

When Working with other Team Roles

Team Role	Helpful	Unhelpful
 Plant	<ul style="list-style-type: none"> Encourage them to explain their ideas Be tolerant of their unorganised 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 enthuse 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
 Co-ordinator	<ul style="list-style-type: none"> Demonstrate you value their contribution in bringing the best out of others Deliver what you have agreed to 	<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 analysing the options 	<ul style="list-style-type: none"> Being over-optimistic or rushing them The temptation to overrule them by enthusiasm or collective pressure
 Teamworker	<ul style="list-style-type: none"> Value and make use of their supportive 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 Force them to make big solo decisions
 Implementer	<ul style="list-style-type: none"> Give them responsibility for organising things Explain new ideas in a systematic way in goal orientation 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 perfectionist 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 seeker of knowledge Ask them to undertake research on behalf of the team 	<ul style="list-style-type: none"> Isolating them from team discussions Over involving them in wide ranging unstructured discussions