

Action Oriented Roles

- Shaper
- Implementer
- Completer Finisher

People Oriented Roles

- Co-ordinator
- Team Worker
- Resource Investigator

Thought Oriented Roles

- Monitor Evaluator
- Specialist
- Plant

Action Oriented Roles

- Shaper - Shapers are energetic people with great positivity and are goal focused. They are determined and like to push themselves and others in the team to achieve. They are competitive and have a commanding leadership style. They can appear aggressive and might offend people in their abruptness
- Implementer - Implementers are practical people who are disciplined and like to work hard. They work systemically and prefer being involved in task that need a sequential approach. They can be quite rigid and inflexible if asked to do something 'outside of the box' and away from the team's task. Find it difficult to inspire others.
- Completer Finisher - Completer Finishers like to achieve perfection in all they do. They like detail, precision and will find and correct errors. They are introvert and can work well on their own well and will always work within the time and to a high standard. They might do tasks for other people if they feel they won't do it well. They do demand others have the same approach to quality and standards.

People Oriented Roles

- Co-ordinator - Co-ordinators help others to work together. They are usually calm and show confidence in what they need to do. They can delegate tasks well. They have a good overall view of what jobs are at hand and they work well within a team. Can be seen as manipulative and offload work onto others.
- Team Worker - Team Workers like to provide support and nurture all the people within the team. They are flexible and diplomatic trying to help the cohesion of the team so everyone gets along with each other. Team Workers are indecisive when important decisions need to be made

- Resource Investigator - Resource Investigators are innovative and resourceful. They are good at research and finding sources of information and can 'think on their feet'. They are extrovert and outgoing and like to receive other's feedback. They have a 'can do' approach. Can become overly optimistic; lose enthusiasm once the initial eagerness has passed. Can be lazy and complacent unless working under pressure.

Thought Oriented Roles

- Monitor Evaluator – Monitor Evaluators are good at analysing situations. They carefully think of the pros and cons before coming to a decision. They look at facts, figures and can disregard any emotional response or 'gut instinct' raised by other members of the team. Can sometimes lack drive and ability to inspire others. May become isolated if a good relationship with the leader is not established. May appear dry, boring, over-critical and pessimistic.
- Specialist - Specialists are those with expert and specialised knowledge. Their job is to be the expert input into the team. They are best used as mentors to other team members to help build their skills and knowledge. They may be frustrated by the team's inability to grasp the knowledge and skills required. Doesn't contribute much to the team outside their area of specialism.
- Plant - The Plant is a creative person who comes up with many ideas. They thrive on praise but if they get critical feedback they don't deal with that well. Plants are introverted people and prefer to work on their own. They can be impractical and poor at communication. Can become too preoccupied to communicate effectively. Can be oversensitive and may need careful handling by Coordinator or Team Worker within the team.

Do you recognise your team role? We're now going to look at combinations of roles and conflicts.

Combinations & Conflicts

An ideal team could have individuals representing each of the oriented roles. Some roles work well with others in the team and of course some present conflict.

Action Oriented Roles

- Shaper - A Shaper works well and relates well with: Team worker and Resource investigator. Potential conflict could be with: Plant, Coordinator and Monitor evaluator. **Powerful role combinations:** Resource investigator, completer finisher
- Implementer - An Implementer works well and relates well with: Coordinator and Completer finisher. Potential conflict could be with: Plant, Team worker and Resource investigator. **Powerful role combinations:** Completer finisher, shaper and monitor evaluator
- Completer Finisher - A Completer finisher works well and relates well with: Plant and Monitor evaluator. Potential conflict could be with: Implementer, Shaper and Team worker. **Powerful role combinations:** Shaper and monitor evaluator

People Oriented Roles

- Co-ordinator - A Co-ordinator works well and relates well with: All members of the team but needs to develop relationship with Plant. Potential conflict could be with: Shaper – over leadership of team. **Powerful role combinations:** Implementer, team worker
- Team Worker - A Team worker works well and relates well with: All members. Potential conflict could be with: Over domineering Coordinator. **Power role combinations:** Completer finisher and implementer.
- Resource Investigator - A Resource Investigator works well and relates well with: Most members. Potential conflict could be with: Completer finisher, Implementer. **Powerful role combinations:** Shaper and Team worker

Thought Oriented Roles

- Monitor Evaluator - A Monitor Evaluator works well and relates well with: Plant. Potential conflict could be with: Shaper, Resource investigator. **Powerful role combinations:** Completer finisher
- Specialist - A Specialist works well and relates well with: Coordinator and Plant. Potential conflict could be with: Completer, Resource investigator and Shaper. **Powerful role combinations:** Other specialists and Plants
- Plant - A Plant works well and relates well with: Coordinator, Team worker, Monitor evaluator, Specialist. Potential conflict could be with: All other roles except team worker. **Powerful role combination:** Shaper, Completer finisher.