idX ready

Collaborative Skills for Teams

This Sample Participant Workbook contains selected portions of an Individualized Participant Workbook. An Individualized Participant Workbook is generated from EPIC after the respondent completes the questions of the corresponding learning model.

Prepared exclusively for:

Payton Jones
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Introduction to Team Talents™:
It's a Jungle

Goals

- Discover your own position on the Team Talents™ map.
- Explore the contribution each talent brings to the team.

Sometimes we might be surprised at the variety of people we encounter. While some might be similar to us in the way that they approach work, others are so different that they might seem like they come from another species altogether.

Notes:

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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.

☑ **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.

☐ **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.

☐ **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.

☐ **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.

☐ **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.

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.

Understanding Your Team Role

Goals

- Explore the characteristics of each Team Talents™ role.

Most activities conducted by a team are fueled by one or more talents. Teams need the roles provided by all four Team Talents to be effective and successful. Working effectively within the team requires an appreciation for every role and the talent it contributes.

Notes:

Understanding Your Team Role

Payton, you're a CREATOR. Read through your feedback below and personalize the description by underlining the characteristics that ring true for you.

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.
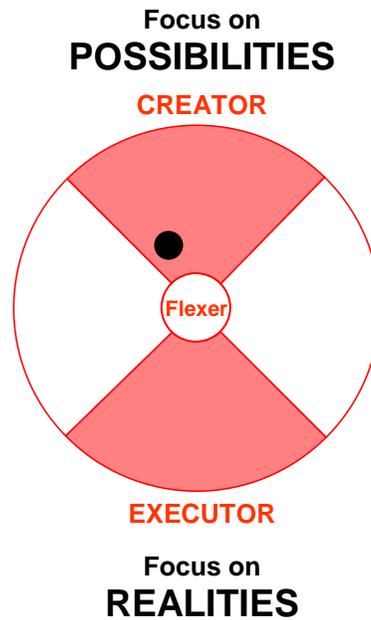
Focus on
POSSIBILITIES

CREATOR

Flexer

EXECUTOR

Focus on
REALITIES

Write down examples from your experience that demonstrate the areas you underlined above.

Characteristics of Team Roles

Characteristics of the Creator role:
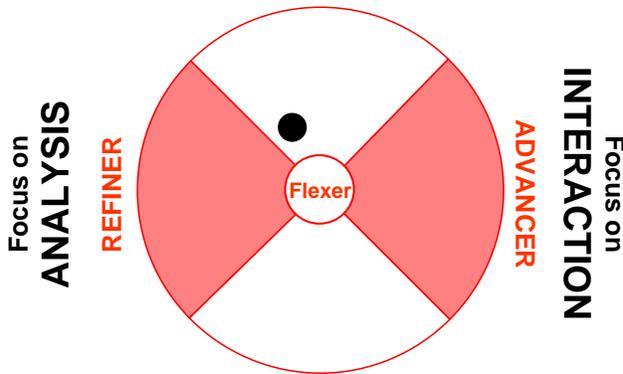
Characteristics of the Executor role:

Characteristics of the Advancer role:

Characteristics of the Refiner role:

Characteristics of the Flexer:

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My Secondary Team Role

The Team Talents™ model allows for a deeper look at your role. Read your feedback and personalize the information by underlining the characteristics that ring true for you.

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 who focus on **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 focus on Analysis and Advancers have a strong focus on Interaction. Because of your slight focus on Analysis, you are a **Creator tending toward refinement.**

Write down examples from your experience that demonstrate the areas you underlined above.

Working with Other Team Talents™

Goals

- Understand the challenges you may face when working with others who have different priorities, roles, and talents.

Interpersonal differences affect teams every day. We all have different priorities and needs, which can make working together challenging. Working through these challenges is critical, however. Although it might seem that it would be more constructive to work only with people who share our own priorities, in truth this uniformity would likely cause our teams to fail at what they are trying to achieve. The priorities of each talent help to create the balance needed to succeed as a team.

Notes:

He Said, She Said

Take notes on the interaction between Greta and Ainsley.

Greta

What is Greta trying to achieve?

What are Greta's concerns?

Do you work with people like Greta? How would you likely react to her?

Ainsley

What is Ainsley trying to achieve?

What are Ainsley's concerns?

Do you work with people like Ainsley? How would you likely react to him?

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Working with Creators and Executors

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, abstract-thinking, 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.

Read your individualized feedback about working with others, and underline statements that fit for you.

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. Most of them will enjoy the chance to join you in colorful and challenging brainstorming. In particular, Creators who share your preference for Analysis will be especially likely to work with you to formulate original, theoretical solutions. Together, you can probably work through complex hypothetical issues that might confuse other people.

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.

Focus on
POSSIBILITIES
CREATOR
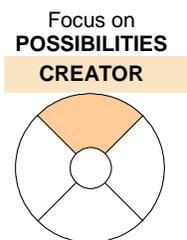
Working with Executors

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. Further, some Executors may be so unaccustomed to discussing abstract or theoretical topics that they have trouble following highly conceptual topics. In such cases, they may simply gloss over some of your more theoretical points and wait for the discussion to turn to more concrete issues.
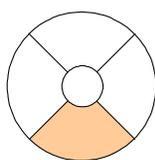
EXECUTOR
Focus on
REALITIES

You may need to recognize 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, concrete way and respecting the Executors' feedback improves the odds that you will create an optimal solution.

Greta's Perception

Take notes on the interaction between Ainsley and Greta.

What were Greta's perceptions of Ainsley?

Greta

Why might she view him that way?

Ainsley's Perception

Take notes on the interaction between Ainsley and Greta.

What were Ainsley's perceptions of Greta?

Ainsley

Why might he view her that way?

Dan and Heidi

Take notes on the interaction between Heidi and Dan.

What is Dan trying to achieve?

Dan

What are Dan's concerns?

Do you work with people like Dan? How would you likely react to him?

What is Heidi trying to achieve?

Heidi

What are Heidi's concerns?

Do you work with people like Heidi ? How would you likely react to her?
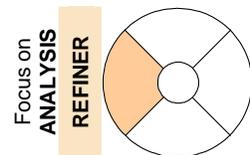
Working with Refiners and Advancers

The key to working with others is learning how to be more effective with those around you, even when their priorities differ drastically from yours. Again, read your individualized feedback about working with others, and underline statements that ring true to you.

Working with Refiners
Your focus on Analysis can often help you to communicate well with those who appreciate logical and clear conclusions, as Refiners do. Most likely, you recognize the value of the discerning analysis that Refiners bring to the table. But because Refiners often base their opinions on objective analysis and more concrete examination, you may become annoyed if they fixate too much on hard data that limit your creativity. You may view such criticism as nit-picky obstacles to innovation and groundbreaking solutions. In turn, Refiners may become frustrated if they believe that you are more concerned with theory and imagination than with quality and precision.

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 more creative 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 more personal approach may be required. Advancers prefer interaction, so they are concerned more with relationships and emotions than with theories and concepts. 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.
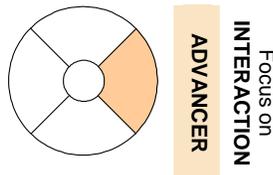
However, you may become a little frustrated if Advancers don't make their decisions in a logical manner. That is, you may feel that they rely too much on their instincts when making a decision. In turn, Advancers may experience your thought process as a little too theoretical or abstract at times. They may have difficulty joining you in complex, conceptual discussions and may appreciate more concrete, interactive brainstorming. At such points, it may be helpful to support your logical solutions with an optimistic sense of purpose.

Personal Reflection

Write down one idea or strategy to consider when working with each of the four roles.

Creators

Advancers

Refiners

Executors