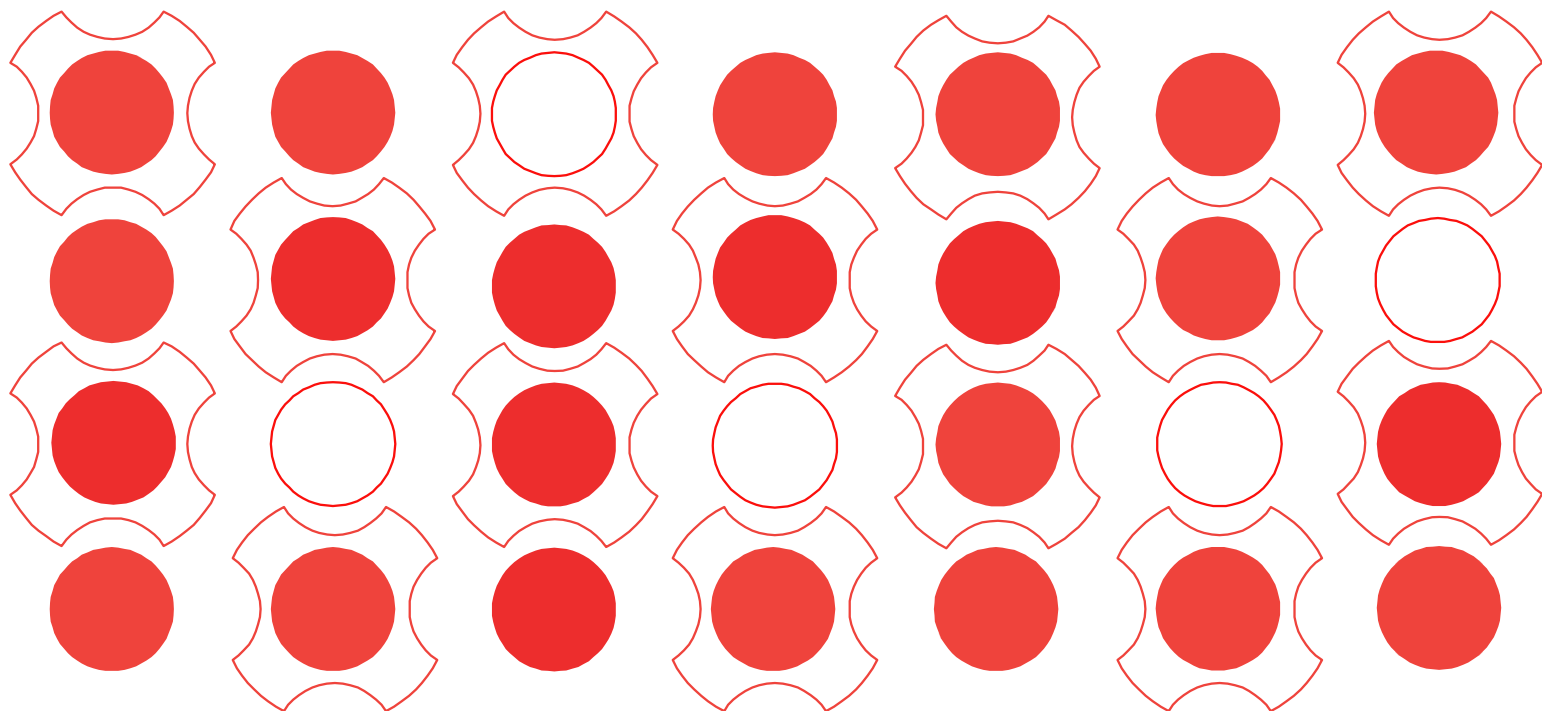


# Team Dimensions Profile 2.0

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Sunday, November 30, 2008

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Working with People for Better Results



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## Introduction

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What do you do really well? What kind of projects energize you? You've probably realized by now that most people are going to answer those questions differently than you do. And even though we know that everyone has different talents and interests, we frequently ignore this simple fact of nature when we work on a team. Instead, we tend to arbitrarily assign people to perform tasks that don't take advantage of their unique talents.

Too often, people don't recognize the talents of their team members, and sometimes they don't even know their own talents. They may not value the differences that every person brings to the team, or they may not appreciate the importance of efficient and respectful teamwork. To demystify the team process, the *Team Dimensions Profile* explains how your team can identify each member's talents and place people in roles that allow them to really use those talents.

The *Team Dimensions Profile* identifies key roles that people perform in group settings. Each of the roles below makes a unique contribution to a team.

**Creator:** generates ideas

**Advancer:** communicates ideas

**Refiner:** challenges ideas

**Executor:** implements ideas

**Flexer:** steps in to fill in the gaps

Although most people can stretch to perform each of the roles, these stretches are often stressful and energy consuming if they last too long. The most effective teams consist of individuals who play to their strengths and embrace their natural talents. The key is to remember that everyone has a preferred role that can be tapped to help teams create their best solutions.

This profile describes your preferred role and explores its strengths and challenges. You will discover what you do best in a team atmosphere, and you will gain valuable insight into your work habits. In addition, you will learn about other team members' contributions, the value that they bring to the process, and how to work most effectively together.



## Summary of the Team Roles

Team Dimensions Profile 2.0

The different team roles are summarized below. Your preferred role is indicated by the checkmark. As you read the descriptions below imagine group members that might fit in each role.



**Creator:** People who generate new ideas and fresh concepts are Creators. They prefer to live in the world of possibilities. Creators look for activities that are unstructured or abstract, and they thrive on innovation and unique solutions.



**Advancer:** Those team members who communicate new ideas and carry them forward are Advancers. They focus on the personal, interactive world of feelings and relationships. Advancers manage the human component of any solution, and they enjoy whipping up enthusiasm for a project.



**Refiner:** Individuals who analyze a solution for flaws or revise a project systematically are Refiners. They focus on the objective, analytical world of facts or theories. Refiners use logic and a systematic approach to redesign a solution, and they make sure that ideas are sound before moving them to the next level.



**Executor:** People who deliver concrete results and seek successful implementations are Executors. They tend to be realists. Executors make sure that important activities get accomplished, and they pay attention to details and the bottom line.



**Flexer:** Those individuals who are a combination of the other four roles are Flexers. They have an equal preference for most or all of the roles. Flexers can often adapt their styles to fit the needs of the team, and they probably view issues from different perspectives.

Remember that no role is better or worse than any other. A balanced team will have all the roles represented. The most effective teams have members who find the opportunities to do what they do best and give others the room to use their talents.



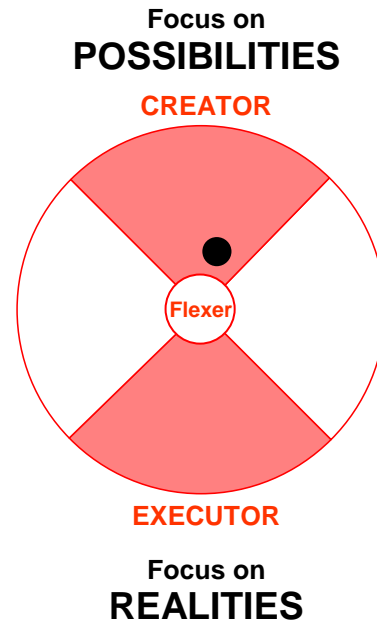
# Understanding Your Team Role

Team Dimensions Profile 2.0

**What makes you a Creator?** Like most people, your role is based on your natural tendencies to focus your attention in certain directions rather than others. As described below, there are two dimensions that we can use to measure how people focus their attention.

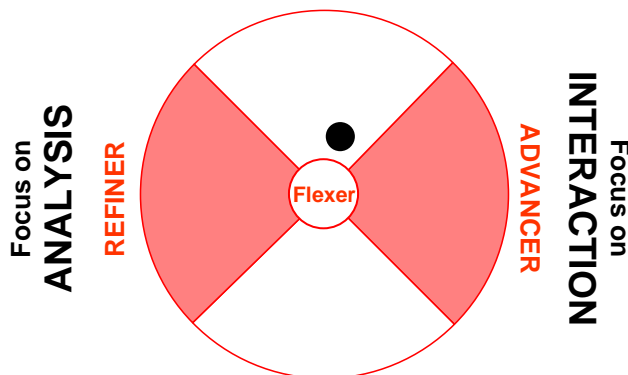
One dimension measures if you prefer to focus on Possibilities or Realities. Like you, people who focus on **Possibilities** are more likely to appreciate imaginative or abstract activities. They enjoy having far-reaching discussions, hashing out a project's potential, or creating an innovative plan. On the other hand, people who focus on **Realities** are more likely to appreciate practical or systematic activities. They prefer tackling structured projects, performing detail-oriented work, and pursuing concrete results.

You can see that Creators have a strong focus on Possibilities and Executors have a strong focus on Realities. **Your focus is shown by the dot on the circle to the right.** You are a Creator because of your strong focus on Possibilities.



**Are all Creators the same?** No. Another dimension helps add even more clarity to your preferred role.

This other dimension asks if you naturally focus more on Analysis or Interaction. Those who focus on **Interaction** are strongly concerned with feelings and relationships. They pay close attention to personal communication and are fairly receptive to new ideas. On the other hand, people with a focus on **Analysis** tend to look at the world from a logical and questioning viewpoint. They strive for objectivity in their work and tend to be a little bit skeptical of new ideas. You are balanced between these two focuses and probably have an equal preference for both of them.



Looking at the figure to the left, you can see that Advancers have a strong focus on Interaction and Refiners have a strong focus on Analysis. Because you appear to have an equal preference for Interaction and Analysis, you are a **Creator with a balanced focus.**

## Overview Of Your Role

Team Dimensions Profile 2.0

### Creator with a Balanced Focus

Each person naturally focuses his or her attention toward certain areas. First, some people emphasize Possibilities while others focus on Realities. Second, some people emphasize Analysis while others focus more on Interaction. Your focus in these two areas influences the team role that you most naturally prefer.

#### Possibilities vs. Realities

Your preferred role is Creator because you have a strong focus on Possibilities. Having this emphasis means that you tend to be most interested in creative, abstract, or unstructured activities. In other words, you want to talk about a project's potential rather than its limitations. You are unlikely to be as interested in Realities, which are practical, concrete, or systematic activities.

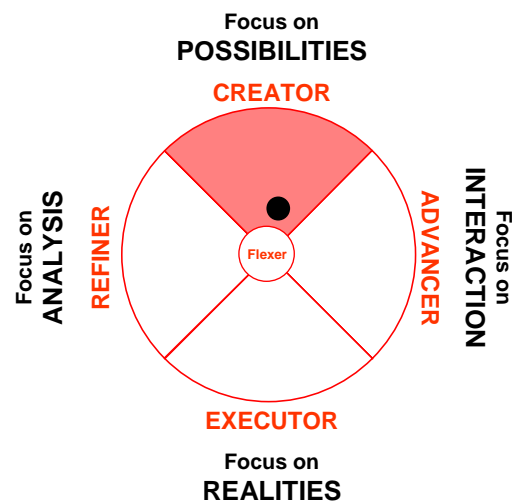
Because of your openness to possibilities, you often look beyond the obvious to come up with innovative or unique solutions to vexing problems. Tradition or conventional wisdom usually does not restrain you, and completely new ways to perform tasks or resolve key issues may come out of your efforts. The wealth of potential solutions for any given problem probably excites rather than intimidates you, and you thrive on creativity.

Like most Creators, you may tend to have an optimistic streak, especially about a project's chances of success. You may find that your sights are often set on a project's potential, rather than on practical concerns such as details or organization. The most appealing projects are probably those that allow you to get absorbed in an artistic or imaginative world.

#### Analysis vs. Interaction

People who focus on Analysis tend to emphasize ideas, logic, and data. A focus on Interaction means that the individual is more concerned with relationships, personal expression, and instincts. You are balanced between these two approaches, which means that you probably adapt equally well to either focus. It does not mean that you are indifferent to them. Rather, it signifies that you respect both viewpoints.

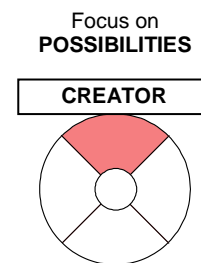
Your appreciation of both Analysis and Interaction means that you are likely to understand the importance of questioning the information you get from others, while at the same time recognizing the need to respect their feelings. Although you bring objectivity and reason into your work, you probably value the role that emotions and intuition play in making decisions. This balanced focus probably allows you to see the big picture from a variety of different angles.



## Your Strengths

Team Dimensions Profile 2.0

As a Creator, you probably think much like an inventor or artist. By pulling a seemingly infinite number of ideas out of thin air, you may uncover solutions that have never been explored. This strengthens the problem-solving process and often creates new options for the team. You are likely to stay open to new Possibilities and respond well to fresh concepts and challenging tasks. In fact, original ideas tend to be your friends, and you may thrive when you have the freedom to explore alternatives. Further, your attention is probably naturally drawn to abstract ideas and the big picture. This may allow you to see how all of the different pieces of a project fit together. Similarly, you may be quick to spot relationships among ideas that no one has ever identified before.



Like other Creators, you probably view brainstorming as a fun way to discover new options and solutions. In fact, brainstorming may be one of the areas in which you add the most value to a team. You may take these opportunities to reframe problems, helping you to see issues from every angle. When you help others knock down their preconceptions and outdated assumptions, you ensure that potential breakthroughs receive full consideration. Similarly, you may help the team keep its options open when others want to draw conclusions too quickly.

Further, you are usually willing to bend some rules or ignore existing methods, if it leads to a better outcome. As a result, you may be quite resourceful in your problem solving. You can probably spot unconventional or unusual approaches to getting the job done, especially when the traditional path is blocked. One of your main contributions to the team process, therefore, may be your tendency to create or propel innovative thinking. You can help the team see the wealth of possibilities that they have in front of them.

In addition, because you are balanced between Analysis and Interaction, you can probably express your creativity in a cognitive, conceptual way or in an energetic, spontaneous way. That is, you may use both reason and intuition equally well in your quest for solutions. Therefore, you may appeal to either your coworkers' rational concerns or to their personal feelings. In either case, your balance between Analysis and Interaction helps you to see solutions from a variety of different perspectives.

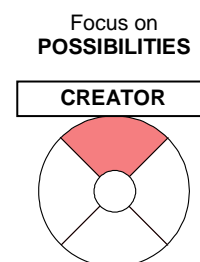
In summary, you may find that many of the following strengths come naturally for you:

- Generating multiple new ideas
- Thinking abstractly
- Finding fresh approaches to problems
- Envisioning the big picture
- Being imaginative, artistic, and original
- Looking beyond the obvious
- Finding groundbreaking or unique solutions
- Challenging conventional thinking
- Working comfortably with a loose structure
- Succeeding even with little direction or unclear goals

## Your Challenges

Team Dimensions Profile 2.0

Although your interest in new ideas and possibilities is valuable to the team, this natural curiosity may make you restless at times. You may grow impatient or bored if new challenges or outlets for your creativity do not come quickly. You also may flit from one plan to the other, rather than seeing a project through to its successful conclusion. In some cases, you may even act impulsively to achieve the level of interest that you seek. Keep in mind that some more results-oriented people may interpret your openness to new ideas as wishy-washy or an inability to make a decision. In these cases, be sure that you are not just seeking out change for the sake of change. And when you are in a leadership position, remember that others need confidence that you are firm in your resolutions and convictions.



You may find that you prefer the colorful, dynamic, and abstract world of Possibilities to the more structured, orderly, and restricted world of Realities. As a result, your drive for creativity may lead to impractical solutions that work well in theory, but fail to take real-world limitations and demands into account. In addition, because you like to keep your options open, you may be reluctant to commit to a specific course of action. You may put things off until the last minute, causing trouble for yourself or others. Remember, even if rushing toward a deadline is exhilarating for you, it can be highly stressful for others.

Like many other Creators, your interest in unstructured activities could cause you to be disorganized or poorly prepared at times. In these cases, you may lose sight of the details or become sidetracked by less important detours. You may find yourself devoting too much time to aspects of a project that are fun, but not terribly practical.

In addition, you may have trouble following through on plans in a scheduled, organized way. Not only can this reduce your efficiency and productivity, but it can also frustrate those around you. Those who prefer a more organized approach to work may read this lack of structure as carelessness or disrespect for their priorities. Along those lines, you may take shortcuts that seem efficient but are actually counterproductive. For example, you may create a rough outline for a project when a thorough plan is needed. This is part of your tendency to give less attention to concrete goals and definitive solutions than you do to creative ideas.

In summary, you probably face challenges in some of the following areas:

- Keeping track of details
- Doing things before the last minute
- Following through on plans
- Staying focused on routine work
- Sticking to practical options
- Adhering to a strict schedule
- Organizing
- Providing a stable structure

**Working with Others**  
Team Dimensions Profile 2.0

Interpersonal differences are an obvious part of life. People come to the job with different priorities, assumptions, and needs. And although these differences can complement each other beautifully, it is probably easier to see all the problems and frustrations they cause. For instance, Creators like you tend to prioritize new ideas, originality, and creativity. You've probably recognized by now that not everyone shares these ideals. This section is designed to help you understand how to work more effectively with those around you, even when their priorities differ drastically from yours.

**Working with Other Creators**

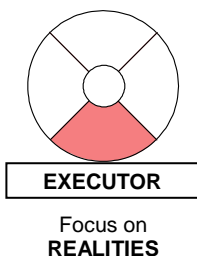
You most likely enjoy the hunt for new ideas and innovative methods. So you probably appreciate collaborating with individuals who embrace Possibilities, as you do. Your fellow Creators will be eager to bounce ideas around with you, regardless of whether they have an analytical nature, tend to be interactive, or have a balanced approach like you do. They will also probably enjoy the chance to join you in colorful and challenging brainstorming. Together, you are likely to come up with unconventional ideas that are both imaginative and engaging.

Naturally, whenever Creators are in the majority, the risk increases that endless brainstorming will stall actual implementation. Creators like to keep their options open and together they may become so energized about an idea's possibilities that deadlines become optional and schedules are forgotten. Practical concerns may take a back seat to idealistic, imaginative, and exciting ideas. Although Creators should feel free to embrace their flair for innovation at the beginning of the development process, they should be aware that they will need to rein in their creativity at some point and begin to close off some of their options.



**Working with Executors**

In contrast to your feelings about those who emphasize Possibilities, you may believe that people who focus on Realities are, at times, close-minded or inflexible. You probably feel tension if you think that these individuals are pressuring you to move forward too quickly. You are also likely to be frustrated if you think that your creativity is undervalued. For this reason, you probably have occasional problems with Executors, who may seem too concrete in their thinking or obsessed with immediate results rather than long-term innovation. You might also view Executors as reluctant to take risks or embrace fresh ideas, which are vital concepts to you.

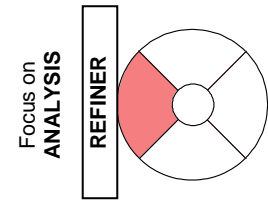


You may need to consider that your preference for unstructured activities or ambiguous ideas may rub Executors the wrong way. In particular, tension may arise if Executors feel that you are not concerned with making structured progress toward a clear result. They may feel that you devise solutions with little regard for practicality and don't follow through on grand ideas. You can allay the Executors' fears on this issue by listening to their opinions about practical concerns. Make sure that they know that you understand their reservations. Offering your best ideas in a structured way and respecting the Executors' feedback improves the odds that you will create an optimal solution. In addition, keep in mind that many Executors resent being pushed to do things at the last minute. Give them plenty of time to adjust to new ideas and finish a project at a stable pace.

### Working with Refiners

Because you maintain a balance between Analysis and Interaction, you tend to see the merits of your colleagues' positions. Therefore, whether your peers offer a plan based on solid logic or become passionate out of gut instinct, you are usually willing to consider their ideas. Most likely, you recognize the value of the discerning analysis that Refiners bring to the table. However, because Refiners often base their opinions on more impersonal analysis and careful examination, you may become annoyed if they fixate too much on hard data that limit your creativity. You may view such criticism as a bulky obstacle to innovation and groundbreaking solutions. Refiners, in turn, may feel that you get so wrapped up in imaginative possibilities that you ignore the limitations of logic.

The Refiner's negative feedback, however, could actually be to your advantage. Because Refiners are more questioning, they may want to see the details and develop the missing links in your proposal. In this way, Refiners can improve your solution and make it stronger. Be mindful that their criticism is probably not intended to be an assault on your competence. Rather, it reflects their strong commitment to accuracy. Therefore, consider how you can encourage Refiners to help develop your ideas into their full potential.



### Working with Advancers

Working with Advancers means that a personal approach may be required. Advancers prefer interaction, so they are concerned more about relationships and emotions than about facts and figures. This means that energy and sincerity are often more powerful to Advancers than a dry recitation of a plan's benefits. The advantage of getting Advancers to support your plan is that they can communicate your ideas and get others excited about them, making your solution more powerful.



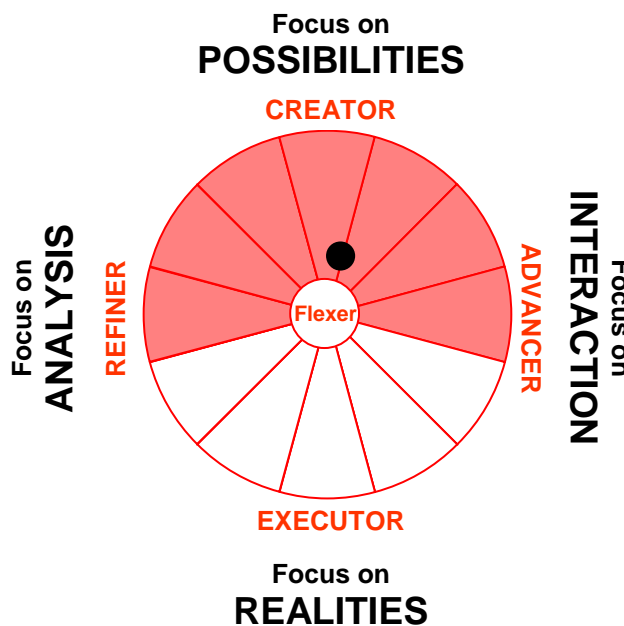
However, the potential drawback of working with Advancers is that your shared enthusiasm can overwhelm practical considerations. The optimism that you tend to create with Advancers may prevent you from noticing warning signs or errors in your solution. At such points, it may be helpful to take an objective look at your proposals to keep them as strong and realistic as possible.

## Your Flexibility

Team Dimensions Profile 2.0

Every day we find ourselves in situations that require us to adapt into different roles or work with someone who has different preferences. You may have noticed that some people find this easier than others. Why? One reason is that some people have a stronger preference for their natural roles than other people. For instance, even though all Creators focus on Possibilities, some Creators are completely absorbed in that imaginative, abstract world while others just have slight tendency in that direction. A very strong preference for a role can be a powerful advantage and make a person stand out from the crowd. On the other hand, people who have a really strong role preference often have a difficult time adapting to different roles. Further, they may have a more difficult time understanding the preferences of people in other roles.

How strong is your preference for the Creator role? Based on your responses, your preference is only **Slight**. You can see this for yourself if you look at the circular map below. The farther away your dot is from the center of the circle, the stronger your preference for your role.



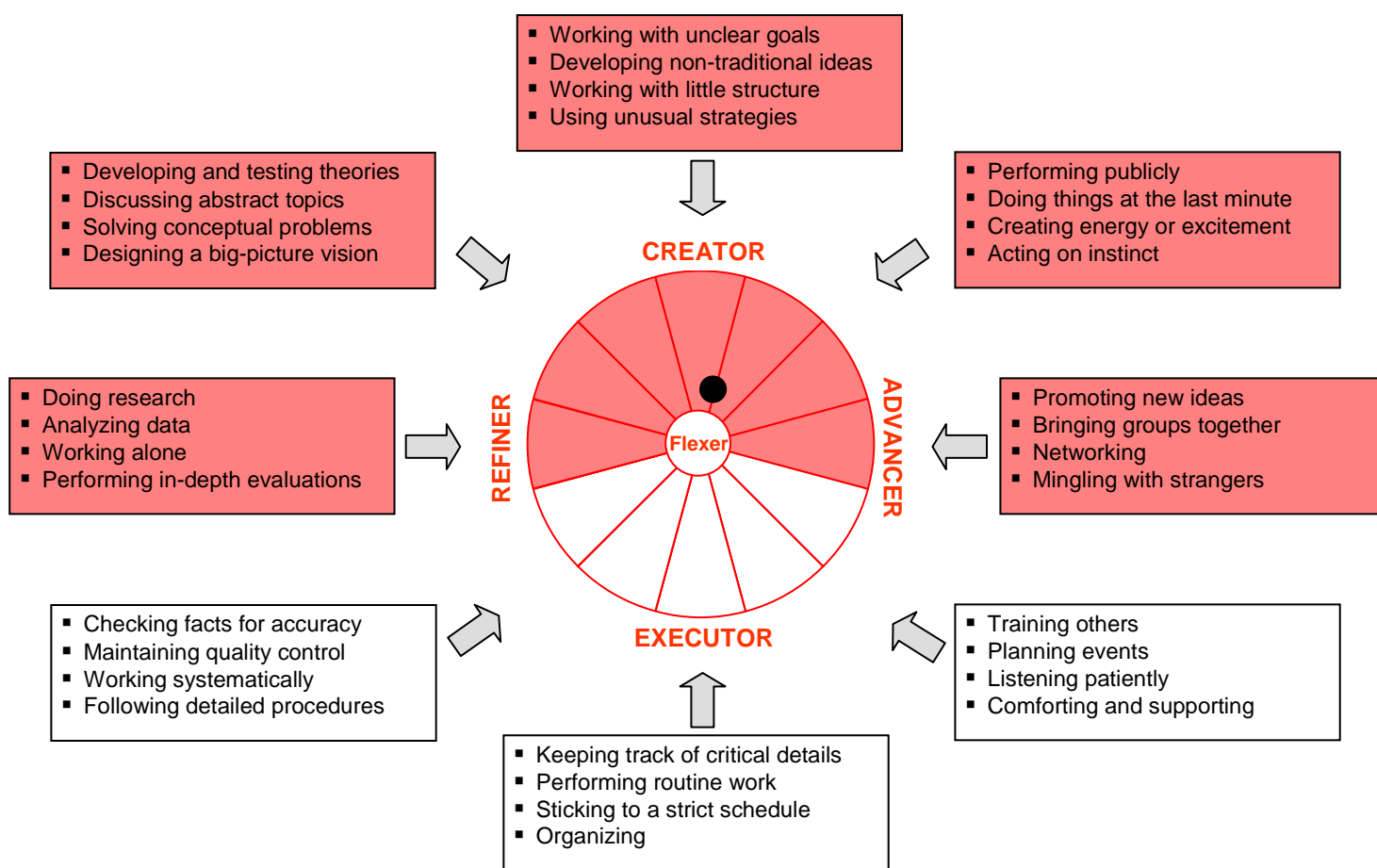
Because your preference for the Creator role is only slight, you probably have a great deal of flexibility in adapting to different roles compared to most people. Consequently, you probably feel comfortable embracing a variety of different tasks, duties, or positions. **Most likely, you will find it easy to adopt roles in the shaded regions of the circle above.** As you move farther away from these shaded areas, you will probably find those roles less comfortable and enjoyable. And although you might be quite competent at them, you may find that they cause you stress. As discussed on the next page, if your primary job responsibilities are outside of these shaded areas, consider if this is, in fact, a source of stress for you.

## Stress at Work

Team Dimensions Profile 2.0

We all know that the people we work with can drive us crazy at times, but we also experience stress when our job duties include activities that don't come naturally to us. Even if someone is quite good at a certain activity, they might find it draining. For instance, some people love to mingle at a company event, others dread it. Some people find satisfaction in balancing a spreadsheet, and others find it dull and tedious. As you will see below, many of your likes and dislikes can be explained by your preference for the Creator role.

The shaded boxes around the circle below show your comfort zone: activities that are probably natural and comfortable for you. On the opposite side of the circle, however, the unshaded boxes describe activities that may be less natural for you. As mentioned earlier, you may be very good at these activities, but you probably find that they are draining if you do them for any length of time.

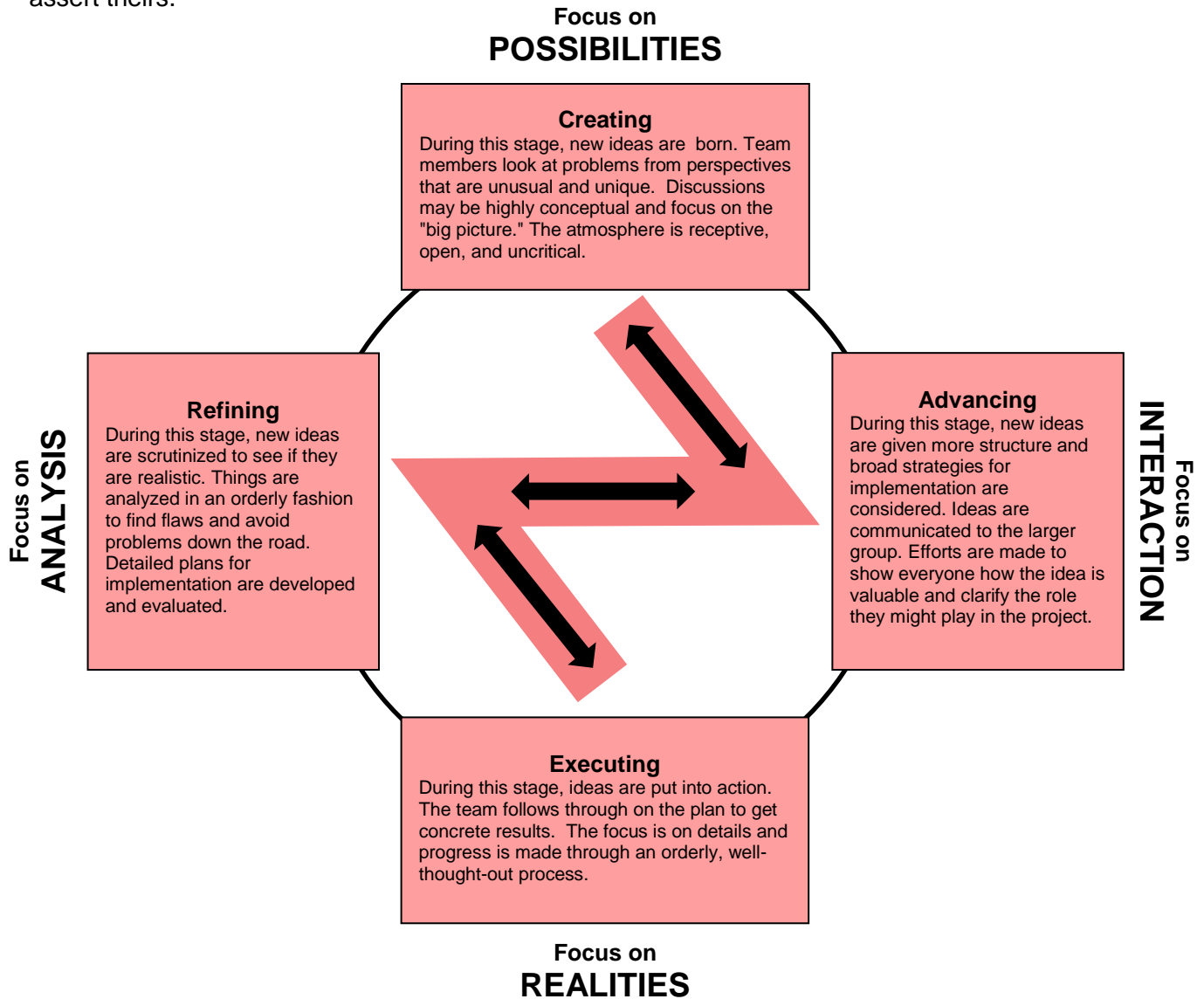


Most people recognize that from time to time they will need to stretch beyond their comfort zone to meet the needs of the situation. Few of us are rigidly bound to a narrow set of roles, but rather we adapt depending on the environment and the people around us. As we begin to act in ways that are further outside of our natural tendencies, however, these activities are likely to become more difficult and emotionally taxing.

## Introduction to the “Z” Process

Team Dimensions Profile 2.0

Team projects usually travel through a series of stages. As you can see below, these stages often move from Creating to Advancing to Refining to Executing. This sequence of stages is called the "Z" process. It is important to understand where a project is in the "Z" process so that teams know where to focus their energy and, maybe more important, where not to focus their energy. Most likely, you tend to enjoy the **Creating stage**, as the activities in this stage probably come naturally to you. Effective teamwork is knowing when to assert your natural tendencies and knowing when to let others assert theirs.



Note that projects do not always move forward in the "Z" process. Sometimes it is necessary for the process to work backward, especially when ideas need to be reevaluated and reconceptualized.

# The Creating Stage

Team Dimensions Profile 2.0

The primary goal of the Creating Stage is to generate as many new ideas as possible. This means seeing things from a new angle and perhaps breaking some traditional rules. Although the team will need to evaluate the merit of new ideas toward the end of this stage, the Creating Stage should start with an open brainstorming in which no ideas are rejected as unrealistic or impossible. Since you are a Creator, the opportunities for abstract and innovative thinking in this stage will probably be very appealing to you.



## Creating Ideas

Generating fresh ideas is both an art and a science. Setting expectations can be critical in this process, because some people will naturally want to impose more structure and tradition than is ideal during this stage.

- When scheduling a meeting, call it a "Creation Meeting". This sets expectations that the structure will be loose and the goals less defined. Consequently, there will be less likelihood of frustration and confusion, particularly among those who prefer more structure.
- Consider starting with the biggest picture possible. Restate the mission of the project and ask if that mission is limited by unnecessary assumptions and traditions.
- Create a "wish list" that gives people the freedom to brainstorm about project outcomes, goals, or characteristics that might seem impractical or unrealistic on the surface.
- Don't get bogged down in details too soon. Discussing the specifics of an idea can result in a premature commitment to one direction for the project.
- Avoid the temptation to move on before all of the group's options have been explored.

## Sorting Through Ideas

Toward the end of this stage, teams begin to curb their creativity and consider practical issues. Settling on the direction for the project usually means dropping some attractive, workable ideas.

- Consider the scope of the project. Are there bold ideas that can be set aside and pursued once a first phase of the project has been completed?
- Ask if the team is ready to move forward. Sometimes spending more time on brainstorming up front saves time later on. In other instances, it stagnates the group's productivity and takes a toll on morale.

## The Advancing Stage

Team Dimensions Profile 2.0

During the Advancing Stage, the team moves the idea forward and starts to give it some shape. They consider the practical issues and begin to put together a broad plan to turn this idea into reality. Communication is also key in the Advancing Stage as the team attends to the "human" part of the project. Team members need to know what's going on, what role they might play, and why it's important, and they also need to maintain energy and optimism around the idea. Consider how Advancers in the group can enhance communication and sell the merits of the project.



### Defining the Project

After the brainstorming of the Creating Stage, the project needs some broad definition to move forward. Furthermore, the team needs to look at the big picture and determine if new ideas are realistic and worthwhile.

- Determine the simplest way to describe the idea or project. Not only does this help clarify a common vision for the project, it also helps team members quickly communicate the nature of the project to those outside the group.
- Compare the goal of the project with the overall mission of the group or organization. Are they consistent?
- Identify the different stages that the project will go through and estimate the resources that are available during each of those stages. Are they sufficient?
- Have some informal conversations with experts outside the creation group to discuss the idea in big picture terms. Is the idea realistic and useful? Has it been done before? What risks do they see?

### Communication

Communication is one of the chief goals of the Advancing Stage, particularly when the team is working with a larger group. Everyone needs to understand the scope and limitations of their role. In addition, the team should be very intentional in its efforts to generate optimism and energy around the idea. Consider the following ideas that facilitate the Advancing Stage:

- Organize an initial "Advancement Meeting" where people can ask questions and begin to feel a part of the project as soon as possible. Take time to explain the big-picture goals of the project and how it fits into the bigger mission of your group.
- Brainstorm creative ways to get all members invested in the project. Have Advancers and Creators sketch out clever and fun incentives that will help people care about the success of the plan.
- Identify all the people who will be affected by the project. Consider whose initial approval and "buy-in" will be valuable in the long-term.
- Make sure that the people who need structure, particularly Executors, have as much concrete information as possible. Create a system to communicate such things as schedules, formal role descriptions, and progress updates.
- Assign someone to be responsible for communicating changes in the plan and answering questions that arise.

## The Refining Stage

Team Dimensions Profile 2.0

During the Refining Stage, the team evaluates the idea to see what's realistic. Team members examine project ideas for holes or flaws. They scrutinize and analyze plans to determine if they will work in the real world. In addition, during this stage the team puts together a more specific plan for implementation. Among other things, this plan considers what could go wrong, what could be more efficient, and how communication will flow. Think about the ways in which Refiners can contribute an analytical and skeptical voice during this stage.



### Evaluation

Evaluation occurs as part of the Refining Stage. The team looks critically at new ideas and asks "What could go wrong?", "Will this thing work?" and "Are we really ready to move forward?". Here are some ideas to encourage the Refinement process.

- Make sure to get feedback from people who were not on the creation team. These might be members of the larger group, but it is also valuable to contact those outside the group or organization, particularly customers and clients. Consider discussing some of the specifics with experts in the field.
- Set up "Refinement Meetings" that are specifically designed to find holes in the project plan. Consider assigning people to play the role of "devil's advocate". Make sure that both Creators and Refiners are present for this meeting.
- Set up meetings to identify risks and general strategies for responding to mistakes, setbacks, or miscalculations. Remember that the scope, budget, and timeline of your project are dependent on each other. Changing one usually means revising the others.

### Implementation Planning

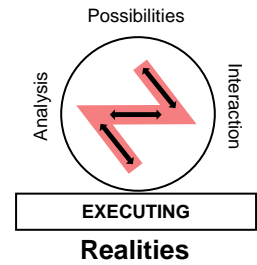
Implementation planning maps out a detailed path to turn new ideas into a reality. This involves defining tasks, assigning tasks, estimating resources, calculating budgets, and developing schedules. Following are some ideas to keep in mind:

- Take some time to separate out each project task. Specify which tasks are dependent on each other and which can take place simultaneously. In addition, determine which tasks have fixed or flexible deadlines.
- Map out the resources you have available to you. A budget should include the money, time, and opportunity cost of the project. Be specific when clarifying how much time and resources each task will take.
- When planning timelines and deadlines, it is usually advisable to put extra time into the schedule for unforeseeable obstacles. Most of us tend to be a little optimistic when estimating the amount of time that a task will take.
- Have some Creators take a look at the implementation plan and ask if there are non-traditional alternatives that haven't been considered. Could it be done faster, more efficiently, or with less stress to the team?
- Consider if pieces of the project can be handed off for execution while others are still being refined. This will ensure that resources aren't sitting idle.

# The Executing Stage

Team Dimensions Profile 2.0

During the Executing Stage, the team sets its plan into full swing. This stage requires considerable dedication, organization, and scheduling. Team members need to have the patience to follow through on routine or repetitive tasks. For Executors, this is often the most fulfilling stage as it allows them to see a finished product. Other people, like many Creators, may be easily bored if routine tasks are involved. Keep in mind that Creators often find it helpful to partner with Executors, who have a knack for organization and details.



## Beginning Implementation

Here are some systems and processes that can be set up ahead of time to ensure the plan's smooth implementation.

- Define milestones that mark the team's progress. Not only does this help keep the task on schedule, it also helps maintain momentum and energy about the work.
- Empower people, particularly Executors, to ask for clarification and direction if they need it. Appoint someone, perhaps an Advancer, to be the project "help desk."
- Create a system for quality control. Make sure your plan and timeline are flexible enough to react to the demands of the real world.

## Tracking Progress

For many long and intricate projects, tracking progress is crucial. Here are some suggestions to keep this part of the Executing Stage running efficiently:

- Schedule regular meetings where team members give reports on their progress.
- Allow for last-minute refinement. Be willing to revert the project to an earlier stage for redevelopment.
- Design a process to assess changes and alternatives that arise as the project takes shape. Be open to insights that were unforeseeable earlier in the project development.
- Revisit your timelines on a regular basis. Pay particular attention to those parts of the project that have a direct impact on other sections of the plan. If resources need to be redistributed, make sure everyone on the team hears about the change and understands the reasons.

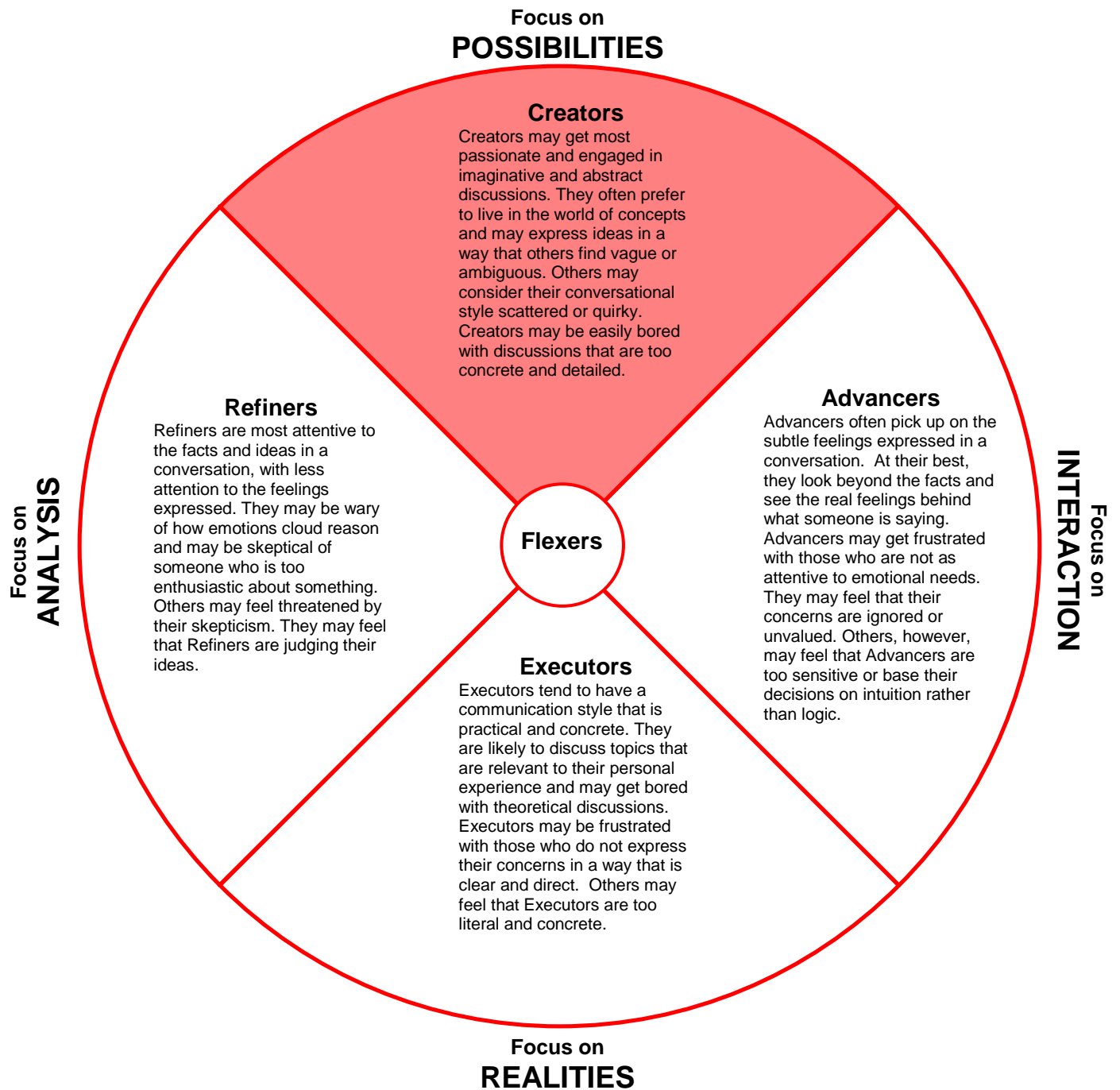
## Closing the Project

Most teams look forward to finishing a project. However the project turns out, teams should consider the following to ensure success in the future:

- After the project is completed, create an archive. This invaluable step is often lost in the celebration of a finished project. However, it frequently saves much time and frustration later. This archive should contain records of decisions, communications among team members, and other important documentation.
- Recognize each person for the role he or she played. This might be a good time to pull in an Advancer to help with this communication.

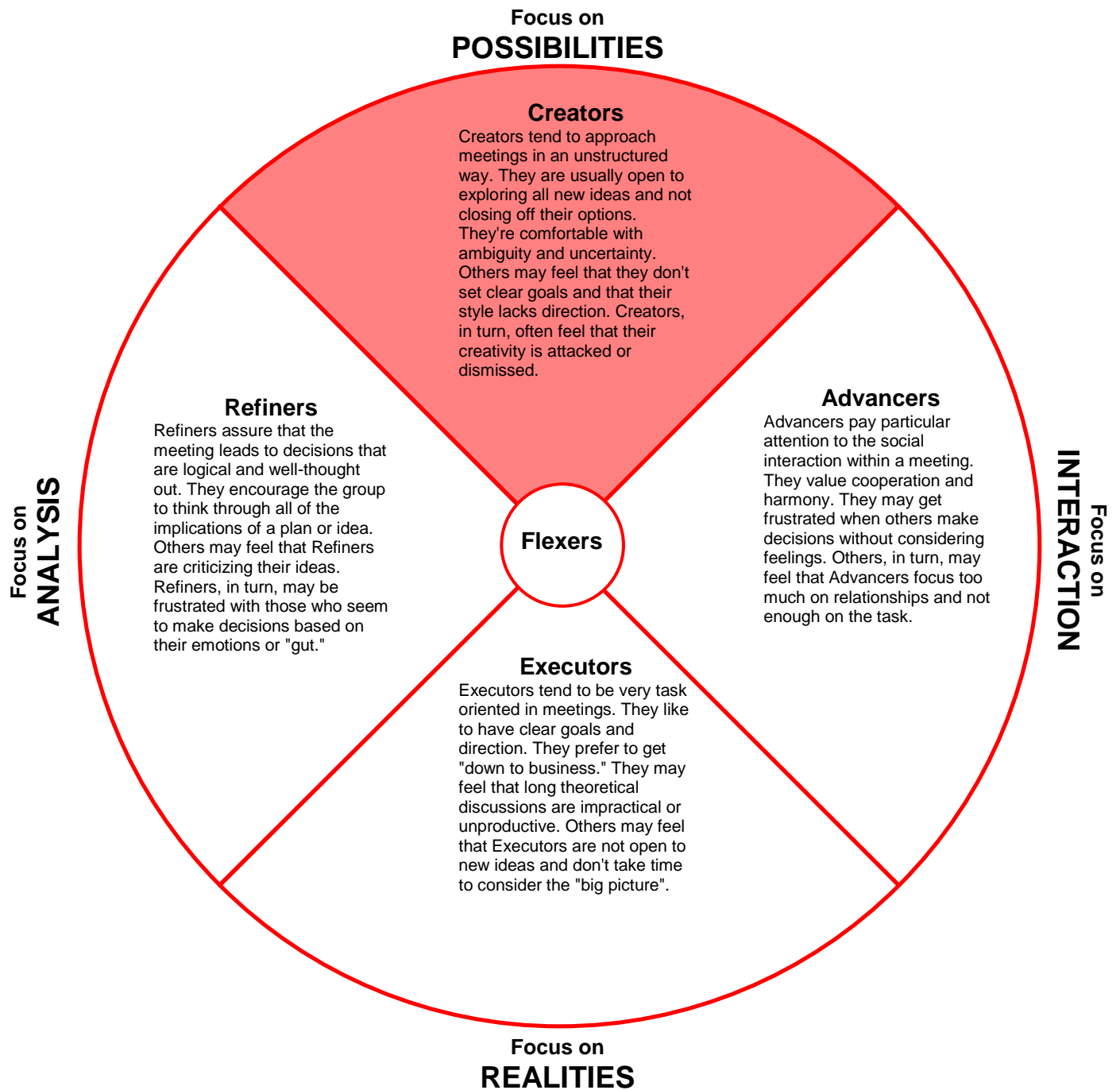
People have different priorities and preferences that affect how they communicate. By understanding these differences, teams can drastically reduce misunderstandings and miscommunications.

As you can see below, each of the four roles tends to have a different style of communicating. Flexers often have an ability to understand all of these perspectives, but may lean toward one or two. Your preferred role as a Creator is discussed in the shaded area.



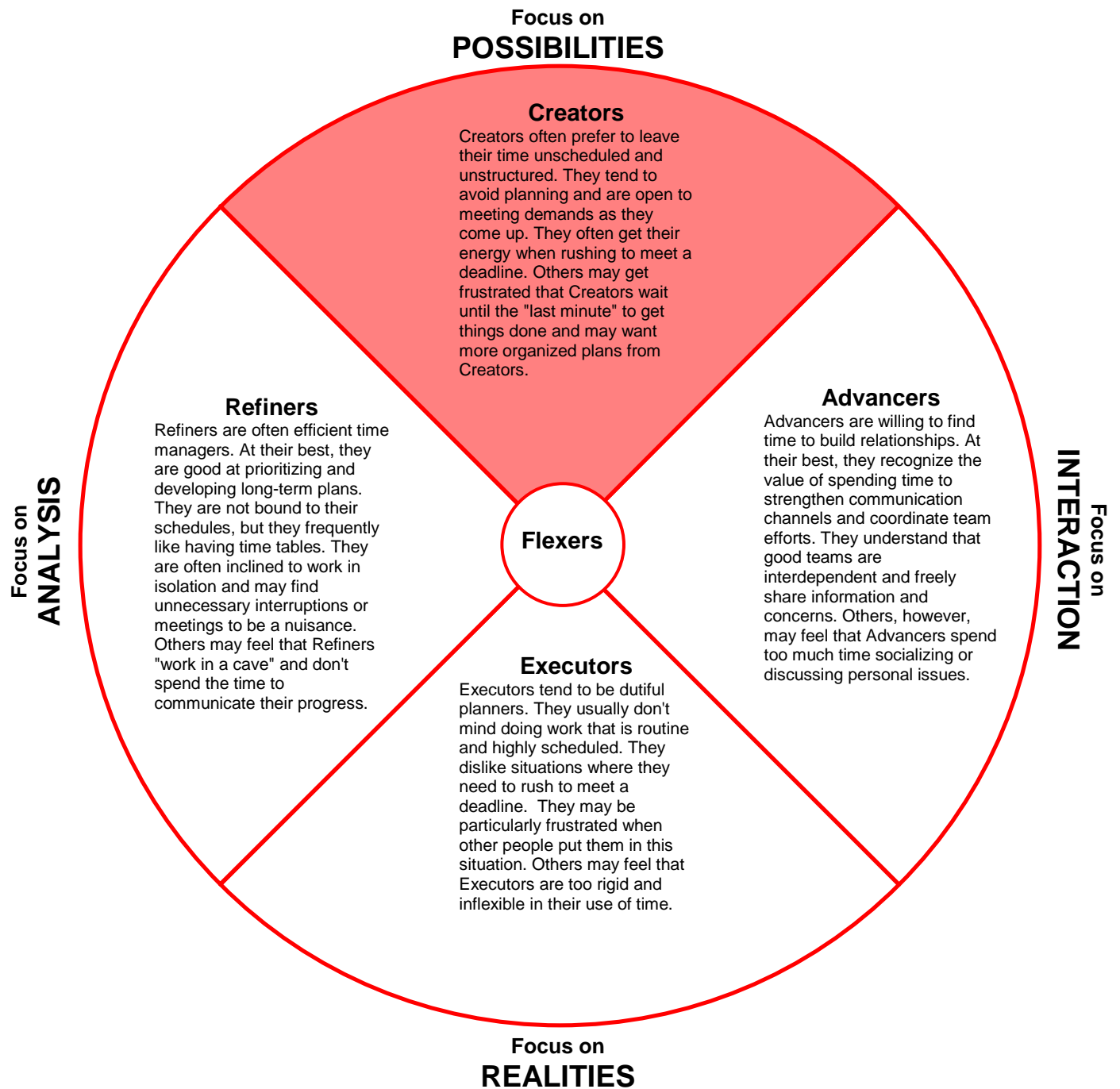
Group meetings can be source of frustration if people do not value the perspective of their team members. Understanding how others approach meetings can help to reduce this tension.

As you can see below, each of the four roles has natural tendencies within a meeting. Flexers often have an ability to understand all of these perspectives, but may lean toward one or two. Your team role as a Creator is discussed in the shaded area.



People use time differently because they perceive time management differently. Understanding the perspective of other team members is the first step toward addressing concerns and frustrations.

As you can see below, each of the four roles tends to have different priorities in time management. Flexers often have an ability to understand all of these perspectives, but may lean toward one or two. Your team role as a Creator is discussed in the shaded area.



## Comparison of the Team Roles

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The table below summarizes the primary team roles and allows you to see their similarities and differences. Flexers usually have an equal preference for each of these roles. Even though your strongest preference is for the Creator role, you will probably find that you also have some similarities with both Advancers and Refiners. You have the least in common with Executors.

	<b>CREATOR</b> Focus on Possibilities	<b>ADVANCER</b> Focus on Interaction	<b>REFINER</b> Focus on Analysis	<b>EXECUTOR</b> Focus on Realities
<b>Basic Descriptors</b>	<ul style="list-style-type: none"> <li>Imaginative</li> <li>Abstract-thinking</li> <li>Unstructured</li> <li>Artistic</li> <li>Unconventional</li> </ul>	<ul style="list-style-type: none"> <li>People-Focused</li> <li>Extroverted</li> <li>Talkative</li> <li>Outgoing</li> <li>Expressive</li> </ul>	<ul style="list-style-type: none"> <li>Analytical</li> <li>Objective</li> <li>Logical</li> <li>Skeptical</li> <li>Reflective</li> </ul>	<ul style="list-style-type: none"> <li>Realistic</li> <li>Detail-oriented</li> <li>Structured</li> <li>Organized</li> <li>Traditional</li> </ul>
<b>Talents</b>	<ul style="list-style-type: none"> <li>Generates multiple new ideas</li> <li>Envisions the big picture</li> <li>Finds groundbreaking or unique solutions</li> <li>Works comfortably with a loose structure</li> </ul>	<ul style="list-style-type: none"> <li>Moves an idea or plan forward</li> <li>Gets people excited about new solutions</li> <li>Communicates information</li> <li>Enjoys selling or promoting an idea</li> </ul>	<ul style="list-style-type: none"> <li>Tests theories and ideas for merit</li> <li>Develops systems to move projects forward</li> <li>Catches errors that others have missed</li> <li>Foresees surprises or complications</li> </ul>	<ul style="list-style-type: none"> <li>Pays attention to specifics and details</li> <li>Assures quality of final product</li> <li>Performs extensive follow-through</li> <li>Maintains order and organization</li> </ul>
<b>Needs Partners who</b>	<ul style="list-style-type: none"> <li>Provide structure</li> <li>Are practical</li> <li>Attend to details</li> <li>Are results-oriented</li> <li>Follow through</li> </ul>	<ul style="list-style-type: none"> <li>Provide objective skepticism</li> <li>Enjoy lengthy and complex analyses</li> <li>Are methodical</li> </ul>	<ul style="list-style-type: none"> <li>Generate enthusiasm</li> <li>Like networking</li> <li>Encourage communication</li> <li>Enjoy selling an idea</li> </ul>	<ul style="list-style-type: none"> <li>Take risks</li> <li>Are imaginative</li> <li>Focus on the big picture</li> <li>Think conceptually</li> </ul>
<b>Motivations &amp; Priorities</b>	<ul style="list-style-type: none"> <li>Exploration</li> <li>Creativity</li> <li>Originality</li> </ul>	<ul style="list-style-type: none"> <li>Expression</li> <li>Connectedness</li> <li>Interaction</li> </ul>	<ul style="list-style-type: none"> <li>Accuracy</li> <li>Competency</li> <li>Understanding</li> </ul>	<ul style="list-style-type: none"> <li>Accomplishment</li> <li>Completion</li> <li>Order</li> </ul>