



# ANALYSIS SHEET

Section

|               |          |            |           |           |           |           |           |           |
|---------------|----------|------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 1             | <i>G</i> | <i>D</i>   | <i>F</i>  | <i>C</i>  | <i>A</i>  | <i>H</i>  | <i>B</i>  | <i>E</i>  |
| 2             | <i>A</i> | <i>B</i>   | <i>E</i>  | <i>G</i>  | <i>C</i>  | <i>D</i>  | <i>F</i>  | <i>H</i>  |
| 3             | <i>H</i> | <i>A</i>   | <i>C</i>  | <i>D</i>  | <i>F</i>  | <i>G</i>  | <i>E</i>  | <i>B</i>  |
| 4             | <i>D</i> | <i>H</i>   | <i>B</i>  | <i>E</i>  | <i>G</i>  | <i>C</i>  | <i>A</i>  | <i>F</i>  |
| 5             | <i>B</i> | <i>F</i>   | <i>D</i>  | <i>H</i>  | <i>E</i>  | <i>A</i>  | <i>C</i>  | <i>G</i>  |
| 6             | <i>F</i> | <i>C</i>   | <i>G</i>  | <i>A</i>  | <i>H</i>  | <i>E</i>  | <i>B</i>  | <i>D</i>  |
| 7             | <i>E</i> | <i>G</i>   | <i>A</i>  | <i>F</i>  | <i>D</i>  | <i>B</i>  | <i>H</i>  | <i>C</i>  |
| <b>Totals</b> | <b>I</b> | <b>C-O</b> | <b>SH</b> | <b>PL</b> | <b>RI</b> | <b>ME</b> | <b>TW</b> | <b>CF</b> |

### Team Roles specification

|                              | <b>Personal characteristics</b>   | <b>Team-role contributions</b>   | <b>Allowable weaknesses</b>   |
|------------------------------|---|--|---|
| <b>Implementor</b>           | <ul style="list-style-type: none"> <li>• conservative</li> <li>• disciplined</li> <li>• reliable</li> </ul>                         | <ul style="list-style-type: none"> <li>• organises</li> <li>• turns ideas and plans into practical forms of action</li> </ul>                              | <ul style="list-style-type: none"> <li>• somewhat inflexible</li> <li>• slow to respond to new possibilities</li> </ul> |
| <b>Co-ordinator</b>          | <ul style="list-style-type: none"> <li>• mature</li> <li>• confident</li> <li>• trusting</li> </ul>                                 | <ul style="list-style-type: none"> <li>• clarifies goals and priorities</li> <li>• motivates colleagues</li> <li>• promotes decisions</li> </ul>           | <ul style="list-style-type: none"> <li>• not outstanding in intelligence or creative ability</li> </ul>                 |
| <b>Shaper</b>                | <ul style="list-style-type: none"> <li>• highly strung</li> <li>• outgoing</li> <li>• dynamic</li> </ul>                            | <ul style="list-style-type: none"> <li>• challenges</li> <li>• pressurises</li> <li>• gets around obstacles</li> </ul>                                     | <ul style="list-style-type: none"> <li>• prone to provocation and short-lived bursts of temper</li> </ul>               |
| <b>Plant worker</b>          | <ul style="list-style-type: none"> <li>• clever</li> <li>• imaginative</li> <li>• unorthodox</li> </ul>                             | <ul style="list-style-type: none"> <li>• creates original ideas</li> <li>• solves the complex problems</li> </ul>  | <ul style="list-style-type: none"> <li>• weak communicating with and managing ordinary people</li> </ul>                |
| <b>Resource investigator</b> | <ul style="list-style-type: none"> <li>• extroverted</li> <li>• enthusiastic</li> <li>• curious</li> <li>• communicative</li> </ul> | <ul style="list-style-type: none"> <li>• explores possibilities</li> <li>• develops contacts</li> <li>• negotiates</li> </ul>                              | <ul style="list-style-type: none"> <li>• loses interest once initial enthusiasm has passed</li> </ul>                   |
| <b>Monitor evaluator</b>     | <ul style="list-style-type: none"> <li>• sober</li> <li>• intelligent</li> <li>• dry</li> <li>• objective</li> </ul>                | <ul style="list-style-type: none"> <li>• sees all options</li> <li>• analyses</li> <li>• judges likely outcomes accurately</li> </ul>                      | <ul style="list-style-type: none"> <li>• lacks drive and ability to inspire others</li> </ul>                           |
| <b>Team worker</b>           | <ul style="list-style-type: none"> <li>• social</li> <li>• mild</li> <li>• accommodating</li> <li>• perceptive</li> </ul>           | <ul style="list-style-type: none"> <li>• listens</li> <li>• builds</li> <li>• averts friction</li> <li>• handles difficult people</li> </ul>               | <ul style="list-style-type: none"> <li>• indecisive in crunch situations</li> </ul>                                     |
| <b>Completer finisher</b>    | <ul style="list-style-type: none"> <li>• painstaking</li> <li>• conscientious</li> <li>• anxious</li> </ul>                         | <ul style="list-style-type: none"> <li>• searches out errors and omissions</li> <li>• concentrates on and keeps others to schedules and targets</li> </ul> | <ul style="list-style-type: none"> <li>• inclined to worry unduly</li> <li>• reluctant to delegate</li> </ul>           |

Since the questionnaire was first devised, a ninth member has been added to the team –the Specialist. The specifications are:

|                   |   |  |  |
|-------------------|---|--|--|
| <b>Specialist</b> | <ul style="list-style-type: none"> <li>• single minded</li> <li>• self-starting</li> <li>• dedicated</li> </ul> | <ul style="list-style-type: none"> <li>• provides knowledge and technical skills in rare supply</li> </ul> | <ul style="list-style-type: none"> <li>• contributes only on a narrow front</li> </ul> |
|-------------------|---|--|--|