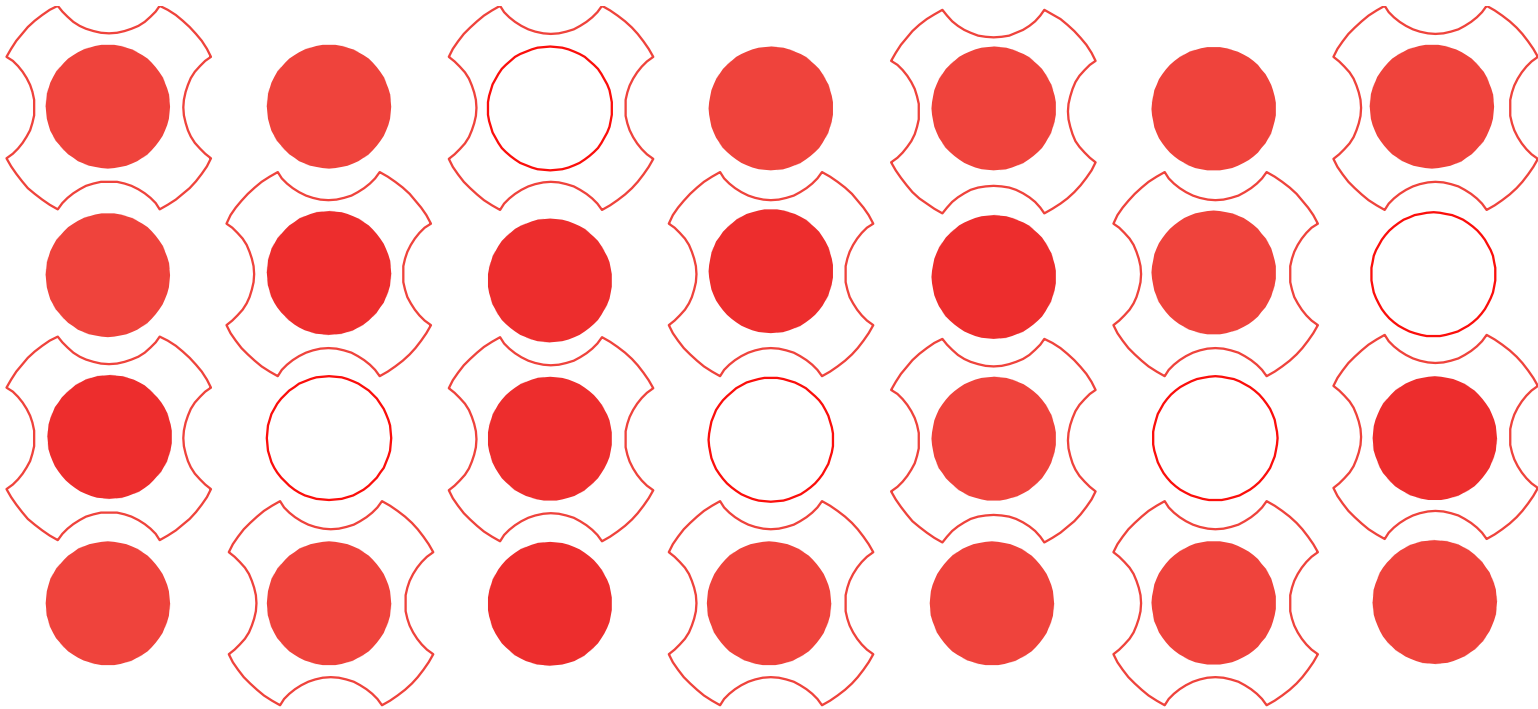# Team Dimensions Profile 2.0

**discprofile**

Israel Stratton
Saturday, June 27, 2020

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Team Dimensions Profile 2.0

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.

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.

**What makes you a Refiner?** 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 who have 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. On the other hand, individuals with a focus on **Interaction** are concerned with feelings and relationships. They pay close attention to personal communication and tend to be receptive to new ideas.

You can see that Refiners have a focus on Analysis and Advancers have more of a focus on Interaction. **Your focus is shown by the dot** on the circle to the right. You are a Refiner because of your strong focus on Analysis.
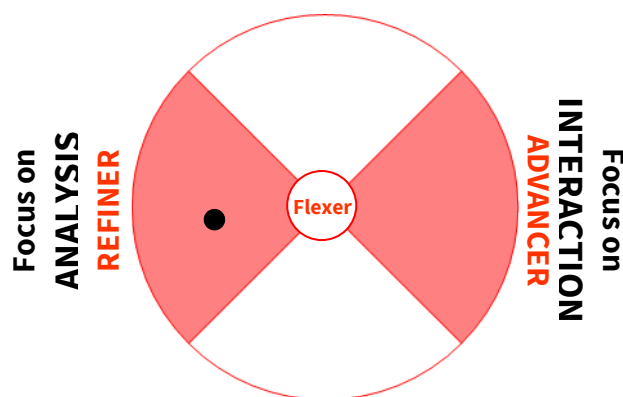
**Are all Refiners the same?** No. Another dimension helps add even more clarity to your preferred role.

**Focus on**
**POSSIBILITIES**
**CREATOR**

**EXECUTOR**
**Focus on**
**REALITIES**
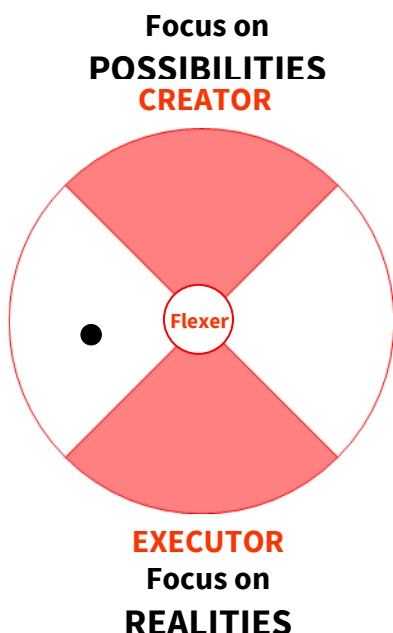
This other dimension asks if you naturally focus your attention more on Possibilities or Realities. Those who focus on **Possibilities** are likely to appreciate imaginative or abstract activities. People with this focus enjoy thinking about things from an unusual perspective and talking about the big 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 a **Refiner with a balanced focus.**

**Refiner**
**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 Refiner because you have a strong focus on Analysis. This means that your emphasis is on ideas, theories, and logic. Therefore, solutions based upon objective reasoning usually make the greatest impression on you. A focus on Interaction emphasizes relationships, instincts, and emotions. This perspective is probably not as natural or appealing to you.

Focus on
**POSSIBILITIES**
CREATOR

Focus on
**ANALYSIS**
REFINER

Focus on
**INTERACTION**
ADVANCER

Flexer

**EXECUTOR**
Focus on
**REALITIES**
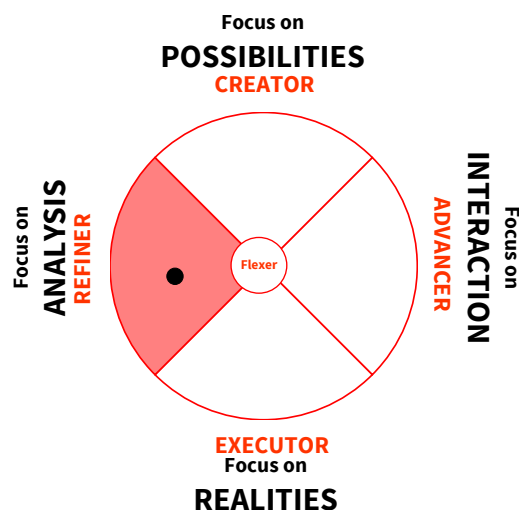
Because of your preference for Analysis, you tend to rely on reason as a guide for potential solutions. You probably strive to identify the merits or flaws within each idea. This questioning nature may strike others as a skeptical approach to new ideas. In this way, you often function as an editor, honing solutions to get them as precise and effective as possible. While doing this, you are likely to stick to the facts, and you may dismiss proposals that sidestep logic or appeal only to intuition.

People who focus on Analysis tend to appreciate a sense of structure, and you are most likely no exception. Your tendency for careful planning is probably designed to limit unpleasant surprises or missteps. As a result, you may devise methodical systems or clear procedures to help you to achieve your goals. It is no surprise, then, that logical, well-designed plans are usually most appealing to you.

### Possibilities vs. Realities

A focus on Possibilities is one that emphasizes creative, abstract, or unstructured activities. A focus on Realities, on the other hand, is one that emphasizes practical, concrete, or systematic activities. You are balanced between these two approaches, which means that you probably 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 appreciate the theoretical potential of a given solution as well as its practical ramifications. Because of this, you probably keep your options open and may consider even far-reaching concepts. However, you will most likely rein in outlandish plans in the interest of concrete progress. In essence, you probably strive to balance the power of innovation with the demands of real-world implementation.

Like many Refiners, you probably bring a logical and objective approach to your work. In other words, you most likely take an impersonal and unbiased look at a project and analyze the facts. To achieve this goal, you probably have no trouble performing extensive, in-depth evaluations. Your preference for Analysis most likely drives you to find flaws in solutions or proposals. Uncovering the defects in ideas or theories is often how you make your mark on a project. You probably want to ensure that an idea is as solid as possible, so you tend to rework solutions until they meet a high standard of quality. In pursuit of this goal, you may be comfortable with extended periods of independent work, as long as the result meets your standards.
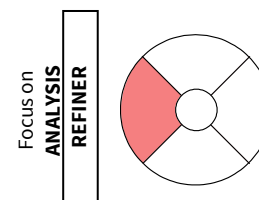
Most likely, the specifics matter to you, and detail-oriented work may appeal to your tendency to be analytical. You may also often think conceptually about a project. As a consequence, you may be able to easily see how all of the different elements of a solution fit together. In this way, you may anticipate problems before they occur, allowing you to bypass roadblocks before they impede your solution's progress. However, you may also understand that moving a solution toward implementation is not always a linear process. By keeping your eye on the big picture, you probably weigh your options and research a number of different alternatives. This process allows you to determine if the team should reevaluate its priorities, techniques, or goals. Within the team process, then, you are most likely the one who is willing to go back to basics if you feel that the solution will be better in the long run.

Once you are confident of a solution's effectiveness and have identified its potential pitfalls, you may be inclined to use a logical and orderly process to get things done. This probably helps you to integrate new ideas into established routines, and you may often develop detailed plans for a successful execution.

The balance that you maintain between Possibilities and Realities allows you to see a project from a number of different perspectives. You may bridge the gap between these preferences, which means that you are able to grasp abstract concepts while still keeping practical considerations in mind. Your intention probably remains to foster creative thinking and bold plans while respecting realistic limits and precise needs. This balanced focus likely helps you to explore and improve upon ideas that come from a variety of sources.

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

- Thinking critically and analytically
- Working independently for long periods
- Undertaking research and analyzing data
- Identifying flaws in plans and ideas
- Performing in-depth evaluations
- Balancing innovation and real-world demands
- Anticipating surprises and complications
- Ensuring that ideas are practical and feasible
- Finding logical and objective solutions
- Developing implementation plans

Refiners like to get things right. Consequently, you may lean toward safe or predictable ideas rather than gamble on riskier solutions. While this approach minimizes the chances of a severe mistake, it also decreases the odds of a major breakthrough or fantastic innovation. For this reason, you may have difficulty getting your coworkers excited about some of your solutions. In addition, your preference for Analysis means that you may have difficulty selling your plan to those who can move it forward. Your logical, unsentimental approach to presenting your ideas may lack the enthusiasm and energy to which many people respond.

Focus on **ANALYSIS** **REFINER**
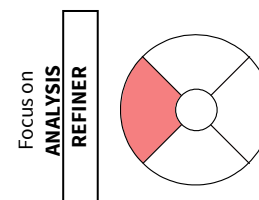
Because you like to engage in analysis, you may remove yourself from a situation so you can see it from all angles. This allows you time to make good decisions and develop an unbiased opinion. As a consequence, however, you may not be very active in initiating close relationships with your coworkers. You may, for instance, underestimate the value of networking. Similarly, people who do not work with you on a regular basis may feel that you are a little distant or "hard to get to know." Further, you may find that channels of communication between you and your coworkers are not as open and clear as they could be. Your peers may feel that they are in the dark when it comes to your ideas or progress.

Similarly, like other Refiners, you may find that you sometimes have trouble "letting go" or getting absorbed in the moment. That is, because you have a tendency to analyze, you are probably quite good at pulling back from a situation and trying to understand it. It may be difficult, however, to let go of this more detached, analytical tendency when it is less appropriate. Consequently, you may feel self-conscious in unfamiliar social situations or other occasions where you need to abandon your inhibitions and sense of control.

Because you trust your powers of reason, you may downplay the emotions of your colleagues in favor of a purely logical approach to problem solving. Your preference for rational solutions means that you may close yourself off to those ideas that are based on intuition or instinct. In addition, some may feel that you give feedback in a way that is too task-focused or matter-of-fact.

Although your reliance on analysis can be a powerful tool, it can also backfire. For instance, you may find that you overanalyze situations or new ideas in an attempt to gather as much information as possible. But because no one can gather all of the information needed to make a perfectly logical decision, this tendency may lead to stagnation. You may continue to analyze a proposal when it is more appropriate to simply trust your gut instinct and act. Similarly, you may have standards that are so high that they become unrealistic at times and slow down productivity. In such cases, your efforts can result in missed opportunities or wasted time.

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

- Maintaining open and ongoing communication
- Selling a plan or proposal through enthusiasm
- Initiating new work relationships and networking
- Letting go of self-consciousness in social situations
- Providing feedback in an empathic manner
- Being open to ideas that are based on intuition
- Taking risks
- Limiting yourself to realistic standards of quality

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, Refiners like you tend to prioritize objectivity, logic, and accuracy. But you've probably recognized by now that not everyone shares these ideals. 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 Refiners

Refiners enjoy testing theories and polishing ideas into solid solutions. For this reason, you may enjoy working with individuals who share your tendency to thoroughly explore ideas. Your fellow Refiners will relate to your preference for Analysis and your use of logic to find answers. They also probably share your preference to work alone, which allows you to become absorbed in a project.

Of course, excessive collaboration among Refiners has the risk of putting solutions into limbo. Refiners could spend so much time ensuring accuracy and tinkering with the specifics of a project that little actual progress may be achieved. To prevent this, you should keep in mind that, at some point, an irreversible movement toward implementation must occur. Consider that the value of additional precision might be negligible compared with the value of a finished project. Another aspect to keep in mind is that when Refiners are in the majority, team communication and coordination may suffer. Seeking the help of individuals who can express your ideas and sell them to your peers may be crucial.
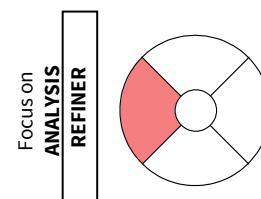
## Working with Advancers

In contrast to your feelings about those who focus on Analysis, you may believe that people who prefer Interaction are too inclined to act on their emotions or gut instinct. You probably feel tension if you believe that these coworkers are rushing into situations or ignoring warning signs. Further; you may be particularly skeptical if they try to sell you on an idea using passion or enthusiasm rather than logic and reason. For this reason, you probably have occasional problems with Advancers, who often base their suggestions on instincts or intuition. At the same time, Advancers may feel that you overanalyze proposals and rely too much on objective data.
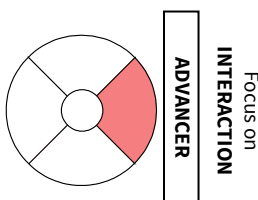
You may become frustrated if the Advancer ignores a solution's details or fails to refer to facts. In turn, you may rub the Advancer the wrong way if you dismiss the importance of feelings or don't consider the human aspects of the project. Advancers in particular may feel that you offer criticism that is too matter-of-fact or impersonal. Further, they may take it personally when you do not share their love of socializing, while you may resent any pressure to be extroverted or outgoing. Realize that the Advancer is a great ally to have when moving an idea forward. To get the most out of any collaboration, remember that solutions based on cold facts may need to be supported by intuition for Advancers to fully appreciate the idea. As mentioned, Advancers add enthusiasm to a project and are willing to sell an idea with passion rather than logic. This is often important, as many people respond more to enthusiasm than they do to pure reason.

## Working with Creators

Because you maintain a balance between Possibilities and Realities, you tend to be equally comfortable with peers who have either focus. Therefore, you most likely are willing to consider unique or even daring proposals, but you rarely get so caught up in a creative concept that you lose sight of its practicalities.

You probably work well with those Creators who revel in theories and concepts. However, at times it may appear to Creators that you only care about poking holes in solutions to which they have a great personal attachment. This is because your strong urge to analyze issues often reveals problems that they did not see or preferred to ignore. Because Creators prefer to live in a world of imaginative Possibilities than practical Realities, they may find this tendency annoying. For your part, you may grow weary of those Creators whom you find too impractical or unrealistic. The key is to understand when it is time to let Creators explore seemingly exotic ideas and when it is time to consider real-world limitations. When you are providing feedback to Creators, remember that they are often very invested in their new ideas.

Focus on
**POSSIBILITIES**

**CREATOR**
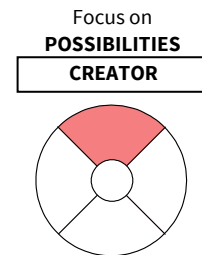
## Working with Executors

Both Refiners and Executors tend to be fairly task-oriented in their approach to work. Executors may appreciate your ability to restructure a solution, but they may also become impatient if they believe that you are endlessly revising rather than moving ahead. Of course, you may become frustrated by Executors if you feel pressured to deliver a definitive answer before you believe it is ready. Particularly when working with very assertive Executors, you may sense that they are short-sighted in their drive for immediate results. You may also feel that Executors are a little too concrete in their thinking and are tied to traditional ways of doing things.
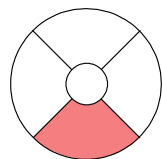
**EXECUTOR**

Focus on
**REALITIES**

Your chief contribution at this level could be to link Executors to Creators, so that there is a bridge between creative plans and successful implementations. Executors often have difficulty appreciating the abstract and sometimes impractical world of Creators, seeing them as flaky or flighty. You can help these Executors see how fully developing and exploring the big picture now will lead to a better result later on in the process.

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 Refiners focus on Analysis, some Refiners are completely absorbed in that reflective, scientific world while others 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 Refiner role? Based on your responses, your preference is **Moderately Strong.** 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.

Focus on
**POSSIBILITIES**

**CREATOR**

Focus on
**ANALYSIS**

**REFINER**

Flexer

**ADVANCER**

Focus on
**INTERACTION**

**EXECUTOR**

Focus on
**REALITIES**
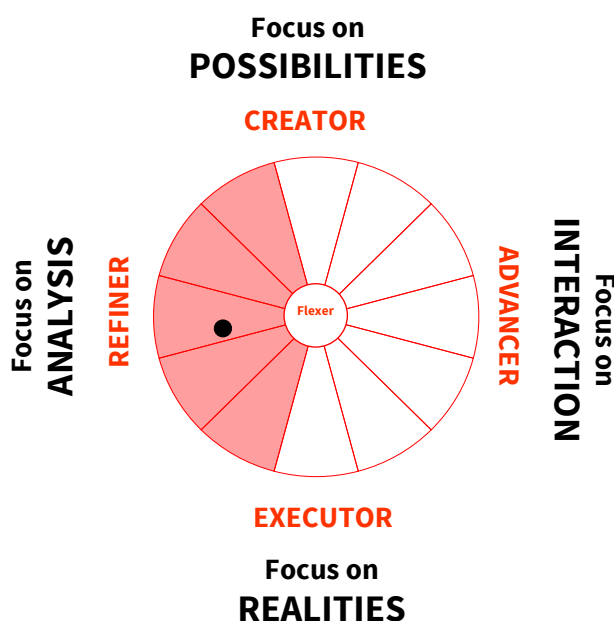
Because your preference for the Refiner role is moderately strong, you probably have an average amount of flexibility in adapting to different roles compared to others. **Most likely, you will find it easy to adopt roles in the shaded regions of the circle above.** As you move farther away from these 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.

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 Refiner 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.

- Working with unclear goals
- Developing non-traditional ideas
- Working with little structure
- Using unusual strategies

**CREATOR**

- Developing and testing theories
- Discussing abstract topics
- Solving conceptual problems
- Designing a big-picture vision

- Performing publicly
- Doing things at the last minute
- Creating energy or excitement
- Acting on instinct

**REFINER**

**Flexer**

**ADVANCER**

- Doing research
- Analyzing data
- Working alone
- Performing in-depth evaluations

- Promoting new ideas
- Bringing groups together
- Networking
- Mingling with strangers

- Checking facts for accuracy
- Maintaining quality control
- Working systematically
- Following detailed procedures

**EXECUTOR**

- Training others
- Planning events
- Listening patiently
- Comforting and supporting

- Keeping track of critical details
- Performing routine work
- Sticking to a strict schedule
- Organizing

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.

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 **Refining 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.

**Focus on
POSSIBILITIES**

### Creating
During this stage, new ideas are born. Team members look at problems from perspectives that are unusual and unique. Discussions may be highly conceptual and focus on the "big picture." The atmosphere is receptive, open, and uncritical.

### Advancing
During this stage, new ideas are given more structure and broad strategies for implementation are considered. Ideas are communicated to the larger group. Efforts are made to show everyone how the idea is valuable and clarify the role they might play in the project.

**Focus on
INTERACTION**

**Focus on
ANALYSIS**

### Refining
During this stage, new ideas are scrutinized to see if they are realistic. Things are analyzed in an orderly fashion to find flaws and avoid problems down the road. Detailed plans for implementation are developed and evaluated.

### Executing
During this stage, ideas are put into action. The team follows through on the plan to get concrete results. The focus is on details and progress is made through an orderly, well-thought-out process.

**Focus on
REALITIES**

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.

**Possibilities**

CREATING

Analysis

Interaction

Realities
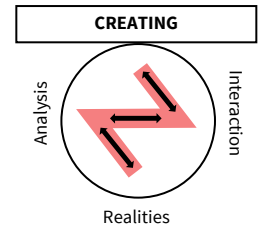
| Creating Ideas |
|---|
| Generating fresh ideas is both an art and a science. Setting expectations can be critical in this process, because some people will naturally want to impose more structure and tradition than is ideal during this stage.<br><br>• When scheduling a meeting, call it a "Creation 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.<br>• 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.<br>• 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.<br>• 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.<br>• 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.<br><br>• 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?<br>• 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. |

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. Keep in mind that Refiners often find it helpful to partner with Advancers, who love to sell a new idea.

Possibilities

Analysis

Interaction

ADVANCING

Realities
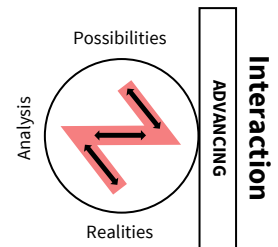
## Defining the Project

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. Since you are a Refiner, the objectivity and skepticism needed in this stage will probably come very naturally to you.
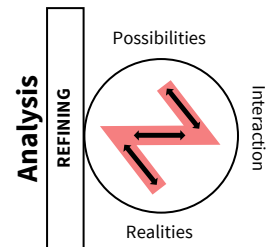
| Evaluation |
|---|
| Evaluation occurs as part of the Refining Stage. The team looks critically at new ideas and asks "What could go wrong?", "Will this thing work?" and "Are we really ready to move forward?". Here are some ideas to encourage the Refinement process. <br><br> • Make sure to get feedback 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. <br> • 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. <br> • 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: <br><br> • 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. <br> • 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. <br> • 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. <br> • 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? <br> • 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.

Possibilities

Analysis · Interaction

**EXECUTING**

**Realities**
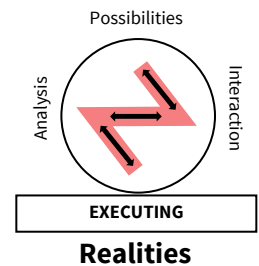
| Beginning Implementation |
|---|
| Here are some systems and processes that can be set up ahead of time to ensure the plan's smooth implementation.<br><br>• Define milestones that mark the team's progress. Not only does this help keep the task on schedule, it also helps maintain momentum and energy about the work.<br>• 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."<br>• 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:<br><br>• Schedule regular meetings where team members give reports on their progress.<br>• Allow for last-minute refinement. Be willing to revert the project to an earlier stage for redevelopment.<br>• 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.<br>• 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:<br><br>• 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.<br>• 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 a Refiner is discussed in the shaded area.

Focus on
**POSSIBILITIES**

**Creators**

Creators may get most passionate and engaged in imaginative and abstract discussions. They often prefer to live in the world of concepts and may express ideas in a way that others find vague or ambiguous. Others may consider their conversational style scattered or quirky. Creators may be easily bored with discussions that are too concrete and detailed.

**Refiners**

Refiners are most attentive to the facts and ideas in a conversation, with less attention to the feelings expressed. They may be wary of how emotions cloud reason and may be skeptical of someone who is too enthusiastic about something. Others may feel threatened by their skepticism. They may feel that Refiners are judging their ideas.

**Flexers**

**Advancers**

Advancers often pick up on the subtle feelings expressed in a conversation. At their best, they look beyond the facts and see the real feelings behind what someone is saying. Advancers may get frustrated with those who are not as attentive to emotional needs. They may feel that their concerns are ignored or unvalued. Others, however, may feel that Advancers are too sensitive or base their decisions on intuition rather than logic.

**Executors**

Executors tend to have a communication style that is practical and concrete. They are likely to discuss topics that are relevant to their personal experience and may get bored with theoretical discussions. Executors may be frustrated with those who do not express their concerns in a way that is clear and direct. Others may feel that Executors are too literal and concrete.

Focus on
**ANALYSIS**

Focus on
**INTERACTION**

Focus on
**REALITIES**

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 a Refiner is discussed in the shaded area.

**Focus on POSSIBILITIES**

**Focus on ANALYSIS**

**Focus on INTERACTION**

**Focus on REALITIES**

### Creators

Creators tend to approach meetings in an unstructured way. They are usually open to exploring all new ideas and not closing off their options. They're comfortable with ambiguity and uncertainty. Others may feel that they don't set clear goals and that their style lacks direction. Creators, in turn, often feel that their creativity is attacked or dismissed.

### Refiners

Refiners assure that the meeting leads to decisions that are logical and well-thought out. They encourage the group to think through all of the implications of a plan or idea. Others may feel that Refiners are criticizing their ideas. Refiners, in turn, may be frustrated with those who seem to make decisions based on their emotions or "gut."

### Flexers

### Advancers

Advancers pay particular attention to the social interaction within a meeting. They value cooperation and harmony. They may get frustrated when others make decisions without considering feelings. Others, in turn, may feel that Advancers focus too much on relationships and not enough on the task.

### Executors

Executors tend to be very task oriented in meetings. They like to have clear goals and direction. They prefer to get "down to business." They may feel that long theoretical discussions are impractical or unproductive. Others may feel that Executors are not open to new ideas and don't take time to consider the "big picture".

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 a Refiner is discussed in the shaded area.
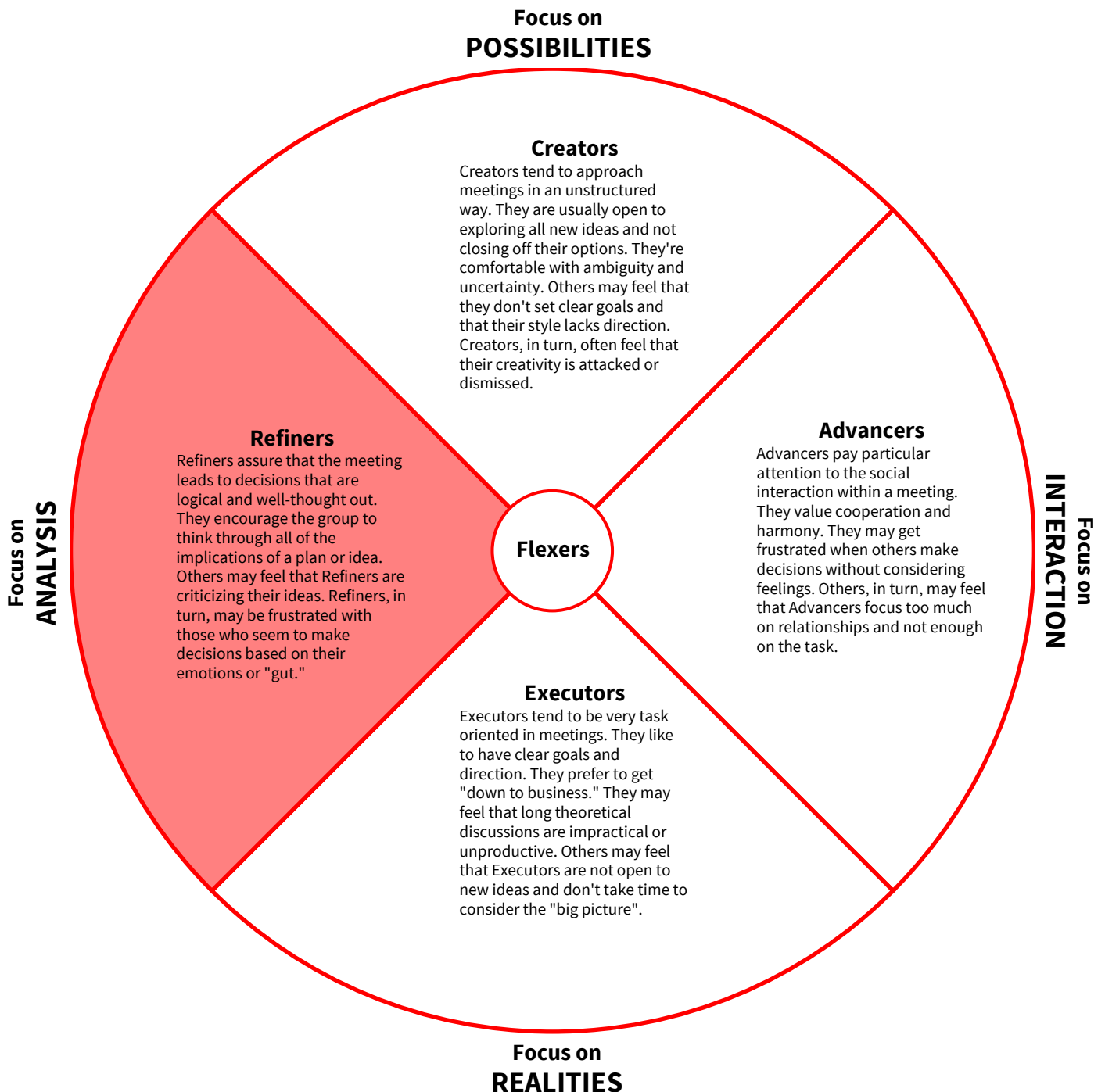
**Focus on POSSIBILITIES**

**Creators**
Creators often prefer to leave their time unscheduled and unstructured. They tend to avoid planning and are open to meeting demands as they come up. They often get their energy when rushing to meet a deadline. Others may get frustrated that Creators wait until the "last minute" to get things done and may want more organized plans from Creators.

**Focus on ANALYSIS**

**Refiners**
Refiners are often efficient time managers. At their best, they are good at prioritizing and developing long-term plans. They are not bound to their schedules, but they frequently like having time tables. They are often inclined to work in isolation and may find unnecessary interruptions or meetings to be a nuisance. Others may feel that Refiners "work in a cave" and don't spend the time to communicate their progress.

**Flexers**

**Advancers**
Advancers are willing to find time to build relationships. At their best, they recognize the value of spending time to strengthen communication channels and coordinate team efforts. They understand that good teams are interdependent and freely share information and concerns. Others, however, may feel that Advancers spend too much time socializing or discussing personal issues.

**Focus on INTERACTION**

**Executors**
Executors tend to be dutiful planners. They usually don't mind doing work that is routine and highly scheduled. They dislike situations where they need to rush to meet a deadline. They may be particularly frustrated when other people put them in this situation. Others may feel that Executors are too rigid and inflexible in their use of time.

**Focus on REALITIES**

# 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 Refiner role, you will probably find that you also have some similarities with both Creators and Executors. You have the least in common with Advancers.

| | CREATOR<br>Focus on<br>Possibilities | ADVANCER<br>Focus on<br>Interaction | REFINER<br>Focus on<br>Analysis | EXECUTOR<br>Focus on<br>Realities |
|---|---|---|---|---|
| **Basic Descriptors** | • Imaginative<br>• Abstract-thinking<br>• Unstructured<br>• Artistic<br>• Unconventional | • People-Focused<br>• Extroverted<br>• Talkative<br>• Outgoing<br>• Expressive | • Analytical<br>• Objective<br>• Logical<br>• Skeptical<br>• Reflective | • Realistic<br>• Detail-oriented<br>• Structured<br>• Organized<br>• Traditional |
| **Talents** | • Generates multiple new ideas<br>• Envisions the big picture<br>• Finds groundbreaking or unique solutions<br>• Works comfortably with a loose structure | • Moves an idea or plan forward<br>• Gets people excited about new solutions<br>• Communicates information<br>• Enjoys selling or promoting an idea | • Tests theories and ideas for merit<br>• Develops systems to move projects forward<br>• Catches errors that others have missed<br>• Foresees surprises or complications | • Pays attention to specifics and details<br>• Assures quality of final product<br>• Performs extensive follow-through<br>• Maintains order and organization |
| **Needs Partners who** | • Provide structure<br>• Are practical<br>• Attend to details<br>• Are results-oriented<br>• Follow through | • Provide objective skepticism<br>• Enjoy lengthy and complex analyses<br>• Are methodical | • Generate enthusiasm<br>• Like networking<br>• Encourage communication<br>• Enjoy selling an idea | • Take risks<br>• Are imaginative<br>• Focus on the big picture<br>• Think conceptually |
| **Motivations & Priorities** | • Exploration<br>• Creativity<br>• Originality | • Expression<br>• Connectedness<br>• Interaction | • Accuracy<br>• Competency<br>• Understanding | • Accomplishment<br>• Completion<br>• Order |