

Aligning with different Team roles

Team role	Helpful	Unhelpful
Plant	<ul style="list-style-type: none"> ▪ Encourage them to explain their ideas ▪ Be tolerant of their unorganized approach 	<ul style="list-style-type: none"> ▪ Restrictive frameworks ▪ Being critical of ideas that are not seen as relevant
Resource Investigator	<ul style="list-style-type: none"> ▪ Allow them to talk and get excited ▪ Make use of their natural desire to communicate, investigate, and negotiate with others 	<ul style="list-style-type: none"> ▪ Asking for too much detail ▪ Using them to do detailed research work
Coordinator	<ul style="list-style-type: none"> ▪ Demonstrate that you value their contribution in bringing the best in others ▪ Deliver what you have agreed to do 	<ul style="list-style-type: none"> ▪ Undermine them by doing private deals or pursuing personal conflicts behind the scenes ▪ Promoting hidden agendas
Shaper	<ul style="list-style-type: none"> ▪ Use a factual and goal-oriented approach ▪ Be tolerant and helpful when their sense of urgency creates problems 	<ul style="list-style-type: none"> ▪ Personal-attacks, focus on facts and outcomes ▪ Being ambiguous or getting off the subject
Monitor evaluator	<ul style="list-style-type: none"> ▪ Use them as a counter balance to hasty and reckless decision making ▪ Allow them to express their concerns and involve them in analyzing the options 	<ul style="list-style-type: none"> ▪ Being over optimistic or rushing them ▪ The temptation to over rule them by enthusiasm or collective pressure
Team worker	<ul style="list-style-type: none"> ▪ Value and make use of their supporting qualities ▪ Ask them to intervene when task orientation overrides personal feelings and sensitivities 	<ul style="list-style-type: none"> ▪ Taking them for granted and assuming they agree to everything ▪ Forcing them to make big solo decisions
Implementer	<ul style="list-style-type: none"> ▪ Give them the responsibility for organizing things ▪ Explain new ideas in a systematic way in a goal oriented terms 	<ul style="list-style-type: none"> ▪ Using them as a sounding board for floating wild ideas ▪ Neglecting to provide sufficient information
Completer finisher	<ul style="list-style-type: none"> ▪ Make it clear what the priorities are and stick to deadlines ▪ Respect and use their meticulous and perfectionists qualities 	<ul style="list-style-type: none"> ▪ Overloading with work or setting unrealistic deadlines ▪ Belittling their tendency to worry about getting it right
Specialist	<ul style="list-style-type: none"> ▪ Value their contribution as a source and a seeker of knowledge ▪ Ask them to undertake research on behalf of the team 	<ul style="list-style-type: none"> ▪ Isolating them from team discussions ▪ Overloading them in wide ranging unstructured discussions

Use this guide to better interact with team members in your department