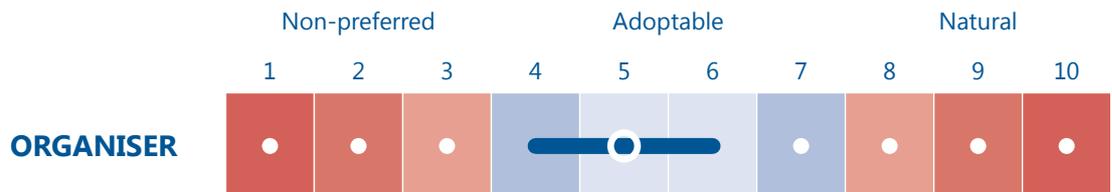
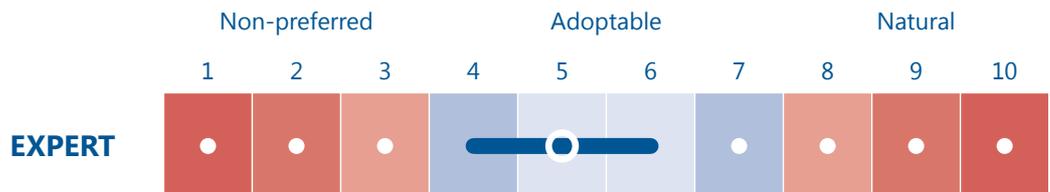		Non-preferred			Adoptable			Natural		
	1	2	3	4	5	6	7	8	9	10
ORGANISER	●	●	●	●	○	●	●	●	●	●

This is an ADOPTABLE style in terms of personality fit for you. You should find it possible to apply and develop this style in supporting team work even if it does not come naturally to you.

Organisers contribute to the team by clarifying goals and the processes the group will follow to achieve them. Organisers keep track of progress against the goals and identify departures from the agreed direction or raise questions on the direction the team is taking. Organisers provide a structure for the team to work within and maintain the group's focus, but may not become so actively involved in identifying or elaborating solutions.

Characteristics

- Socially confident
- Calm and even-tempered
- Treats everyone equally
- Observes and takes into account how others are feeling or behaving
- Structured and planful
- Often practical and focused on tangible outcomes

Strengths

- Structures task and approach for others
- Seeks input from all members of the team
- Reminds the team of primary objectives
- Keeps the team on track with the task
- Avoids premature judgement of ideas and proposals
- Promotes a positive team climate

Potential weaknesses

- May contribute less than others to the teams output in terms of ideas, solutions, etc.
- May not always recognise the value of necessarily complex contributions
- May cut useful discussion short to keep to a timetable
- May curtail some avenues of exploration at the risk of losing the commitment of the proposers
- May take too much control of the team's activity

Development tips

- Ensure the team has enough people who will generate ideas and solutions, as well as those who can put them into practice
- Take time to probe and evaluate what may look like overly complex and theoretical inputs from others
- Remember to be flexible enough in your planning to enable potentially fruitful lines of discussion and exploration to develop
- Balance maintaining progress to the goal with providing the opportunity for everyone to have their say to ensure buy in to the final outcome
- Reflect on whether you are exerting too much (or too little) control over how the team is progressing towards the goal

EXPERT

	Non-preferred			Adoptable			Natural		
	1	2	3	4	5	6	7	8	9	10
EXPERT	●	●	●	●	○	●	●	●	●	●

This is an ADOPTABLE style in terms of personality fit for you. You should find it possible to apply and develop this style in supporting team work even if it does not come naturally to you.

Experts are single-minded and dedicated in their own area of expertise, strongly identifying with their own professional role. They can be dismissive of other specialisms. Experts tend to seek perfect or complete solutions in their own domain. Experts are not particularly people-minded, preferring to immerse themselves in the technical details of their own discipline rather than considering the wider impact on systems and people.

Characteristics

- Typically organised and disciplined
- Not the first to speak up
- Takes a single-minded, analytical approach to solving technical or professional matters
- Not easily swayed from own approach

Strengths

- Contributes expert professional or technical know-how
- Upholds professional standards

Potential weaknesses

- More focussed on technology or professional matters than the wider impact on people and systems
- May not recognise the value of other specialisms
- May put the profession ahead of the organisation's interests
- May seek to drive through highly structured technical or professional solutions without considering the need to modify these to fit the context

Development tips

- Try to combine your expert role with at least one other adoptable role to support team working
- Consider how best to present or adapt your expert solutions to fit the requirements of the team, the situation and the organisation
- Recognise where you may need to compromise technical or professional standards to achieve a workable solution - evaluate and quantify risks of differing approaches for the team

FINISHER
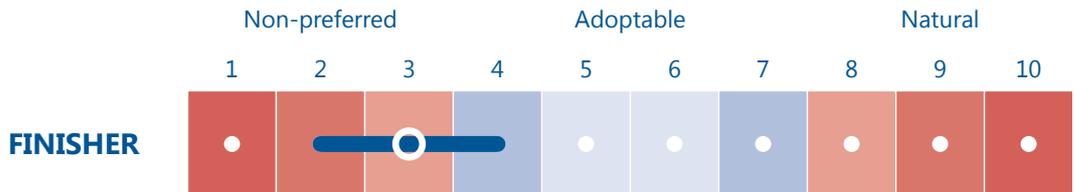
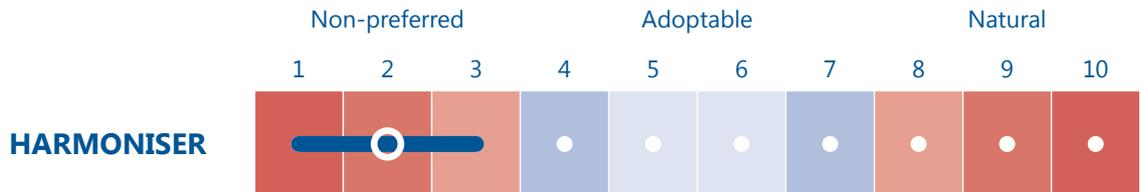|	Non-preferred				Adoptable			Natural		
	1	2	3	4	5	6	7	8	9	10

FINISHER

This is a NON-PREFERRED style in terms of personality fit for you. It is unlikely that you will adopt this style naturally and it may be best to avoid it as your primary approach to supporting the team.

Finishers focus on achieving the task within the time available; they like to have a plan and stick to it. Finishers are anxious to complete and get things done. They are keen to ensure that the team delivers, attending to and checking details. Finishers will tend to seek closure rather than debate and may therefore push for a decision or agreement too quickly. They can be perfectionists, unwilling to let small details go.

Characteristics

- Organised and planful
- Practically-minded
- Pays close attention to detail
- Responsible and conscientious
- Self-disciplined
- Prone to worry

Strengths

- Keeps the task organised, focusing on setting and achieving milestones
- Works hard to get the details clarified, agreed and set down
- Follows through to ensure that promises are delivered
- Takes personal responsibility for making sure that things get done

Potential weaknesses

- May become too rigid about adherence to schedules
- May take criticism or unkindness to heart
- May hold on too long to undeliverable objectives
- May seek perfection, when good is good enough
- May take on too much
- May become over-anxious about meeting targets and deadlines

Development tips

- Use your focus on getting things done to help the team plan their approach at an early stage
- Recognise that others may need to pursue ideas and possibilities in a less structured way
- If lack of progress is causing you to feel anxious let the group know your concerns before they become so pressing that you risk emotional outburst
- Try to avoid the trap of feeling that everything has to be perfect, consider where best to put your efforts to ensure the major elements of the task are fully addressed

HARMONISER

HARMONISER

This is a NON-PREFERRED style in terms of personality fit for you. It is unlikely that you will adopt this style naturally and it may be best to avoid it as your primary approach to supporting the team.

Harmonisers seek group harmony through enabling cooperative team working. Harmonisers bring in sidelined team members and address friction or conflict in the group. They will look for compromise in an effort to make sure everyone feels they benefit. Harmonisers evaluate group proposals in terms of values and the impact on others. Harmonisers may hold back their point of view if they feel it will 'rock the boat' and can be prone to seeing what others consider to be healthy debate as destructive and try to stifle it.

Characteristics

- Sensitive to the feelings of others
- Strives to maintain harmony
- Diplomatic

- Tolerant
- Adaptable

Strengths

- Actively seeks to build team cohesion
- Perceptive about the reactions of others
- Puts the team and its interests first
- Works to achieve compromise and 'win-win'
- Considers implications for people of proposals and plans

Potential weaknesses

- May hold back own views for the sake of harmony
- May see discord where others see healthy debate
- May prefer easy compromise to tough decisions
- May struggle to put their heart-felt views forward in a logical, structured way

Development tips

- While your strongest role may be as team facilitator try not to let this overshadow your ability to contribute to the critical evaluation of ideas and proposals - especially in terms of the impact on people and organisational climate
- Remember that some team types prefer to take a robust approach to discussion and debate, they may not see this as potentially hurtful as you do
- Remember that compromise isn't necessarily the best solution - so don't feel you have failed if this isn't achieved
- Try to structure your inputs to the team and present them in a logical order for them to have maximum impact

YOUR CONCLUSIONS

Use this section to record the conclusions that you can draw from this analysis.

MY STRENGTHS IN CONTRIBUTING TO THE TEAM ARE:

1.

2.

3.

MY WEAKNESSES IN CONTRIBUTING TO THE TEAM ARE:

1.

2.

3.

THE ASPECT OF TEAM WORKING I CAN MOST USEFULLY DEVELOP FURTHER ARE:

1.

2.

3.

ACTION PLAN

Use the table below to construct an Action Plan for developing your team role styles.

What do I need to develop?	How do I intend to develop it?	Who do I need to consult / involve?	When will I review my progress?	How will I know if I have achieved it?
1				
2				
3				

OTHER TEAM ROLE MODELS

You may find the following table showing the relationship of SR&A team roles to those in other popular team role models of interest. This table shows the roles in other models that are most similar to the SR&A team roles. However, you should note that there are differences between the definitions of roles and their measurement from one system to another. This means that there is rarely a perfect fit between the measured roles in different systems.

SR&A Team Roles	Belbin® Team Roles	TMS Team Roles
Evaluator	Monitor Evaluator	Assessor-Developer
Driver	Shaper	Thruster-Organizer
Thinker	Plant	Creator Innovator
Networker	Resource Investigator	Explorer-Promoter
Deliverer	Implementer	Controller-Inspector
Organiser	Co-ordinator	Linker
Expert	Specialist	n/a
Finisher	Completer Finisher	Concluder-Producer
Harmoniser	Team Worker	Upholder-Maintainer
		Reporter-Adviser