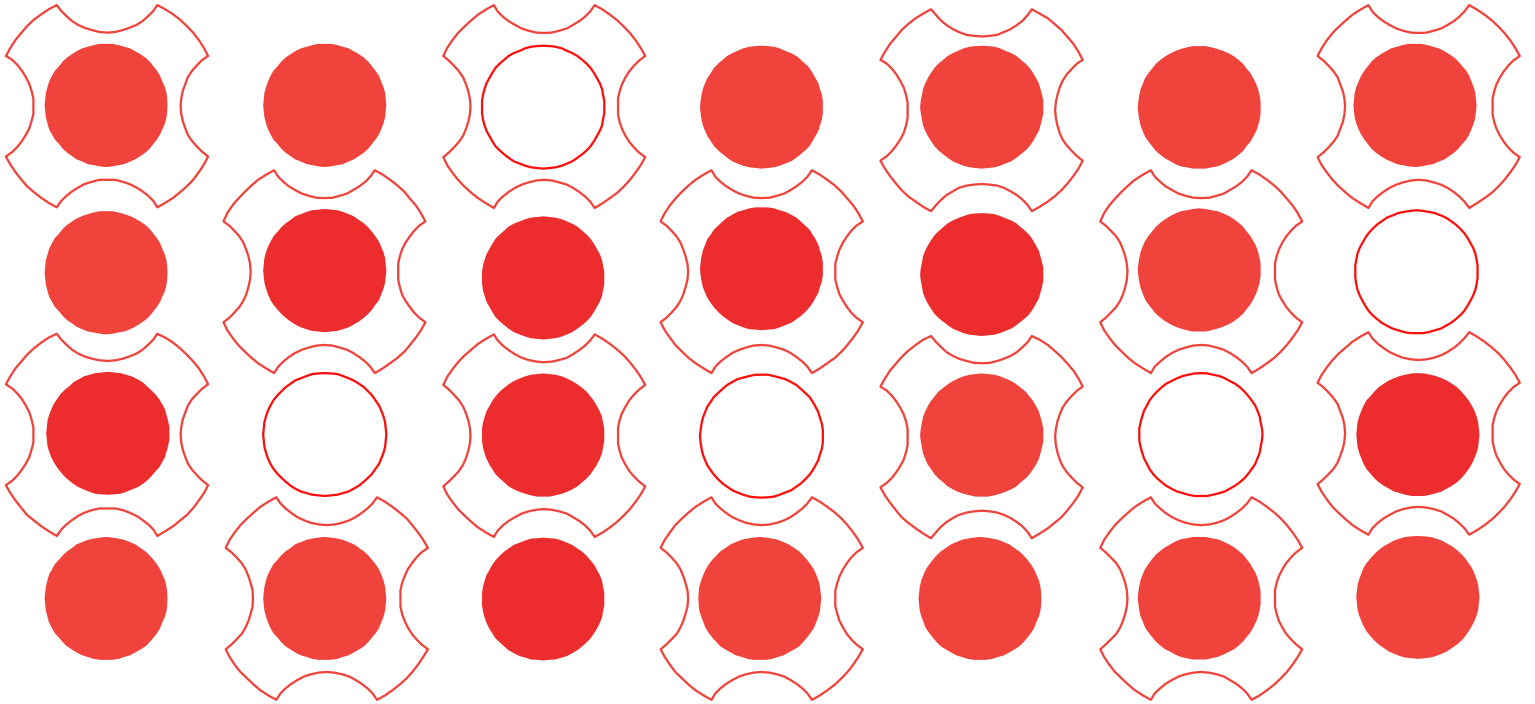# Team Dimensions Profile

Respondent Name
Saturday, March 20, 2010

This report is provided by:

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TRANSPECTIVE

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Welcome! You have just completed the first step of the *Team Dimensions Profile*. You are now on your way toward improved team performance.

You can depend on the *Team Dimensions Profile* to be accurate. For nearly 30 years, Inscape Publishing has been the first choice for research-based self-assessments. We're committed to maintaining high professional standards of instrument development and application through careful research and development processes. Over 40 million people worldwide have used our assessments.

The *Team Dimensions Profile* will help you understand the way you prefer to work, and then will teach you a process to create workgroups that deliver. Research has determined that when working with others to accomplish a specific purpose, individuals combine natural thinking and behavioral preferences into one of four approaches: Spontaneous, Conceptual, Normative, and Methodical. Everyone uses aspects of each approach, and these combine to form four distinct team roles, all essential to getting the job done. The Flexer is a combination of all four roles.
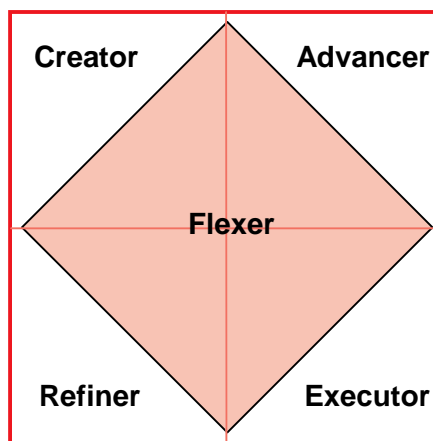
Creator: Generates ideas

Advancer: Promotes ideas

Refiner: Challenges ideas

Executor: Implements ideas

Flexer: Steps in to fill gaps

As you read this report, please remember that there are no right or wrong answers. All the different roles are vital to effective teams.

Respondent Name **2**

There are three key elements in this report that will help you understand your role on a team and the team process: Your Personal Approach, your Primary Role, and your Profile Pattern.

Your *Team Dimensions Profile* Grid is shown below. Your score on each axis shows your level of each Personal Approach, based on your responses and these Approaches combine to define your Role and your Profile Pattern. Read more about these three levels of interpretation and your *Team Dimensions Profile* on the following pages.
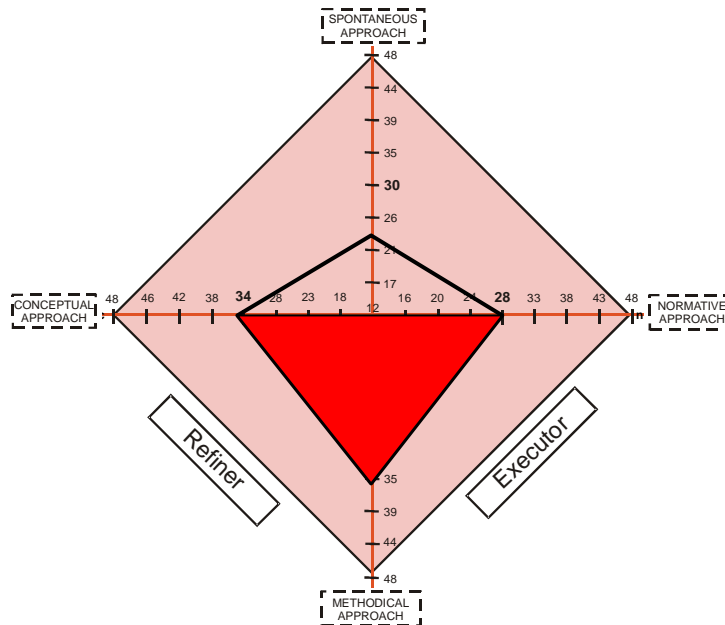
Your Personal Approach

There are four distinct approaches to thinking and behavior among people involved in a team process. See page 4 to learn about four Personal Approaches and to see your level of each Approach based on your responses.

Your Primary Role: Refiner/Executor

People tend to use two or more Approaches when working on a team. Various combinations of these Personal Approaches result in the identification of four roles on a team. See page 5 to read about your Primary Role(s), to find out about the other roles, and to learn about the Z process for teams.

Your Profile Pattern: Refiner/Executor Pattern

Combinations of the four Personal Approaches form 11 *Team Dimensions Profile* Patterns that reflect the diverse thinking and behavior of people participating in teams. See page 6 to read about your pattern, then read pages 7 through 11 to learn about different patterns and gain a better understanding of the patterns of other team members.

Introduction to Personal Approaches

Observation and research over two decades have revealed several distinct approaches to thinking and behavior among people involved in a team process. When working with others to accomplish a specific purpose, people combine their natural thinking and behavioral preferences into a Personal Approach.

By understanding the various approaches used by individual contributors in the team process, the roles of team members can be defined and the team process enhanced, resulting in higher team performance.

The interactive relationship of the four Personal Approaches is graphically portrayed by the *Team Dimensions Profile* grid. Your approach scores combine to identify your preferred role on a team. The indicator under each approach shows your level of each based on your responses.
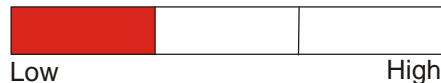

Conceptual Approach

Low   High

The Conceptual Approach is illustrated along the left horizontal axis of the *Team Dimensions Profile* grid. Someone who takes a Conceptual Approach likes to come up with new ideas. When presented with a problem or an opportunity, they are good at exploring alternatives and discussing concepts. Good at visualizing the master plan, someone who takes a Conceptual Approach prefers focusing on the future; developing theories, principles, and ideas; and recognizing alternatives.

Spontaneous Approach

Low   High

The Spontaneous Approach is illustrated along the top vertical axis of the *Team Dimensions Profile* grid. Someone who takes a Spontaneous Approach wants freedom from constraint. They tend to move from one subject to another, focusing on many things at once, and sometimes showing impatience. Someone who takes a Spontaneous Approach likes to have respect and influence. They don't feel obligated to follow tradition and will let their feelings guide them when making decisions.

Normative Approach

Low   High

The Normative Approach is illustrated along the right horizontal axis of the *Team Dimensions Profile* grid. Someone who takes a Normative Approach prefers to put ideas into a familiar context, relying on past experiences with similar situations to guide them. Letting accepted norms and expectations steer them, someone who takes a Normative Approach likes to see the consequences before acting. They prefer to let others take the lead and try to fit in with other people.

### Methodical Approach

Low   High

The Methodical Approach is illustrated along the bottom vertical axis of the *Team Dimensions Profile* grid. Someone who takes a Methodical Approach prefers order and rationality. When presented with a problem or opportunity, they tend to follow a step-by-step process, examining the details and thinking things over carefully before acting. Focusing on what they can prove is true, someone who takes a Methodical Approach is good at putting things in order and likes to see things fit together.

Introduction to Roles

Research shows that individuals have different approaches to innovation and teamwork. Individuals may use two or more approaches (Conceptual, Spontaneous, Normative, and Methodical) when approaching tasks in the team process. Various combinations of these Personal Approaches result in the identification of four roles on a team: Creator, Advancer, Refiner, and Executor. The Flexer is a combination of all four roles. On a successful team, individuals perform these four roles and interact with one another to maximize their strengths. Tasks are defined and handed off from one role to another, allowing participants to focus on their strengths in the process. Typically, tasks are handed off from the Creator to the Advancer, from the Advancer to the Refiner, and from the Refiner to the Executor. The Flexer steps in to fill gaps in the team. This creates a "Z" process, involving each of the roles on a team. Read about your Primary Role or Roles indicated by a check mark below.

Creator	Advancer
	Flexer
Refiner	Executor
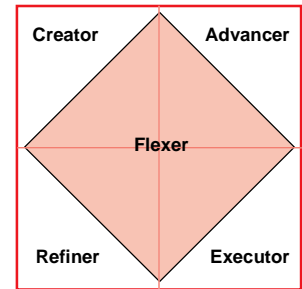
Creator ☐

In a Creating role, an individual generates the concepts and ideas. The Creator reframes the problem and looks for solutions that may be unusual, unique, and go beyond the obvious. Creators generate fresh, original concepts and ideas. These concepts are not constrained by fear of failure, or by existing rules or boundaries. The Creator recognizes alternatives and perceives the "big picture." When ideas have been created, those ideas are handed off to someone in an Advancer role.

Advancer ☐

In an Advancing role, an individual recognizes ideas and new directions in their early stages and develops ways to promote them. The Advancer uses insightful planning based on past experiences and successful methods to advance ideas towards implementation. Advancers prefer familiar ideas but are not inclined to let rules and boundaries discourage them. Actions are directed to achieving objectives by the most direct and efficient means. Given some structure towards implementation, an idea will be passed to someone in a Refiner role.

Flexer ☐

In a Flexing role, the contributions of team members are monitored and the process is kept moving in the right direction. The Flexer can be essential to the overall productivity of the team, as this person is able to play at least three of the four team roles. Flexers objectively view the team process and step in as needed to keep the team moving toward its objectives.

Refiner ☑

In a Refining role, concepts are challenged. The Refiner uses a methodical process to analyze things in an orderly manner to detect possible flaws and identify potential problems under discussion. Refiners are good at reviewing ideas and implementation plans, modifying those ideas or coming up with new ideas, and rationally reviewing them to ensure successful implementation. Ideas and plans may have to be passed back to the Advancer and Creator roles before they are ready for implementation by someone in the Executor role.
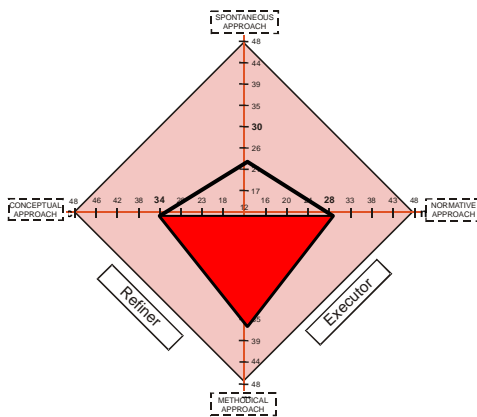
Executor ☑

In an Executing role, an individual follows up on team objectives and implements ideas and solutions. The Executor focuses on ensuring the implementation process proceeds in an orderly manner, based on a well-thought-out implementation plan. Executors strive for achieving high-quality outcomes, with attention to details. The Executor prefers to let others take the lead, and enjoys the task and responsibility of final implementation.

Respondent Name

Your Unique Profile Pattern

Combinations of the four Personal Approaches, described in Interpretation Stage I, form eleven Team Dimensions Profile Patterns. These eleven patterns describe a combination of roles that more closely reflect the richness of how people most naturally approach working with others to accomplish a specific purpose. Many people ultimately use a mixture of Conceptual, Spontaneous, Normative, and Methodical Approaches in their team activities and interactions.

Read your Profile Pattern below. Then read the other descriptions on pages 7 to 11 to gain an understanding of the other *Team Dimensions Profile* Patterns.

Refiner/Executor Pattern
Approach: Conceptual/Methodical/Normative

DESCRIPTION: As a Refiner/Executor, you explore alternative solutions and ideas while paying attention to detailed implementation plans. When presented with an idea, you will consider aspects of the idea that may present problems, paying particular attention to the implementation details. You will think of ways in which the new idea can fit into the existing process. Good at visualizing the master plan and analyzing things, you are able to recognize alternatives. You prefer to think things over carefully before using a proven process when solving problems. You like to see things fit together, generally follow an orderly process, and derive satisfaction from developing a well-thought-out implementation plan.

CONTRIBUTION: You make sure the concept and the details of the implementation plan are thought through and carried out in an orderly manner.

WEAKNESSES: If working alone, you may continue to develop alternatives while paying attention to all the implementation details associated with each alternative, slowing the innovative process down and limiting the introduction of riskier ideas.

INSTINCT: You tend to improve ideas and develop detailed implementation plans.
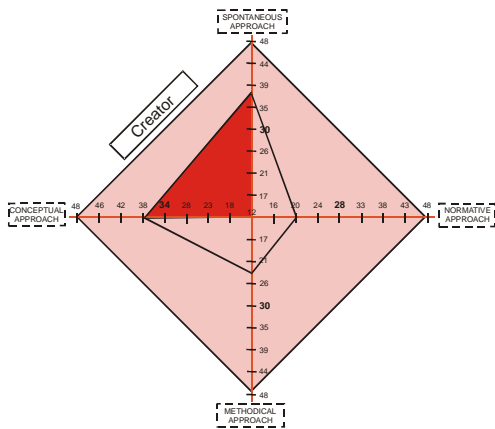
Creator Pattern
Approach: Conceptual/Spontaneous

DESCRIPTION: Creators generate the concepts and ideas. They like to reframe the problem and look for solutions that may be unusual, unique, and/or outside the boundaries of traditional thought. Creators are good at exploring alternatives and perceiving the "big picture." Creators want freedom from constraint and when a rule exists, they may break it. They may act impulsively, letting their feelings guide them. They derive satisfaction from the process of creating, discussing concepts and ideas, and overcoming problems. When everything is in its place, the Creator may become restless, get impatient, and have a tendency to move from one subject to another, thinking about what should happen next.

CONTRIBUTION: Fresh, original concepts that go beyond the obvious and are not constrained by fear of failure.

WEAKNESSES: Because Creators enjoy generating ideas, they may move from one idea to another without stopping to evaluate the consequences. If left alone to refine concepts, they will solve the problem within the problem and eventually lose sight of the objective.

INSTINCT: Reframing problems to achieve breakthrough solutions, moving in new directions, examining possibilities without regard to risk.
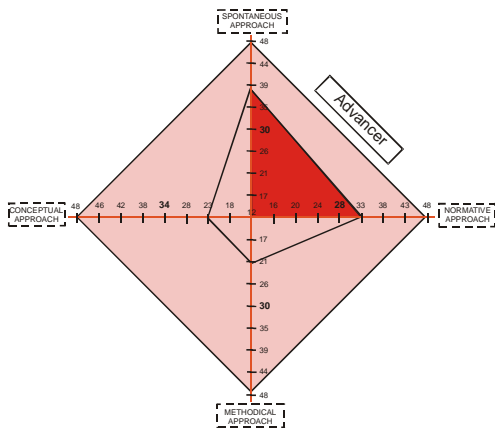
Advancer Pattern
Approach: Spontaneous/Normative

DESCRIPTION: Advancers recognize ideas and new directions in their early stages and develop the means to promote or advance them. When presented with an idea, they think of how to get it implemented, using insightful planning based on past experiences and successful methods. Advancers may initially respond to ideas with skepticism, but will let accepted norms and their feelings guide them. They derive satisfaction from instilling a sense of purpose in the team and promoting that purpose with single-mindedness and determination. Their actions are directed to achieving objectives by the most direct, efficient means, and they are not inclined to let rules and boundaries discourage them. Advancers are able to focus on many things at once and may move from one subject to another. They enjoy respect and influence.

CONTRIBUTION: Energetically promoting team objectives. Recognizing the value of a new idea or trend and actively carrying it forward.

WEAKNESSES: If left alone or working only with someone with a strong Conceptual Approach, the Advancer may move ahead to implement concepts that aren't completely thought through, ignoring danger signs and realistic barriers to successful implementation.

INSTINCT: Identifying interesting ideas or possibilities and moving swiftly to see them implemented.

Respondent Name   **7**
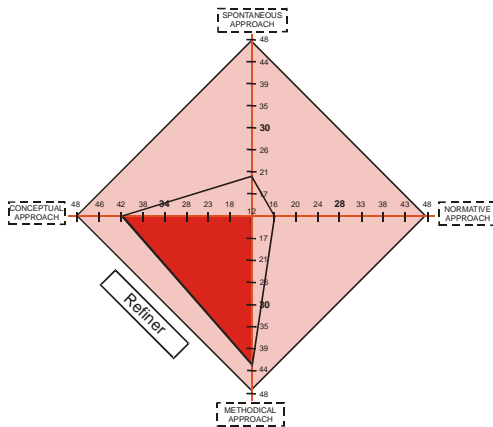
Refiner Pattern
Approach: Conceptual/Methodical

DESCRIPTION: Refiners challenge concepts under discussion. Believing that consequences matter, Refiners want to plan how new endeavors are implemented and prepare for surprises. They like to create order from chaos by improving the process by which ideas are implemented. Refiners may play "devil's advocate" to test the soundness of an idea and try to improve it. They prefer order and are comfortable being methodical. They derive satisfaction from the mental exercise of the debate and may lead others to examine the merits of an idea, using a systematic process in generating and exploring ideas.

CONTRIBUTION: Making sure that the concept is thought through and examining how it can be improved and implemented.

WEAKNESSES: If allowed to control the group or the process, the Refiner may lead the team toward choosing low-risk ideas, filtering out ideas that may have greater risks but also bigger payoffs.

INSTINCT: Articulating the problems caused by new or unique ideas; improving ideas before implementation.
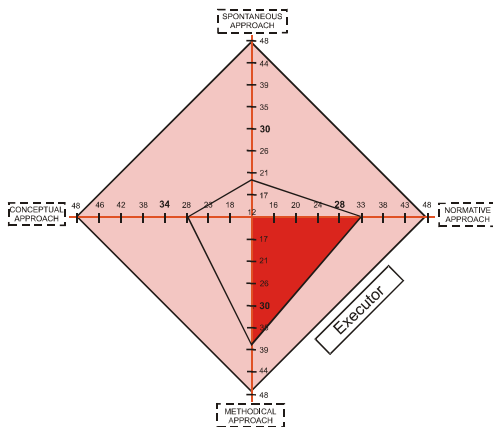
Executor Pattern
Approach: Methodical/Normative

DESCRIPTION: Executors follow up on team objectives and implement ideas and solutions. Executors focus on ensuring the implementation process proceeds in an orderly manner and on achieving high-quality outcomes. Until specific objectives and plans are identified, Executors may have little interest in group discussion. They prefer proven, familiar ideas over novel and untried ones. They pay attention to details and seek to ensure that plans follow an orderly process. The Executor is comfortable being methodical. The Executor tends to be cautious in trying out a new approach and prefers to think things over carefully before acting.

CONTRIBUTION: Spotting potential problems before they occur and minimizing inefficiencies and errors during implementation.
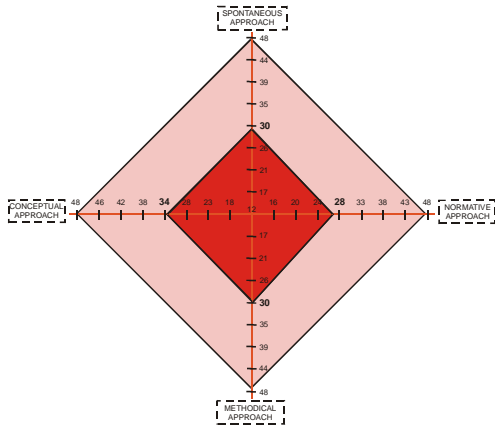
WEAKNESSES: If working without clear and focused objectives or guidelines, the Executor may lose sight of the goal and pursue irrelevant strategies.

**INSTINCT:** Finishing what they start and doing things right.

Flexer Pattern
Approach: Conceptual/Spontaneous/Normative/Methodical

DESCRIPTION: Flexers monitor the contributions of team members and contribute as needed to keep the development or implementation process moving in the right direction. Understanding and empathizing with at least three of the four team roles, the Flexer is able to move with ease into a variety of roles and take on the tasks associated with each role.

CONTRIBUTION: Objectively viewing the activities of the team to see what is missing in the process and stepping in at the appropriate spot to keep things moving. The Flexer plays an important role in moving the group toward its objectives, particularly if conflicts occur that threaten to divert team members from their goals.

WEAKNESSES: Unless a well-defined role in the team is assumed, the Flexer may be ignored by others who are more strongly committed to their own role (e.g., creating, advancing, refining, executing).

INSTINCT: Monitoring the team process and filling gaps in the team.
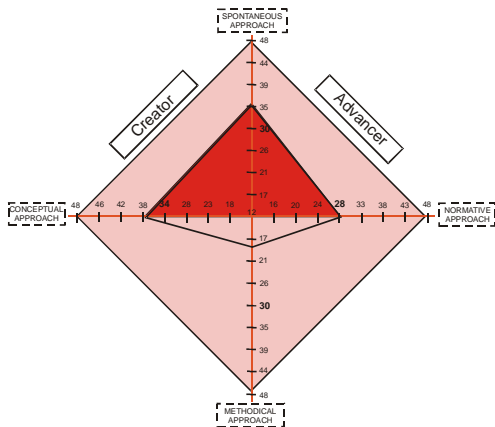
Creator/Advancer Pattern
Approach: Conceptual/Spontaneous/Normative

DESCRIPTION: Creator/Advancers are idea generators who are also good promoters. They are good at exploring alternatives and concepts, and they are more comfortable with an insightful plan. Creator/Advancers are able to generate ideas and develop a plan, based on past experience, to successfully promote those ideas. Creator/Advancers derive satisfaction from identifying good ideas and developing solutions and strategies to overcome obstacles to implementation. They enjoy working on multiple tasks and like to be involved with the creation and advancement of ideas. Creator/Advancers like to have influence and respect, and enjoy getting attention. When everything is in its place, Creator/Advancers may get impatient, ready for the next challenge.

CONTRIBUTION: Development of new concepts and ideas that can be advanced within a known process or structure.

WEAKNESSES: The Creator/Advancer may become frustrated with the details of an orderly implementation plan, and may pay little attention to the danger signs and barriers associated with implementation.

INSTINCT: Creating new ideas and advancing them in pursuit of team objectives.
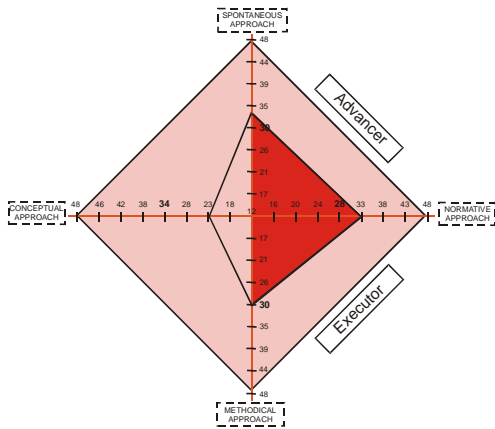
Advancer/Executor Pattern
Approach: **Spontaneous/Normative/Methodical**

DESCRIPTION: Advancer/Executors develop methods and approaches to promote and implement new ideas. Armed with the skills to develop a plan to successfully implement a solution and the desire to think things through and work out problems before implementation, they will work quickly to achieve the team's objectives. Looking for early trends and familiar ideas, Advancer/Executors streamline the process to accomplish their objectives. Advancer/Executors prefer familiar, proven ideas and demand a rational and orderly implementation plan.

CONTRIBUTION: Promoting team objectives by making sure the concept is advanced, tasks are defined, and the solution is implemented in an orderly manner.

WEAKNESSES: The Advancer/Executor may not allow others on the team to continue to create ideas and solutions before selecting solutions and moving forward with an implementation plan and process.

INSTINCT: Advancing new directions and developing detailed implementation plans.
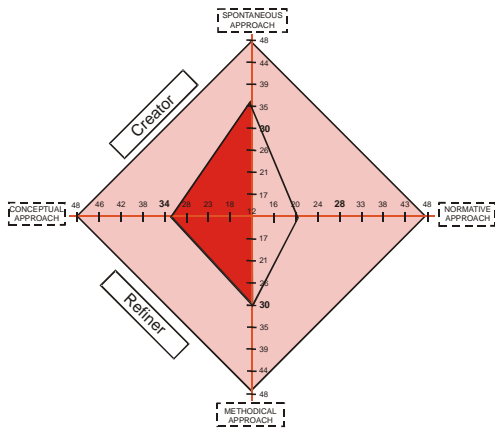

Creator/Refiner Pattern
Approach: **Spontaneous/Conceptual/Methodical**

DESCRIPTION: Creator/Refiners operate at a highly conceptual level, generating ideas and concepts and then refining them. They are good at developing theories and principles and analyzing things. Creator/Refiners look for solutions in unique and unusual contexts and are able to identify consequences of actions associated with the implementation of the solution. They are good at recognizing and exploring alternatives, and examining the merits of each idea. They are quick to generate unique ideas and will just as quickly identify why the idea or solution won't work. Preferring to be actively involved in things, Creator/Refiners derive satisfaction from the process of creation, identify potential problems, and develop ideas and plans to overcome any implementation problems created by their ideas. Creator/Refiners will continue to create and refine until a workable solution is achieved.

CONTRIBUTION: Developing new concepts, identifying potential problems, and creating an orderly plan to implement those ideas.

WEAKNESSES: If left alone, the Creator/Refiner will come up with new ideas and refine those ideas without advancement or implementation.

**INSTINCT:** Developing and improving ideas before implementation.

Respondent Name   **10**
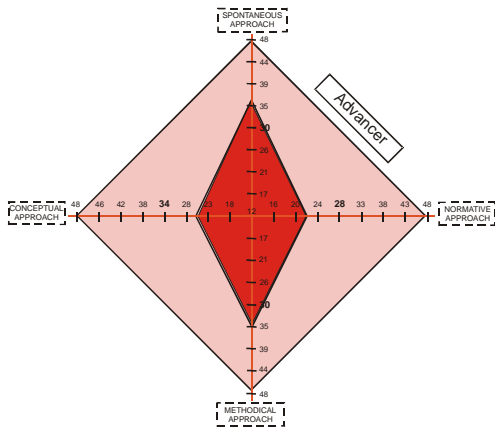
Advancer Axis Pattern
Approach: Spontaneous/Methodical

DESCRIPTION: This type of Advancer enjoys action and moves from one subject to another. Whether at a faster, spontaneous pace or a slower, methodical pace, they want to be in motion. Their ideas focus on what they can prove to be true, but they don't always feel obliged to follow tradition. These Advancers can focus on many things at once and are able to organize and take things one step at a time. They derive satisfaction from acting on an idea and moving forward in an organized, streamlined process to accomplish their objectives. They are open to new ideas and may get impatient during the team process.

CONTRIBUTION: Generating action and promoting team objectives.

WEAKNESSES: This Advancer may not allow others on the team to continue to create ideas and solutions before selecting a solution and moving forward with an orderly implementation plan.

INSTINCT: Advancing new directions and developing detailed implementation plans.
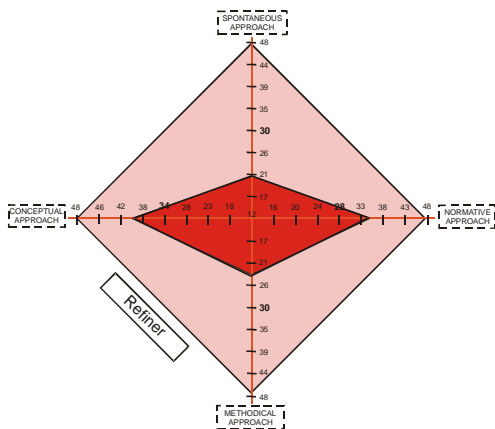
Refiner Axis Pattern
Approach: Conceptual/Normative

DESCRIPTION: This type of Refiner generates ideas and plans implementation in a cautious manner. They challenge concepts under discussion. These Refiners want to plan how new endeavors are implemented and prepare for surprises, using past experiences as a guide. They may test the soundness of an idea and come up with ideas to improve it.

CONTRIBUTION: Generating ideas and putting them into an existing framework, and determining their chance of successful implementation based on past experience.

WEAKNESSES: If presented with a variety of ideas, this Refiner may lead the team toward choosing low-risk ideas, filtering out ideas that may have greater risks but also bigger payoffs.

INSTINCT: Generating ideas and implementation plans that have a good chance of fitting into existing ways of operating.

The Purpose of the Team Dimensions Profile is to help you understand what approach you most naturally use when working with others to accomplish a specific purpose, and to identify what role you and other team members play. The following Action Plan provides you a snapshot of the approaches and roles used by members of your team, so that you can identify specific tasks and ensure that tasks are handed off and the "Z" process is being used to accomplish your team objectives.

Team Member Name	Team Dimensions Profile Pattern	Specific Task Assigned	Anticipated Barriers
Self			

After considering the tasks and the barriers you identified above, list three specific things you can do to ensure success on this team.

1. _____

2. _____

3. _____

Respondent Name **12**