



TEAM OUTPUT

team

Team Roles

TEAM REPORT

TEAM MEMBERS:

- bill.smith@example.com (Bill Smith)
- jack.white@example.com (Jack White)
- jeremy.johnson@example.com (Jeremy Johnson)
- john.doe@example.com (John Doe)
- lucy.white@example.com (Lucy White)
- mandy@example.com (Mandy Moon)
- mia.brown@example.com (Mia Brown)
- tina.timberlay@example.com (Tina Timberlay)

PEOPLE LABELLED AS MANAGERS:

- susan.black@example.com (Susan Black)

In the graphs showing the distribution of team role preferences the average result of the whole team is always displayed, excluding the persons marked as managers, as well as the results of individual team members and managers, which will be color-coded if various colors have been selected for individual team members.

THE COMPOSITION OF YOUR TEAM IN TERMS OF THE MOST STRONGLY REPRESENTED ROLES

The table below shows the individual team roles according to their preference in 1st-3rd place from the perspective of individual team members.

ranking of team roles	number of 1st-3rd place rankings			average representation in the team
	1st place	2nd place	3rd place	
1. Implementer	6	1		84%
2. Referee	1	3	1	76%
3. Finisher	1		2	60%
4. Innovator	1		2	59%
5. Team player	1		1	43%
6. Evaluator			2	57%
7. Seeker	1			52%
8. Motivator	1			47%
9. Predictor				50%
10. Coordinator				45%

STRENGTHS AND POTENTIAL RISKS OF THE TEAM

Within the team, the most represented role is the role of the Implementer. Teams with a strong representation of Implementers are active, deliver high performance, and quickly and actively produce solutions and results. They work efficiently, do not dwell on irrelevant things and move quickly towards results. Implementers usually divide their responsibilities spontaneously and work together. On the other hand, they may lack a greater level of insight. They deliver solutions before confirming real needs, and consider discussions with partners a waste of time.

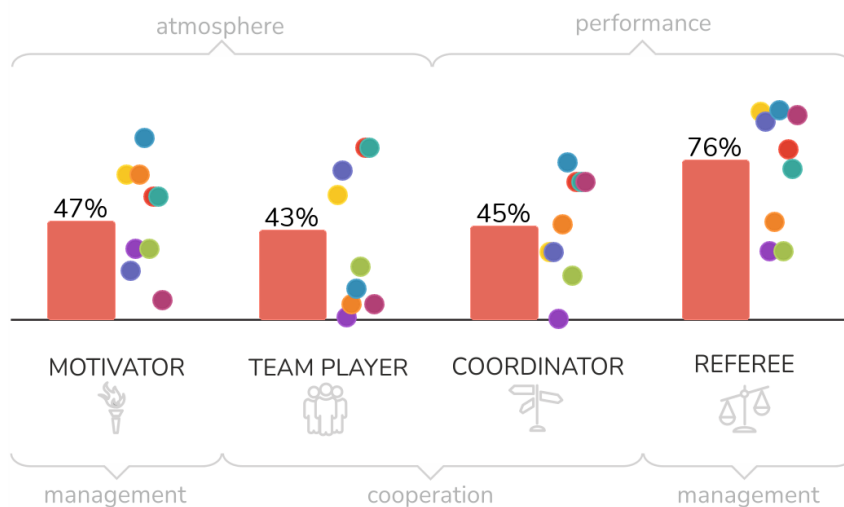
Furthermore, a role represented more than others is the role of the Referee. Many Referees can bring drive, action, clear and well-formulated opinions and ideas, as well as the ability to reach a goal quickly. On the other hand, this demands mutual respect, self-discipline, and clearly agreed rules. Otherwise, there may be disagreements, conflicts, and disputes between the Referees. While the Referees may perceive this as functional and useful, others might find it difficult and unpleasant.

Also strongly represented is the role of the Finisher. Such teams are externally perceived as highly responsible, productive, and reliable. They perform their tasks on time, and other departments and managers can rely on them. Finishers support each other at a fast pace and at a high energy level. On the other hand, there is a risk of overload and time pressure than elsewhere. There is also a risk that such a team will not look at the value and practical benefits of its work. The priority for the team is to deliver and thus to see the tasks as completed.

Conversely, an absence or underrepresentation of the role of Coordinator in the team can lead to some opinions or some people not being heard and not having the space to put forward their suggestions. Without a Coordinator, there is a risk that either the first, the loudest, or the strongest opinion will be adopted without further discussion or consideration of other options. The underrepresentation of the Coordinator role thus leads to a loss of alternative options.

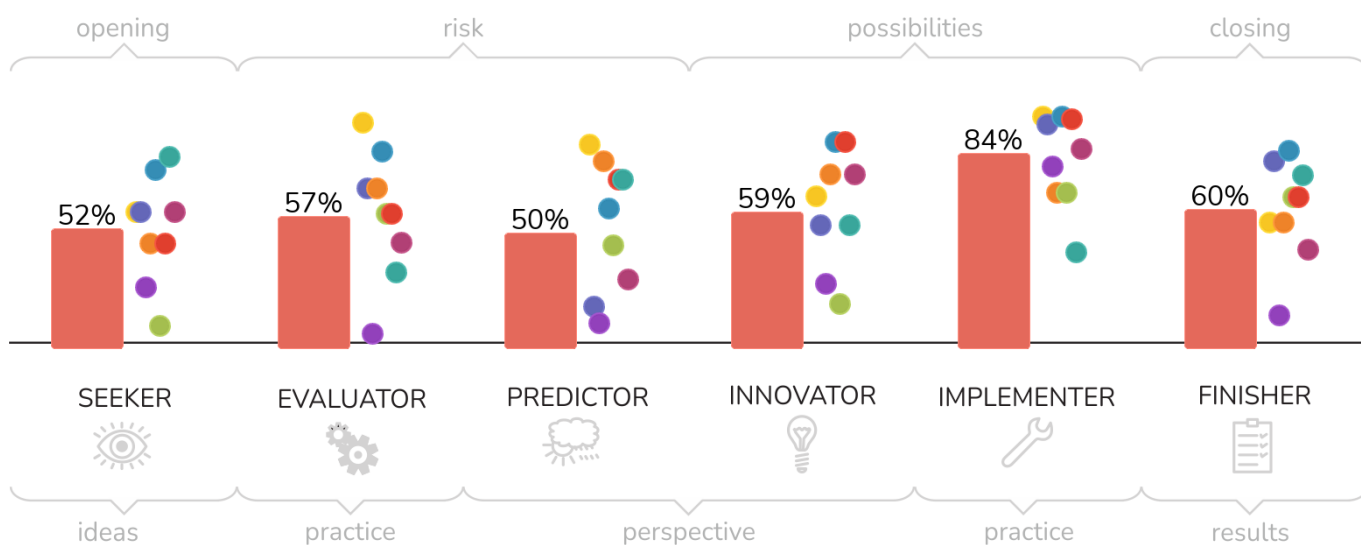
TEAM ROLE PREFERENCE DISTRIBUTION

PROCESS



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 INDIVIDUAL TEAM ROLES

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.

STRENGTHS

- 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

POSSIBLE 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

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.

STRENGTHS

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

POSSIBLE 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

FINISHER

Proposes a step-by-step process. Plans and schedules activities over time. Keeps an eye on time and deadlines and keeps group discussion on topic. Focuses others on the goal and encourages clear and unambiguous conclusions while ensuring the team follows the process originally put forward. Tries to curb fruitless discussions. Enables the team to quickly reach a high level of performance. Cares about and insists on achieving goals. Has a need to summarize and record results; defines further follow-up steps and deadlines. A hardworking individual who assigns tasks to themselves. In order to achieve the goal, they are willing to assume even unattractive work and activities.

STRENGTHS

- Keeps the team active, and insists on achieving goals, structures work and extensively participates in group tasks

POSSIBLE RISKS

- Gives in to urgency and tends to overload themselves as well as the team, tends to do everything by alone and lacks trust in the abilities of others, their approach can put others under pressure, often pays undue attention to insignificant matters

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.

STRENGTHS

- 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

POSSIBLE 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

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.

STRENGTHS

- Contributes to a positive team atmosphere, supports and encourages others, is helpful and accommodating, mediates conflicts and disputes, takes an interest in the needs and opinions of others

POSSIBLE RISKS

- Takes criticism as total rejection, and is oversensitive, it is difficult for them to defend their interests, can be manipulated easily, and may burn out easily, unable to accept clear decisions

EVALUATOR

Performs analyses, draws attention to facts and information, and compares individual parameters. They ground solutions in reality and put an emphasis on control. Advocates diligence and prudence over speed at the expense of quality. They keep the team "firmly on the ground" and can be seen as a realist. They might reveal possible pitfalls and problems and warn others about them. They bring balance and sobriety to teamwork. They try to establish order and a systemic and structured approach to teamwork. Appreciates clear organization and leads others towards it. At the same time, calls attention to standards and approved or best practices and methods. Also demands matters be specific and points out discrepancies.

STRENGTHS

- Is concise and precise, eliminates mistakes caused by oversight and carelessness, can work with large amounts of information, draws attention to unrealistic goals

POSSIBLE RISKS

- Their overcompliance with procedures holds back group work, can get fixated on details, makes progress in a constricted way, and lacks a broad perspective

SEEKER

Comes up with lots of ideas and concept and inspires others. Formulates hypotheses and designs prototypes. As an active individual, instigates change and brings in new things. Appeals to an innovative perspective and wants to do things in a fresh and modern way. Contributes inspiration and interesting ideas. Able to work energetically in the team. Can improvise and has original and interesting ideas. Has the ability to look at an issue innovatively and in a unique way; presents imaginative solutions. Their contributions are not necessarily entirely original, but they seem novel. Active especially in the phase of coming up with and collecting suggestions.

STRENGTHS

- Comes up with ideas and numerous suggestions and solutions, highlights external sources, energizes and inspires the team

POSSIBLE RISKS

- Underestimates preparation, and is not adequately organized, is prone to overwhelming the team and themselves with suggestions without achieving the goal, lacks patience and loses interest quickly

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 vibe well and is attentive to attitudes and moods. Is a good observer; senses and reacts to the emotions and moods of their partners. Able to win over and motivate others. A good speaker with the ability to engage and persuade others. Able to find and pinpoint what is important to the team and articulate it in order to persuade others. Negotiates and helps formulate agreements and compromises. Likes to draw on and share their own experience. Able to engage and interest others, leading to a more personalized approach.

STRENGTHS

- Appreciates and correctly employs various teamwork techniques, facilitates team activities to achieve results, is persuasive and able to engage others, perceives emotions and can work with them

POSSIBLE RISKS

- Forms coalitions and groups of "favorites", unable to tolerate criticism, and is easily offended, may annoy others with their tendency to mentor

PREDICTOR

Draws attention to likely future developments and possible risks. Talks about forecasts, and addresses the long-term impact. In addition to looking to the future, they focus on the broader context and the wider implications for other areas. Emphasizes the need for long-term planning, not in terms of minutiae, but rather clear goals and milestones. Leads the team so that they focus on what is key and not on minor details. At the same time, however, they might draw attention to risky areas and possible problems. They think about solutions from many angles. They place great emphasis on correct and ethical practices and risk-prevention.

STRENGTHS

- Helps the team identify risks, emphasizes the need for long-term planning within the context of broader issues, contributes to increasing the quality of the proposed solutions and also takes an interest in the practical applications of the solutions

POSSIBLE RISKS

- Can create doubt in the team or harm their motivation, presents overly pessimistic scenarios, puts a damper on the mood, and inhibits other people's creativity

COORDINATOR

Puts emphasis on the efficiency of selected processes. Organizes the work of the team in order to achieve the goal and maximum performance. Does not feel the need to promote their own solution; instead gathers the ideas of others, and encourages and welcomes discussion to eventually form a common solution. Favors solutions based on consensus and joint dialog; asks others for their opinions and encourages them to share. Takes an interest in the potential and requirements that others have, and adapts to them and takes them into account when forming a solution. Creates the right conditions for cooperation. Has the ability to combine ideas into one common result.

STRENGTHS

- Tries to get people to cooperate, and motivates them to perform well, works with other people's suggestions, and considers options, organizes teams to help them achieve objectives

POSSIBLE 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 their mind often, does not push their own ideas much