









## Team Types

### Introduction

This report summarizes Ms. Doe's preferred team types based upon her personality profile. It identifies the styles she is likely to adopt, those she may adopt under some circumstances, and those she is unlikely to adopt when working in a team or group situation. It then describes likely behaviors of people with a similar level of preference for that team type.

Unlikely to adopt	May adopt	Likely to adopt	Team Type
• • •	• • •	• • • 	<b>Completer</b>
• • •	• • •	• • • 	<b>Coordinator</b>
• • •	• • •	• • • 	<b>Plant</b>
• • •	• • •	• • • 	<b>Monitor Evaluator</b>
• • •	• • •	• • • 	<b>Shaper</b>
• • •	• • •	• • • 	<b>Resource Investigator</b>
• • •	• • •	• • • 	<b>Implementer</b>
• • •	• • •	• • • 	<b>Team Worker</b>

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### Likely to Adopt

#### **Completer**

She enjoys paying attention to detail and works hard to make sure that a task is completed to perfection. She is willing to make sure that projects are organized down to the finest points and to tie up any loose ends.

#### **Coordinator**

She may be prepared to manage or chair the team in a consultative, empowering way. She is likely to provide direction to discussions and actively invite contributions from other team members.

#### **Plant**

She is fairly likely to be seen as the generator of original and creative ideas which the team can use or build upon. As such, she may sometimes produce inspired solutions to problems not generated by other team members.

#### **Monitor Evaluator**

She is likely to spend time analyzing problems and evaluating others' ideas and suggestions. In doing so, she may prevent the team from pursuing misguided objectives.

**May Adopt****Shaper**

She helps provide some of the drive to reach team objectives and could, at times, bring energy to the team by emphasizing important priorities and shaping the direction of group activities.

**Resource Investigator**

She spends some time maintaining useful contacts and networks outside of the team and has a degree of knowledge as to how to obtain relevant information and support.

**Implementer**

She is likely to spend some time turning decisions, ideas and strategies into manageable practical tasks. She probably breaks down activities into logical steps to pursue agreed objectives.

**Team Worker**

She may be fairly supportive and encouraging of others, probably helping to promote harmony in the team. She is likely to facilitate communication between team members without taking on a very dominant role.

**Unlikely to Adopt**

Ms. Doe does not demonstrate a strong dislike for any of the team styles considered here. As such, she is likely to be quite flexible in the styles open to her.

## Team Type Descriptions

Extensive research by Meredith Belbin (1981)\* has highlighted eight particular roles, or team “types” which appear to have special relevance in most organizational structures. Each type contributes an important element towards good group performance, and teams incorporating each of these types, as opposed to a predominance of any one, tend to be more successful.

The attributes associated with each of the eight team types are summarized below:






<p><b>Coordinator</b></p> <ul style="list-style-type: none"> <li>• Sets the team goals and defines roles.</li> <li>• Coordinates team efforts and leads by eliciting respect.</li> </ul>
<p><b>Shaper</b></p> <ul style="list-style-type: none"> <li>• The task leader who brings competitive drive to the team.</li> <li>• Makes things happen but may be thought abrasive.</li> </ul>
<p><b>Plant</b></p> <ul style="list-style-type: none"> <li>• Imaginative, intelligent and the team’s source of original ideas.</li> <li>• Concerned with fundamentals.</li> </ul>
<p><b>Monitor Evaluator</b></p> <ul style="list-style-type: none"> <li>• Offers measured, dispassionate critical analysis.</li> <li>• Keeps team from pursuing misguided objectives.</li> </ul>
<p><b>Resource Investigator</b></p> <ul style="list-style-type: none"> <li>• Sales person, diplomat, resource seeker.</li> <li>• Good improviser with many external contacts.</li> <li>• May be easily diverted from task at hand.</li> </ul>
<p><b>Completer</b></p> <ul style="list-style-type: none"> <li>• Worries about problems. Personally checks details.</li> <li>• Intolerant of the casual and sloppy. Sees project through.</li> </ul>
<p><b>Team Worker</b></p> <ul style="list-style-type: none"> <li>• Promotes team harmony. Good listener who builds upon the ideas of others.</li> <li>• Likeable and unassertive.</li> </ul>
<p><b>Implementer</b></p> <ul style="list-style-type: none"> <li>• Turns decisions and strategies into manageable tasks.</li> <li>• Brings logical, methodical pursuit of objectives to the team.</li> </ul>

\*Belbin, RM (1981); Management Teams, Heinemann

## Leadership Styles

### Introduction

This report summarizes Ms. Doe's preferred styles of leadership based upon her personality profile. It identifies the styles she is likely to adopt, those she may adopt under some circumstances, and those she is unlikely to adopt when managing people. This report then describes likely behaviors of people with a similar level of preference for that leadership style. Finally, it identifies the type of reports she is likely to manage well.

Unlikely to adopt	May adopt	Likely to adopt	Leadership Style
• • • • •		• • • • • 	<b>Directive Leader</b>
• • • • •		• • • • • 	<b>Consultative Leader</b>
• • • • •	• • • • •	• • • • • 	<b>Participative Leader</b>
• • • • •	• • • • •	• • • • • 	<b>Negotiative Leader</b>
• • • • • 	• • • • •	• • • • •	<b>Delegative Leader</b>

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### Likely to Adopt

**Directive Leader**

She is reasonably prepared to provide others with clear direction. She tends to expect staff to do as they are told in an unquestioning way and will manage others in line with her own sense of priorities.

**Manages Well**

Receptive Reports who look for explicit and frequent direction.

**Consultative Leader**

She prefers to consult before making a decision. Nonetheless, she is still likely to maintain a clear sense of overall objectives and to take responsibility for the final decision.

**Manages Well**

Informative Reports who provide information and enjoy being consulted

### May Adopt

**Participative Leader**

She likes to spend some time working as part of the team that she manages and is comfortable in involving them in the decision making process when this is possible.

**May Adopt****Negotiative Leader**

She may negotiate with staff to gain their agreement with team objectives. She probably shows some insight into the best way to reward staff in order to increase their commitment.

**Unlikely to Adopt****Delegative Leader**

She is extremely unwilling to give staff very much space to manage themselves and is likely to feel very uncomfortable if required to delegate work to others.

## Leadership Styles Descriptions

An analysis of leadership by Bass (1981)\* has suggested five broad leadership styles. Four of these are based on the fundamental “task v people” interaction. For instance, someone who is more focused on the task at hand than the people in the team will tend to be a Directive Leader. A fifth reflects leadership “negotiated” on a “tit-for-tat – you do this for me/I do that for you” basis.

### **Directive Leader**

- Maintains responsibility for planning and control
- Issues instructions in line with own perception of priorities.

### **Delegative Leader**

- Minimal personal involvement.
- Believes in delegation of task and responsibility.

### **Participative Leader**

- Prefers consensus decision making.
- Prepared to take time over decisions.
- Ensures involvement of all relevant individuals.

### **Consultative Leader**

- Pays genuine attention to opinions and feelings of subordinates, but maintains a clear sense of task objectives and makes the final decisions.

### **Negotiative Leader**






- Makes deals with subordinates.
- Influences others by identifying their needs and using these as a basis for negotiation.

\*Bass, B M (1981) Stodgill's Handbook of Leadership: A survey of theory and research. Free Press.

## Reporting Styles

### Introduction

This report summarizes Ms. Doe's preferred reporting styles based upon her personality profile. It identifies the styles she is likely to adopt, those she may adopt under some circumstances, and those she is unlikely to adopt when being managed. This report then describes likely behaviors of people with a similar level of preference for that reporting style. Finally, it identifies the type of leader she is likely to work well for.

Unlikely to adopt	May adopt	Likely to adopt	Reporting Style
• • •	• •		<b>Self-Reliant Report</b>
• • •	• •		<b>Collaborating Report</b>
• • •	• •		<b>Informative Report</b>
• • •	• •		<b>Reciprocating Report</b>
• • •		• • • •	<b>Receptive Report</b>

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### Likely to Adopt

<p><b>Self-Reliant Report</b></p> <p>She prefers to work autonomously without direct supervision. She expects to be allowed to use her initiative and make decisions rather than seek direction from others.</p> <p><b>Works well for</b></p> <p>Delegative Leaders who give responsibility to their staff and encourage them to be autonomous.</p>
<p><b>Collaborating Report</b></p> <p>She likes to work collaboratively with her manager and to be actively involved in the decision making process. She likes to be able to input her own ideas and views.</p> <p><b>Works well for</b></p> <p>Participative Leaders who themselves work as part of the team and involve others in the decision making process.</p>
<p><b>Informative Report</b></p> <p>She feels that she has some information to contribute and enjoys being asked her opinion on matters.</p> <p><b>Works well for</b></p> <p>Consultative Leaders who seek the views and expertise of their reports before making decisions.</p>
<p><b>Reciprocating Report</b></p> <p>She is willing to negotiate with her manager to help achieve mutually beneficial outcomes.</p> <p><b>Works well for</b></p> <p>Negotiative Leaders who adopt a process of negotiating rewards for staff in return for hard work.</p>

**May Adopt**

**Receptive Report**

She likes a degree of direction from her manager and is prepared to implement instructions without too many questions.

**Unlikely to Adopt**

There are no styles which Ms. Doe is unlikely to adopt. As such, she is likely to be quite flexible in her reporting relationship.

## Reporting Styles Descriptions

For each of the five leadership styles it is possible to define a complementary reporting role. For example, a receptive report is likely to suit a directive leader far more than one who is more self-reliant.

### Receptive Report

- Adheres to instructions and deadlines.
- Prefers to work with clear direction from above.

### Self-Reliant Report

- Prefers to work without restraints.
- Has own ideas and enjoys the opportunity to develop them with minimal intervention.

### Collaborating Report

- Many ideas to contribute.
- Enjoys the collaborative decision making process and prefers radical methods to conventional.

### Informative Report

- Likes to be involved in decision making, but accepts final decision even if contrary to personally held views.

### Reciprocating Report

- Not afraid to speak up and undeterred by status.
- Responds less well to direction than persuasion.
- May be stubborn, but task orientated.