

# Electronic Team Members Preferred Role Estimator (e-TMPRE) Results

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## Introduction

The chart below indicates the results of how you rated all items on the electronic team role preference instrument. The bars represent the strength of your preference for a particular role (i.e. preferred way of thinking and acting when interacting with other members of a team) Most people will have one or two long bars. The longest bar indicates their preferred (primary) pattern of thinking and behaving in a team environment. Some people may have two, three, or even four bars of similar length, which indicates their comfort level for those roles. For example, people with creator, executor, and refiner bars of equal length are very comfortable fulfilling all three roles. People with four bars of equal length are able to fulfill the flexer role quite effectively.

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### Creator



### Advancer



### Refiner



### Executor



Becoming aware of your own preferences, as well as the preferences of other members of a team, can help you:

- Better understand why you prefer a particular role on a team;
- Contribute to the team's ability to solve Problem A while managing problem B <sup>2</sup>;
- Enhance the overall team performance (i.e. make the sum greater than the whole);
- Lead teams more effectively.

Do **NOT** confuse preferred role with ability—we all have the ability to fulfill any one of the roles—we just prefer the role that feels most comfortable and natural to us. Never pigeon-hole yourself or others by assuming people can only fulfill one role on a team.

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## Understanding Approaches

What follows are brief descriptions for each approach. Read each description, and then self-validate the results from the Role Preference Chart (i.e. Primary and Secondary preferences).

### **Spontaneous (Less Structure - Extemporaneous)**

- Wants freedom from constraint;
- Likes to have respect and influence;
- Don't feel obligated to follow tradition;
- Let's their feelings guide them when making decisions;
- Tend to move from one subject to another, focusing on many things at once, and sometimes showing impatience.

### **Normative (Conventional/Traditional)**

- Tries to fit in with other people;
- Prefer to let others take the lead;
- Prefers to put ideas into a familiar context;
- Likes to see the consequences before acting;
- Let's accepted norms and expectations steer them;
- Relies on past experiences with similar situations to guide them.

### **Methodical (More Structure - Systematic)**

- Prefers order and rationality;
- Likes to see things fit together;
- Good at putting things in order;
- Prefers to focus on what they prove is true;
- Tends to follow a step-by-step process when presented with a problem;
- Prefers to examine details and thinking things over carefully before acting.

### **Conceptual (Abstract, Theoretical)**

- Prefers to focus on the future;
- Good at recognizing alternatives;
- Likes to come up with new ideas;
- Good at visualizing the master plan;
- Likes to develop theories, principles, and ideas;
- Good at exploring alternatives and discussing concepts when presented with a problem or an opportunity.

## **Understanding Your Role**

Team leaders and team members are more effective when they recognize and utilize the “Z-process” and account for the Panic-Elation-Panic cycle. What follows are brief descriptions for each role, which are a combination of two approaches. Read each description, and then self-validate the results from the Role Preference Chart (i.e. Primary and Secondary preferences).

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### Stages of the “Z” Process

**Creating:** During this stage, new ideas are born. Team members look at problems from perspectives that are unusual and unique. Discussions are conceptual and focus on the “big picture.” The atmosphere is receptive, open, and uncritical.

**Advancing :** During this stage, the team gives new ideas more structure and considers broad strategies for implementation. The team communicates its ideas to the larger group in an effort to show everyone how the idea is valuable and clarify the role they might play in the project.

**Refining :** During this stage, the team scrutinizes new ideas to see if they are realistic. The team analyzes 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, the team puts ideas into action; following through on the plan to get concrete results. The team focuses on details and makes progress through an orderly, well-thought-out process.

**The PEP Cycle** The P.E.P Cycle begins with the call for ideas in order to reach a specified team goal. At this point, all team members panic as they attempt to come up with ideas. When brainstorming begins, the Creator’s Panic lasts only a few seconds as they immediately visualize all the possibilities and produce ideas. Other members come up with ideas too, but the Creators are almost always the first to respond with new and innovative ideas. Creators quickly move up the “bell curve” to Elation as every idea is a “great idea” to a Creator.

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However, without the Advancers’ encouragement, (or encouragement from the team leader) even creators return to Panic. Advancers help Creators by offering support and encouragement without critical judgment.

When other team members come up with an idea, they also move from Panic to Elation simply because they “thought of something” but most quickly return to Panic because they immediately begin doubting their own ideas.

When brainstorming begins, Refiners are usually unable to offer any ideas until they have