When Working with other Team Roles

Team Role	Helpful	Unhelpful
Plant	• Encourage them to explain their ideas • Be tolerant of their unorganised approach	• Restrictive frameworks • Being critical of ideas that are not seen as relevant
Resource Investigator	• Allow them to talk and enthuse • Make use of their natural desire to communicate, investigate and negotiate with others	• Asking for too much detail • Using them to do detailed research
Co-ordinator	• Demonstrate you value their contribution in bringing the best out of others • Deliver what you have agreed to	• Undermine them by doing "private deals" or pursuing "personal conflicts" behind the scenes • Promoting hidden agendas
Shaper	• Use a factual and goal-oriented approach • Be tolerant and helpful when their sense of urgency creates problems	• Personal attacks – focus on facts and outcomes • Being ambiguous or getting off the subject
Monitor Evaluator	• 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	• Being over-optimistic or rushing them • The temptation to overrule them by enthusiasm or collective pressure
Teamworker	• Value and make use of their supportive qualities • Ask them to intervene when task orientation overrides personal feelings and sensitivities	• Taking them for granted and assuming they agree to everything • Force them to make big solo decisions
Implementer	• Give them responsibility for organising things • Explain new ideas in a systematic way in goal orientation terms	• Using them as a sounding board for floating wild ideas • Neglecting to provide sufficient information
Completer Finisher	• Make it clear what the priorities are and stick to deadlines • Respect and use their meticulous and perfectionist qualities	• Overloading with work or setting unrealistic deadlines • Belittling their tendency to worry about getting it right
Specialist	• Value their contribution as a source and seeker of knowledge • Ask them to undertake research on behalf of the team	• Isolating them from team discussions • Over involving them in wide ranging unstructured discussions

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