

Individual Feedback Report

Robertson Cooper Ltd

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1. Introduction

The aim of this report is to provide you with some insights into your typical work style: the way you typically behave when you are working in a team.

What is a team?

A group of people become a team when they cooperate effectively in working towards a common goal.

The essence of effective teamwork is that the performance of the group as a whole is greater than would be the normal sum of the performance of the individuals comprising the group¹.

What is a team role?

A team role is "a tendency to behave, contribute and interrelate with others in a particular way"². It is the way that you prefer to approach a task, it is what you, as an individual can bring to the team, and it is the way you typically interact with and relate to your colleagues.

The team role approach can help you and your team to identify your strengths and development needs in relation to the challenges and demands that you face both now and in the future.

There are eight Teamable team roles: Specialist, Innovator, Completer Achiever, Explorer Networker, Team Coach, Analyst, Leader Coordinator and Driver (for descriptions see Appendix 2). This report will describe your team role makeup and help you to make the most of it in the context of working with your team.

The feedback on your questionnaire is intended for your personal learning. Please bear in mind the following points:

- Most people have one or two roles that they tend to adopt a lot of the time and one or two roles that they tend to adopt rarely or not at all.
- People often find that they can act in a wider range of roles than normal when they need to meet the specific demands of a task/project, which stretches their natural preferences.
- Don't worry if there are only small differences between your scores on the different team roles. This is to be expected with psychometric tests of this kind.

The feedback on your team roles can be used to help you:

- Understand your own identity in terms of team roles and how you behave in teams.
- Manage your strengths and development needs in a team or individually.
- Project yourself in the best possible way.
- Work better with your colleagues.
- Work more effectively in a range of different teams.

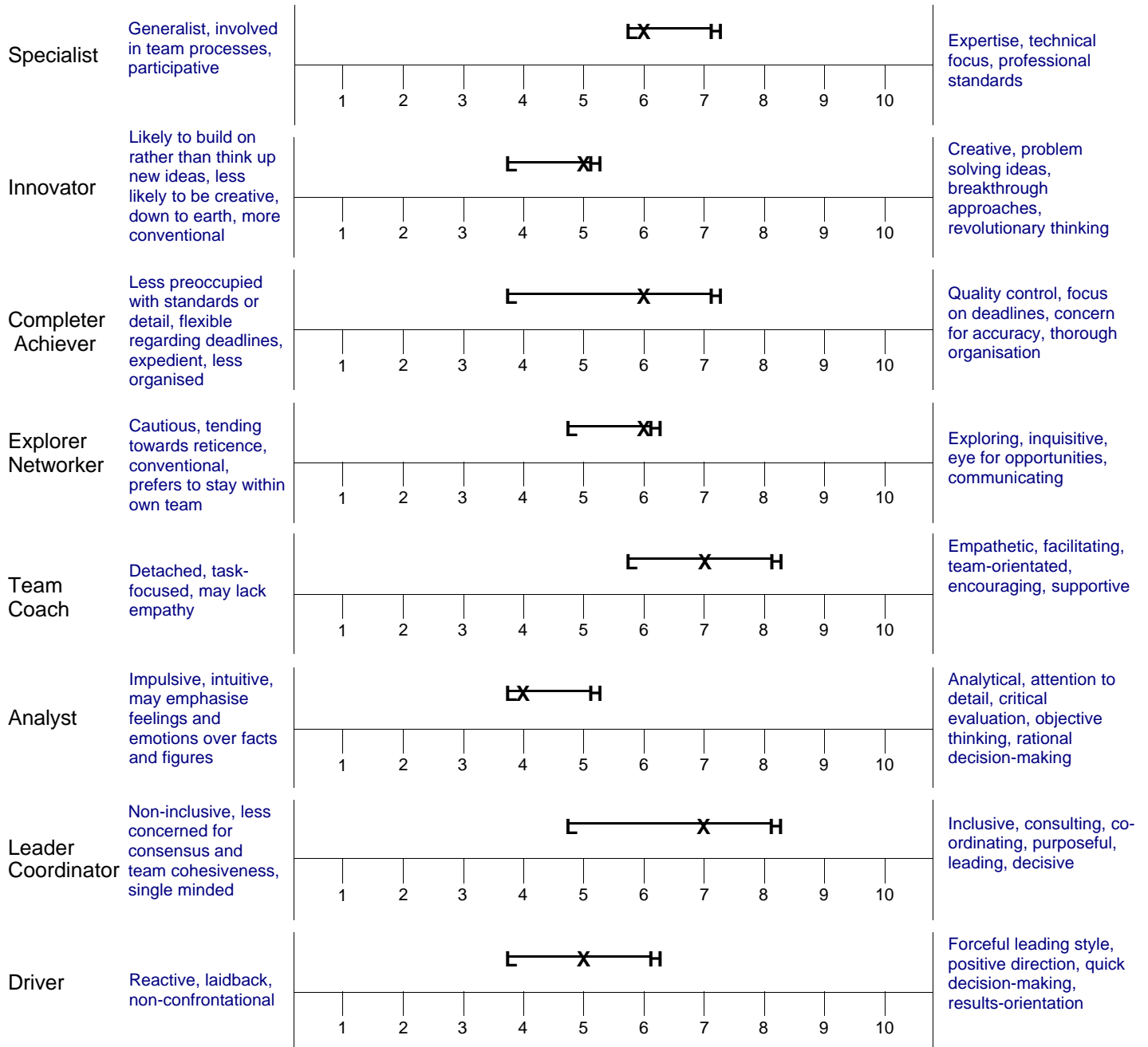
¹ Thompson, P (1996). 'The Role of Project Management in our Changing Society'. Chapter 2 in S.Cartwright & A.Gale. 'Effective Teamworking in the Project Management Environment: Nurturing Diversity and Co-operation'. Great Britain: Tudor Business Publishing Limited, 1996.

² Belbin, M. (1981). 'Management Teams'. London: Heinemann.

2. Your results

2.1 Your overall profile

Your overall profile shows the extent to which you tend to exhibit the behaviour associated with each team role. It also describes how flexible you are (that is, how wide your range of behaviour is - the distance between L and H) with regard to each role, i.e. whether you adjust your behaviour to meet the demands of the situation or stand firm in terms of the way you behave in a team.



2.2 Profile description

The following interpretive text describes what your profile on the previous page means in terms of your behaviour in the team context.

Specialist

You may feel that a sizable part of your input to a task or project will be based on your specialist contribution but you are ready to contribute more broadly when you can. This tends to be your approach in most circumstances.

Innovator

You can take a fresh perspective on situations and come up with useful ideas for solving problems or identifying opportunities when needed. You are able to do this in most situations.

Completer Achiever

You are concerned to do a good job and to deliver within the required time frames. You are unlikely to get too worked up about things you feel are outside your control or area of responsibility. This tends to be your approach in most circumstances.

Explorer Networker

You tend to be interested in opportunities for improving the way things are done and when a promising opportunity or idea arises, you will give it your attention. This is likely to be your approach whatever the circumstances.

Team Coach

You are likely to have a particular strength in understanding people and a strong concern to build effective working relationships. You are ready to put others' needs before your own in the interest of achieving good working relationships and effective teamwork. Whatever the situation and whomever the people involved you are likely to be very attentive to others' needs and feelings.

Analyst

You sometimes weigh issues up carefully before making a decision, but also are ready to make some assumptions without rigorously analysing a situation from every relevant angle. This is typical of your approach.

Leader Coordinator

You are likely to take active steps to ensure that everyone involved plays an active role in the task and that they are committed to achieving the same goals. You are ready to give a clear lead to make sure that everyone knows what they have to do and that they have the ability to do it. Your pattern of responses suggests that you are likely to behave in this way in most situations.

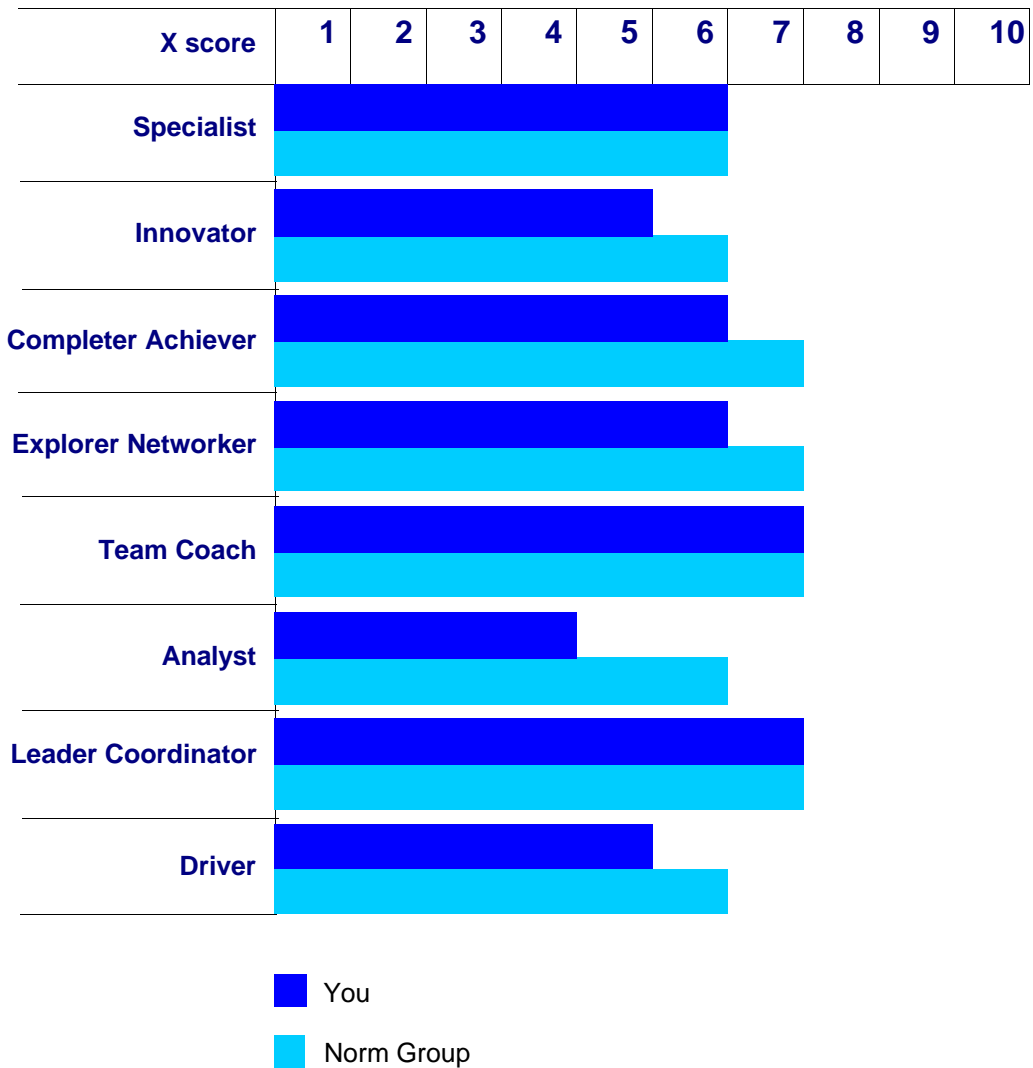
Driver

You tend to be ready to push for action when you feel it is appropriate. You are keen to express your views or to challenge others when you feel the need to do so. You are likely to behave this way in most situations.

2.3 How you compare to other people

This section of the report shows how your typical scores on each team role compare with the Teamable norm group. The Teamable norm group is a general population norm group, made up of 289 adults from public and private sector organisations in the UK.

The graphs below present your X score alongside the average X score from the norm group. Looking at the graphs, you can see which roles you score higher on and which roles you score lower on compared with the norm group. This means that you can see, at a glance, if you are more of a Specialist, Innovator, Completer Achiever, Team Coach, Leader Coordinator, Driver, Explorer Networker and Analyst than the average person.



2.4 Your dominant roles

In most situations, we adopt our dominant roles because this is the most comfortable way for us to behave. Most of us have preferences for, or have learned to adopt, a number of other team roles which means we can adapt our behaviour to a certain extent if the situation demands it. However, when we are given a free rein we will usually revert to our most dominant roles, which are likely to be the ones that come most naturally to us.

Your most dominant team roles are Team Coach and Leader Coordinator.

Potential Strengths:

These two roles often go together. Both emphasise the need to gain the cooperation and commitment of all team members as a prerequisite to team effectiveness. The Leader Coordinator in you contributes a readiness to play an active part in mobilising the team and managing its efforts. The Team Coach in you adds an understanding of how best to achieve buy-in from all concerned. Together, these roles should mean that you are in a position to weigh up the needs, feelings and anxieties of the team and to use this understanding to get the best out of the team. As a team leader you will be in a position to promote your approach actively and positively. As a team member, you may need to employ a more tactful, low-key approach to building productive harmony in the team.

Making Best Use of Your Strengths:

An empathetic team leading approach can be very effective in making optimum use of team resources. At times however, there is a danger that you may emphasise the need for harmony over the need to deliver results. Your sensitivity to people's needs and reactions should not be allowed to divert you from the practical necessities of the task in hand, but rather should be used to help you establish a productive balance of morale and results-focus. Where there is some conflict between what seems best for the individuals involved and what the best business option is, make sure that you take an objective, balanced view and keep sentiment in its place. Similarly, your readiness to invite discussion and to seek a consensus should not restrict your readiness to move purposefully into action when needed, even if full consensus has not been achieved. When you are not in a team leading role you should still contribute both to the organisation of team resources and to encouraging and supporting team members, but again, direct your efforts according to the situation and the needs of the team.

Make sure that you:

- Balance the needs of the job to be done with your understanding of the needs of the people concerned. Both participation and tough decision-making are needed in managing a team; knowing when to change gear is the key to successful team leadership.
- Be ready to make major changes and to pursue promising opportunities, even if it means disruption to team processes and team harmony.
- As a team member, keep a watchful eye on how well the team is working and help individuals or groups in an understanding and supportive manner, without looking as if you are usurping the lead role.

Key relationships for you in the team:

This section of the report advises you to form relationships with people, who have preferences for roles that can strengthen your approach. If, however you score relatively highly on these roles, you can adopt them yourself, even though they are not dominant roles, as well as forming the relationship to gain the associated benefits.

- Build cooperation with a Driver who can help you to move from participation to action; don't allow them to push you to act prematurely.
- Liaise with an Explorer Networker who will help to prevent you from focusing too narrowly on any one issue

and encourage you to take a broad perspective and consider wider options.

- Consult an Analyst who can help you to diagnose a situation and establish the correct priorities.
- Build a relationship with a Completer Achiever who will push you to keep the practical task needs in mind and stop you from becoming too discursive or neglectful of the need to push ahead.
- Make sure that you involve any Innovators in the team; they may need your help to play a full part in team activities and their radical approach can prevent you becoming too conventional in your thinking.

2.5 Team roles in action

This section of the report outlines your strengths in relation to the Teamable Model of Action. The Teamable Model of Action³ represents the ideal process through which teams and individuals work to meet their goals. The process is a three-stage cycle - see fig. 1 on the following page. The cycle is fluid, meaning that there is interplay between the stages so that an individual or team can start at any of the stages, depending on their preference and that there is likely to be overlap between the stages.

Stage 1: Situation assessment

This is the initial stage of the task. At this stage, a team assesses and sizes up the problem or task. They actively seek out information to get a clearer understanding of the problem, explore the subject matter and try to gain perspective with regard to the key issues to be solved. Their work at this stage should ideally culminate in goal setting.

Key processes in this stage include:

- Defining the task
- Investigating the implications
- Goal setting

Stage 2: Evaluation of the options

At this stage, the team or the individual decides on a route forward to solve the problem and meet their goals. The team members generate ideas, weigh up the pros and cons and take advice from experts. As well as evaluation and analysis, this stage requires drive and commitment to propel the team forward through discussion to decision.

Key processes in this stage include:

- Idea generation
- Taking advice
- Exploring the alternatives
- Building up commitment and intention to act

Stage 3: Action

At this stage, having decided on the route forward, the team members start putting their ideas into action. The desire is to move forward, make progress and act. They push towards their goals and ensure that they are moving forward by reviewing their progress. This stage involves setting timescales, and committing to them, considering the impact of the project in the short and long-term and responding and adapting to challenges as the project develops.

Key processes in this stage include:

- Building up a project plan
- Reviewing/adapting the plan
- Assigning responsibility
- Acting
- Monitoring progress against goals

³ The Teamable Model of Action is based on Conolly's Decision Cycles Model (Conolly and Wagner, 1988)

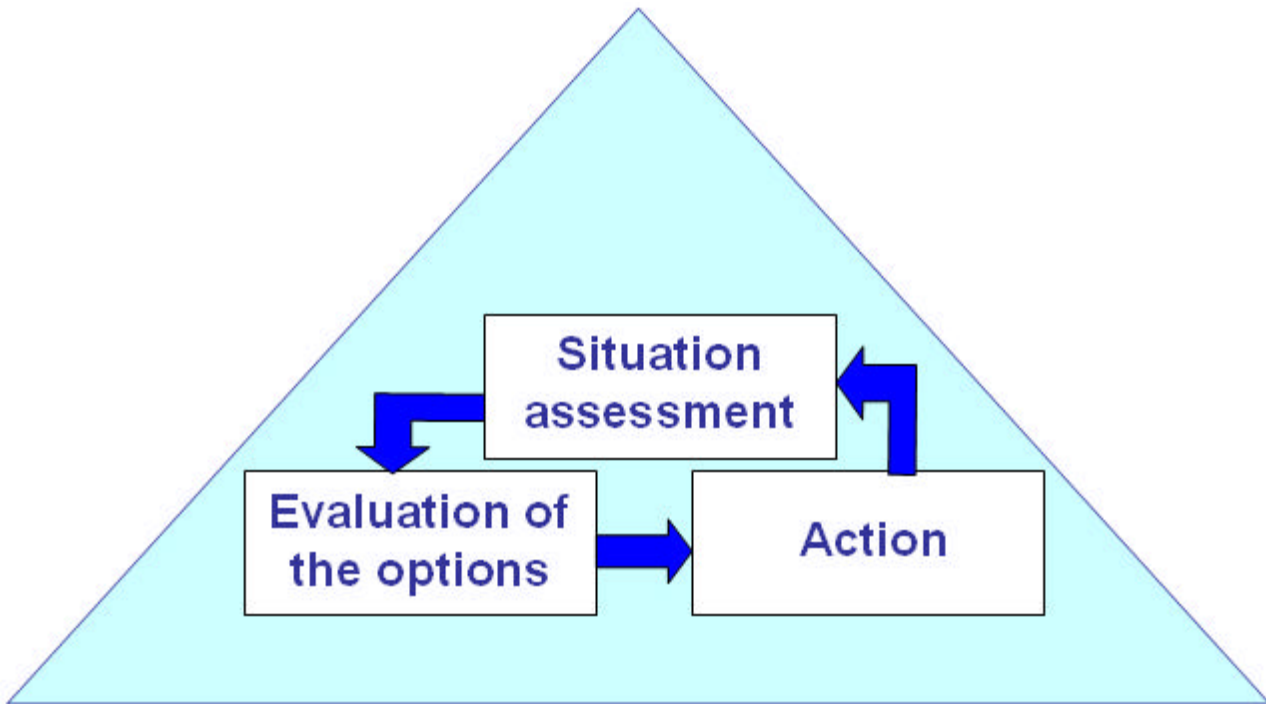


Fig 1: The Teamable Model of Action

2.6 Your team roles in action

The following interpretive text describes how your profile relates to the Teamable Model of Action.

2.6.1 Situation assessment

Situation assessment is an essential part of any task. Without it, you cannot have a full understanding of the problem and so any steps you take to solve it are likely to fall short of the mark.

Your dominant team roles suggest:

- You can help to make sure that everyone is involved and has a say at this stage of the task process and can help the team to reach a workable consensus when setting the task goals.
- You can also help to ensure that the relevant 'people' issues are fully taken into account while the team works at defining the task and establishing the targets.
- Be careful, however, not to overemphasise the 'people' aspects of the task. Be ready to help to achieve buy-in, even when there is not a full consensus on the team's goals.

2.6.2 Evaluation of the options

In this stage, the team members consider their options and select the best course of action. Without a good evaluation of the options, the team will act on the first idea that comes to mind without assessing it. This is unlikely to lead to a good solution.

Your dominant team roles suggest:

- While some roles come into their own at different stages, your contribution is needed throughout, whether or not you are the actual team leader. You can work towards keeping all the team involved and motivated and can also help to manage the team process: for example, restraining Analysts (including yourself if you score relatively highly on the Analyst role) from being too critical and therefore stifling the idea-generation process but encouraging their input during evaluation.
- You may need to be careful however, that your concern for process does not inhibit innovation or exploration in your team. Make sure that Innovators and Explorer Networkers are consulted and listened to so that the team can take full advantage of their ideas. Also, if you score relatively highly on the Innovator or the Explorer Networker role, ensure that you offer your ideas to the team.
- Your team coach input is best used, in this stage, to make sure that people feel involved and positive about what is going on in the team. There can be some upset at this stage, when ideas or suggestions are subjected to criticism for example. Some individuals will need sensitive support. You can do a lot to encourage these disgruntled team members and keep the team working well together.
- Be careful however, that you do not exercise your concern for these individuals at the expense of any need to make tough decisions. It may be that not everyone can have their ideas or proposals included in the final decision, but the decision still has to be made and committed to.

2.6.3 Action

Action is the culmination of the process. Without it, the previous work is just theoretical. Action is essential if change and problem solution are the goals.

Your dominant team roles suggest:

- There is no rest for you! Whether or not you are the team leader, your preference for coordinating team resources and keeping people involved will be needed at this stage as well as the other stages of action.
- Your balanced view of the team's activities can help to maintain effective team processes towards achieving the shared goals as well as maintaining collective commitment to those goals.
- Your preference for attending to people's needs is required because your colleagues are likely to experience new concerns and anxieties, different tensions and new problems as the team moves into action. Keep paying attention to your team's need for support and be ready to give it when needed.
- Try to get the balance right: don't get so absorbed in coordinating team processes that you neglect your colleagues' needs, but don't let your concern for your colleagues interfere with your concern to coordinate the team.
- Also, bear in mind that there is likely to be a need for a more dynamic, Driver style of leadership at times, when action and urgency take priority over discussion and participation. If you do not feel comfortable in the Driver role, give your support to a colleague who can fill this role effectively.

3. Next steps

This report has described your team role preferences and what these indicate about you and the way that you approach tasks. Now you have read and understood this feedback, you should discuss the next steps with your manager or the person who is in charge of team development. If, for any reason, this is not possible you can use the following sources of information to find out more about how you can use Teamable team roles to improve the performance of yourself and your team.

Robertson Cooper Ltd
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Hackman, J.R. (1987). The design of work teams. 'Handbook of Organizational Behavior'. Englewood Cliffs, NJ: Prentice Hall.

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4. Appendix 1

Where did the idea of team roles come from?

In the 1970s, Meredith Belbin, Roger Mottram and a team of researchers from the Industrial Training Research Unit (UCL) collaborated with the Administrative Staff College, Henley, in a long-term research programme. They looked at the contributions individuals make to a team, other than their functional knowledge and expertise, and at differences in composition and behaviour between effective and ineffective teams.

The results of the research can be summarised:

- Managers were found to behave in nine distinctive styles, which were called team roles. Following extensive research, Robertson Cooper Ltd has now refined this number to eight team roles.
- Individuals were reasonably consistent in their adoption of one or more of these roles.
- Behaviour in team role terms could be predicted by an individual's score on a psychometric test battery.
- Certain combinations of team roles made for more effective teams.
- An individual's team role profile was not necessarily predicted by their functional role (though the way they combined the two aspects was important to their effectiveness).
- The most effective managers were those who recognised their strengths and development needs in team role terms and perceived how they could best contribute to the team they were working in.
- The most effective teams were those who had all the team roles represented in their ranks and who made best use of them in tackling their project.

5. Appendix 2

Below are descriptions of all of the team roles. The descriptions are written to describe someone who scores highly on the scale (8-10). If you score below this, then you may not show all of the characteristics described, or you may show them all but to a lesser degree than someone with a score of 8-10.

SPECIALIST

Specialists take a strictly 'technical' approach to team working. They add input from their own professional area and ensure that any discussions or decisions are fully informed from this perspective. They are concerned with maintaining high standards in their specialism, but they tend not to take an active role outside of this area.

Specialists make a more effective impact in a team when they take a full part in activities and do not restrict their role to that of technical advisor. They should consider the way in which the team members work together as well as the wider opportunities and issues to be explored. They should also take account of the broader challenges facing the team and look for ways in which they can involve themselves and contribute to the team's overall success.

INNOVATOR

Innovators are a source of creative thinking, whether in terms of new ideas or of strategies for solving problems. They are able to come up with breakthrough approaches to apparently intractable challenges, producing original suggestions and ideas.

Innovators can revolutionise thinking within a team, but they need to ensure that their contributions meet the requirements of the situation. There is a danger that they can get lost in conceptual and creative flights that do not immediately connect with the practical needs facing the team or the individual.

In order for Innovators to perform optimally, they need to be encouraged to play a full role in the team's activities, particularly in listening to what others are saying. They need to gear their creative thinking to real-life priorities, and to influence others effectively they need to stress the relevance of their ideas.

COMPLETER ACHIEVER

Completer Achievers approach tasks in an urgent and meticulous manner. They are driven to maintain standards and to meet deadlines. They devote a great deal of energy to making sure that tasks are completed on time and that all loose ends are tied up. The Completer Achiever is determined that the team achieve as near perfection as is humanly possible.

Their strengths lie in their active concern for thorough organisation, accuracy and attention to detail as well as to completeness and completion. They ensure that the team is organised to meet its targets in all respects, providing the detail that allows the broader strategy to be implemented.

Completer Achievers need to keep a balanced perspective, not allowing concern for particular issues to detract attention from the larger picture. They should ensure that they do not undermine team or individual motivation by being overly critical or unrealistically perfectionist in their approach.

EXPLORER NETWORKER

Explorer Networkers keep in touch with the wider world, with new thinking and ideas and with people/groups outside their immediate environment. They are inquisitive, excited by ideas and challenges and enjoy dealing with people generally. They have an eye for promising opportunities and developments, can spot them quickly and have the readiness to take the initiative in exploring them further.

Explorer Networkers are constantly making new contacts, talking to a wide range of people whom they find interesting and readily sharing their discoveries with the team. They make sure that the team does not become too inward looking in its thinking or isolated in its working.

Explorer Networkers should make sure that they do not create so many potential diversions that they or the team lose focus on their prime purpose. They need to be careful not to spend too much time just talking about ideas and to ensure that they balance the exploration of exciting prospects and people with attention to delivering the results expected from them.

TEAM COACH

Team Coaches are not only attentive to people's needs and welfare, but are also ready to listen to people's concerns and explore how they feel on particular issues. They put time and effort into getting to know the people they work with and helping them to work well as a team. They usually get on well with just about anyone they work with.

Team Coaches are not particularly competitive individuals; they tend to put others' needs and the goals of the team before their own concerns. Rather than being 'nice' people, they are natural empathisers who are always ready to encourage and support other team members. However, they may tend to feel inhibited about actually taking charge of a situation or team.

Team Coaches should make sure that they maintain a realistic balance between 'people' and 'task' needs in their work. They should ensure that their instinctive dislike of confronting people does not lead them to ignore important differences of view or delay making tough decisions where there is no consensus.

ANALYST

Analysts demonstrate analytical rigour in their thinking. They make sure that all the critical aspects of a situation are identified and analysed carefully and that any decisions made are thoroughly considered and evaluated.

As well as being critical and objective in their thinking, Analysts are able to identify links between apparently unrelated events or pieces of information and put ideas together to form a cohesive overall picture. Analysts can ensure that the team makes rational decisions based on the available information and that its strategies are well thought through.

Analysts need to be careful that they do not neglect or underestimate the importance and influence of the less rational elements that affect how people feel and behave. They need to balance rationality with empathy, especially when endeavouring to influence people and to gain their commitment to a logical way forward.

Analysts can provide a key contribution to any team, but they must consider how they gain credibility and acceptance. They must ensure that their tendency to challenge critically is complemented by paying sufficient attention to people's needs and reactions.

LEADER COORDINATOR

Leader Coordinators encourage people to participate fully in any joint endeavour and offer the coordination and control required to make the best use of available resources. They seek to ensure that all points of view are heard and considered, helping to resolve differences of opinion and to avert potential conflict.

Leader Coordinators can bring people together in a cohesive and purposeful manner, helping to convert a group into a 'team'. They will offer a clear and carefully considered lead, making people aware of both sides of a proposition and doing their best to represent all team members' views in making decisions. Leader Coordinators are usually able to achieve consensus through an effective combination of listening and persuading. However, they are also prepared to make the final decision when the search for consensus does not prove to be practical.

Leader Coordinators should always be aware of the need to move from discussion and planning through to action. Whatever their position in the team hierarchy, they should use their preference for organising and coordinating, to help the team work as a unit and use its resources effectively.

DRIVER

Drivers endeavour to energise people and push for action. They assert their views on what needs to be done with vigour and confidence and are ready to challenge alternative opinions strongly.

Drivers are forceful and directive team members, keen to play a leading role whatever their actual role in the team may be. Their strengths lie in their urge to move quickly from planning to action, and their readiness to assume responsibility for making decisions and giving an active, positive lead.

Drivers need to make sure, however, that they give consideration to all the key aspects of a situation before moving into action and that they consult with and listen to people before making important decisions. They should complement their results-orientated style with a full range of influencing contributions rather than relying on their drive and confidence alone to take people with them.