



TEAM PARTICIPATION STYLE

You may believe, correctly, that all four of the options given for each statement are valid. However, please select the **one** option which you feel is **the most important** in each set. Your initial impression will likely be the "best", or "right" response for you.

1. Team effectiveness is *best* achieved by

- a) focusing on the job to be done
- b) setting and achieving group goals
- c) working together co-operatively at all times
- d) continuously testing and verifying goals and methods

2. To achieve successful results the team must

- a) challenge all assumptions, standards and conclusions
- b) start out with the right "mix" of members
- c) continuously validate the team mandate and methods
- d) work on bonding its members one to another

3. Team members have an ongoing obligation to

- a) identify and build securely on collective successes
- b) take risks, and strive for creative/innovative results
- c) achieve the expected results and standards
- d) keep the big picture **and** the immediate task in focus

4. To be successful the team must have

- a) the right long range goals and short term objectives
- b) an atmosphere that is conducive to full participation
- c) strong, ethical, well motivated members who can find answers
- d) proper "subject matter experts" for the task in hand

5. An effective team is the one which

- a) values professionalism, excellence and efficiency
- b) understands the need for honest pursuit of quality solutions
- c) remains open, enthusiastic and positive in face of difficulties
- d) shares accountability, effort and rewards fully





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6. The team leader's special contribution can be summed up as

- a. stimulator, standards enforcer, summarizer and prompter
- b. a process which encourages everyone's best contributions
- c. the strategic overview that keeps everyone "on track"
- d. a practical detailed plan of action for all to follow

7. Team leaders are usually the best ones to

- a. engender and sustain necessary harmony and collaboration
- b. "run interference" for the team, and communicate externally
- c. solicit inputs/contributions from **all** team members
- d. play the "devil's advocate", testing and assessing conclusions

8. The ultimate test of an effective team leader is

- a. the extent to which team "products" improve organizational effectiveness
- b. the degree to which team "products" can be readily implemented
- c. the quality of outcomes in terms of effectiveness, propriety and ethics
- d. the balance achieved between results and sustainable relationships

9. As a team is being developed / initiated, it is most important to

- a. describe specific roles, and individual / collective expectations
- b. set the right mission, goals and objectives through consensus
- c. establish a good level of comfort, trust and respect among members
- d. define both process and outcomes in terms of usefulness and integrity

10. When teams begin to discover differences and disagreements

- a. encourage everyone to listen and invite fullest participation
- b. objectivity must be reinforced and facts/data tested
- c. test issues against the mandate and look for innovative approaches
- d. emphasize commitment to team purpose and established process





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- 11. Conflict can best be resolved if individual team members**
 - a. address the issues, not personalities, and avoid "stalemates"
 - b. can adapt or restate purpose and standards when needed
 - c. remain positive and deal constructively with the issues
 - d. focus on facts and prepare each contribution thoroughly

- 12. Bringing the team together can be most easily accomplished by**
 - a. agreeing to high quality performance standards and behaviours
 - b. acknowledging every small success while encouraging some small risks
 - c. remaining focused on mission and goals as well as current issues
 - d. keeping the team stimulated, challenged and centred on real issues

- 13. When the team "settles in" too far, becoming complacent, it's best to**
 - a. review and expand the original mandate and goals where possible
 - b. confront the problem, current assumptions and seek new contributions
 - c. revitalize and refresh the team with new members and challenges
 - d. encourage celebration of accomplishments and reinforce individual efforts

- 14. To ensure that the team remains truly effective, it's necessary to**
 - a. maintain a positive climate and be sensitive to how members feel
 - b. share all ideas, information and skills as efficiently as possible
 - c. remind everyone, continuously, of the reasons for the team's effort
 - d. keep all issues out in the open and emphasize standards of performance

- 15. The worst thing that could happen to any team is**
 - a) to become too rigid and formal for effective participation to happen
 - b) to have no sense of clarity about perspective and purpose
 - c) to descend into "group-think", play it safe and fail to achieve results
 - d) to lose task focus and use time and resources ineffectively





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Circle your response to each of the fifteen statements.

| | A | B | C | D |
|--------|----------------------|----------------------|----------------------|----------------------|
| 1. | a | b | c | d |
| 2. | b | c | d | a |
| 3. | c | d | a | b |
| 4. | d | a | b | c |
| 5. | a | d | c | b |
| 6. | d | c | b | a |
| 7. | c | b | a | d |
| 8. | b | a | d | c |
| 9. | a | b | c | d |
| 10. | b | d | a | c |
| 11. | d | b | c | a |
| 12. | a | c | b | d |
| 13. | c | a | d | b |
| 14. | b | c | a | d |
| 15. | d | b | a | c |
| Totals | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

Count and record the number of circled responses in each column. Your highest total(s) reflects your "dominant" style in team participation, and the next highest is your "back-up" style.

- A = **Contributor** Task oriented; uses Subject Matter Experts; values information sharing; thorough; helpful; sets high standards; efficient; quality oriented; dependable
- B = **Collaborator** Committed; strategic; focused; balanced in approach; flexible; open and co-operative; participative; prepared to support and share with others
- C = **Communicator** Process oriented; interpersonally effective; patient; tactful; informal; humorous; participative; cohesive in approach; emphasis on trust
- D = **Challenger** Focused; concerned; high standards; courageous; innovative; open and frank; perceptive and penetrating; analytical; results focused; impactful.

