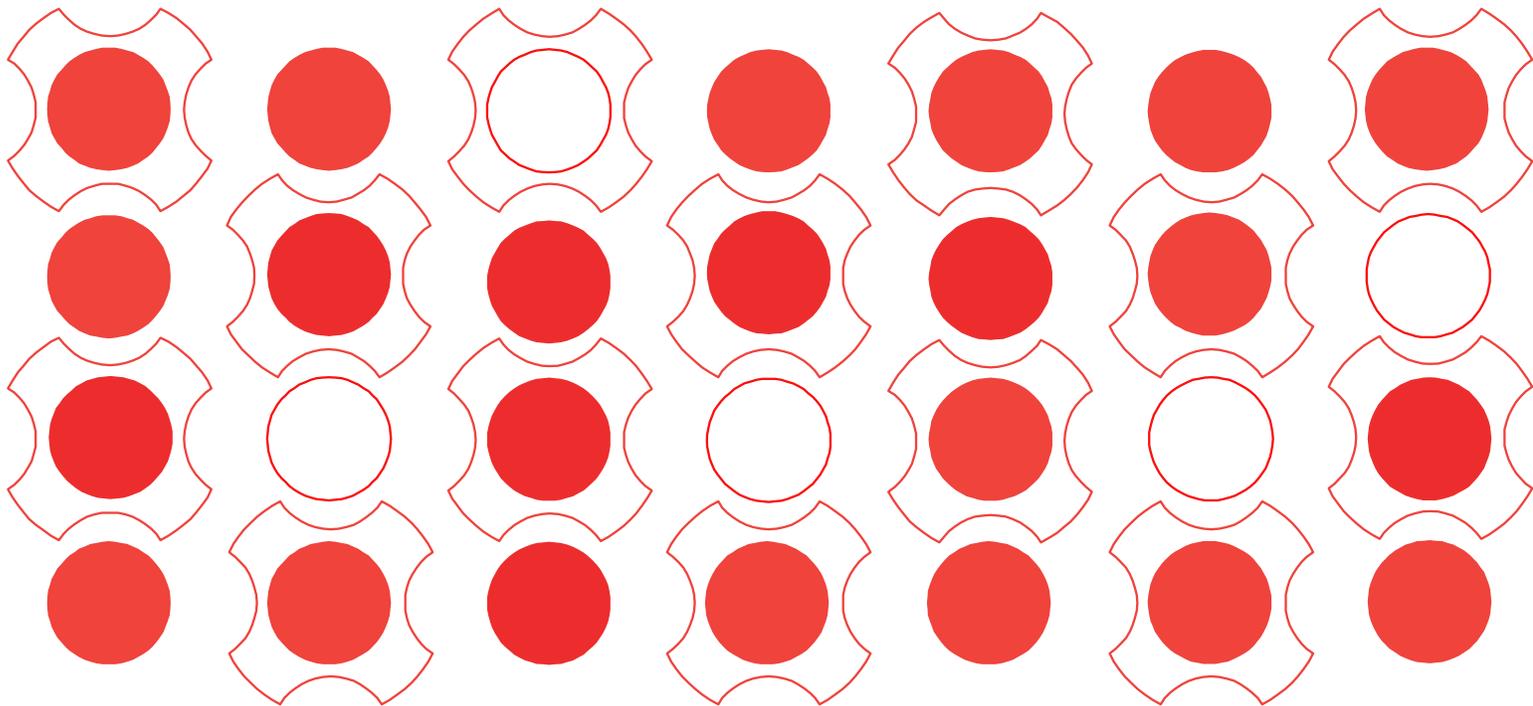


Team Dimensions Profile 2.0



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Introduction

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What do you do really well? What kind of projects energize you? You've probably realized by now that most people are going to answer those questions differently than you do. And even though we know that everyone has different talents and interests, we frequently ignore this simple fact of nature when we work on a team. Instead, we tend to arbitrarily assign people to perform tasks that don't take advantage of their unique talents.

Too often, people don't recognize the talents of their team members, and sometimes they don't even know their own talents. They may not value the differences that every person brings to the team, or they may not appreciate the importance of efficient and respectful teamwork. To demystify the team process, the *Team Dimensions Profile* explains how your team can identify each member's talents and place people in roles that allow them to really use those talents.

The *Team Dimensions Profile* identifies key roles that people perform in group settings. Each of the roles below makes a unique contribution to a team.

Creator: generates ideas

Advancer: communicates ideas

Refiner: challenges ideas

Executor: implements ideas

Flexer: steps in to fill in the gaps

Although most people can stretch to perform each of the roles, these stretches are often stressful and energy consuming if they last too long. The most effective teams consist of individuals who play to their strengths and embrace their natural talents. The key is to remember that everyone has a preferred role that can be tapped to help teams create their best solutions.

This profile describes your preferred role and explores its strengths and challenges. You will discover what you do best in a team atmosphere, and you will gain valuable insight into your work habits. In addition, you will learn about other team members' contributions, the value that they bring to the process, and how to work most effectively together.



Summary of the Team Roles

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The different team roles are summarized below. Your preferred role is indicated by the checkmark. As you read the descriptions below imagine group members that might fit in each role.



Creator: People who generate new ideas and fresh concepts are Creators. They prefer to live in the world 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, interactive world of feelings and relationships. 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, analytical world of facts or theories. 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 tend to be realists. 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 roles. 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 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.



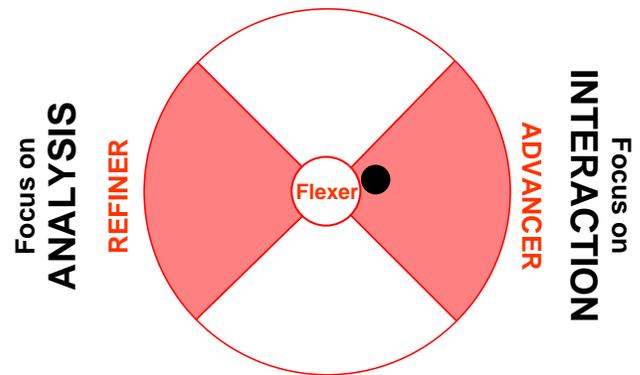
Understanding Your Team Role

Team Dimensions Profile 2.0

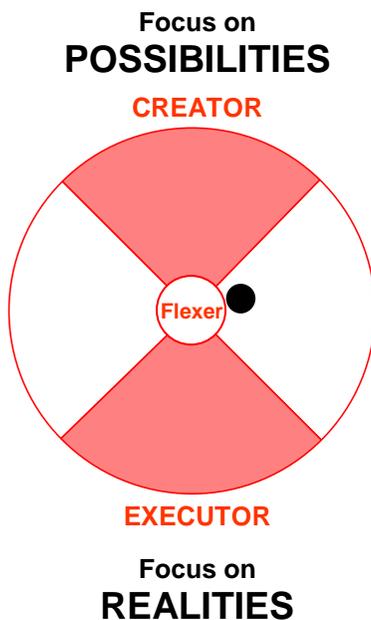
What makes you an Advancer? Like most people, your role is based on your natural tendencies to focus your attention in certain directions rather than others. As described below, there are two dimensions that we can use to measure how people focus their attention.

One dimension asks if you are naturally more analytical or interactive. Like you, people with a focus on **Interaction** tend to be more concerned with feelings and relationships. They pay close attention to personal communication and are receptive to new ideas. On the other hand, individuals who have more of a focus on **Analysis** look at the world from a logical and questioning viewpoint. They strive for objectivity in their work and tend to be a little bit skeptical of new ideas.

You can see that Advancers have a focus on Interaction and Refiners have more of a focus on Analysis. **Your focus is shown by the dot** on the circle to the right. You are an Advancer because of your strong focus on Interaction.



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



This other dimension asks if you naturally focus your attention more on Possibilities or Realities. Those who focus on **Possibilities** are likely to appreciate imaginative or abstract activities. People with this focus enjoy thinking about things from an unusual perspective and talking about the big picture. 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. Because you are balanced between these two focuses, you can probably work well in both worlds — seeing the potential of a new idea, but also recognizing the practical concerns of the real world.

Looking at the figure to the left, you can see that Creators have a strong focus on Possibilities and Executors have a strong focus on Realities. Because you appear to have an equal preference for Possibilities and Realities, you are an **Advancer with a balanced focus**.

Overview Of Your Role

Team Dimensions Profile 2.0

Advancer with a Balanced Focus

Each person naturally focuses his or her attention toward certain areas. First, some people emphasize Analysis while others focus more on Interaction. Second, some people emphasize Possibilities while others focus on Realities. Your focus in these two areas influences the team role that you most naturally prefer.

Analysis vs. Interaction

Your preferred role is Advancer because you have a strong focus on Interaction. This means that your emphasis is on relationships, personal expression, and instincts. Therefore, you probably relate to solutions that are based upon straightforward intuition rather than prolonged analysis. In addition, your focus on Interaction means that you usually take people's feelings into account. An emphasis on Analysis, which stresses facts, theories, and data, is probably not as natural or appealing for you.

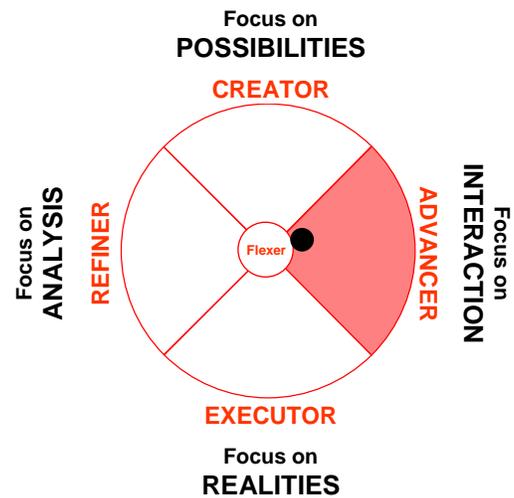
Because of your preference for Interaction, you are likely to display enthusiasm for teamwork and group projects. In such settings, you are usually the person who gets outsiders interested in new ideas. You tend to be effective at helping people recognize good proposals, and you may often generate excitement about potential solutions.

Most likely, you strive to increase the odds of a proposal's acceptance. One way in which you may do this is to use your preference for Interaction to communicate the plan to others. Furthermore, your awareness of interpersonal dynamics sometimes helps you judge when to follow established guidelines and when to bend the rules to help your proposals move forward.

Possibilities vs. Realities

A focus on Possibilities is one that emphasizes creative, abstract, or unstructured activities. A focus on Realities is one that emphasizes practical, concrete, or systematic activities. You are balanced between these two approaches, which means that you are likely to adapt equally well to either focus. It does not mean that you are indifferent to them. Rather, it signifies that you appreciate both viewpoints.

Your equal respect for both Possibilities and Realities means that you tend to admire a solution's creative aspects while still keeping an eye on its practicality. You most likely want to push an idea to its fullest groundbreaking potential, yet still keep it anchored to a successful implementation. In essence, your enthusiasm for creative solutions does not blind you to reality, and your desire for real-world results does not limit your drive for innovation.



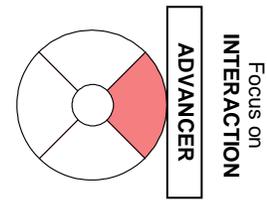


Section II

Your Strengths

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As an Advancer, your energy for Interaction means that you most likely place a high priority on your personal relationships. You may help the team maintain an open and ongoing flow of communication. Not only does this help team members communicate with each other, it helps them keep in contact with other groups or departments. You may find that you enjoy networking with others to form valuable relationships for yourself and the team. In addition, you probably have a unique talent for creating enthusiasm and getting people excited about new ideas. Once you have a goal in sight, you tend to promote that idea with determination and perseverance. This sense of purpose means that you are usually not discouraged easily, and you may strive to move a plan ahead quickly.



Like other Advancers, you may serve a valuable role by helping your colleagues to fulfill their potential, and you often place a strong value on collaboration and team solidarity. You likely show a willingness to train others on new procedures or to guide them toward greater insights. This interest in motivating people to use their skills helps the team push toward solid solutions. Combining practical aims with interpersonal goals may help you to act as a conductor for your team, working to establish effective communication among your colleagues.

Most likely, it is important for you that everyone on the team feel accepted, and you may even go out of your way to support those who seem to need more information or just a sympathetic ear. Similarly, your ideal methods for implementing solutions tend to revolve around high levels of cooperation. Further, you probably embrace proposals that are based on common sense that nearly everyone can understand or relate to. You are likely to appreciate those ideas that strike you as intuitively sound or that “just feel right.”

The balance that you maintain between Possibilities and Realities probably allows you to recognize solutions from a variety of different perspectives. Based on your respect for Possibilities, you most likely encourage innovative thinking. This helps you to recognize the value of an unusual idea or remain open-minded about an unconventional solution. However, your appreciation of Realities tends to help you rein in creativity if it gets in the way of practical concerns or a smooth implementation. In this way, you may often bridge the gap between Possibilities and Realities and advance groundbreaking ideas that might otherwise sit on a shelf.

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

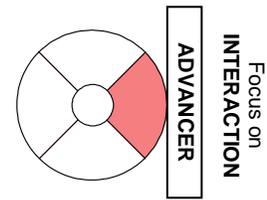
- Moving an idea, plan, or project forward
- Getting people excited about new solutions
- Encouraging teamwork
- Maintaining an open flow of information
- Relying on intuition or instincts
- Networking with a range of different people
- Making others feel accepted
- Selling an idea or product
- Creating a fun, friendly environment
- Balancing creativity with real-world concerns



Your Challenges

Team Dimensions Profile 2.0

Like all of the team roles, the Advancer role has its unique challenges. Because you probably enjoy working off your gut instinct and intuition, you may avoid lengthy and seemingly impersonal analyses. As a consequence, you may miss some hard facts and data that have serious implications for your work. As well, your optimism for a plan may lead you to move forward too quickly. You may boldly push ahead with a project even when caution is the better choice. In some cases, you may even look to implement a proposal before all the facts have been gathered, which may allow mistakes to enter into the process.



Like many other Advancers, you may be quick to brush off evidence that goes against your usually optimistic viewpoint. At times, you may be so excited about a solution's potential that you miss flaws or ignore indications of trouble. Your vision of success, therefore, may sometimes be so vivid and fixed that you don't legitimate danger signs. At times, your energy and quick actions may prevent you from anticipating the consequences of your decisions. Similarly, you may occasionally want to move faster than your fellow team members, and you may need to adjust to meet their comfort levels.

Because you have a strong focus on Interaction, you probably spend a lot of time socializing or chatting. Even in cases where you are highly committed a task, the temptation to mingle may be difficult for you to pass up. Time spent talking and catching up may slowly eat away at your efficiency and productivity. Further, other team members may feel resentful that your time is spent socializing and not focusing on the task. And like many Advancers, you may have difficulty working alone for extended periods. As a consequence, you may seek out social interaction even when a solitary dedication to the task is needed.

Finally, your personal feelings about your co-workers may influence your opinions about their work contributions. You may avoid making tough but necessary decisions in favor of sparing an individual's feelings. On the other hand, you may take criticism personally when it is directed at one of your proposals, and this can lead to unnecessary conflict or resentment.

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

- Taking time to analyze data and facts
- Performing routine or rote tasks
- Working alone for long periods of time
- Recognizing potential danger signs
- Being critical when necessary
- Passing up opportunities to socialize
- Making decisions that will hurt people's feelings

Working with Others

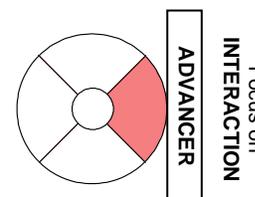
Team Dimensions Profile 2.0

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 usually easier to see all the problems and frustrations they cause. For instance, Advancers like you prioritize relationships, personal expression, and intuition. You've probably recognized by now that not everyone shares these values. 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.

Working with Other Advancers

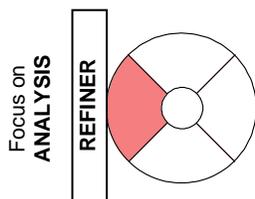
Advancers tend to take ideas and run with them, developing them for the benefit of the group. As an Advancer, you probably enjoy working with individuals who share your tendency to rely on intuition as a guide. In particular, your fellow Advancers will relate to your desire to move projects forward while keeping the team on the same page.

Working with people who share your mindset, however, can be risky if your joint efforts rely excessively on instinct, which sometimes occurs with those who emphasize Interaction. You can minimize this potential hazard by seeking out objective and critical analysis when necessary. Often, this insight will come from people who have a focus on Analysis.



Working with Refiners

It's true, however, that individuals who emphasize Analysis may strike you as too matter-of-fact, distant, or even cold in some cases. You probably feel tension if you believe that these individuals are dismissing your concerns or being too impersonal with you or your colleagues. In addition, your frequent interest in taking time to socialize or exchange pleasantries may not be reciprocated by those who prefer Analysis. Because of this, you probably have occasional problems with Refiners, who tend to be less interested in personal concerns than in the task at hand. In addition, Refiners often base their opinions on scientific analysis and careful examination, so you may become annoyed if they fixate too much on hard data. You may also be insulted if the Refiner's skepticism seems to dismiss your enthusiastic suggestions.



At the same time, Refiners may become frustrated if they feel that you act too quickly on the basis of intuition or sentiment. They may be particularly skeptical if you try to sell them on an idea using passion and enthusiasm rather than logic and reason. Be mindful that emotion-based persuasion techniques often raise a red flag for Refiners. One way to resolve this is to concentrate on what you and the Refiner have in common, which is your mutual drive to make solutions as impressive as they can be. You may find it beneficial to integrate the Refiner's fact-based approach into your potential solutions. In turn, you may help Refiners with the task of communicating their ideas to the team and infusing those ideas with energy.

Working with Others

Team Dimensions Profile 2.0

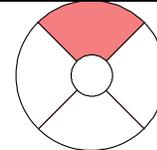
Working with Creators

Because you maintain a balance between Possibilities and Realities, you tend to be equally comfortable whether the suggestion is a daring proposal or a practical idea. As a result, you probably promote bold and creative thinking as the surest path to success, but you rarely lose sight of the implementation concerns that guide a solution's development.

Your appreciation for creativity usually puts you in harmony with Creators, who thrive on coming up with new ideas. You both recognize how exciting and engaging bold new ideas can be. In fact, when Advancers and Creators are working together, they often face the danger of getting swept up in the optimism and enthusiasm of a new idea. Important warning signs and potential hazards may be ignored. Creators may, at times, seem to be "too out there." That is, many of the abstract ideas that Creators generate may seem to lack practicality. At points such as this, it may be helpful for you to look at concrete objectives such as deadlines and budgets. Although it might not be necessary or practical for you to become an expert on such concepts, you can at least become familiar with them and avoid unpleasant surprises. This knowledge may also help you rein in any misplaced optimism in the solution's effectiveness.

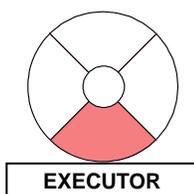
Focus on
POSSIBILITIES

CREATOR



Working with Executors

When dealing with Executors, keep in mind that they tend to have a task-oriented viewpoint. That is, they are often most interested in concrete results. At times, this emphasis may clash with your drive to keep everyone on the team involved and content. For example, you may believe that the Executor's emphasis on the bottom line ignores the personal concerns of you and your colleagues. In particular, those Executors who are very assertive may strike you as overly blunt or hard-driving. You may feel that people's feelings get lost in the push for results. In such cases, consider whether you can point out the concrete cost of ignoring people's emotional needs.



EXECUTOR

Focus on
REALITIES

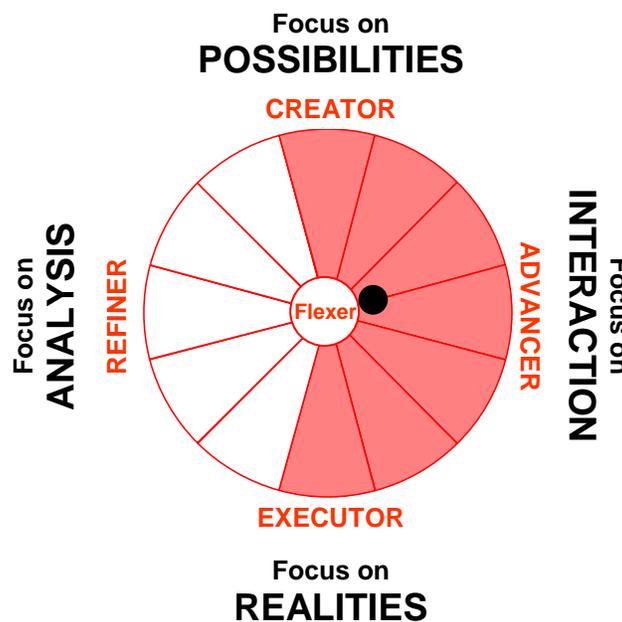
Of course, because Executors usually prefer to move at a predictable and orderly pace, they may object to your tendency to charge enthusiastically forward. They may think that, in your zeal for new projects, you underestimate the time needed to develop methodical and predictable plans. To minimize conflict, focus some of your energy on the solution's bottom line, which will increase the Executor's willingness to work with your ideas.

Your Flexibility

Team Dimensions Profile 2.0

Every day we find ourselves in situations that require us to adapt into different roles or work with someone who has different preferences. You may have noticed that some people find this easier than others. Why? One reason is that some people have a stronger preference for their natural roles than other people. For instance, even though all Advancers focus on Interaction, some Advancers are incredibly expressive and absolutely thrive on contact with other people. Other Advancers just have slight tendency in that direction. A very strong preference for a role can be a powerful advantage and make a person stand out from the crowd. On the other hand, people who have a really strong role preference often have a difficult time adapting to different roles. Further, they may have a more difficult time understanding the preferences of people in other roles.

How strong is your preference for the Advancer 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.



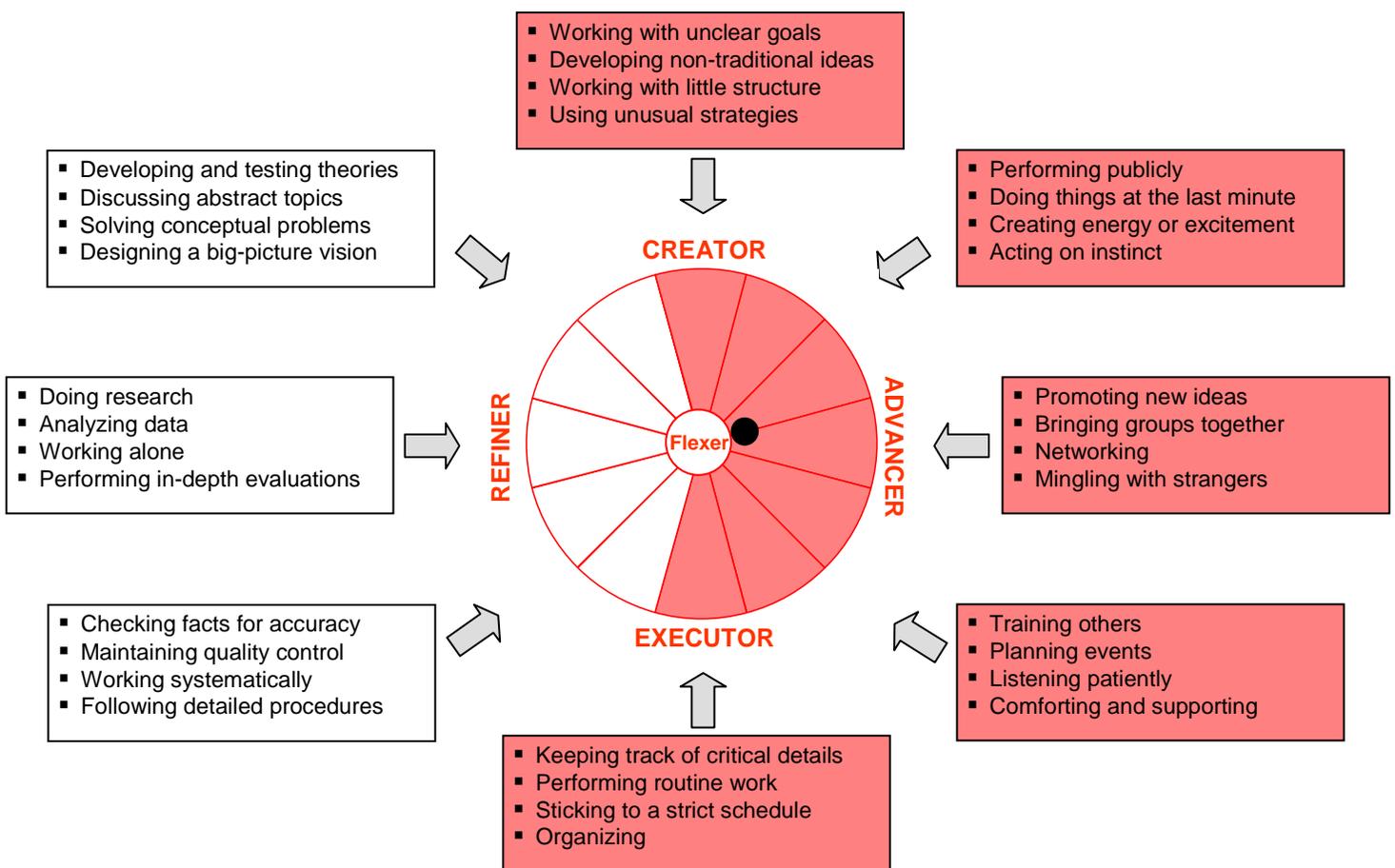
Because your preference for the Advancer role is only slight, you probably have a great deal of flexibility in adapting to different roles compared to most people. Consequently, you probably feel comfortable embracing a variety of different tasks, duties, or positions. **Most likely, you will find it easy to adopt roles in the shaded regions of the circle above.** As you move farther away from these shaded areas, you will probably find those roles less comfortable and enjoyable. And although you might be quite competent at them, you may find that they cause you stress. As discussed on the next page, if your primary job responsibilities are outside of these shaded areas, consider if this is, in fact, a source of stress for you.

Stress at Work

Team Dimensions Profile 2.0

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 Advancer 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.

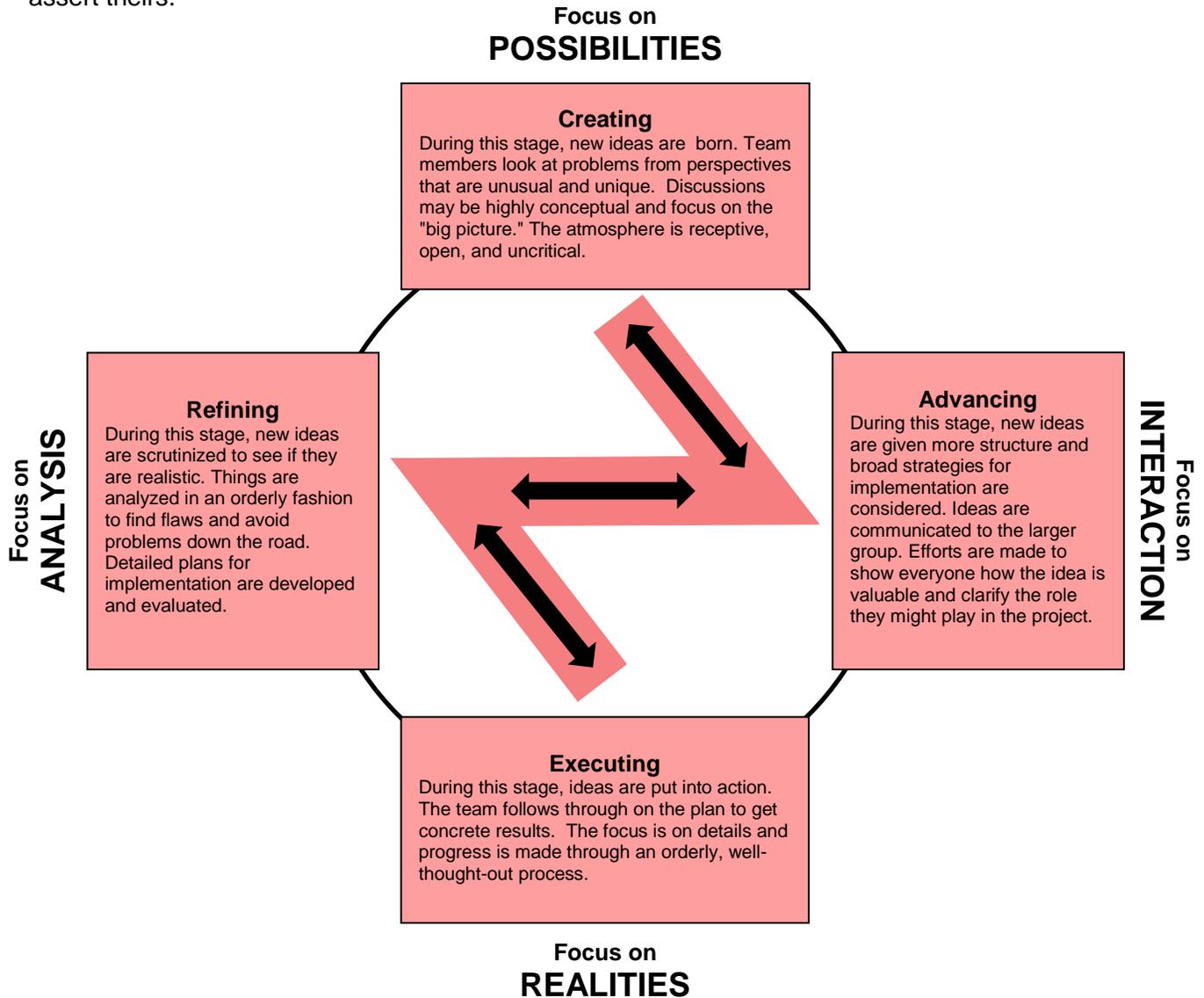


Most people recognize that from time to time they will need to stretch beyond their comfort zone to meet the needs of the situation. Few of us are rigidly bound to a narrow set of roles, but rather we adapt depending on the environment and the people around us. As we begin to act in ways that are further outside of our natural tendencies, however, these activities are likely to become more difficult and emotionally taxing.

Introduction to the “Z” Process

Team Dimensions Profile 2.0

Team projects usually travel through a series of stages. As you can see below, these stages often move from Creating to Advancing to Refining to Executing. This sequence of stages is called the "Z" process. It is important to understand where a project is in the "Z" process so that teams know where to focus their energy and, maybe more important, where not to focus their energy. Most likely, you tend to enjoy the **Advancing stage**, as the activities in this stage probably come naturally to you. Effective teamwork is knowing when to assert your natural tendencies and knowing when to let others assert theirs.

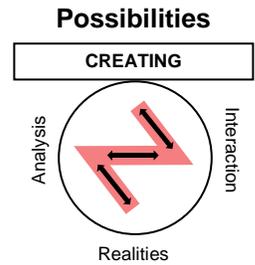


Note that projects do not always move forward in the "Z" process. Sometimes it is necessary for the process to work backward, especially when ideas need to be reevaluated and reconceptualized.

The Creating Stage

Team Dimensions Profile 2.0

The primary goal of the Creating Stage is to generate as many new ideas as possible. This means seeing things from a new angle and perhaps breaking some traditional rules. Although the team will need to evaluate the merit of new ideas toward the end of this stage, the Creating Stage should start with an open brainstorming in which no ideas are rejected as unrealistic or impossible. Think about ways that Creators in the group can use their preference for abstract and unconventional thinking during this stage.



Creating Ideas

Generating fresh ideas is both an art and a science. Setting expectations can be critical in this process, because some people will naturally want to impose more structure and tradition than is ideal during this stage.

- When scheduling a meeting, call it a "Creation Meeting". This sets expectations that the structure will be loose and the goals less defined. Consequently, there will be less likelihood of frustration and confusion, particularly among those who prefer more structure.
- Consider starting with the biggest picture possible. Restate the mission of the project and ask if that mission is limited by unnecessary assumptions and traditions.
- Create a "wish list" that gives people the freedom to brainstorm about project outcomes, goals, or characteristics that might seem impractical or unrealistic on the surface.
- Don't get bogged down in details too soon. Discussing the specifics of an idea can result in a premature commitment to one direction for the project.
- Avoid the temptation to move on before all of the group's options have been explored.

Sorting Through Ideas

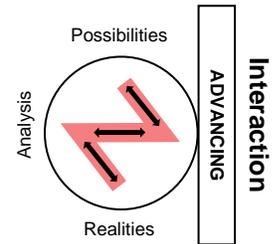
Toward the end of this stage, teams begin to curb their creativity and consider practical issues. Settling on the direction for the project usually means dropping some attractive, workable ideas.

- Consider the scope of the project. Are there bold ideas that can be set aside and pursued once a first phase of the project has been completed?
- Ask if the team is ready to move forward. Sometimes spending more time on brainstorming up front saves time later on. In other instances, it stagnates the group's productivity and takes a toll on morale.

The Advancing Stage

Team Dimensions Profile 2.0

During the Advancing Stage, the team moves the idea forward and starts to give it some shape. They consider the practical issues and begin to put together a broad plan to turn this idea into reality. Communication is also key in the Advancing Stage as the team attends to the "human" part of the project. Team members need to know what's going on, what role they might play, and why it's important, and they also need to maintain energy and optimism around the idea. Since you are an Advancer, the communication needed in this stage will probably come very naturally to you.



Defining the Project

After the brainstorming of the Creating Stage, the project needs some broad definition to move forward. Furthermore, the team needs to look at the big picture and determine if new ideas are realistic and worthwhile.

- Determine the simplest way to describe the idea or project. Not only does this help clarify a common vision for the project, it also helps team members quickly communicate the nature of the project to those outside the group.
- Compare the goal of the project with the overall mission of the group or organization. Are they consistent?
- Identify the different stages that the project will go through and estimate the resources that are available during each of those stages. Are they sufficient?
- Have some informal conversations with experts outside the creation group to discuss the idea in big picture terms. Is the idea realistic and useful? Has it been done before? What risks do they see?

Communication

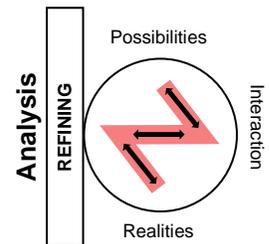
Communication is one of the chief goals of the Advancing Stage, particularly when the team is working with a larger group. Everyone needs to understand the scope and limitations of their role. In addition, the team should be very intentional in its efforts to generate optimism and energy around the idea. Consider the following ideas that facilitate the Advancing Stage:

- Organize an initial "Advancement Meeting" where people can ask questions and begin to feel a part of the project as soon as possible. Take time to explain the big-picture goals of the project and how it fits into the bigger mission of your group.
- Brainstorm creative ways to get all members invested in the project. Have Advancers and Creators sketch out clever and fun incentives that will help people care about the success of the plan.
- Identify all the people who will be affected by the project. Consider whose initial approval and "buy-in" will be valuable in the long-term.
- Make sure that the people who need structure, particularly Executors, have as much concrete information as possible. Create a system to communicate such things as schedules, formal role descriptions, and progress updates.
- Assign someone to be responsible for communicating changes in the plan and answering questions that arise.

The Refining Stage

Team Dimensions Profile 2.0

During the Refining Stage, the team evaluates the idea to see what's realistic. Team members examine project ideas for holes or flaws. They scrutinize and analyze plans to determine if they will work in the real world. In addition, during this stage the team puts together a more specific plan for implementation. Among other things, this plan considers what could go wrong, what could be more efficient, and how communication will flow. Keep in mind that Advancers often find it helpful to partner with Refiners, who love to analyze a new problem.



Evaluation

Evaluation occurs as part of the Refining Stage. The team looks critically at new ideas and asks "What could go wrong?", "Will this thing work?" and "Are we really ready to move forward?". Here are some ideas to encourage the Refinement process.

- Make sure to get feedback from people who were not on the creation team. These might be members of the larger group, but it is also valuable to contact those outside the group or organization, particularly customers and clients. Consider discussing some of the specifics with experts in the field.
- Set up "Refinement Meetings" that are specifically designed to find holes in the project plan. Consider assigning people to play the role of "devil's advocate". Make sure that both Creators and Refiners are present for this meeting.
- Set up meetings to identify risks and general strategies for responding to mistakes, setbacks, or miscalculations. Remember that the scope, budget, and timeline of your project are dependent on each other. Changing one usually means revising the others.

Implementation Planning

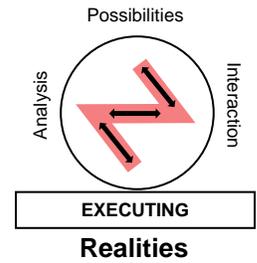
Implementation planning maps out a detailed path to turn new ideas into a reality. This involves defining tasks, assigning tasks, estimating resources, calculating budgets, and developing schedules. Following are some ideas to keep in mind:

- Take some time to separate out each project task. Specify which tasks are dependent on each other and which can take place simultaneously. In addition, determine which tasks have fixed or flexible deadlines.
- Map out the resources you have available to you. A budget should include the money, time, and opportunity cost of the project. Be specific when clarifying how much time and resources each task will take.
- When planning timelines and deadlines, it is usually advisable to put extra time into the schedule for unforeseeable obstacles. Most of us tend to be a little optimistic when estimating the amount of time that a task will take.
- Have some Creators take a look at the implementation plan and ask if there are non-traditional alternatives that haven't been considered. Could it be done faster, more efficiently, or with less stress to the team?
- Consider if pieces of the project can be handed off for execution while others are still being refined. This will ensure that resources aren't sitting idle.

The Executing Stage

Team Dimensions Profile 2.0

During the Executing Stage, the team sets its plan into full swing. This stage requires considerable dedication, organization, and scheduling. Team members need to have the patience to follow through on routine or repetitive tasks. For Executors, this is often the most fulfilling stage as it allows them to see a finished product. Other people, like many Creators, may be easily bored if routine tasks are involved. Consider ways that Executors in the group can offer organizational skills and detail orientation during this stage.



Beginning Implementation

Here are some systems and processes that can be set up ahead of time to ensure the plan's smooth implementation.

- Define milestones that mark the team's progress. Not only does this help keep the task on schedule, it also helps maintain momentum and energy about the work.
- Empower people, particularly Executors, to ask for clarification and direction if they need it. Appoint someone, perhaps an Advancer, to be the project "help desk."
- Create a system for quality control. Make sure your plan and timeline are flexible enough to react to the demands of the real world.

Tracking Progress

For many long and intricate projects, tracking progress is crucial. Here are some suggestions to keep this part of the Executing Stage running efficiently:

- Schedule regular meetings where team members give reports on their progress.
- Allow for last-minute refinement. Be willing to revert the project to an earlier stage for redevelopment.
- Design a process to assess changes and alternatives that arise as the project takes shape. Be open to insights that were unforeseeable earlier in the project development.
- Revisit your timelines on a regular basis. Pay particular attention to those parts of the project that have a direct impact on other sections of the plan. If resources need to be redistributed, make sure everyone on the team hears about the change and understands the reasons.

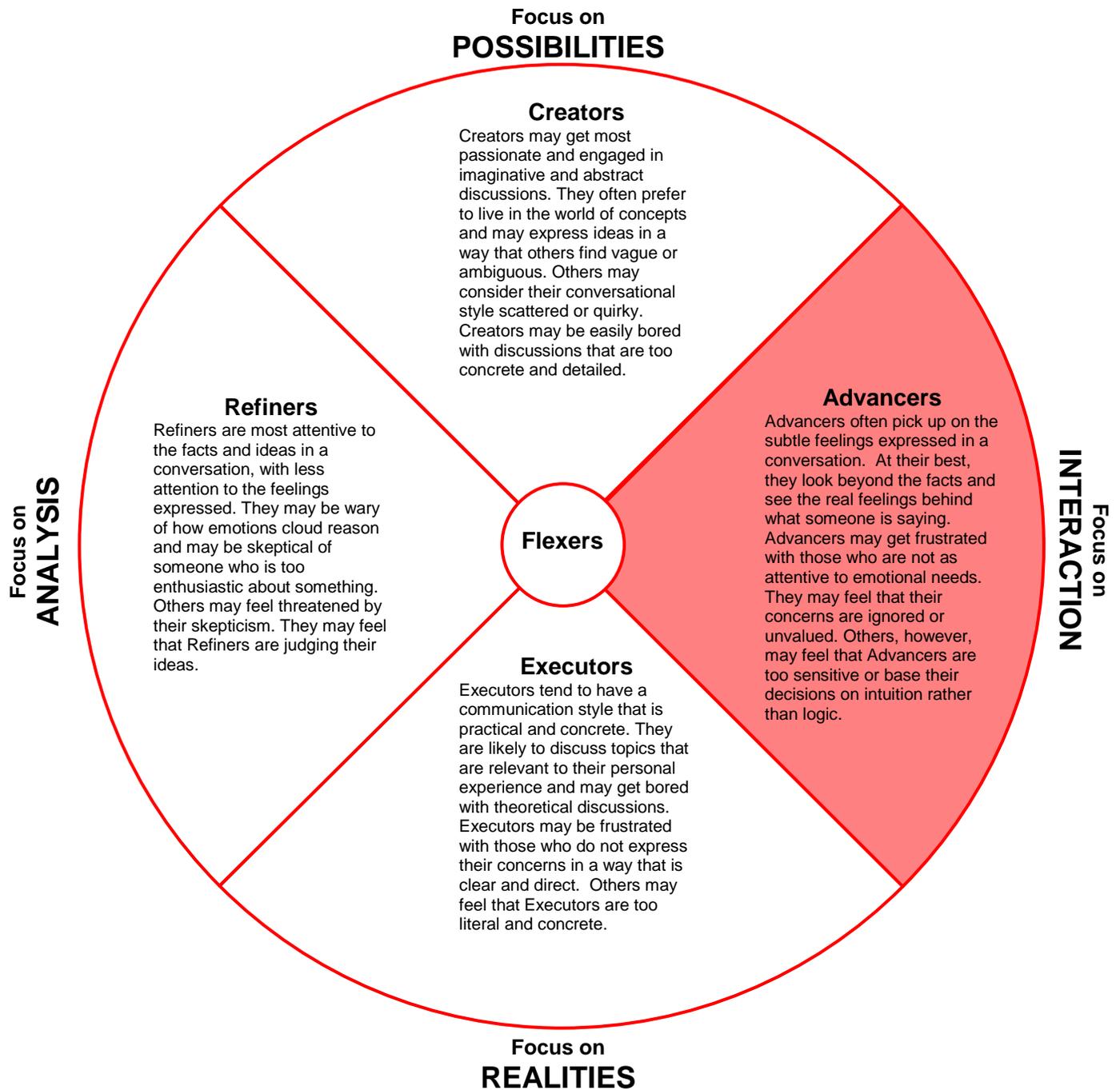
Closing the Project

Most teams look forward to finishing a project. However the project turns out, teams should consider the following to ensure success in the future:

- After the project is completed, create an archive. This invaluable step is often lost in the celebration of a finished project. However, it frequently saves much time and frustration later. This archive should contain records of decisions, communications among team members, and other important documentation.
- Recognize each person for the role he or she played. This might be a good time to pull in an Advancer to help with this communication.

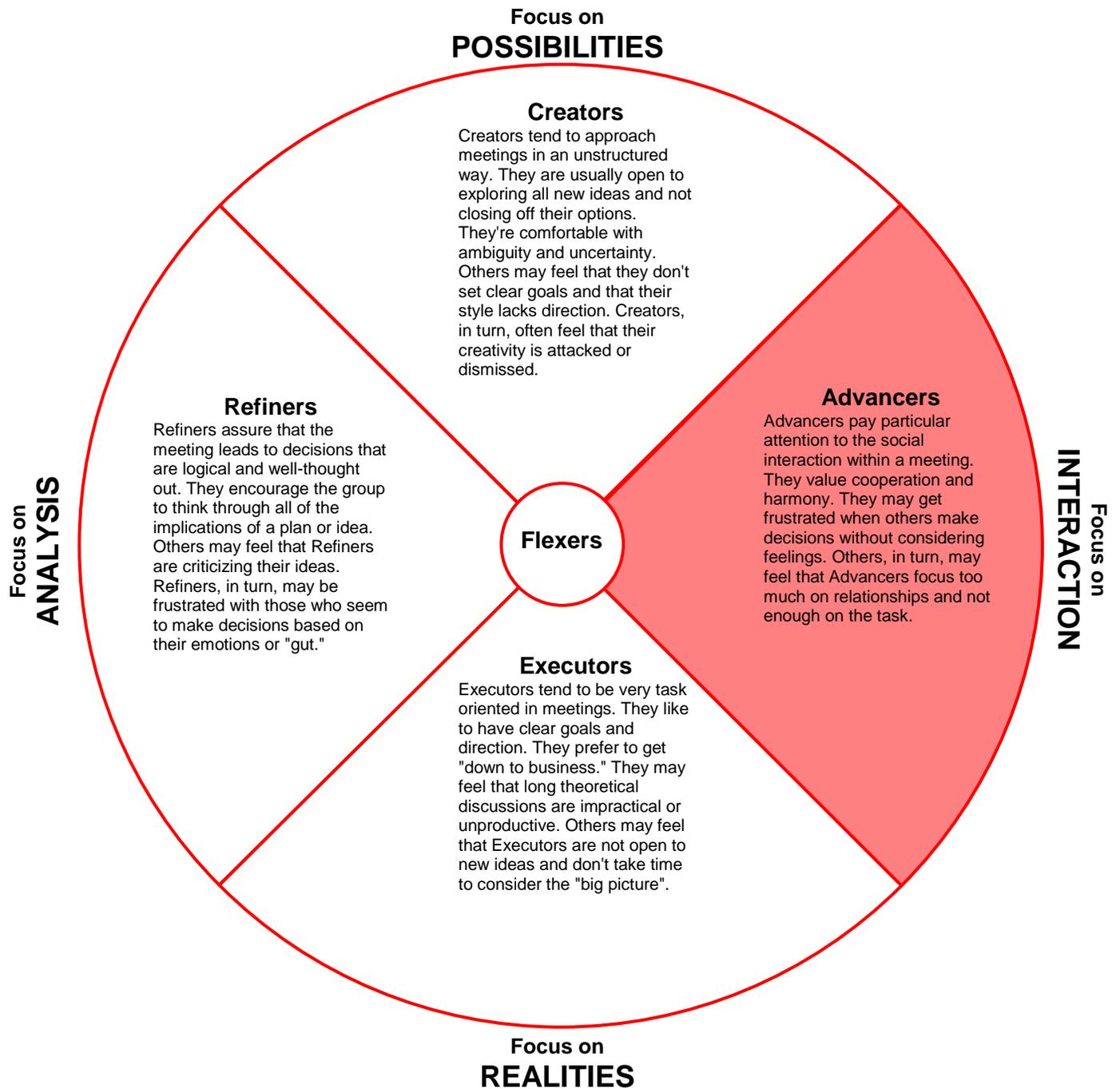
People have different priorities and preferences that affect how they communicate. By understanding these differences, teams can drastically reduce misunderstandings and miscommunications.

As you can see below, each of the four roles tends to have a different style of communicating. Flexers often have an ability to understand all of these perspectives, but may lean toward one or two. Your preferred role as an Advancer is discussed in the shaded area.



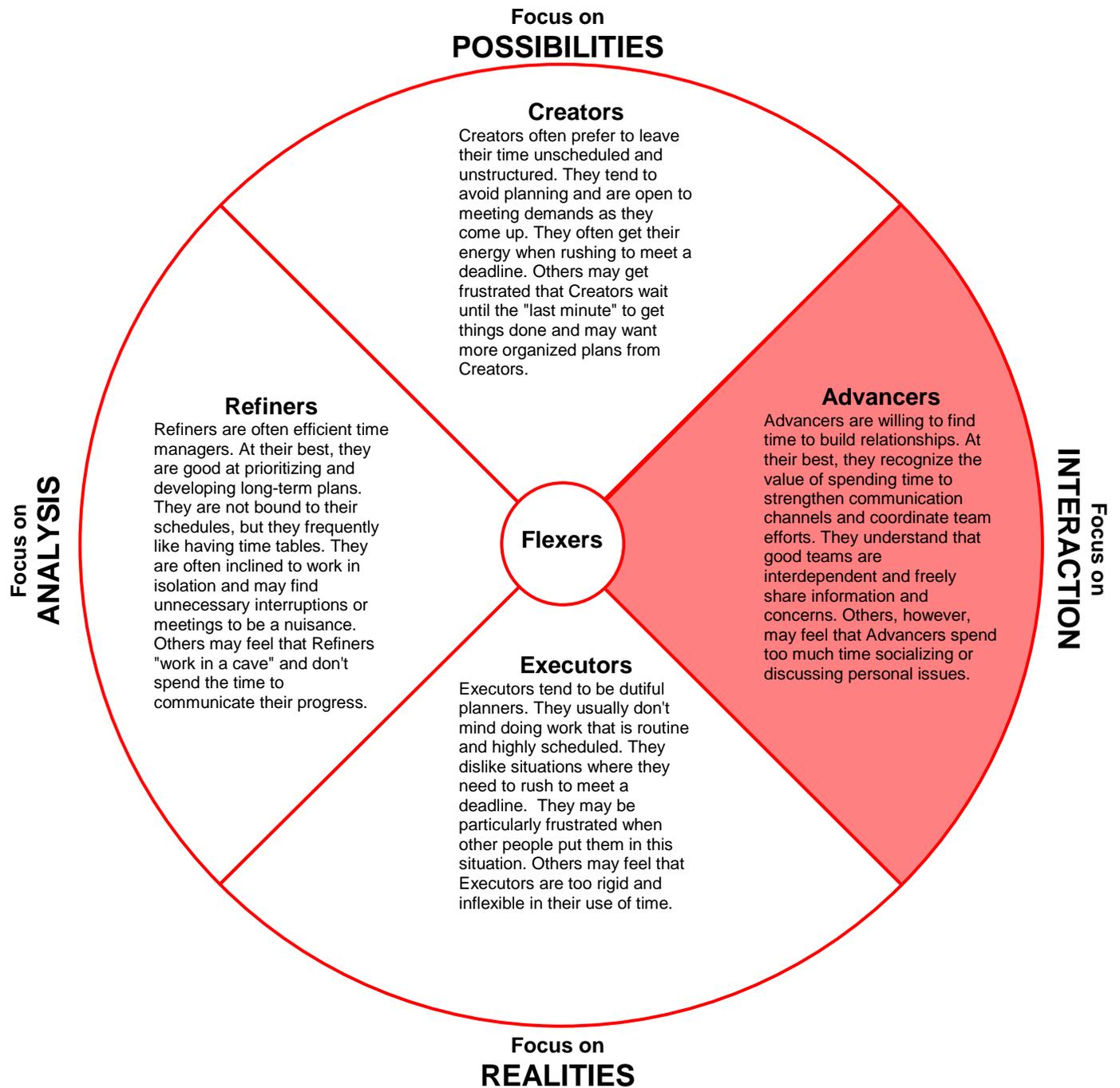
Group meetings can be source of frustration if people do not value the perspective of their team members. Understanding how others approach meetings can help to reduce this tension.

As you can see below, each of the four roles has natural tendencies within a meeting. Flexers often have an ability to understand all of these perspectives, but may lean toward one or two. Your team role as an Advancer is discussed in the shaded area.



People use time differently because they perceive time management differently. Understanding the perspective of other team members is the first step toward addressing concerns and frustrations.

As you can see below, each of the four roles tends to have different priorities in time management. Flexers often have an ability to understand all of these perspectives, but may lean toward one or two. Your team role as an Advancer is discussed in the shaded area.



Comparison of the Team Roles

Team Dimensions Profile 2.0

The table below summarizes the primary team roles and allows you to see their similarities and differences. Flexers usually have an equal preference for each of these roles. Even though your strongest preference is for the Advancer role, you will probably find that you also have some similarities with both Creators and Executors. You have the least in common with Refiners.

	CREATOR Focus on Possibilities	ADVANCER Focus on Interaction	REFINER Focus on Analysis	EXECUTOR Focus on Realities
Basic Descriptors	<ul style="list-style-type: none"> Imaginative Abstract-thinking Unstructured Artistic Unconventional 	<ul style="list-style-type: none"> People-Focused Extroverted Talkative Outgoing Expressive 	<ul style="list-style-type: none"> Analytical Objective Logical Skeptical Reflective 	<ul style="list-style-type: none"> Realistic Detail-oriented Structured Organized Traditional
Talents	<ul style="list-style-type: none"> Generates multiple new ideas Envisions the big picture Finds groundbreaking or unique solutions Works comfortably with a loose structure 	<ul style="list-style-type: none"> Moves an idea or plan forward Gets people excited about new solutions Communicates information Enjoys selling or promoting an idea 	<ul style="list-style-type: none"> Tests theories and ideas for merit Develops systems to move projects forward Catches errors that others have missed Foresees surprises or complications 	<ul style="list-style-type: none"> Pays attention to specifics and details Assures quality of final product Performs extensive follow-through Maintains order and organization
Needs Partners who	<ul style="list-style-type: none"> Provide structure Are practical Attend to details Are results-oriented Follow through 	<ul style="list-style-type: none"> Provide objective skepticism Enjoy lengthy and complex analyses Are methodical 	<ul style="list-style-type: none"> Generate enthusiasm Like networking Encourage communication Enjoy selling an idea 	<ul style="list-style-type: none"> Take risks Are imaginative Focus on the big picture Think conceptually
Motivations & Priorities	<ul style="list-style-type: none"> Exploration Creativity Originality 	<ul style="list-style-type: none"> Expression Connectedness Interaction 	<ul style="list-style-type: none"> Accuracy Competency Understanding 	<ul style="list-style-type: none"> Accomplishment Completion Order