

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

Stimulator

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

Participator

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

Communicator

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

Doer

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

An attitude towards teamwork

- 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

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

An attitude towards teamwork

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

A role as a decision maker

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

A role as a performer

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

The easiest way of finding the joint rhythm - convergent styles

- Changer, Stimulator

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

- Doer, Assurer, Specialist

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 motivator

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

The advancement the group makes

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

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

An attitude towards teamwork

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

A role in a team

- Critic and questioner
- Defender of principles
- Analyzer 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, Doer

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

- Stimulator, Specialist, Communicator

Developer

A role description

An overview about the role

A developer is a very issue-centered and rational person. Even in a group he/she emphasizes his/her own individuality, sees things his/her own way and doesn't let other people enter his/her own sensitive areas. He/she 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/her as someone who knows his/her business and requires a lot from him/herself, but is also criticizing and peculiar. In reality he/she just doesn't believe in one truth, and every time people get excited he/she fears that they lose the ability to think rationally. That is why he/she usually wants to find something from a matter that others haven't found. He/she doesn't want to share his/her tasks with others because he/she doesn't believe that the others can do them the way he/she wants them done. He/she finds it important not to identify him/herself with 'the masses' because he/she believes in his/her own uniqueness.

A attitude towards teamwork

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

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 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 easiest way of finding the joint rhythm - convergent styles

- Changer, Specialist

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

- Participator, Stimulator, Doer

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 motivator

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

The advancement the group makes

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

Stimulator

A role description

An overview about the role

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

An attitude towards teamwork

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

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 performer

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

The easiest way of finding the joint rhythm - convergent styles

- Influencer, Participator, Communicator

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

- Specialist, Developer, Assurer

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 motivator

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

The advancement the group makes

- Good atmosphere
- New thoughts
- Being together

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

An attitude towards teamwork

- An extremely important and efficient way to work
- A way to ensure 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

- Stimulator, Doer

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

Communicator

A role description

An overview about the role

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

An attitude towards teamwork

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

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 performer

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

The easiest way of finding the joint rhythm - convergent styles

- Stimulator, Specialist

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

- Changer, Doer, Planner

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 motivator

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

The advancement the group makes

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

Doer

A role description

An overview about the role

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

An attitude towards teamwork

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

An attitude towards teamwork

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

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 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 motivator

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

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 advancement the group makes

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

The easiest way of finding the joint rhythm - convergent styles

- Specialist, Doer

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

- Influencer, Changer, Stimulator

Specialist

A role description

An overview about the role

A specialist attends to his/her own matters carefully and lets others take care of their own business. He/she finds it important to do his/her work as well as possible. Time and other people's pressure don't bother him/her - he/she has set him/herself his/her own quality criteria which he/she strictly follows. In the group he/she is seen as someone who knows their business and someone who secures everything, but is also therefore isolated and separated from reality. In reality he/she is a shy person, so he/she doesn't always find the right words and requires a lot from him/herself, he/she doesn't want to speak out until he/she is absolutely certain about his/her matter. When he/she 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/she wants to know what leads to what and what kinds of requirements have been given to each in the group. He/she 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/her work.

An attitude towards teamwork

- 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/her
- 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, Communicator, Assurer

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

- Stimulator, 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