

PERSONAL TEAM STYLE PROFILE



An assessment of the considerations and priorities
which affect an individuals team behaviour style.



LPT Productions
Braemore House, Meigle, Perthshire, Scotland PH12 8QX
Telephone: (01828) 640770 Fax: (01828) 640669
Email: info@lpt.org.uk Web: www.lpt.org.uk

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Instructions for Completion

On the following five pages there are 30 questions. Each question comprises a statement about yourself and is followed by three different choices of how you feel. To complete each question, you must allocate a total of **five points between the three choices available**. This must be done in whole numbers, and the points, which you allocate to each possibility, should be placed in the box adjacent to that choice, as shown in the illustration below:

5. **My attitude to work is that I**

- a. like to be deliberate in my actions.
- b. am prepared to work long hours.
- c. am willing to help others as well as myself.

2		2
	1	

In some boxes you might have to choose 0 if that course of action is not at all applicable to you. The allocation can vary between 5,0,0; 4,1,0; 3,2,0; 3,1,1; 2,2,1; in any combination. The total points allocated must add up to 5 for each question.

Many of the bold type statements at the beginning of each question will be familiar. When a statement is not familiar please allocate the points according to how you think you might feel.

As you complete each page add up the totals for each column and carry the subtotals forward to each new page. When you have completed the profile be prepared to transfer the totals to the scoring and answer section.

If you are on a course, please await further instructions from the person running this session; otherwise proceed to the scoring section by opening the seal.

DO NOT BREAK THE SEAL UNTIL INSTRUCTED TO DO SO

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when challenged with a new project I

- a. believe it is important to be a self starter
- b. like to consider the people I will work with
- c. will be wary about any changes to my work pattern

As a team member I

- a. do not want to rock the boat
- b. feel it is important to be a good listener
- c. am seen as being an optimist

In my attitude to other people I

- a. am not afraid to be straight forward and blunt
- b. tend to be adaptive and laid back
- c. can sometimes hold a grudge

If I am involved in a debate I

- a. can see both sides of an argument easily
- b. like to win my point of view
- c. like to use a logical approach in my argument

My attitude to work is that I

- a. like to be deliberate in my actions
- b. am prepared to work long hours
- c. am willing to help others as well as myself

The most important issue to me when I consider a job is if I

- a. have lots of challenges to spark my interest
- b. can organise myself in an accurate and precise way
- c. am involved with people I trust

Total			
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To produce a score for this profile you must take the grand total A, B, C & D scores from the previous page and place them in the corresponding boxes below:

A B C D

The Behaviour Graph is scored from 0 to 70. Take your score for A and plot its position on the graph in the red column. Plot the B score in the green column, the C score in the yellow column and the D score in the blue column. Complete the graph by joining the points. If you have answered the profile honestly and correctly, then at least one of your scores is below the grey line.

	D	I	S	C
	<p>Dominance: People who score a high 'D' are self starters and active in dealing with problems and challenges. They are described as demanding, forceful, egocentric, strong willed, driving, determined, ambitious, aggressive, and pioneering.</p>	<p>Influence: People who score a high 'I' influence others through talking and activity and tend to be emotional. They are described as convincing, magnetic, political, enthusiastic, persuasive, warm, demonstrative, optimistic and trusting.</p>	<p>Steadiness: People with a high 'S' score want a steady pace, security and do not like sudden change. They are calm, relaxed, patient, possessive, predictable, deliberate, stable, consistent, and tend to be unemotional and poker faced.</p>	<p>Conscientious: People with a high 'C' score adhere to rules, regulations, and structure. They like to do quality work and do it right the first time. High C people are careful, cautious, exacting, neat, systematic, diplomatic, accurate, and tactful.</p>
70				
65				
60				
55				
50				
45				
40				
35				
30				
25				
20				
15				
10				
5				
0				
	<p>Those with a low D score are described as conservative, low key, cooperative, calculating, undemanding, cautious, mild, agreeable, modest, peaceful and want to do more research before committing to a decision.</p>	<p>Those with low 'I' scores influence more by data and facts, and not with feelings. They are described as reflective, factual, calculating, sceptical, logical, suspicious, matter of fact, pessimistic, and critical.</p>	<p>People with Low 'S' scores are described as restless, demonstrative, impatient, eager, or even impulsive and like change and variety.</p>	<p>Those with a low C score challenge the rules and want independence and are described as self-willed, stubborn, opinionated, unsystematic, arbitrary, and careless with details.</p>
	D	I	S	C

Enter into the boxes below the letters where you have scored above the grey line then compare them to the combinations below to ascertain your team behaviour profile.

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Team Role Style:

- | | | | |
|--|---|--|---|
| <p><u>D</u></p> | <p>Driver: Forward looking, competitive, hard working and gets tasks moving. Restless and always looking for new ventures. Thrives on pressure. Does not like control or being part of a team.</p> | <p><u>S</u></p> | <p>Systematic Coordinator: Steadiness involving patience, persistence and thoughtfulness. Able to organise and plan and is good in admin roles.</p> |
| <p><u>I</u></p> | <p>Promoter: Outgoing, friendly and develops contacts outside the team. Enthusiastic, optimistic but dislikes details.</p> | <p><u>C</u></p> | <p>Researcher: Wants a steady pace, security, and does not like sudden change. They are calm, relaxed, patient, possessive, predictable, deliberate, stable, consistent, and tend to be unemotional and poker faced.</p> |
| <p><u>I</u> <u>S</u></p> | <p>Counsellor: Poised, warm and a good listener. Perceptive, diplomatic and avoids conflict. Stable team member who appeals for reason in discussion and debates.</p> | <p><u>D</u> <u>S</u></p> | <p>Investigator: Determined individual who brings an intensive and comprehensive analysis of a problem or idea. Prefers to work alone.</p> |
| <p><u>D</u> <u>I</u></p> | <p>Motivator: Energetic, personable, inspiring and harnesses people to achieve goals. Dislikes supervision and routine. Explores opportunities and networks well.</p> | <p><u>S</u> <u>C</u></p> | <p>Quality Controller: Strives to achieve technical quality and is precise and attentive to detail. Reliable and disciplined.</p> |
| <p><u>D</u> <u>C</u></p> | <p>Creative: Prefers things to people. Likes new ideas, concepts and solving problems. Able to think outside the box. Can be scathing of other's ideas.</p> | <p><u>I</u> <u>C</u></p> | <p>Technical communicator: Intellectual, shrewd. Able to communicate facts. Good promoter of ideas and concepts.</p> |
| <p><u>D</u> <u>I</u> <u>S</u></p> | <p>Leader/Director: Confident, mature and is able to stand back and take an overview. Works well with people and is able to take decisions. Strong willed and determined.</p> | <p><u>S</u> <u>D</u> <u>C</u></p> | <p>Evaluator/Perfectionist: Specialist who is conscientious, searches for oversights and errors and likes to achieve things on time.</p> |
| <p><u>D</u> <u>I</u> <u>C</u></p> | <p>Technical Fixer: Influences with facts. Is practical and knows solutions to many problems. A perfectionist who likes variety in their work.</p> | <p><u>S</u> <u>I</u> <u>C</u></p> | <p>Trainer/Adviser: Counsellor, negotiator who is reliable, conservative, precise, persistent and persuasive and likes to turn ideas into realistic actions.</p> |



The ideal team will have a balance of all these team styles. However, in the real world most teams do not have a complete set of roles. It is important to recognise where the gaps are and try to ensure someone fulfils the role even though it is out of character.