



idXTM - Capitalizing on Team TalentsTM

Prepared exclusively for:

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This Participant Workbook provided by:

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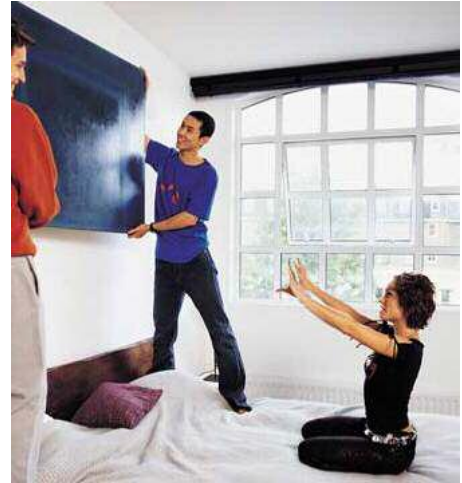




Session Goal and Process

Our main objective is to create an engaged, high-functioning team where

- People just seem to “get” each other.
- Projects make real progress.
- Everyone is glad to be on the team.



My personal goals for this session:



The Team Talents™ model will inform each step of today's process. We will

- **Uncover** each person's talents.
- **Explore** areas of discomfort and stress.
- **Discover** how to capitalize on each team member's strengths.



Introduction to Team Talents™

MODULE GOALS:

- Discover a model to explain the four basic talents on a team and the roles that correspond to those talents.
- Discover your own team role and your position on the Team Talents™ map

It's a Jungle

Write down key words that will help you remember each area on the Team Talents™ map.

Land of Possibilities



Land of Realities



Land of Analysis



Land of Interaction




My Team Role

Each role on a team is associated with one or more of the Team Talents™ as illustrated by this chart:

Role		Talent
Creator	◀ ▶	Possibilities
Advancer	◀ ▶	Interaction
Refiner	◀ ▶	Analysis
Executor	◀ ▶	Realities
Flexer	◀ ▶	Blend of All Talents

The different team roles are summarized below. Your most natural role is indicated by the checkmark. As you read the descriptions below, imagine group members who excel in each talent.



<input checked="" type="checkbox"/>	<p>Creator: People who generate new ideas and fresh concepts are Creators. They prefer to live in the Land of Possibilities. Creators look for activities that are unstructured or abstract, and they thrive on innovation and unique solutions.</p>
<input type="checkbox"/>	<p>Advancer: Those team members who communicate new ideas and carry them forward are Advancers. They focus on the personal world of feelings and relationships that we call the Land of Interaction. Advancers manage the human component of any solution, and they enjoy whipping up enthusiasm for a project.</p>
<input type="checkbox"/>	<p>Refiner: Individuals who analyze a solution for flaws or revise a project systematically are Refiners. They focus on the objective world of facts or theories known as the Land of Analysis. 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.</p>
<input type="checkbox"/>	<p>Executor: People who deliver concrete results and seek successful implementations are Executors. They prefer to live in the Land of Realities. Executors make sure that important activities get accomplished, and they pay attention to details and the bottom line.</p>
<input type="checkbox"/>	<p>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 Team Talents. Flexers can often adapt their styles to fit the needs of the team, and they probably view issues from different perspectives.</p>

Remember that no role is better or worse than any other. A balanced team will have all the roles and talents 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.

Exploring the Team Talents™ In Your Group

MODULE GOALS:

- Discover the talents and characteristics of your team role.
- Explore the contribution each talent brings to the team

Understanding Your Team Role

Payton, you're a Creator. This team role is not arbitrary or mysterious. Instead, it's the result of how you tend to focus your energy and attention in a group setting.

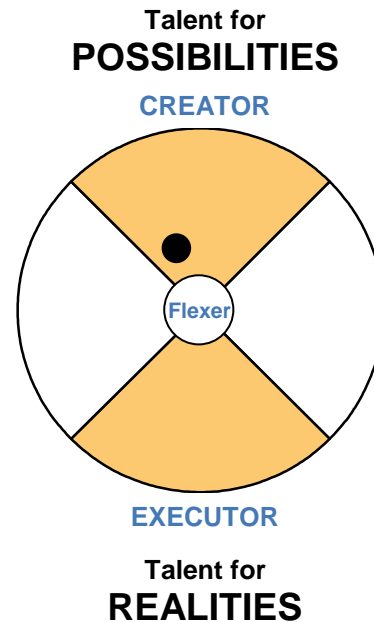
Read the information below about your team role. Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about.



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 with a talent for **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 with a talent for **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 talent for Possibilities and Executors have a strong talent for Realities. **Your focus is shown by the dot** on the circle to the right. You are a Creator because of your strong talent for Possibilities.



Consider the areas you checkmarked. Write down examples from your experience that demonstrate how these areas have helped you succeed on a team.



Primary Talents

One rope is flagged with **Possibilities** and **Realities** at its ends. The other rope is flagged with **Analysis** and **Interaction** at its ends.

The Talent Rope shown below represents the talent associated with your primary team role. Go to that rope in the room and grab it at a place that corresponds to your position on the Team Talents™ circle on the previous page.

Possibilities



Realities

Balanced





Team Talent™ Contributions

Take notes on the contributions of each talent group.

Possibilities



Realities



Analysis



Interaction




Flexer



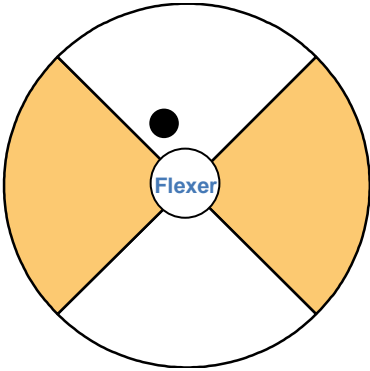
Your Secondary Team Role

There is a deeper level to your talents. Read the role description below about your secondary team role. Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about.



Talent for
ANALYSIS

REFINER



ADVANCER

Talent for
INTERACTION

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

This other dimension asks if you are naturally more focused on Analysis or Interaction. You have slight tendency to focus on **Analysis**, which means that you probably look at the world from a logical and questioning viewpoint. You may strive for objectivity in your work and tend to be somewhat skeptical of new ideas. On the other hand, individuals with a talent for **Interaction** are concerned with feelings and relationships. They pay close attention to personal communication and tend to be receptive to new ideas.

Looking at the figure to the left, you can see that Refiners have a strong talent for Analysis and Advancers have a strong talent for Interaction. Because of your slight focus on Analysis, you are a **Creator tending toward refinement**.

Consider the areas you check-marked. Write down examples from your experience that demonstrate how these areas have helped you succeed in a team.



Secondary Talents

One rope is flagged with **Possibilities** and **Realities** at its ends. The other rope is flagged with **Analysis** and **Interaction** at its ends.

The Talent Rope shown below represents the talent associated with your secondary team role. Go to that rope in the room and grab it on the end that corresponds to the secondary focus you read about.

Analysis



Interaction

Balanced



Understanding and Maximizing Your Strengths on a Team

MODULE GOALS:

- Understand the natural strengths you bring to a team.
- Recognize the value of these strengths in various team activities and tasks.
- Explore ways to use your strengths more often.

Your Strengths

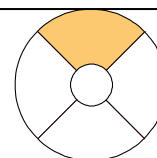
Read the information below about your strengths. Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about.



As a Creator, you probably think much like an inventor or scientist. By pulling a seemingly infinite number of ideas out of thin air, you 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, you may thrive when you have the freedom to explore original ideas and alternatives. As a consequence, you probably don't need a lot of structure to get started on a project and can work well with broad, undefined goals.

Talent for
POSSIBILITIES

CREATOR



Like other Creators, you probably view brainstorming as a fun way to discover new options and solutions. When you help others knock down their preconceptions and outdated assumptions, you may help the team keep its options open. Reframing problems so you can analyze the issues from every angle allows you to make sure that a potential breakthrough receives full consideration. In fact, many of the highlights of a brainstorming session are likely to come from you. As such, your main contribution to the team process may be your tendency to create or propel innovative thinking.

Your preference for Analysis may help you to see the big picture or to formulate the master plan. Most likely, you enjoy theoretical discussions and brainstorming. You may be gifted at creating conceptual frameworks and models that can help the team organize its ideas and understand the relationship among different parts of the project. In essence, you probably help fit the pieces of a plan into the big picture. Your knack for putting words and definition to abstract and unclear ideas can help others understand complex ideas in a practical way.

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

- Generating multiple new ideas
- Thinking abstractly
- Envisioning the big picture
- Working independently and finding your own direction
- Building conceptual models
- Researching ideas
- Exploring relationships and patterns among ideas
- Blending theories and logic
- Identifying underlying principles and trends
- Succeeding even with broad, unclear goals



Using Your Strengths

Primary Team Role _____

You have been traveling and have lost your way. You find yourselves stranded on a remote island. The journey has taken a lot out of you, and you can only use two of the strengths your group has in common. Choose two strengths and discuss why these would give you the best chance of surviving.

Strength #1

How will it help you survive?



Strength #2

How will it help you survive?

As you listen to common workplace activities, review your bulleted list of strengths from the previous page. Write down activities where the strengths of your team role could make a contribution.

Activity	Strength that can make a contribution



How Often I Use My Strengths

Review the “Your Strengths” bullets. Consider how often you are able to use each strength on the job. Write each bullet statement in the appropriate column below.



Many of the following strengths come naturally for you:

- Generating multiple new ideas
- Thinking abstractly
- Envisioning the big picture
- Working independently and finding your own direction
- Building conceptual models
- Researching ideas
- Exploring relationships and patterns among ideas
- Blending theories and logic
- Identifying underlying principles and trends
- Succeeding even with broad, unclear goals

Frequently

Occasionally

Contribution Opportunities

--	--

Seldom

Contribution Opportunities

--	--



Understanding Your Discomfort Zone

MODULE GOALS:

- Recognize your discomfort zones and the activities that feel unnatural to you.
- Understand that activities that don't come naturally to you may cause stress.
- Discover that everyone has a discomfort zone, although others might be challenged by different activities.

Greta's Discomfort Zone

Greta's Role: _____

Take notes on the video.

What is Greta being asked to do? What is involved with doing that?

Mark where these tasks fall on the Team Talents™ map.





Heidi's Discomfort Zone

Heidi's Role: _____

Take notes on the video.

What is Heidi being asked to do? What is involved with doing that?

Where do these tasks fall on the Team Talents™ map?





Ainsley's Discomfort Zone

Ainsley's Role: _____

Take notes on the video.

What is Ainsley being asked to do? What is involved with doing that?

Where do these tasks fall on the Team Talents™ map?





Dan's Discomfort Zone

Dan's Role: _____

Take notes on the video.

What is Dan being asked to do? What is involved with doing that?

Where do these tasks fall on the Team Talents™ map?



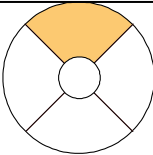
My Discomfort Zone

In all likelihood, you have some opinions about the type of tasks that you like and dislike performing. Knowing what causes you discomfort, however, can help you to make your best contribution to the group effort. Read the information below about the activities that may cause you discomfort. Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about.



Talent for
POSSIBILITIES

CREATOR



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. You may have more interest in coming up with a new idea than doing the detailed follow through necessary to make it a reality. In essence, you may spend so much time embracing the Possibilities and dwelling on theoretical issues that you neglect to push for concrete results. The outcome of this focus could be a wealth of great ideas that go nowhere.

You may find that you prefer the conceptual, abstract world of Possibilities to the more structured, 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. And 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. You may find yourself devoting too much time on 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.

Because you also lean towards Analysis, you may tend to remove yourself from a situation so you can become truly absorbed in conceptual problem solving. You may be inclined to do this analyzing alone, away from distraction. As a consequence, however, you may get so absorbed in a theoretical, abstract world that you are unaware of the people around you. People who do not work with you on a regular basis may feel that you are a little distant or "hard to get to know." Further, you may find that channels of communication between you and your coworkers are not as open and clear as they could be. Your peers may feel that they are in the dark when it comes to your ideas or progress.

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

- Staying focused on routine work
- Adhering to a strict schedule
- Keeping track of details
- Organizing
- Doing things before the last minute
- Following through on plans
- Sticking to practical options
- Providing a stable structure for yourself and others
- Maintaining open communication with others

My Discomfort Zone is in the land of:

The Tradeoff Between Focus and Flexibility

MODULE GOALS:

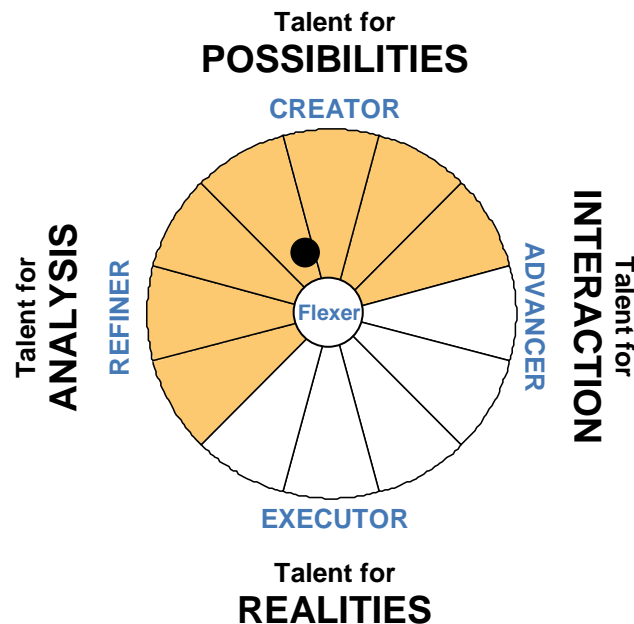
- Understand your level of focus or flexibility with respect to your role.
- Recognize the tradeoffs inherent in having a more focused area of strength or more flexibility.

Your Flexibility

Every day we find ourselves in situations that require us to adapt into different roles or work with people who have different priorities. Some people find this more difficult than others because of the strength of their preference for their roles. For instance, while all Creators focus on Possibilities, some are completely absorbed in that imaginative, abstract world while others just have a slight tendency in that direction. A very strong preference for a role can be a powerful advantage. On the other hand, a strong role preference can mean a difficult time adapting to different roles and understanding the priorities of people in other roles. Read the information about your level of flexibility. Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about.



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 may feel comfortable embracing a variety of 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 away from these areas, you will probably find those roles less comfortable and enjoyable. And although you might do them well, they may cause you stress. If your primary job responsibilities are outside of the shaded areas, consider if this is a source of stress for you.

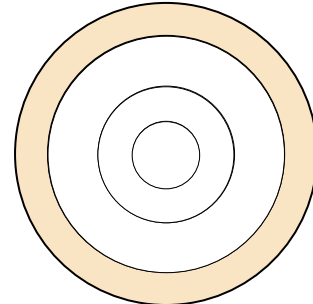


Levels of Flexibility

The pictures below show the different intensity bands that are used to determine your level of flexibility.

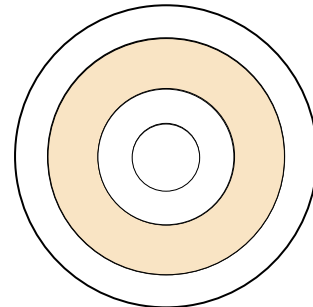
Very Strong Preference

People with a strong preference often have one or two roles that are extremely natural and comfortable for them. Frequently, they are exceptionally talented in these roles, but may find it very stressful and draining to move to other roles outside this comfort zone.



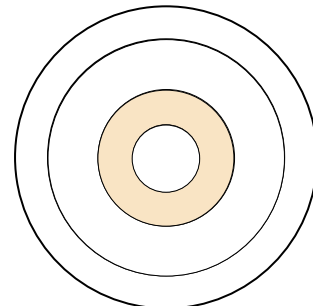
Moderately Strong Preference

People with a moderately strong preference usually have one or two roles that are clearly most natural and comfortable for them. Although they can take on many other roles when the situation calls for it, it may be somewhat stressful and draining if they have to adapt for long periods of time.



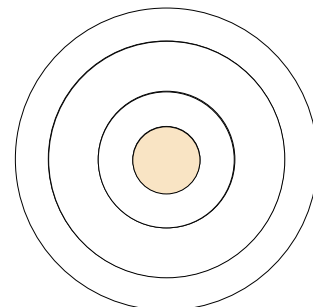
Slight Preference

People with a slight preference usually have a clear leaning toward one or two roles as their favorites, but find that they are reasonably comfortable in most roles. Compared to most people, they tend to feel natural shifting among a variety of different tasks, duties, or positions.



Equal Preferences

People with an equal preference have a similar leaning toward all roles. Although they may have their favorites, they usually don't have one particular role that stands out as dominant. Therefore, they can usually adapt and meet the changing demands of the situation with less stress and discomfort than most.





Exploring Your Focus and Flexibility

Color the wedges according to your comfort level.

- Use a **green** marker to color the wedge if you are comfortable doing three or more activities.
- Use a **red** marker if you are very uncomfortable doing three or more activities.
- Use **yellow** to color the wedges of activities you may be willing to do, but would rather not on a regular basis.

- Developing and testing theories
- Discussing abstract topics
- Solving conceptual problems
- Designing a big-picture vision

- Working with unclear goals
- Developing non-traditional ideas
- Working with little structure
- Using unusual strategies

- Performing in front of groups
- Doing things last minute
- Motivating others
- Acting on instinct

- Doing research
- Analyzing data
- Working alone
- Performing in-depth evaluations

- Promoting new ideas
- Organizing groups
- Selling
- Mingling with strangers

- Training others
- Planning events
- Listening patiently
- Comforting and supporting

- Checking facts for accuracy
- Maintaining quality control
- Working systematically
- Following detailed procedures

- Keeping track of critical details
- Performing routine work
- Sticking to a strict schedule
- Organizing

Total

Green Wedges

Red Wedges

Yellow Wedges



Focus and Flexibility Tradeoffs

Discuss in your group the benefits and drawbacks of flexibility and focus to a team.

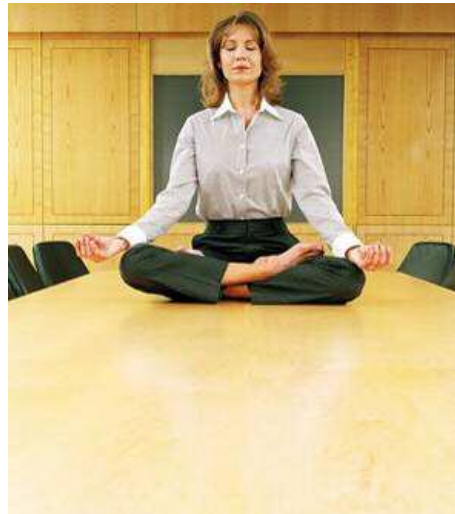
Focus

What are **benefits** to a team that arise from **more focus**?

What are the **drawbacks**?



Flexibility



What are **benefits** to a team that arise from **greater flexibility**?

What are the **drawbacks**?

“Great managers do not believe that a productive team has camaraderie as its cornerstone and team members who can play all roles equally well. On the contrary, they define a productive team as one where each person knows which role he plays best and where he is cast in that role most of the time.”

- Marcus Buckingham and Curt Coffman, *First, Break All the Rules*



Collaborating to Reduce Stress

MODULE GOALS:

- Recognize that activities that feel unnatural to you may cause you stress.
- Recognize that what stresses you might be a strength for someone else, and that others may be stressed by different activities.
- Discover strategies for collaborating to reduce stress at work.

Stress Evaluation

Use the following scale to rate your stress level with each of these situations:

Not at all stressful		Extremely stressful			Stress Score
1	2	3	4	5	

- _____ Present the results of a recent project to a large group of your co-workers and peers.
- _____ Read and interpret a new vendor contract, finding any potential loopholes.
- _____ Collate handouts for the quarterly department meeting packet.
- _____ Lead a training session for your department.
- _____ Sketch out a variety of possible themes for a new company website.
- _____ Look at data from a recent project to determine patterns.
- _____ Research competitors' practices and products.
- _____ Call five different clients and present the company's new idea to them.
- _____ Analyze customer feedback for trends.
- _____ Develop a variety of logo concepts for presentation at the team meeting.
- _____ Influence upper management to support your team's idea.
- _____ Organize and implement the redesign of the department floor plan.
- _____ Determine ways to improve funding allocation based on last year's budget.
- _____ Solicit speakers from your department for the quarterly department-meeting agenda.
- _____ Conduct a focus group to gauge reaction to a new concept.
- _____ Develop a long-range vision for a newly formed department.
- _____ Mingle with potential clients at a charity luncheon.
- _____ Organize the annual company outing.
- _____ Proofread a detailed report that is going to a client.
- _____ Organize and summarize your notes from a recent full-day meeting for your team.
- _____ Review a highly theoretical report and summarize the main points for the team meeting.
- _____ Respond to customer questions and concerns throughout the day.
- _____ Pull together components for a formal proposal of your team's idea and write the first draft.
- _____ Brainstorm new purposes for existing products/services to generate new revenue streams.



Trading to Reduce Stress

Trade with other participants until you obtain three situations that give you the least amount of stress possible. You must have three cards once trading is finished.

Take your Stress Score from the previous page and write it in this box.

Original Score

Tally the ratings from your newly traded cards.

Situation Rating	+	Situation Rating	+	Situation Rating	=	New Score

Calculate the difference between the scores and write it in this box.

Difference

Discuss the following questions in your group discussion.

Why would other people agree to take on situations that are stressful for you?

How did it feel to be able to change your workload? Why?

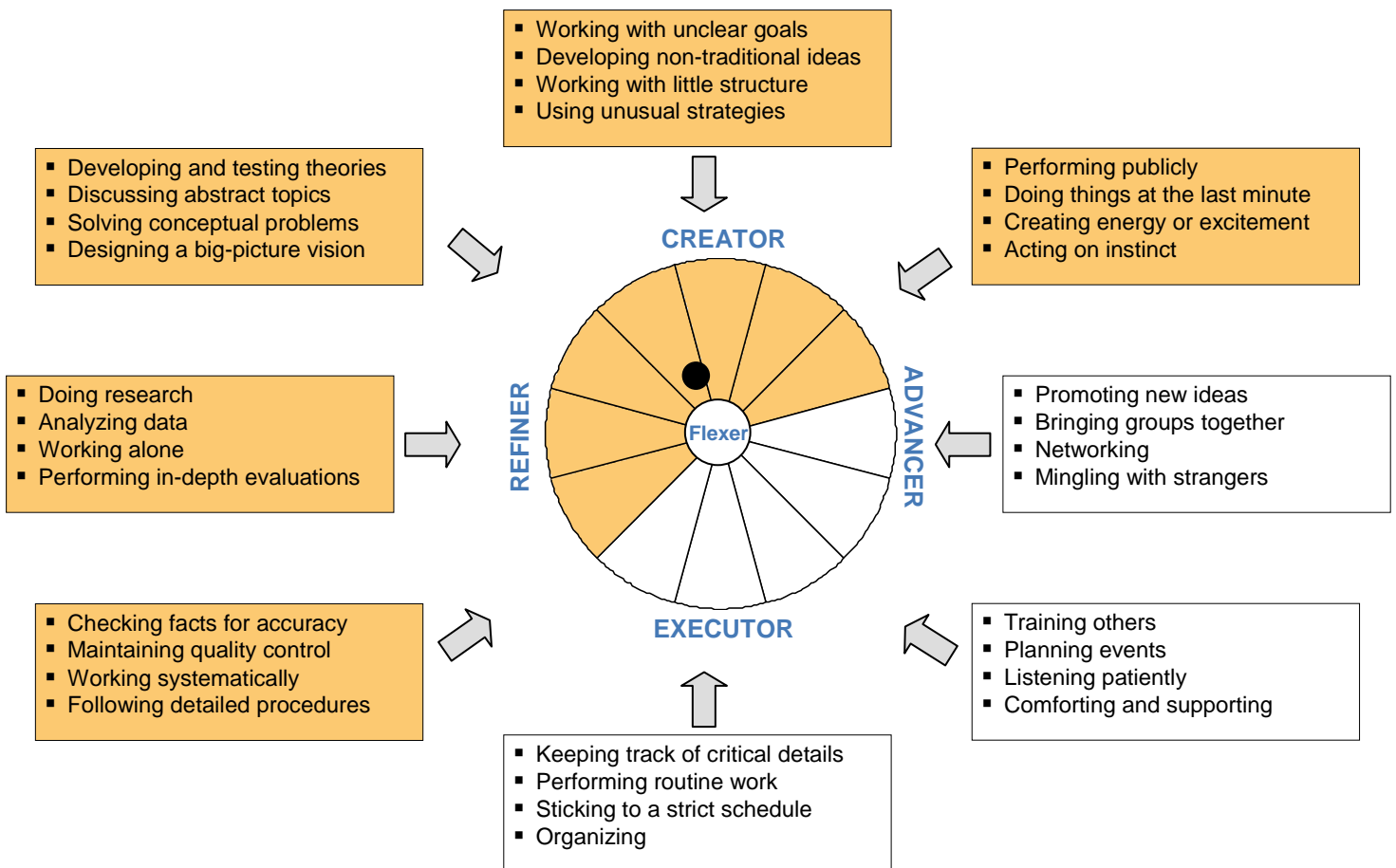
What did reducing your stress require of you?

Stress at Work

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.

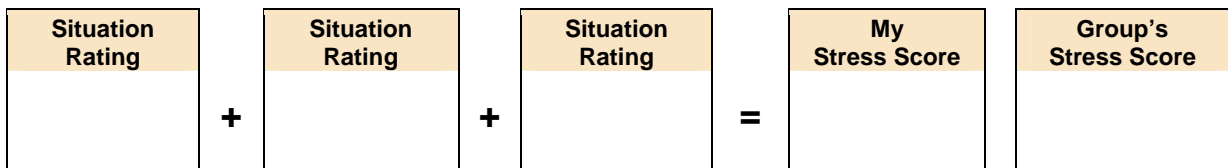
The shaded boxes around the circle below show your comfort zone: activities that are probably natural and comfortable for you. On the opposite side of the circle, however, the unshaded boxes describe activities that may be less natural for you. As mentioned earlier, you may be very good at these activities,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

Read the description below and underline the situations and activities that you find most stressful.

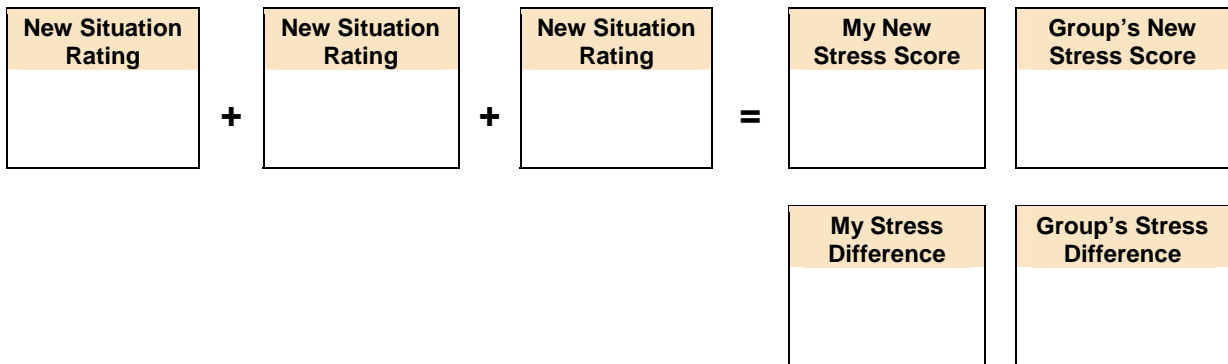


Reducing Group Stress

- 1 Refer to your “Stress Evaluation” workbook page again to find out how you rated each situation and total your Stress Score.
- 2 Add each team member’s stress score together to get a group stress score.



- 3 As a group, determine how to best distribute the situations among you to get the lowest group stress score possible.
- 4 As individuals, calculate your new stress score and the difference from the original.
- 5 Add each team member’s stress score together again to get a group stress score, then calculate the difference from the original.





Collaborating to Reduce Stress

Discuss the following questions in your group discussion.

What was different about your experience this time?



Was the group able to reduce its stress score?
What was the group's method of collaboration to reduce the stress scores?



Were there individuals who found their stress scores higher at the end?
If so, why? If not, why might it happen?

What affect would taking on stressful activities have on the team long term?





Reducing Your Stress

Describe a work situation that has been causing you stress lately.



Consider who you can collaborate with to reduce the stress.



What would this collaboration look like? What tasks or activities might you be able to exchange?



Conclusion

MODULE GOALS:

- Review session goals and concepts.

Review

Team Talents™ Learning Model

Talent for:		Team Role
Possibilities	◀▶	Creator
Realities	◀▶	Executor
Analysis	◀▶	Refiner
Interaction	◀▶	Advancer
Operating in All Four	◀▶	Flexer

Strengths

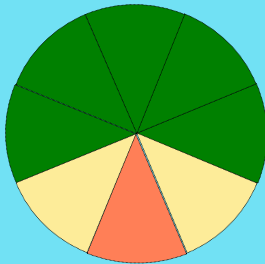
Stem from preferences for one or more of these team talents.

Discomfort and Stress

Occur when working on tasks or activities that fall outside our preferred team roles.



Intensity of Talent Preference

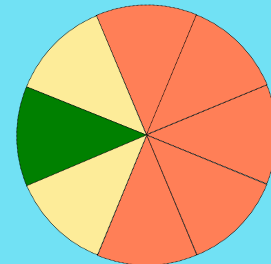


Flexibility

A slighter preference for our talents denotes greater flexibility to **adapt** to other roles.

Focus:

Strong preference for our talent translates into **expertise** in our roles.



Collaboration

Remember

Activities that come naturally to some can be incredibly stressful to others.

By **allocating** activities **based on strengths**, team members

- Can enjoy their work more.
- Are less stressed.
- Have a greater appreciation for their teammates' contributions.



Thank you!

What I Want to Remember:

