

These team members are cooperative and want to get the job done. They build systems and translate strategic ideas into operational realities. They influence others through practical thinking and a desire to get along. They enjoy organizing projects and working on a team. These team members want variety, but also appreciate the need for boundaries. They generally trust the tried and true and can be skeptical of blue sky thinking that could derail a team. They like to be involved in different projects to keep them busy, and may get bored with projects that are repetitive. Under pressure, they may work too hard trying to get everything accomplished at once. They work best with a clear, coherent strategy and are focused on execution.

Positive strengths:

- Practical
- Team players
- Good at execution

Negative potentials:

- May be so practical they miss new opportunities
 - May need to push harder at times
-

These team members need to lead and are often found in positions of influence. They motivate and stimulate others with broad vision and will often be the central force on a team. They are both creative and supportive, combining intuitive abilities with a strong drive to accomplish a task and make sure the details are done right. These team members are catalysts for others' actions and are strongly motivated to help them succeed. Under pressure, they may become manipulative or demanding. They see this as being strongly committed to the task, while others may experience it as too forceful. They focus on the importance of a task and are most effective when given an opportunity to lead and influence others. They like managing their own schedule, but at times may take on too many things.

Positive strengths:

- Inspirational and motivating
- Good at analyzing data
- Comfortable with taking risks

Negative potentials:

- May become dominating and want to control execution
 - May move quickly, not anchoring ideas in practical understanding
-

These team members are leaders who often work behind the scenes. They enjoy creating new ideas and are also ok supporting others' ideas. They appreciate being a vital part of the team and may not need to lead the charge. They are empathetic and can bring out the best in others through their ability to cooperate, nurture, and support. Because they work to make everyone successful, they may lose perspective and over-identify with other ideas and positions. These team members are most effective when they are listened to and taken seriously, and will become frustrated if their ideas are not heard. They are gifted at being "in tune" with others and can be a valuable resource for understanding group dynamics and how to get the team to work effectively together.

Positive strengths:

- Cooperative
- Aware of team dynamics
- Can see how details fit into the big picture

Negative potentials:

- May not push their ideas if they sense opposition
- May prefer to avoid debates about the best way to move forward

These team members value systems and organization. They want projects done, but quality is important to them and they work hard to do things right. They may react negatively to people who have great vision, but are careless with the details. Under pressure, they can become picky with details and overly dogmatic in their thinking, which could result in the lack of flexibility necessary to get a project accomplished. Others can perceive them as team players, but not necessarily sensitive to the feelings of others. Because these team members think in concrete terms, if a project is explained too abstractly they may execute it the way they consider best. When the expectations are clear, they will work hard to make sure the tasks are accomplished, and accomplished well.

Positive strengths:

- Values quality
- Builds systems to get the work done
- Direct and practical

Negative potentials:

- May get lost in the details of a project
 - May appear to be insensitive to team members' feelings
-

These team members love generating ideas and possibilities and will connect with others to share them. They enjoy thinking of new ways to do things and may not stick with what has worked in the past. They can be innovative and have the ability to inspire others to share their vision. These team members are very aware of the needs of the people they are working with. They avoid being controlled by others or becoming trapped in a system that can't respond to new thinking. These team members may lose interest when projects become repetitive, finding a way to finish quickly so they can move on. They will naturally focus on the big picture and may not do well if boxed into smaller projects. They don't want to be involved in the "unnecessary details" that can bog down their creative juices, and may try to cut corners. They are most effective in a group setting where they are trusted and responded to.

Positive strengths:

- Inspirational and enthusiastic
- Embraces leadership roles
- Adept at shifting focus readily

Negative potentials:

- May accept a "good enough" result when under pressure
 - May become restless when tasks are not challenging enough
-

These team members influence others through personal warmth and kindness and are energized by working with others to accomplish tasks. They value close relationships with both peers and authority figures. They can become frustrated if the person they report to is emotionally unavailable. They measure the effectiveness of a project not just by what was accomplished, but by how it was accomplished and the team dynamics. Since they enjoy being the "oil" that smooths out the friction in a group, they may be too tolerant at times and may not confront others when needed to accomplish a task. They are most effective in an environment where they have others to share project responsibilities with so they can channel their energy toward positive team dynamics.

Positive strengths:

- Strong, supportive team player
- Approachable and warm
- Practical

Negative potentials:

- May be too accommodating or not forceful enough at times
 - May sacrifice accomplishing a task to maintain smooth relationships
-

These team members will implement vision and strategy with a focus on getting things done. They drive execution, build clear processes, and ensure accountability for results. They value clarity, quality, and accuracy. They seek out responsibility and believe that if something is worth doing, it's worth doing right. They excel in projects that require specific knowledge, inspiring others with their "get it done" approach. At times, they can miss important data points or contributions from others. They prefer clear strategies and expectations, and may not perform as confidently in ambiguous work settings. Under pressure, they may rely on the tried and true versus a more open, creative approach to problem-solving. They are most effective in driving execution, and expect others to be as motivated as they are to do on-time, quality work.

Positive strengths:

- Expert and analytical
- Values results
- Drives for completion

Negative potentials:

- May be too dogmatic
- May become inflexible

These team members like to think through issues by studying data. They want to know where they fit best on the team, and will work well with others once they have found their niche. They are naturally interested in projects that require detailed analysis and management, and are excellent at leading a team in follow-through and attention to detail. They tend to be all business. Because of their problem-solving focus, they may not be aware of team dynamics that could be slowing the team down. They can become engrossed in one or two projects, leaving other projects undone. They are most effective when they have clear expectations, the resources to get the job done, and the freedom to focus on execution.

Positive strengths:

- Critical thinking
- Straightforward and to the point
- Gathers data to support ideas

Negative potentials:

- May avoid team conflict
- May overanalyze issues

These team members want to fit all the pieces of a puzzle together. They like to work with ideas—the bigger, the better—but need to be aware they can talk past others on the team if they believe their idea is not being heard. They are most effective in environments that require complex problem solving and personal follow-through. At times, they may hear other opinions as roadblocks to their good solution. They are not touchy-feely people, preferring to get to the point. They will be more effective if they learn to use affirmation and encouragement toward others in the accomplishment of a task. These team members expect appreciation for their ideas and efforts and may look outside the team if they do not believe they are being recognized.

Positive strengths:

- Creative
- Systems thinking
- Clarity in execution

Negative potentials:

- May be insensitive
- May generate too many ideas

These team members are good at verbalizing ideas and creating enthusiasm around them. They relate well to the needs of others, but may at times overestimate their ability to influence them. They like variety and will not tolerate tight reporting structures, which they see as controlling and confining. They can be so optimistic about accomplishing tasks that they may jump to conclusions before gaining all the facts. They need to be aware they can take on too many activities, and may need to drop some or risk mediocrity in all. These team members are a great asset to a team because of their enthusiasm and ability to develop loyalty. They function best in an environment where they have the freedom to choose their projects. They may not welcome reporting guidelines, but perform some of their best work when expectations and deadlines are clear.

Positive strengths:

- Enthusiastic
- Able to sell ideas
- Enjoys people

Negative potentials:

- May be impulsive
- May overuse enthusiasm as a substitute for getting the facts straight

These are the people who can hold a team together. They are usually strong at influencing others through participation and a spirit of cooperation. They are good at taking a strategy and building in the operational accountabilities to get things done. They design strategies for implementation and recruit others to the team. These team members thrive on a variety of projects and enjoy working with people to accomplish tasks. They exude positive energy and want to be in an environment where new ideas are heard and valued. They may become frustrated if they are boxed into tasks that require lots of attention to detail and are in some way repetitive. They are most effective with clear deadlines and a specific number of tasks to accomplish.

Positive strengths:

- Can balance vision with practical application
- Will work to fit into a team's expectations
- Builds systems to achieve stated objectives

Negative potentials:

- May take on too many tasks
- May need to be more assertive with ideas

These team members want to be dynamically involved with the vision and plans of a group. They like to be central to the accomplishment of a task and want to ensure the task is being done right. They influence others through their thoughtful and systematic process. They reject inefficiency and naturally create systems as the antidote. Under pressure, they will tend to focus on their own efforts. These team members are excellent at driving projects and are most effective in a role where they can help design a project and own the implementation. They will study what goes wrong and will work hard to correct the situation with clearer controls. They appreciate working in teams but want the personal freedom to create and think of new ways to do things.

Positive strengths:

- Can inspire people with ideas and drive
- Studies the details
- Likes to think big picture

Negative potentials:

- May get trapped by details
- May get too pushy under pressure

These team members enjoy being a part of a team, but will very often want to lead the team. They are good at evaluating the practical side of ideas that others have been unable to make work, but may not be precise in their attention to detail in execution. They listen well to others and have an ability to get people moving. They prefer to delegate, but may delegate too quickly if under time pressure. These team members want to see action and are strong-willed when it comes to influencing people to get on board with their ideas. At times, they may think too narrowly and lose track of other ways of completing a project. They enjoy seeing a project worked out under their direction and will be most effective in the implementation of ideas that have been tested in other marketplaces or venues.

Positive strengths:

- Motivates and responds to team members
- Wants to build high-functioning teams
- Willing to delegate authority

Negative potentials:

- May become impulsive and move on too soon
- May miss important details if too busy

These team members are good at accomplishing the details of a task and helping a team work together cooperatively. They enjoy being involved in a challenging task but don't like the feeling of having too many issues floating around at the same time. They want realistic expectations from others about what needs to be done, and may not operate effectively if the task is too ambiguous. These team members will generally be the most effective at taking an idea—whether introduced by them or someone else—and making sure it's implemented correctly. Because they tend to think concretely, they will be more effective if ideas are explained in a way that makes practical sense. They are indispensable to a team when it comes to getting a job done efficiently.

Positive strengths:

- Disciplined and accurate
- Supportive as a team player
- Strives for clarity from beginning to end

Negative potentials:

- May get lost in details
- May need to be more assertive with ideas

These team members like to resolve issues and tasks, whether strategy or people-related. They are team players and gain energy from being with people. They prefer variety but are capable of sticking with a specific task. They tend to generate ideas but may hesitate to force them on others, preferring to motivate others towards them. Under pressure, they may withdraw from a conflict and do the work themselves. These team members respect other people's perspectives as valid and important, and are frustrated if they have to work in an environment where team dynamics are not in harmony. They will not function well if there is no forum for their ideas to be heard and considered. They are most effective when they are with a team that has a clear vision.

Positive strengths:

- Creative
- Supportive
- Generally flexible

Negative potentials:

- May be too cautious
- May work too hard to please

These team members prefer to work with and through others, but can also be self-sufficient and possess a lot of drive. They can be entrepreneurial, but usually with an idea that has already been tested. They are very responsive to others and skilled at connecting emotionally. Under pressure, they can rely on diplomacy, but may withdraw from conflict if others are not responsive. They may become frustrated if they are not challenged with new projects and working with others. These team members are most effective in defining a task and getting it done with a team. They are often stronger at implementing ideas than generating them. They are good at managing structures that are already in place, and love to execute a plan with their team.

Positive strengths:

- Supportive and responsive
- Likes to organize
- High task orientation

Negative potentials:

- May overuse diplomacy when a problem needs to be confronted directly
 - May tend to take over tasks instead of delegating
-

These are people who love to lead, engage with ideas, and enjoy accomplishing projects with a team. They want a forum where their ideas can be heard and implemented. If they feel stifled, or that their strategies are not being considered, they may become frustrated and separate from the team. These team members need to be continually challenged and may have difficulty seeing a project through to the end if it loses its challenge. They perform best with tight deadlines. They are most effective when they can be imaginative, are involved in formulating the big picture, and can stay involved with the overall vision. They do not generally like to work alone, preferring a team approach that allows them to lead others to achieve high-impact objectives.

Positive strengths:

- Creative and determined
- Supportive, cares about people and tasks
- Can manage multiple tasks

Negative potentials:

- May take on too many objectives
 - May lose focus if other tasks become more interesting
-

These team members want to get a job done, and get it done quickly. They influence others in a positive way through clear thinking and a strong personality. They may also influence others in a negative way by being overly direct. They enjoy thinking up new ideas and recruiting other people to implement them. At times, they may be hard to get along with because they can dominate a conversation with their own point of view, but they know how to push to get things done. When a project becomes routine, they may want to move on to something more interesting before it's been completed. These team members work best in an environment that gives them room to be creative, but they also want some accountability and support to back up the ideas they generate.

Positive strengths:

- Creative and execution-focused
- Excited about getting a job done
- Can multitask easily

Negative potentials:

- May take on too many projects
 - May fail to recognize or understand team dynamics
-

These team members enjoy the challenge of accomplishing a task. They usually seek out positions of authority and want to influence others with their practical ideas. They want results—and want other people to be involved in getting results. They are best at coordinating and managing systems that are already in place. Generally, they like checking things off the list so do not want to be locked into one task for too long. These team members enjoy accomplishing tasks and may experience conflict at times as a result of their direct approach. Under pressure, they may push harder. They want support from others and recognition that they are doing a good job. Because they are so practical and direct, they want others to get to the point and don't like to be around people with too many abstract ideas.

Positive strengths:

- Willing to take charge
- Wants results
- Self-sufficient

Negative potentials:

- May push too hard at times
- May miss important data points

These team members enjoy the design process, but will then strive for execution and results. They push projects and people to make sure the project gets done. They enjoy managing a group of people and seeing a task accomplished. Generally, they function best in a setting where they can have a good amount of control, and may become anxious in an environment that requires more group cooperation. Under pressure, they can be perceived as insensitive to the needs of other people. These team members will be frustrated if they aren't given room to operate or they feel boxed in. As take-charge people who aren't afraid to say what they think, they are most effective in situations where they have freedom to think and room to move.

Positive strengths:

- Gets a job done
- Drives to execution
- No-nonsense

Negative potentials:

- May push too hard
- May get dogmatic under pressure

These team members are good at creating new ways of tackling old problems. They work to ensure tangible results. They appreciate concrete feedback on their work, and rarely gravitate toward ambiguous work that can't be measured. They can work well on a team that is heads down getting things done. They prefer to manage the details in a project, but can at times become over-controlling. They may suggest a different way to approach the work, but their focus will remain on getting it done. These team members influence others through quality work. Under pressure, they may become perfectionists or try to take over and do it their own way. They usually function best as a key player in accomplishing team objectives.

Positive strengths:

- Creative
- Precise
- A "doer"

Negative potentials:

- May become dogmatic about their vision
- May take over tasks that are not being done

Acknowledgements

TeamSight is grateful to our friends and colleagues Dr. Douglas Wilson with Dr. Gene Getz for their work in identifying and classifying influencing styles of behavior that impact team performance. Their work is a benchmark in the field of Psychometric Assessments and is the basis for the TeamSight Assessment and resulting Profiles and Reports.

COPYRIGHT 2020 by TeamSight™ LLC

All rights reserved in all parts and accessories. No part of the TeamSight Individual Profile, Answer Sheet, and other accessories may be printed or reproduced by any means electronic, mechanical, or photographic, or portrayed, translated, or included in any information storage and retrieval system, or used to print or otherwise reproduce a computer-generated interpretation, without permission in writing from the publisher, TeamSight™ LLC, 3900 S Stonebridge Dr., Suite 103, McKinney, TX 75070.

info@teamsight.co

teamsight.co