

# Extended DISC Team Analysis

## REPORT

Team

**Production Employees**

Organization

**ABC, Inc.**

Date

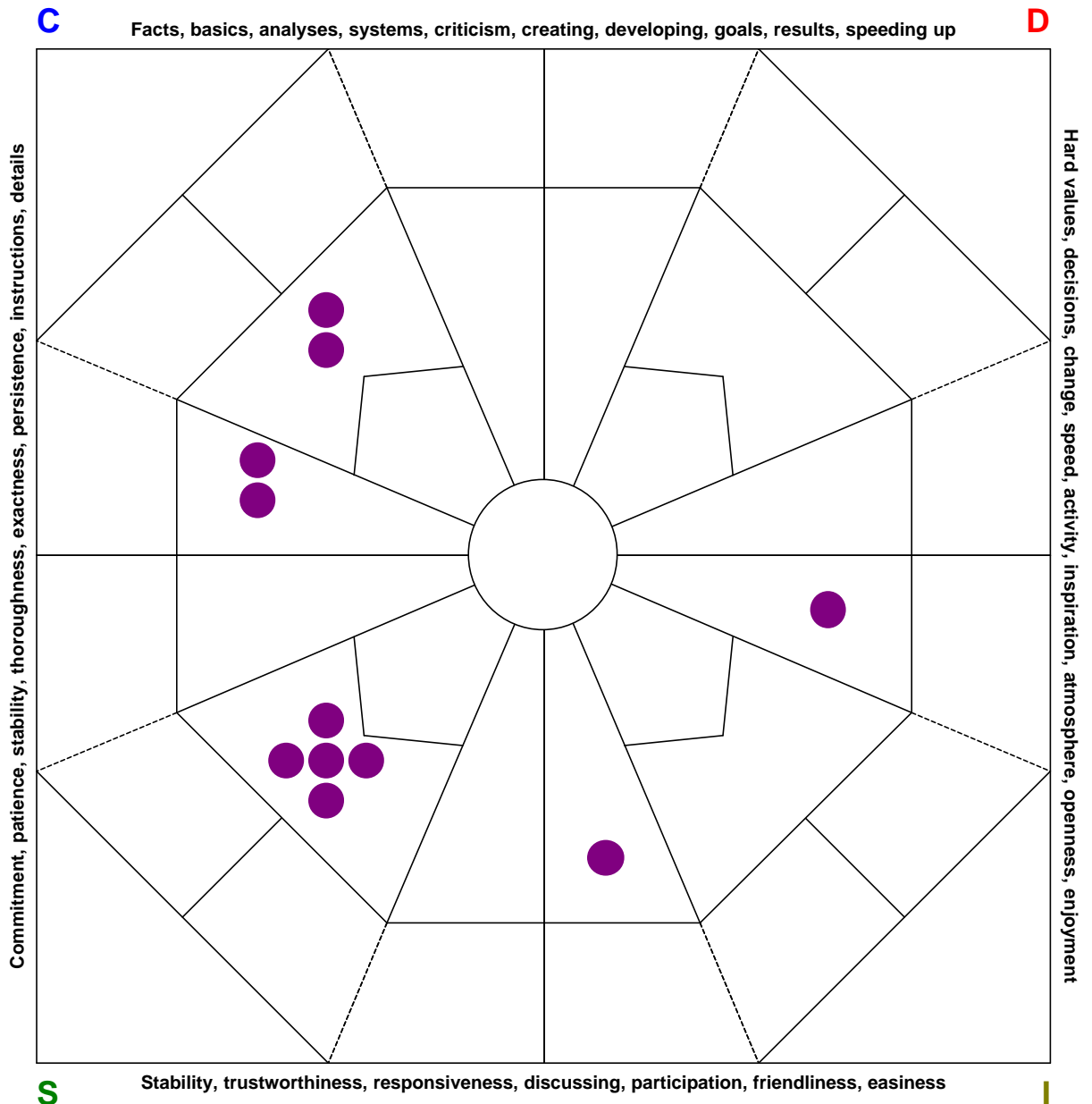
**9/3/2002**



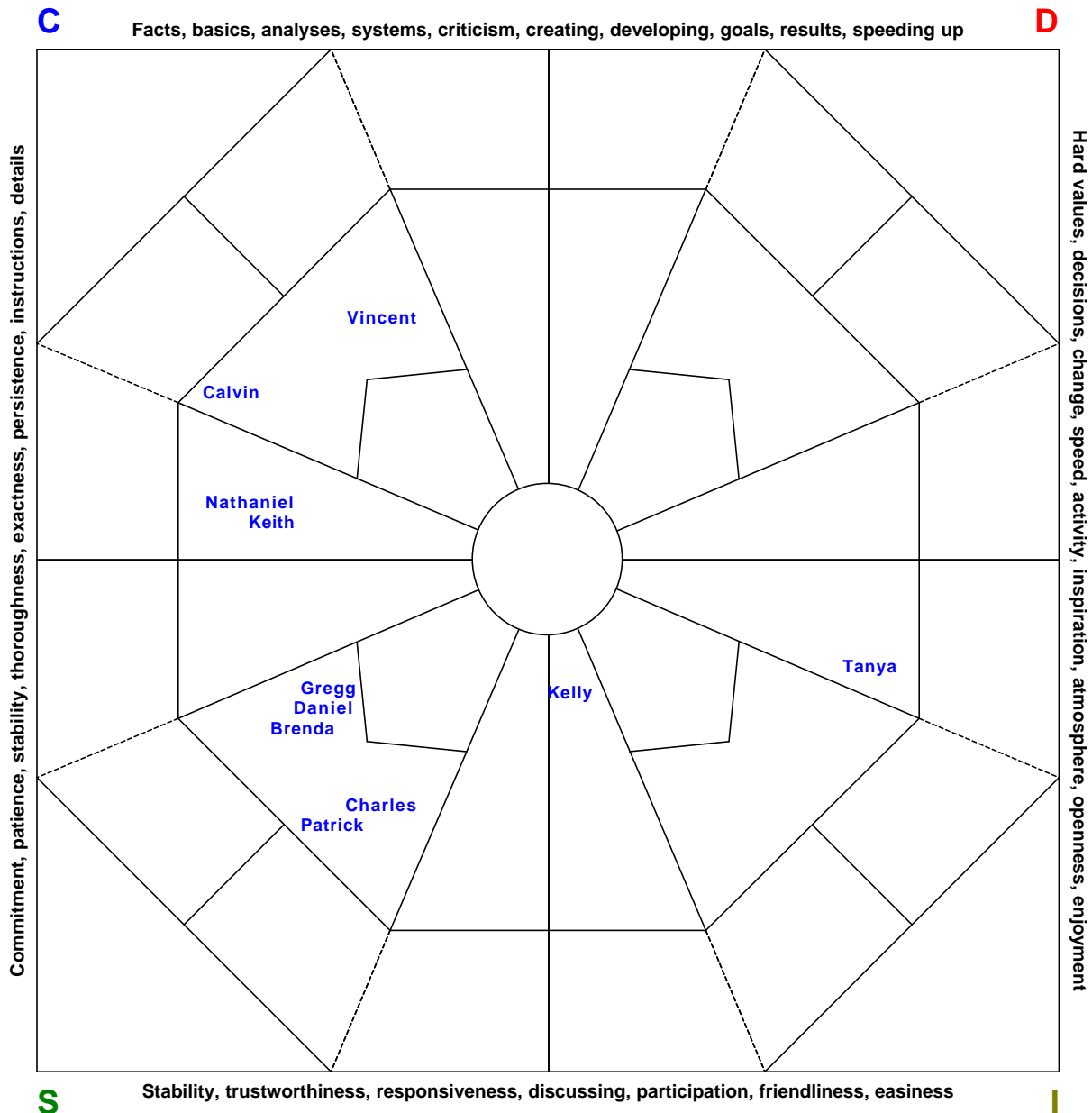
This report is based on the responses given in the Extended DISC Personal Analysis Questionnaire. This report should not be the sole criterion for making decisions about this team. The purpose of this report is to provide supporting information for the team and the management

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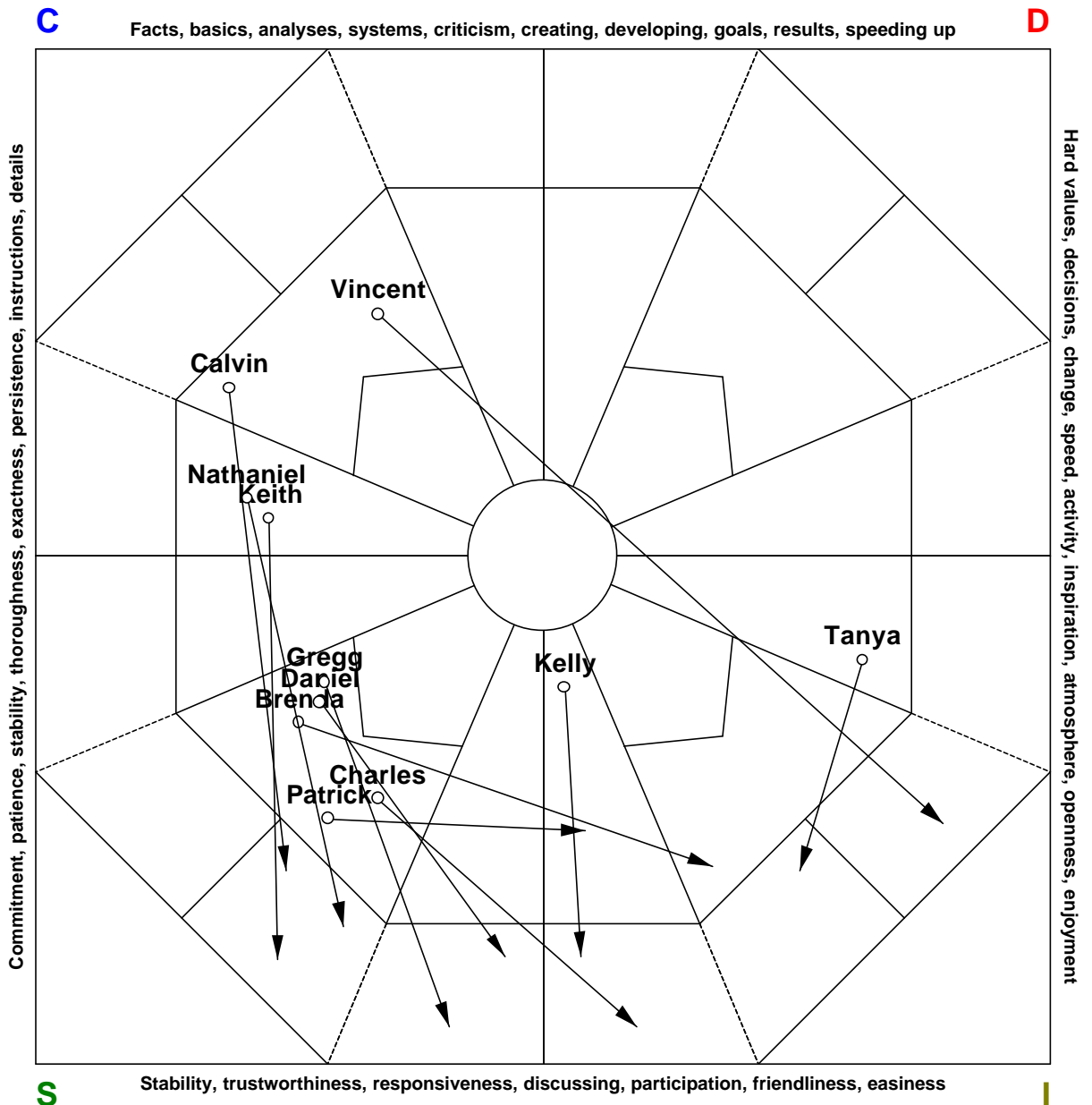


D	0%	0
I	18%	2
S	45%	5
C	36%	4
<b>Total</b>	<b>100%</b>	<b>11</b>



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I	18%	2
S	45%	5
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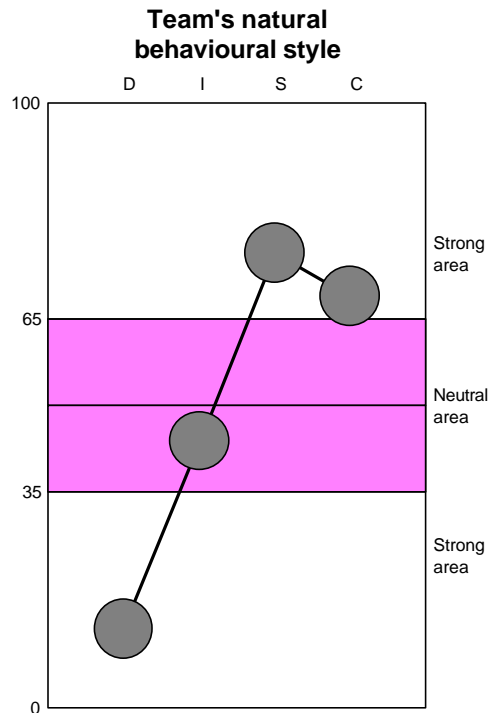
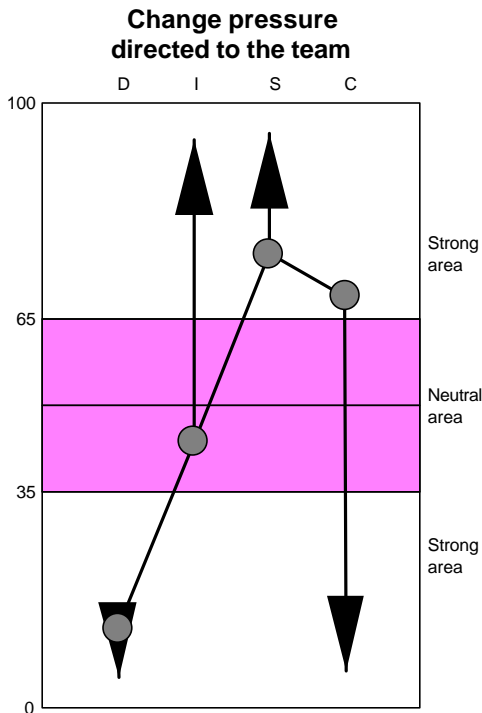
D	0%	0%
I	18%	55%
S	45%	45%
C	36%	0%
<b>Total</b>	<b>100%</b>	<b>100%</b>

Person	Profile II				Date Analyzed	Profile I			
	D	I	S	C		D	I	S	C
B, Gregg	0	15	50	35	1/22/1999	0	35	65	0
D, Vincent	30	0	25	45	1/22/1999	30	70	0	0
E, Brenda	0	15	50	35	1/22/1999	0	75	20	5
F, Charles	0	30	40	30	1/22/1999	0	55	45	0
G, Daniel	0	20	55	25	1/22/1999	0	35	65	0
H, Kelly	0	50	10	40	1/22/1999	0	55	45	0
M, Calvin	0	10	30	60	1/22/1999	0	25	75	0
T, Tanya	40	50	10	0	1/26/2000	0	75	25	0
T, Patrick	0	20	70	10	1/22/1999	0	40	30	30
W, Nathaniel	0	10	40	50	1/22/1999	0	25	75	0
W, Keith	0	20	35	45	1/22/1999	0	25	75	0

This team consists of 11 people

Team Profile 5 94 95 6

Job profile (note! based on date analyzed) 13 44 75 68



# Extended DISC Team Analysis Score Card

## Production Employees

ABC, Inc.

9/3/2002

Management Duties	Gregg	Vincent	Brenda	Charles	Daniel	Kelly	Calvin	Tanya	Patrick	Nathaniel	Keith	Strength -%
Willingness to change	1	2	1	0	1	2	1	3	0	1	1	24
Goal-oriented, visionary	1	3	1	1	1	1	1	3	1	1	1	27
Concentrating on the essentials	2	3	2	2	2	2	1	3	2	1	1	38
Organizing the starting phase	2	3	2	1	2	1	2	3	1	2	2	38
Concentrating on doing alone	5	2	5	3	5	2	3	4	2	3	3	67
Independent decision making	1	2	1	1	1	1	0	3	1	0	0	20
Delegating duties	1	2	1	1	1	3	1	2	1	1	1	27
Delegating responsibility and power	5	2	5	4	5	4	3	3	4	3	3	75
Willingness to take on more responsibility	1	2	1	1	1	2	0	4	1	0	0	24
Using own initiative	1	3	1	1	1	2	1	3	1	1	1	29
Adaptability to changes	1	2	1	2	1	3	1	4	1	1	1	33
Setting goals	1	2	1	1	1	1	1	4	1	1	1	27
Intensely looking for results	1	3	1	0	1	0	0	3	0	1	0	18
<b>Strength Percentage</b>	<b>35</b>	<b>48</b>	<b>35</b>	<b>28</b>	<b>35</b>	<b>37</b>	<b>23</b>	<b>65</b>	<b>25</b>	<b>25</b>	<b>23</b>	

### People Duties

%

Negotiating with people	2	0	2	2	2	3	1	5	2	1	2	40
Actively seeking attention	1	0	1	2	1	4	1	4	1	1	1	31
Influencing and persuading	1	0	1	2	1	3	0	5	1	0	1	27
Developing work atmosphere	2	0	2	2	2	4	1	5	2	1	1	40
Developing subordinates	4	2	4	4	4	4	2	5	3	2	3	67
Helping others	5	1	5	4	5	4	2	3	4	3	3	71
Actively motivating others	2	0	2	2	2	3	1	4	2	1	2	38
Proactively dealing with conflicts	2	1	2	3	2	4	2	4	3	2	2	49
"Shoulder" for others	3	1	3	4	3	4	1	3	4	1	2	53
Guiding / familiarizing others	4	2	4	4	4	4	3	3	4	3	3	69
Getting along with different people	2	1	2	3	2	4	1	5	2	1	2	45
<b>Strength Percentage</b>	<b>51</b>	<b>15</b>	<b>51</b>	<b>58</b>	<b>51</b>	<b>75</b>	<b>27</b>	<b>84</b>	<b>51</b>	<b>29</b>	<b>40</b>	

### Administrative Duties

%

Following / emphasizing rules	5	4	5	3	5	3	5	2	4	5	5	84
Building manuals	4	4	4	3	4	2	5	1	4	5	4	73
Looking for mistakes	4	5	4	3	4	2	5	1	3	5	5	75
Critical listening	3	5	3	3	3	2	5	1	3	4	4	65
Developing reports	3	4	3	3	3	2	5	1	4	5	5	69
Repetitive tasks	4	4	4	4	4	2	4	2	4	5	5	76
Thoroughness	4	4	4	4	4	3	5	2	4	5	4	78
Exactness with details	4	5	4	4	4	3	5	1	4	5	5	80
Doing paperwork	4	4	4	3	4	2	5	1	4	5	5	75
Concentrating on work	5	4	5	4	5	2	5	1	4	5	4	80
Detailed quality control	4	5	4	3	4	3	5	1	3	5	5	76
<b>Strength Percentage</b>	<b>80</b>	<b>87</b>	<b>80</b>	<b>67</b>	<b>80</b>	<b>47</b>	<b>98</b>	<b>25</b>	<b>75</b>	<b>98</b>	<b>93</b>	



**100%** Assurer

First Priority (strong)	First Priority	Second Priority			
	Gregg	Vincent	97%	Patrick	69%
	Brenda	Kelly	75%	Tanya	1%
	Charles				
	Daniel				
	Calvin				
	Nathaniel				
	Keith				

**73%** Participator

First Priority (strong)	First Priority	Second Priority			
	Patrick	Tanya	88%	Daniel	72%
		Kelly	84%	Keith	70%
		Gregg	72%	Calvin	67%
		Brenda	72%	Nathaniel	67%
		Charles	72%	Vincent	11%

**71%** Specialist

First Priority (strong)	First Priority	Second Priority			
	Vincent	Calvin	87%	Charles	76%
		Nathaniel	87%	Daniel	76%
		Keith	77%	Kelly	57%
		Gregg	76%	Patrick	34%
		Brenda	76%	Tanya	1%

**67%** Toiler

First Priority (strong)	First Priority	Second Priority			
		Patrick	96%	Keith	66%
		Gregg	92%	Calvin	64%
		Brenda	92%	Nathaniel	64%
		Charles	92%	Kelly	46%
		Daniel	92%	Tanya	34%
				Vincent	0%



65%

**Informer**

First Priority (strong)	First Priority	Second Priority			
	Kelly	Patrick	87%	Daniel	64%
		Keith	66%	Calvin	63%
		Gregg	64%	Nathaniel	63%
		Brenda	64%	Tanya	55%
		Charles	64%	Vincent	0%

48%

**Exciter**

First Priority (strong)	First Priority	Second Priority			
		Tanya	97%	Charles	43%
		Kelly	80%	Daniel	43%
		Patrick	79%	Keith	42%
		Gregg	43%	Calvin	28%
		Brenda	43%	Nathaniel	28%
				Vincent	1%

46%

**Planner**

First Priority (strong)	First Priority	Second Priority			
		Tanya	67%	Patrick	55%
		Gregg	57%	Calvin	49%
		Brenda	57%	Nathaniel	49%
		Charles	57%	Vincent	31%
		Daniel	57%	Keith	30%
				Kelly	1%

42%

**Developer**

First Priority (strong)	First Priority	Second Priority			
		Vincent	97%	Gregg	30%
		Calvin	58%	Brenda	30%
		Nathaniel	58%	Charles	30%
		Keith	57%	Daniel	30%
		Kelly	47%	Tanya	19%
				Patrick	1%





27%

**Influencer**

First Priority (strong)	First Priority	Second Priority			
	Tanya	Kelly	55%	Charles	10%
		Patrick	49%	Daniel	10%
		Vincent	11%	Keith	9%
		Gregg	10%	Calvin	1%
		Brenda	10%	Nathaniel	1%

16%

**Changer**

First Priority (strong)	First Priority	Second Priority			
		Vincent	61%	Kelly	6%
		Tanya	52%	Gregg	1%
		Calvin	19%	Brenda	1%
		Nathaniel	19%	Charles	1%
		Keith	15%	Daniel	1%
				Patrick	1%



## EXTENDED DISC TEAM ROLES

### Changer

Reforming, straight, decisive, impatient, tough  
Knows what they want, makes quick decisions

### Influencer

Vivid, idea rich, talkative, spontaneous, restless  
Talks people on to their side, acts on instinct

### Planner

Prudent, target-minded, demanding, systematic  
Holds on to their outlook, goes where they want

### Developer

Centered on the facts, creative, demanding, analyzing, distant  
Produces brand new ideas, demands a lot from everybody

### Exciter

Extrovert, open, sociable, jovial  
Makes things happy, ready to go along

### Participator

Pleasant, friendly, calm, helpful  
Doesn't put oneself first, understands people

### Informer

Friendly, accurate, justifying, modest, open  
Understands different opinions, tells why things are how they are

### Toiler

Careful, smooth tempered, trustworthy, calm  
Doesn't try to attain the impossible, wants to help others

### Assurer

Thorough, prudent, accurate, pensive, quiet  
Doesn't tell his/her own opinion, does things how they should be done

### Specialist

Seeks perfection, pedantic, pertinent, inquiring  
Examines why things are why they are, notices details



# Changer

## *A role description*

### An overview about the role

A changer is the group's lonely wolf who wants to control himself and his own actions. He doesn't worship figures or titles but believes that he is above that. He has an answer ready for most questions and he isn't afraid to give his opinions. Some of the group's members see him as being frightening and sometimes even as underestimating the others. In reality he wants the others to show him at first what they can do and only after that give them his attention and acceptance into his group. He is constantly looking for challenges and he isn't afraid of the unknown. The same figures and routines bore him quickly. He wants to be in the front line developing new things and creating something unique. He finds it very unpleasant to admit defeat and to go back. As a goal oriented person he is ready to adapt himself into new groups and situations quickly and he doesn't recall past memories with longing.

### An attitude towards team work

- Real waste of time
- A lot of idle talk
- A means to get information from others

### A role as a decision maker

- Wants to participate in decision making
- Makes courageous decisions
- Doesn't always listen to others

### A role as a performer

- Does it quickly and suddenly
- Gets bored quickly
- Does things their own way

### The easiest way of finding the joint rhythm - convergent styles

- Influencer, Planner, Developer

### The most difficult way of finding the joint rhythm - complementary styles

- Toiler, Participator, Assurer

### A role in a team

- Carries through one's own message
- Decides what they talk about
- Challenges to a debate

### A role as a motivator

- Motivates with toughness
- Rouses to a fight
- Doesn't let you become exhausted

### The advancement the group makes

- A group doesn't get stuck
- Brings something new to the group continuously
- Puts an idea on the table and figures where the problems lie

# ***Influencer***

## ***A role description***

### **An overview about the role**

An influencer is someone who creates ideas and wants to proceed and who has a good ability to influence the other group members. He doesn't stay in one place hesitating and deliberating but believes in his own instinct and spontaneity. He likes change and taking part in many different kinds of groups, situations and roles. Other group members see him as an open and sociable person but somewhat superficial and self-absorbed. In reality he is just so full of action that he doesn't have time to stop and deliberate other people's worries, even if he would like to. He likes to bring out his own opinions and tries to persuade others onto the side of his group. He isn't a very patient listener. He has to stand out in a group somehow; he finds it awful to be an average person in an average group. Concentrating on one thing is difficult for him because he is a lot better at thinking up ideas and starting them than finishing them.

### **An attitude towards team work**

- A means to get people's attention
- A way to get the group motivated
- A possibility to delegate boring routines away

### **A role in a team**

- The one who gives a push to a conversation
- The one who introduces new thoughts
- The one who stops hesitation

### **A role as a decision maker**

- Wants to make quick decisions
- Brings up decisive ideas
- Doesn't analyse all the alternatives

### **A role as a motivator**

- Creates group enthusiasm
- Motivates by speaking
- Supports and encourages

### **A role as a performer**

- Aims at simplicity
- Doesn't stay deliberating
- Applies rules

### **The advancement the group makes**

- The group is able to be renewed - doesn't get stuck
- Group's atmosphere stays open
- Includes people

### **The easiest way of finding the joint rhythm - convergent styles**

- Changer, Exciter

### **The most difficult way of finding the joint rhythm - complementary styles**

- Toiler, Assurer, Specialist

# Planner

## A role description

### An overview about the role

A planner is an extremely methodical and systematic person who wants to know where the group is going and how to get there. He seeks development and change but wants them to take place with care and consciousness. He likes it when people behave in a business-like manner while working in the group and treat serious matters seriously. He doesn't understand joking when the time is wrong. Different kinds of group members find him reliable and balanced but also stubborn and of principle. In reality he just wants to make sure that nothing unexpected will happen. That is why he often takes a negative viewpoint in the beginning to changes other people may suggest. He finds it very important that he stands behind his words and he trusts that other group members do the same as well. He likes to work hard for his matters because he doesn't find it easy to leave things half done.

### An attitude towards team work

- A means to ensure the correct assignment of tasks
- A forum to deliver information
- Important from the point of view of the entirety of the organisation

### A role in a team

- Critic and questioner
- Defender of principles
- Analyser of things

### A role as a decision maker

- Makes principle decisions
- Wants grounds for the decisions
- Wants to accept decisions

### A role as a motivator

- Shows commitment
- Doesn't always remember to encourage
- Is sometimes too inflexible

### A role as a performer

- Manages to concentrate on the issue
- Doesn't give up easily
- Acts according to the instructions

### The advancement the group makes

- Things don't stay unfinished
- The group doesn't get lost on the wrong track
- People aren't treated unfairly

### The easiest way of finding the joint rhythm - convergent styles

- Changer, Toiler

### The most difficult way of finding the joint rhythm - complementary styles

- Exciter, Specialist, Informer

# ***Developer***

## ***A role description***

### **An overview about the role**

A developer is a very issue-centered and rational person. Even in a group he emphasises his own individuality, sees things his own way and doesn't let other people enter his own sensitive areas. He likes an opportunity to develop, plan and create something new. A person like this acts according to facts - not so much feelings. Other group members see him as someone who knows his business and requires a lot from himself, but is also criticizing and peculiar. In reality he just doesn't believe in one truth, and every time people get excited he fears that they lose the ability to think rationally. That is why he usually wants to find something from a matter that others haven't found. He doesn't want to share his tasks with others because he doesn't believe that the others can do them the way he wants them done. He finds it important not to identify himself with 'the masses' because he believes in his own uniqueness.

### **An attitude towards team work**

- Inefficient way to do things
- A means to get more information for oneself
- Sociable people's way of avoiding work

### **A role in a team**

- The one who makes analytical summaries
- Maker of new interpretations
- Manager of one's own special field

### **A role as a decision maker**

- Wants to have the last word
- Takes notice of facts - not wishes
- Doesn't take part in joint discussion

### **A role as a motivator**

- People's own matter to motivate themselves
- Gives oneself possibility to develop
- Motivates by leaving in peace

### **A role as a performer**

- Does everything in one's own area
- In one's own estimation doesn't do overly easy work
- Doesn't settle for staying put

### **The advancement the group makes**

- Continuous evaluation of one's own work result
- Clear opinions and reasons
- A lot of new thoughts

### **The easiest way of finding the joint rhythm - convergent styles**

- Changer, Specialist

### **The most difficult way of finding the joint rhythm - complementary styles**

- Participator, Exciter, Toiler

# **Exciter**

## ***A role description***

### **An overview about the role**

An exciter is an extremely open and positive person who wants to see - and sees - good in every person in the group and in every situation. He seeks positive opportunities and steers away as far as possible from all negative situations. He lives through his emotions and is also able to influence other people's emotions. Group members find him positive and someone who makes friends easily but also superficial and too slack. In reality he wants to take part in many things and he doesn't find it necessary to analyze every single thing thoroughly. He knows that reality is, however, different from what we plan it to be. He likes it when he is included in all the group's matters and the fact that there are a lot of things happening around him. He doesn't usually say straight up what's on his mind if he feels that it annoys the other person or if it would lead to an unpleasant conversation. He likes bringing up new ideas and meetings where new ideas are created.

### **An attitude towards team work**

- A means to maintain contact with people
- An important channel for giving data
- A positive way to motivate

### **A role in a team**

- The one who discusses and chats
- The one who brings up new thoughts in a positive manner
- The one who maintains a good atmosphere

### **A role as a decision maker**

- Wants people to decide things together
- Doesn't want to close the lid on final decisions
- Wants a solution that everybody is happy with

### **A role as a motivator**

- Manages to spend time with people
- Ponders one's words so that they have a good impact
- Talks a lot and tells stories

### **A role as a performer**

- Can't manage to enter into routine tasks
- Does when there are also other people doing
- May stray from assigned work

### **The advancement the group makes**

- Good atmosphere
- New thoughts
- Being together

### **The easiest way of finding the joint rhythm - convergent styles**

- Influencer, Participator, Informer

### **The most difficult way of finding the joint rhythm - complementary styles**

- Specialist, Developer, Assurer

# ***Participator***

## ***A role description***

### **An overview about the role**

A participator is a pleasant and friendly conversationalist who likes to be with a familiar group. He likes exchanging thoughts and feelings before getting into action. He finds it important that every one in the group gets to perform and tell their own feelings. Other group members find him a person who is easy to be with and who is honest towards everyone but also a person who doesn't really speak his honest opinion. In reality he just finds it extremely unpleasant to bring up negative matters which would crush the other person, especially if they had to be justified. He likes doing and being together with others. He doesn't mind it if he has to guide, help or listen to other group members. Setting his own advantage as first place is not so important to him as the fact that the group works well together. He certainly doesn't want to decide on the other group members' matters.

### **An attitude towards team work**

- An extremely important and efficient way to work
- A way to ensure that everybody does what they should do
- Making sure that the group stays together

### **A role as a decision maker**

- Makes decisions, at most, after having heard others
- Wouldn't want to be in a decision making position
- Makes cautious decisions

### **A role as a performer**

- Does what has promised to do
- Doesn't always manage to stay away from the others
- Is able to act according to other people's instructions

### **The easiest way of finding the joint rhythm - convergent styles**

- Exciter, Toiler

### **The most difficult way of finding the joint rhythm - complementary styles**

- Developer, Changer, Specialist

### **A role in a team**

- The one who finds compromises
- A listener and a helper
- The one who participates and is present

### **A role as a motivator**

- Understands people extremely well
- Manages to discuss and listen
- Brings up positive thought

### **The advancement the group makes**

- Taking notice of everybody's opinions
- Treating people equally
- Enough discussion and exchanging thoughts



# **Informer**

## ***A role description***

### **An overview about the role**

An informer is a sociable and genial person who also has an ability to understand the group's rules and regulations. He has an excellent ability to make boring matters interesting. He seeks change but not at the expense of people or the organisation. The group members find him very genial and 'easy' but on the other hand a little mysterious and evasive. In reality he wants to avoid aggressions and he doesn't want to guide other people's matters. He is afraid of arguments which is why he doesn't reveal all of his own feelings to people. He likes the fact that in a group people know what they are expected to do. Meeting different kinds of people in positive matters is pleasant to him. Investigating things and deliberating different points of view as well as creating ideas is pleasant to him, even if he doesn't always want to further those matters forcefully within a group.

### **An attitude towards team work**

- A pleasant way to meet people
- A place to ask and get information
- A means to ensure a good atmosphere remains

### **A role in a team**

- The one who corrects errors positively
- Presents a familiar matter in a new way
- Is a team player

### **A role as a decision maker**

- Cautiously and willingly gives responsibility to others
- Emphasizes the meaning of information
- They want to hear everybody's opinion to begin with

### **A role as a motivator**

- Manages to see things in a positive way
- Guides people and at the same time praises positively
- Brings new ideas

### **A role as a performer**

- Wants to avoid errors
- May stay to discuss and think
- Gets bored if the job gets too routine

### **The advancement the group makes**

- Positive energy for pertinent people
- The one who levels down disagreements
- Information for everybody about things

### **The easiest way of finding the joint rhythm - convergent styles**

- Exciter, Specialist

### **The most difficult way of finding the joint rhythm - complementary styles**

- Changer, Toiler, Planner

# Toiler

## *A role description*

### An overview about the role

A toiler is a calm 'basic person'. He does his work at his own pace and doesn't like people who unnecessarily harass or rush him. He appreciates reliability, justice and familiar people where one doesn't have to act or be overly excited. Group members find him extremely reliable and calm but also slow and uncertain. In reality his seeming slowness is due to the fact that he wants to do things in a reliable manner and so that they don't cause any bother to others. He does a lot of invisible work for the benefit of other group members. Consideration and preparing for tasks take more time for him than for most people. He doesn't find it difficult to start the kind of work that he has already done before. Even if he had his own tasks, he finds it extremely nice if he feels like he is part of a tight group that offers security. For a person like this it isn't important to take part in many different kinds of groups because he wants to know the world in which he lives in and acts as well as possible.

### An attitude towards team work

- An extremely important way to work
- A means to ensure that everything goes right
- Creates safety - everybody helps everybody

### A role as a decision maker

- Doesn't want to be the first one to decide
- Promotes prudent decision making
- Knows what isn't worth deciding

### A role as a performer

- Manages to stay with one's own work
- Follows a given work pattern
- Also emphasizes other people's sense of responsibility

### The easiest way of finding the joint rhythm - convergent styles

- Planner, Participator, Assurer

### The most difficult way of finding the joint rhythm - complementary styles

- Changer, Influencer, Developer

### A role in a team

- Takes responsibility for anything they do
- Holds on to joint contracts
- Stays in the background

### A role as a motivator

- Creates calmness and reliability
- A cautious person who needs to be motivated
- Shows willingness to help

### The advancement the group makes

- Promises are kept, unnecessary risks aren't taken
- Evenly paced progress
- Pace is slowed when necessary, isn't erratic

# Assurer

## A role description

### An overview about the role

An assurer is thorough and calm and concentrates on his own work. He doesn't like when people disturb him, and he doesn't really disturb other group members himself either. He dreads mistakes and wants to do his own work at his own pace. Other group members find him accurate and someone who observes everything, but is also quiet and keeps to himself. In reality he is a considerate person and often doesn't have time to speak out until the conversation has already proceeded. He finds it extremely important to know what the group expects from him and how they want him reach that. He doesn't find it very nice to get into unknown areas without the support of his own group and without knowing the matter in question. He wants matters to proceed systematically and he doesn't tolerate surprises unless their effects to the overall context are deliberated upon carefully. He doesn't find it important to be actively involved in the company of others but he feels it important that he has a group he knows he can rely on for help if needed.

### An attitude towards team work

- An important means to delegate tasks correctly
- Getting everybody to take responsibility
- A way to make the right decisions

### A role as a decision maker

- Helps rather than makes decisions
- Makes sure of all possible outcomes to begin with
- Delays as long as possible

### A role as a performer

- An extremely trustworthy doer
- Enters into one's matter carefully
- Stays on the same thing a bit too much

### The easiest way of finding the joint rhythm - convergent styles

- Specialist, Toiler

### The most difficult way of finding the joint rhythm - complementary styles

- Influencer, Changer, Exciter

### A role in a team

- Often adapts to the role of a performer
- To make sure that you proceed according to the plan
- Keeps to the back

### A role as a motivator

- Motivates by giving information
- Holds on to one's own responsibility
- Often forgets motivation

### The advancement the group makes

- Things get done
- Recognizing possible errors
- Staying on schedule

# Specialist

## A role description

### An overview about the role

A specialist attends to his own matters carefully and lets others take care of their own business. He finds it important to do his work as well as possible. Time and other people's pressure don't bother him - he has set himself his own quality criteria which he strictly follows. In the group he is seen as someone who knows their business and someone who secures everything, but is also isolated and separated therefore from reality. In reality he is a shy person, so he doesn't always find the right words and requires a lot from himself, he doesn't want to speak out until he is absolutely certain about his matter. When he gets ready to give reasons for the matters not many people have got the patience to attend to the matter as carefully as it would take to understand this person. He wants to know what leads to what and what kinds of requirements have been given to each in the group. He doesn't always feel that it is important to be with the other group members. It is more important that the other group members don't mess up his work.

### An attitude towards team work

- Most of it is a useless waste of time
- A means to calm those who rush
- Suppose it's good for others but not for me

### A role as a decision maker

- Takes a stand only when the matters concern him
- Prepares an issue bit by bit to the end
- Doesn't often want to take part

### A role as a performer

- Reliable but still continuously thinking
- Enters into one's matter with care
- May be inflexible about changing one's habits

### The easiest way of finding the joint rhythm - convergent styles

- Developer, Informer, Assurer

### The most difficult way of finding the joint rhythm - complementary styles

- Exciter, Influencer, Participator

### A role in a team

- The one who calmly takes care of one's own business
- Gets into a conversation only at important moments
- Doesn't always manage to get enthusiastic

### A role as a motivator

- Believes that everybody motivates themselves
- Gives all the information needed when asked
- Creates instructions for everyone

### The advancement the group makes

- Analyzing things to the end
- Avoiding unnecessary risks
- Sticking to an organization's rules