



Team Roles



Name: Sample Candidate

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A. Introduction

This report gives an overview of the team roles preferred by Mr. Sample Candidate. It identifies the style which will most likely be adopted, which will be adopted in some circumstances and which he/she most likely won't adopt in a team or group situation. It then describes the possible behaviours of people with a similar preference for this role.

Explanation of scores

The scores for your personality factors can be compared with the scores of a norm group. A norm group is a group of persons comparable to the participant in the questionnaire. The scores are expressed in numbers. Your score is indicated in the bar for each scale. A score of 5,5 gives the average of the norm group. Around seven percent of the norm group has a score lower than 3. Seven percent has a score of 9 or higher. 24% of the norm group scores between 3 and 5. Another 24% of the norm group scores between 7 and 9, the other 38% has a score between 5 and 7.

1	2	3	4	5	6	7	8	9	10
7%		24%			38%		24%		7%

A score of 4 means that one-third of the norm group has a lower score and around two third has a higher score than the participant.

Usually, profiles are displayed using a graph in which each scale is divided in ten points. This special scale is called a Sten scale, which means Standard Ten Scale.

Extensive scientific studies have shown eight orientations relevant for almost all persons in almost all organisation structures. Each type contributes an important element for the successful performance of a group. Teams in which all types are represented, without one clear dominant, have proven to be more successful.

The various team roles are described below:

1. Source researcher: Networker, salesman, diplomat, extrovert, enthusiastic, curious, good improviser, a lot of internal and external contacts, driven.
2. Team worker: Creates harmony and communication in a team, social, sensitive, diplomatic, expands the ideas of others, aims on strengthening the team spirit.
3. Monitor: Provides supporting and objective analyses, sober, critical, stops the group from chasing wrong goals.
4. Practitioner: Efficient, predictable, translates decisions and plans to feasible tasks, provides a logical and methodical approach, reliable.
5. Innovator: Creative, imaginative, intelligent, unorthodox, serious.
6. Chairman: Priority maker and divider, determines team goals, defines roles, controlled, lots of confidence, has respect.
7. Designer: Dynamic, provides sense of competition, determines goals, makes things happen, extrovert.
8. Supporter: Accurate, orderly, reliable, takes care that nothing goes wrong, checks personal details, ensures that projects finish.

B. Profile

The profile shows your scores for the various roles. Each score is between 1 and 10 and the average is 5,5. It is not important if the goal is high or low, but in how far it differs from the average score. Scores above 7 and 4 are regarded as 'extreme' scores. The scores are compared to a specific norm group. The scores enable you to compare a person with another person.

1. Source researcher	1	2	3	4	5	6	7	8	9	10
2. Team worker	1	2	3	4	5	6	7	8	9	10
3. Monitor	1	2	3	4	5	6	7	8	9	10
4. Practitioner	1	2	3	4	5	6	7	8	9	10
5. Innovator	1	2	3	4	5	6	7	8	9	10
6. Chairman	1	2	3	4	5	6	7	8	9	10
7. Designer	1	2	3	4	5	6	7	8	9	10
8. Supporter	1	2	3	4	5	6	7	8	9	10

C. Report

Best fitting team role(s):

Practitioner

Efficient, predictable, translates decisions and plans to feasible tasks, provides logical and methodical approach, reliable.

1	2	3	4	5	6	7	8	9	10
<p><i>Positive:</i></p> <ul style="list-style-type: none">- Organisation Talent- Common sense- Practical- Hard worker- Self-discipline <p><i>Possibly less desirable behaviour:</i></p> <ul style="list-style-type: none">- Lack of flexibility- Is not receptive to ideas that have not yet proven their worth									

Supporter

Accurate, orderly, reliable, takes care that nothing goes wrong, checks personal details, ensures that projects finish.

1	2	3	4	5	6	7	8	9	10
<p><i>Positive:</i></p> <ul style="list-style-type: none">- Is good at completing things- Checks details- Meticulous, orderly, conscientious- Makes sure that nothing goes wrong- Does not tolerate negligence and carelessness <p><i>Possibly less desirable behaviour:</i></p> <ul style="list-style-type: none">- Limited idea of the big picture- Can seem whiny- Worries a lot about little things- Cannot let things go									

Circumstantial Team role(s) :

Innovator

Creative, imaginative, intelligent, unorthodox, serious.

1	2	3	4	5	6	7	8	9	10
<p><i>Positive:</i></p> <ul style="list-style-type: none"> - Genius - Fantasy - Intellect - Knowledge <p><i>Possibly less desirable behaviour:</i></p> <ul style="list-style-type: none"> - Isn't very realistic, far from daily life - Inclined to disregard practical details or protocol - Not very practical - Sloppy 									

Designer

Dynamical, provides sense of competition, determines goals, makes things happen, extrovert.

1	2	3	4	5	6	7	8	9	10
<p><i>Positive:</i></p> <ul style="list-style-type: none"> - Driven and motivated to do something against inefficiency - Works well under pressure <p><i>Possibly less desirable behaviour:</i></p> <ul style="list-style-type: none"> - Impatient, nagging - Can become irritated quickly - Inclined to conflict - Busy 									

Monitor

Provides supporting and objective analyses, sober, critical, stops the group from chasing wrong goals.

1	2	3	4	5	6	7	8	9	10
<p><i>Positive:</i></p> <ul style="list-style-type: none"> - Good assessment and discernment skills - Productive - Professional - Is critical <p><i>Possibly less desirable behaviour:</i></p> <ul style="list-style-type: none"> - Lacks inspiration - Lacks the ability to inspire others - Not very enthusiastic - Can deliberate endlessly 									

Least fitting team role(s):

Chairman

Priority maker and divider, determines team goals, defines roles, controlled, lots of confidence, has respect.

1	2	3	4	5	6	7	8	9	10
<p><i>Positive:</i></p> <ul style="list-style-type: none">- Judges without prejudice- Acts consistently- Targeted <p><i>Possibly less desirable behaviour:</i></p> <ul style="list-style-type: none">- Little creativity- No intellectual star- Dominant- Strict									

Source researcher

Networker, salesman, diplomat, extrovert, enthusiastic, curious, good improviser, a lot of internal and external contacts, driven.

1	2	3	4	5	6	7	8	9	10
<p><i>Positive:</i></p> <ul style="list-style-type: none">- Good in establishing connections- Easily discovers new developments- Responds well to challenges <p><i>Possibly less desirable behaviour:</i></p> <ul style="list-style-type: none">- Quickly loses interest when initial enthusiasm is fading- Little attention to after-care and follow-up- Easily distracted									

Team worker

Creates harmony and communication in a team, social, sensitive, diplomatic, expands the ideas of others, aims on strengthening the team spirit.

1	2	3	4	5	6	7	8	9	10
<p><i>Positive:</i></p> <ul style="list-style-type: none">- Responds positively to people and situations- Promotes team spirit- Brings peace and balance- Can listen <p><i>Possibly less desirable behaviour:</i></p> <ul style="list-style-type: none">- Indecisive in times of crisis- Not very assertive- Indecisive									

D. Disclaimer

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