

Team Dimensions Profile



Name

Date

Response Page

Team Dimensions Profile



Instructions

In each set, **rank** each of the four statements in terms of how you most naturally prefer to think and behave when you're working with others to accomplish a specific purpose. Use the number "4" to select the statement that is most like you, "3" to select the statement that is the second most like you, "2" to select the statement that is the next most like you, and "1" to select the statement that is the least like you. In each group, there **must** be one 4, one 3, one 2, and one 1. Write your ranking on the line to the left of each statement, not in the box. **See Example A.**

EXAMPLE A			
1.	<input type="checkbox"/>	2	I like to examine the details.
	<input type="checkbox"/>	4	I'm good at recognizing alternatives.
	<input type="checkbox"/>	3	I tend to focus on many things at once.
	<input type="checkbox"/>	1	I like to see the consequences before I act.

In Example A, the person ranked, "I'm good at recognizing alternatives" as MOST like him or her, "I tend to focus on many things at once" as second most like him or her, "I like to examine the details" as next most like him or her, and "I like to see the consequences before I act" as LEAST like him or her.

		RANK HERE	Rank the four statements in each set from 4 to 1: "4" = Most like me "3" = Second most like me "2" = Next most like me "1" = Least like me
1.	<input type="checkbox"/>	_____	I like to examine the details.
	<input type="checkbox"/>	_____	I'm good at recognizing alternatives.
	<input type="checkbox"/>	_____	I tend to focus on many things at once.
	<input type="checkbox"/>	_____	I like to see the consequences before I act.
2.	<input type="checkbox"/>	_____	I prefer to be actively involved in things.
	<input type="checkbox"/>	_____	I like to take things one step at a time.
	<input type="checkbox"/>	_____	I like to use ideas others have thought through.
	<input type="checkbox"/>	_____	I enjoy getting attention.
3.	<input type="checkbox"/>	_____	I don't feel obligated to follow tradition.
	<input type="checkbox"/>	_____	I like things to be balanced and symmetrical.
	<input type="checkbox"/>	_____	I like to discuss concepts.
	<input type="checkbox"/>	_____	I prefer to test new things on a small scale before implementing a change.
4.	<input type="checkbox"/>	_____	I let my feelings guide me.
	<input type="checkbox"/>	_____	I am uncomfortable when things are changing.
	<input type="checkbox"/>	_____	Others might say I think like 1-2-3-4-5.
	<input type="checkbox"/>	_____	I'm good at exploring alternatives.
5.	<input type="checkbox"/>	_____	I prefer to think things over carefully before acting
	<input type="checkbox"/>	_____	I tend to move from one subject to another.
	<input type="checkbox"/>	_____	I like to focus on coming up with new ideas.
	<input type="checkbox"/>	_____	I let accepted norms and expectations guide me.

Response Page

Team Dimensions Profile



		RANK HERE	
6.	<input type="checkbox"/>	_____	I like to develop theories and principles.
	<input type="checkbox"/>	_____	I tend to be cautious in trying out a new approach.
	<input type="checkbox"/>	_____	I like to be in a place where there is order.
	<input type="checkbox"/>	_____	When everything is in place, I am restless.
7.	<input type="checkbox"/>	_____	I'm good at visualizing the master plan.
	<input type="checkbox"/>	_____	I don't challenge the status quo.
	<input type="checkbox"/>	_____	My ideas focus on what I can prove is true.
	<input type="checkbox"/>	_____	Others might say I think like 1-3-2-purple-5-alligator.
8.	<input type="checkbox"/>	_____	I try to fit in with other people.
	<input type="checkbox"/>	_____	I sometimes get impatient
	<input type="checkbox"/>	_____	I tend to follow a process when solving problems.
	<input type="checkbox"/>	_____	I often think about what should happen next.
9.	<input type="checkbox"/>	_____	I am comfortable being methodical.
	<input type="checkbox"/>	_____	I let my own preferences guide me.
	<input type="checkbox"/>	_____	I'm good at capturing the essential core of a matter.
	<input type="checkbox"/>	_____	I prefer to let others take the lead.
11.	<input type="checkbox"/>	_____	I sometimes act impulsively.
	<input type="checkbox"/>	_____	Initially, I respond to new ideas with skepticism.
	<input type="checkbox"/>	_____	I prefer to spend my time creating order.
	<input type="checkbox"/>	_____	I like to discuss implementation.
12.	<input type="checkbox"/>	_____	A good description of my thought process would be step-by-step.
	<input type="checkbox"/>	_____	I prefer to focus on the future.
	<input type="checkbox"/>	_____	I prefer to try a proven solution, rather than try something unproven.
	<input type="checkbox"/>	_____	I like to have influence.

Counting and Recording

Team Dimensions Profile

For ease of counting and recording, tear out the corner of this page along the perforation to reveal the Tally Box as you score your Profile.

Perforation • Perforation • Perforation • Perforation • Perforation • Perforation • Perforation • Perforation • Perforation • Perforation • Perforation • Perforation

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Revealing the Symbols

1. After ranking the statements in each of the 12 sets, rub a metal object or coin on the box beside each of your choices.

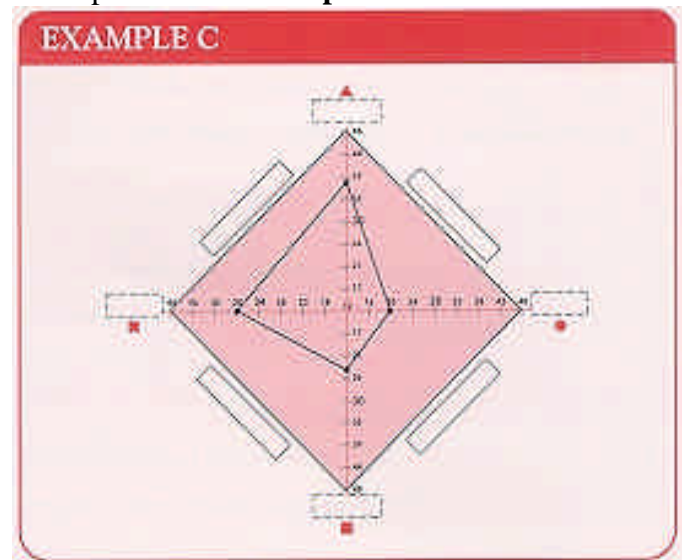
Counting and Recording

1. Add the numbers appearing next to the ✕ symbols. The numbers will range from 1 to 4, depending on the ranking given to that statement. Be sure to add the total number, not the total number of symbols. Write your total score in the Tally Box next to the ✕. See Example B.
2. Follow the same procedure for adding the numbers that occur with the ▲s, ●s, and ■s. Your possible score for each symbol can range from 12 to 48. The grand total of all four symbols should equal 120.

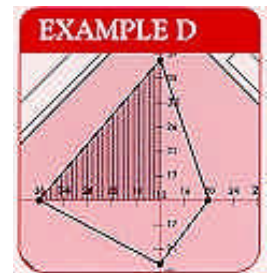


Plotting Your Team Dimensions Profile

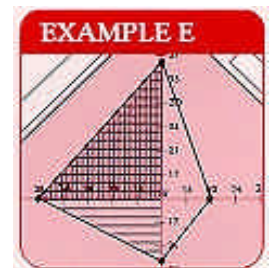
1. Plot your four symbol totals from the Tally Box onto the profile on page 5, as follows:
 - ✕ total on the horizontal axis on the left side of the profile.
 - ▲ total on the vertical axis on the top half of the profile.
 - total on the horizontal axis on the right side of the profile.
 - total on the vertical axis on the lower half of the profile.
2. Connect all the points by drawing lines to form a trapezoid. See Example C.



3. Look at your shape. Locate the quarter of the profile grid which contains the largest area of your shape. Using vertical strokes, shade that triangle. See Example D.



4. Locate the quarter of the profile grid that contains the second largest area of your shape. Using opposite horizontal strokes, shade the second largest triangle *and* the larger triangle you just shaded. See Example E.



Plotting

Team Dimensions Profile

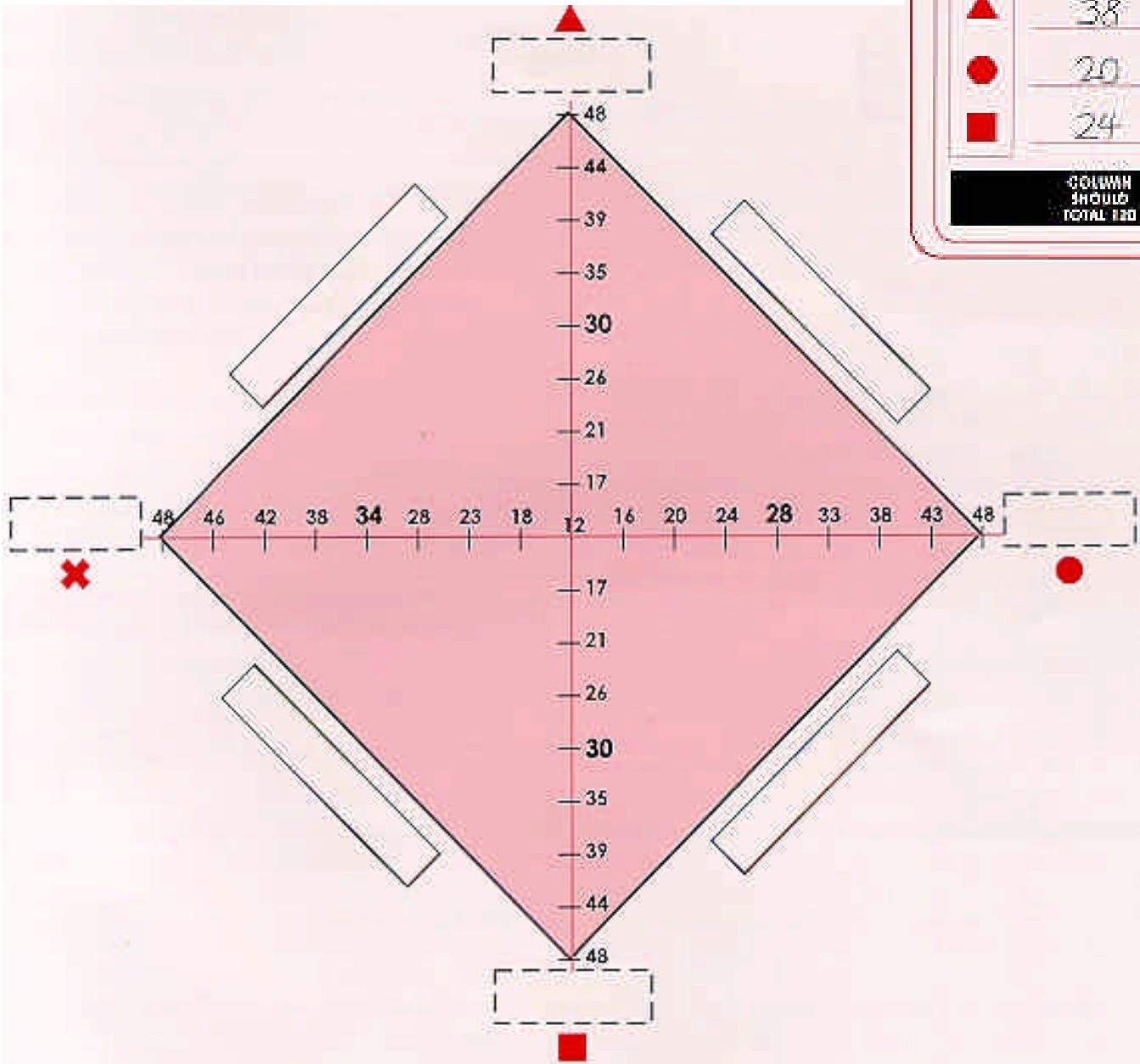


EXAMPLE B

Team Dimensions Profile
TALLY BOX

SYMBOL	TOTAL
✕	38
▲	38
●	20
■	24

COLUMN SHOULD TOTAL 120



Interpretation Stage I

Team Dimensions Profile



Introduction to Personal Approaches

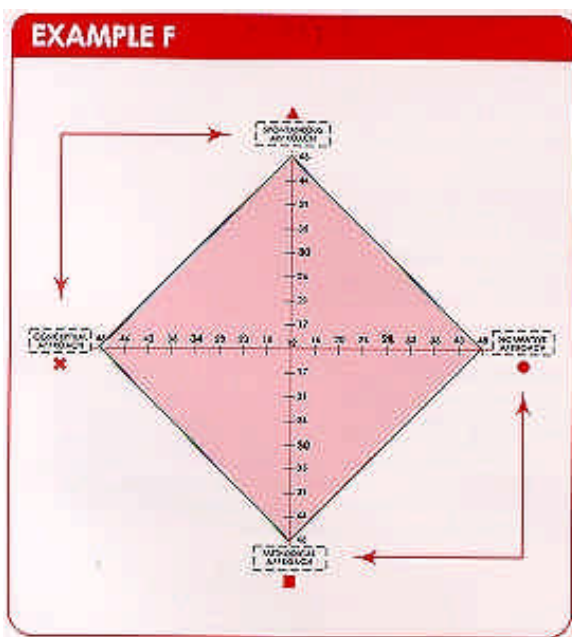
Observation and research by Fahden and Namakkal over two decades, supported by empirical research by Inscape Publishing, have revealed several distinct approaches to thinking and behavior among people involved in a team process. When working with others to accomplish a specific purpose, people combine their natural thinking and behavioral preferences into an approach.

By understanding the various approaches used by individual contributors in the team process, the roles of team members can be defined and the team process enhanced, resulting in higher team performance.

The interactive relationship of the four approaches is graphically portrayed by the Team Dimensions Profile grid. Your approach score identifies your preferred role on a team.

Revealing Your Personal Approach

1. Detach page 5 along the perforation.
2. Rub a metal object or coin over the four boxes on page 5 with dashed lines around them. The names of the Personal Approaches will appear. **See Example F.**



Conceptual Approach

The Conceptual Approach is illustrated along the left horizontal axis of the Team Dimensions Profile grid. Someone who takes a Conceptual Approach likes to come up with new ideas. When presented with a problem or an opportunity, they are good at exploring alternatives and discussing concepts. Good at visualizing the master plan, someone who takes a Conceptual Approach prefers focusing on the future; developing theories, principles, and ideas; and recognizing alternatives.

Spontaneous Approach

The Spontaneous Approach is illustrated along the top vertical axis of the Team Dimensions Profile grid. Someone who takes a Spontaneous Approach wants freedom from constraint. They tend to move from one subject to another, focusing on many things at once, and sometimes showing impatience. Someone who takes a Spontaneous Approach likes to have respect and influence. They don't feel obligated to follow tradition and will let their feelings guide them when making decisions.

Normative Approach

The Normative Approach is illustrated along the right horizontal axis of the Team Dimensions Profile grid. Someone who takes a Normative Approach prefers to put ideas into a familiar context, relying on past experiences with similar situations to guide them. Letting accepted norms and expectations steer them, someone who takes a Normative Approach likes to see the consequences before acting. They prefer to let others take the lead and try to fit in with other people.

Methodical Approach

The Methodical Approach is illustrated along the bottom vertical axis of the Team Dimensions Profile grid. Someone who takes a Methodical Approach prefers order and rationality. When presented with a problem or opportunity, they tend to follow a step-by-step process, examining the details and thinking things over carefully before acting. Focusing on what they can prove is true, someone who takes a Methodical Approach is good at putting things in order and likes to see things fit together.

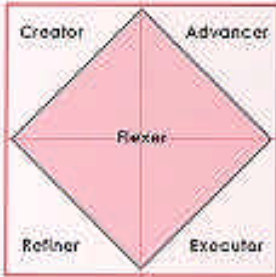
Interpretation Stage II

Team Dimensions Profile



Introduction to Roles

Research shows that individuals have different approaches to innovation and teamwork. Individuals may use two or more approaches (Conceptual, Spontaneous, Normative, and Methodical) when approaching tasks in the team process. Various combinations of these Personal Approaches result in the identification of four roles on a team: Creator, Advancer, Refiner, and Executor. The Flexer is a combination of all four roles.



On a successful team, individuals perform these four roles and interact with one another to maximize their strengths. Tasks are defined and handed off from one role to another, allowing participants to

focus on their strengths in the process. Typically, tasks are handed off from the Creator to the Advancer, from the Advancer to the Refiner, and from the Refiner to the Executor. The Flexer steps in to fill gaps in the team. This creates a "Z" process, involving each of the roles on a team.

Identifying Your Role

1. Look at your profile grid on page 5. Locate the largest area of your profile that has been crossshaded with horizontal and vertical strokes.
2. Rub a metal object or coin on the box along the side of the profile grid (it has a solid line around it). The name of your primary team role is revealed.
3. Read about your primary team role below. If all four of your quadrants are equally shaded, read all four of the roles, plus the Flexer information.

Creator

In a Creating role, an individual generates the concepts and ideas. The Creator reframes the problem and looks for solutions that may be unusual and unique, going beyond the obvious. Creators generate fresh, original concepts and ideas. These concepts are not constrained by fear of failure, or by existing rules or boundaries. The Creator recognizes alternatives and perceives the "big picture."

When ideas have been created, those ideas are handed off to someone in an Advancer role.

Advancer

In an Advancing role, an individual recognizes ideas and new directions in their early stages and develops ways to promote them. The Advancer uses insightful planning based on past *experiences and* successful methods to advance ideas towards implementation. Advancers prefer familiar ideas but are not inclined to let rules and boundaries discourage them. Actions are directed to achieving objectives by the most direct and efficient means.

Given some structure toward implementation, an idea will be passed to someone in a Refiner role.

Flexer

Flexers monitor the contributions of team members and keep the process moving in the right direction. The Flexer can be essential to the overall productivity of the team, as this person is able to play at least three of the four team roles. Flexers objectively view the team process and step in as needed to keep the team moving toward its objectives.

Refiner

In a Refining role, concepts are challenged. The Refiner uses a methodical process to analyze things in an orderly manner to detect possible flaws and identify potential problems under discussion. Refiners are good at reviewing ideas and implementation plans, modifying those ideas or coming up with new ideas, and rationally reviewing them to ensure successful implementation.

Ideas and plans may have to be passed back to the Advancer and Creator roles before they are ready for implementation by someone in the Executor role.

Executor

In an Executing role, an individual follows up on team objectives and implements ideas and solutions. The Executor focuses on ensuring the implementation process proceeds in an orderly manner, based on a well-thought-out implementation plan. Executors strive for achieving high-quality outcomes, with attention to details. The Executor prefers to let others take the lead, and enjoys the task and responsibility of final implementation.

Interpretation Stage III

Team Dimensions Profile

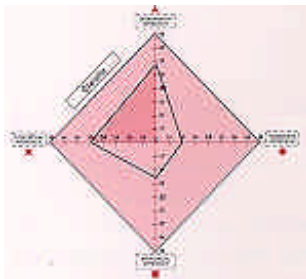


Your Unique Profile Pattern

Combinations of the four primary Personal Approaches, described in Interpretation Stage I, form 11 Team Dimensions Profile Patterns. These 11 patterns describe a combination of roles that more closely reflect the richness of how people most naturally approach working with others to accomplish a specific purpose. Many people ultimately use a mixture of Conceptual, Spontaneous, Normative, and Methodical Approaches in their team activities and interactions.

Instructions

1. Look at your profile on page 5. Match your profile's shape with the closest pattern or description on pages 9 through Read the description.
2. To gain an understanding of the other Team Dimensions Profile Patterns, read the other descriptions.
3. Turn to page 15 to complete your personalized Action Plan.



Creator Pattern

Approach: Conceptual/Spontaneous

DESCRIPTION: Creators generate the concepts and ideas. They like to reframe the problem and look for solutions that may be unusual, unique, and/or outside the boundaries of traditional thought. Creators are good at exploring alternatives and perceiving the "big picture." Creators want freedom from constraint and when a rule exists, they may break it. They may act impulsively, letting their feelings guide them. They derive satisfaction from the process of creating, discussing concepts and ideas, and overcoming problems. When everything is in its place, the Creator may become restless, get impatient, and have a tendency to move from one subject to another, thinking about what should happen next.

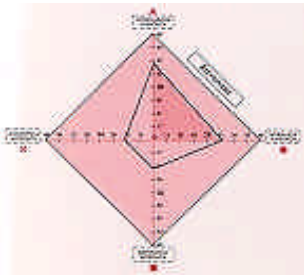
CONTRIBUTION: Fresh, original concepts that go beyond the obvious and are not constrained by fear of failure.

WEAKNESSES: Because Creators enjoy generating ideas, they may move from one idea to another without stopping to evaluate the consequences. If left alone to refine concepts, they will solve the problem within the problem and eventually lose sight of the objective.

INSTINCT: Reframing problems to achieve breakthrough solutions, moving in a new direction, examining possibilities without regard to risk.

Profile Patterns

Team Dimensions Profile



Advancer Pattern

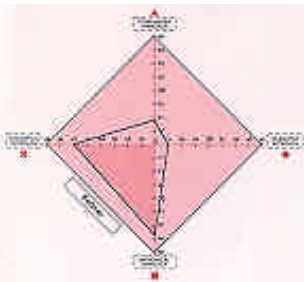
Approach: Spontaneous/ Normative

DESCRIPTION: Advancers recognize ideas and new directions in their early stages and develop the means to promote or advance them. When presented with an idea, they think of how to get it implemented, using insightful planning based on past experiences and successful methods. Advancers may initially respond to ideas with skepticism, but will let accepted norms and their feelings guide them. They derive satisfaction from instilling a sense of purpose in the team and promoting that purpose with singlemindedness and determination. Their actions are directed to achieving objectives by the most direct, efficient means, and they are not inclined to let rules and boundaries discourage them. Advancers are able to focus on many things at once and may move from one subject to another. They enjoy respect and influence.

CONTRIBUTION: Energetically promoting team objectives. Recognizing the value of a new idea or trend and actively carrying it forward.

WEAKNESSES: If left alone or working only with someone with a strong Conceptual Approach, the Advancer may move ahead to implement concepts that aren't completely thought through, ignoring danger signs and realistic barriers to successful implementation.

INSTINCT: Identifying interesting ideas or possibilities and moving swiftly to see them implemented.



Refiner Pattern

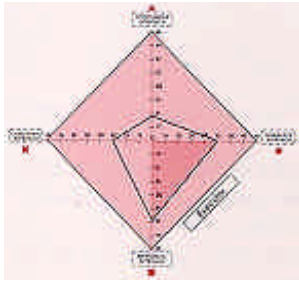
Approach: Conceptual/ Methodical

DESCRIPTION: Refiners challenge concepts under discussion. Believing that consequences matter, Refiners want to plan how new endeavors are implemented and prepare for surprises. They like to create order from chaos by improving the process by which ideas are implemented. Refiners may play "devil's advocate" to test the soundness of an idea and try to improve it. They prefer order and are comfortable being methodical. They derive satisfaction from the mental exercise of the debate and may lead others to examine the merits of an idea, using a systematic process in generating and exploring ideas.

CONTRIBUTION: Making sure that the concept is thought through and examining how it can be improved and implemented.

WEAKNESSES: If allowed to control the group or the process, the Refiner may lead the team toward choosing low-risk ideas, filtering out ideas that may have greater risks but also bigger payoffs.

INSTINCT: Articulating the problems caused by new or unique ideas; improving ideas before implementation.



Executor Pattern

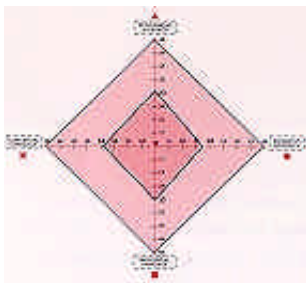
Approach: Methodical/ Normative

DESCRIPTION: Executors follow up on team objectives and implement ideas and solutions. Executors focus on ensuring the implementation process proceeds in an orderly manner and on achieving high-quality outcomes. Until specific objectives and plans are identified, Executors may have little interest in group discussion. They prefer proven, familiar ideas over novel and untried ones. They pay attention to details and seek to ensure that plans follow an orderly process. The Executor is comfortable being methodical. The Executor tends to be cautious in trying out a new approach and prefers to think things over carefully before acting.

CONTRIBUTION: Spotting potential problems before they occur and minimizing inefficiencies and errors during implementation.

WEAKNESSES: If working without clear and focused objectives or guidelines, the Executor may lose sight of the goal and pursue irrelevant strategies.

INSTINCT: Finishing what they start and doing things right.



Flexer Pattern

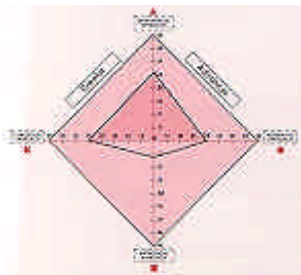
Approach: Conceptual/Spontaneous/Normative/Methodical

DESCRIPTION: Flexers monitor the contributions of team members and contribute as needed to keep the development or implementation process moving in the right direction. Understanding and empathizing with at least three of the four team roles, the Flexer is able to move with ease into a variety of roles and take on the tasks associated with each role.

CONTRIBUTION: Objectively viewing the activities of the team to see what is missing in the process and stepping in at the appropriate spot to keep things moving. The Flexer plays an important role in moving the group toward its objectives, particularly if conflicts occur that threaten to divert team members from their goals.

WEAKNESSES: Unless a well-defined role in the team is assumed, the Flexer may be ignored by others who are more strongly committed to their own role (e.g., creating, advancing, refining, executing).

INSTINCT: Monitoring the team process and filling gaps in the team.



Creator/Advancer Pattern

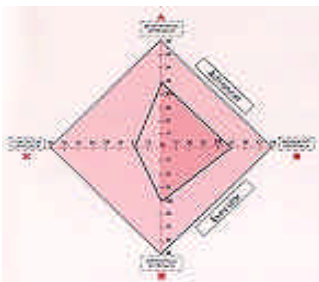
Approach: Conceptual/Spontaneous/Normative

DESCRIPTION: Creator/Advancers are idea generators who are also good promoters. They are good at exploring alternatives and concepts, and they are more comfortable with an insightful plan. Creator/Advancers are able to generate ideas and develop a plan, based on past experience, to successfully promote those ideas. Creator/Advancers derive satisfaction from identifying good ideas and developing solutions and strategies to overcome obstacles to implementation. They enjoy working on multiple tasks and like to be involved with the creation and advancement of ideas. Creator/Advancers like to have influence and respect, and enjoy getting attention. When everything is in its place, Creator/Advancers may get impatient, ready for the next challenge.

CONTRIBUTION: Development of new concepts and ideas that can be advanced within a known process or structure.

WEAKNESSES: The Creator/Advancer may become frustrated with the details of an orderly implementation plan, and may pay little attention to the danger signs and barriers associated with implementation.

INSTINCT: Creating new ideas and advancing them in pursuit of team objectives.



Advancer/Executor Pattern

Approach: Spontaneous/Normative/Methodical

DESCRIPTION: Advancer/Executors develop methods and approaches to promote and implement new ideas. Armed with the skills to develop a plan to successfully implement a solution and the desire to think things through and work out problems before implementation, they will work quickly to achieve the team's objectives. Looking for early trends and familiar ideas, Advancer/Executors streamline the process to accomplish their objectives. Advancer/Executors prefer familiar, proven ideas and demand a rational and orderly implementation plan.

CONTRIBUTION: Promoting team objectives by making sure the concept is advanced, tasks are defined, and the solution is implemented in an orderly manner.

WEAKNESSES: The Advancer/Executor may not allow others on the team to continue to create ideas and solutions before selecting solutions and moving forward with an implementation plan and process.

INSTINCT: Advancing new directions and developing detailed implementation plans.

Profile Patterns

Team Dimensions Profile



Refiner/Executor Pattern

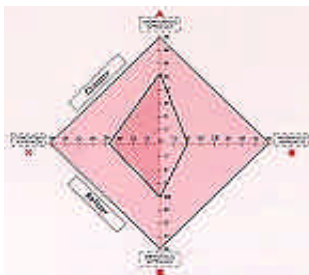
Approach: Conceptual/Methodical/Normative

DESCRIPTION: Refiner/Executors explore alternative solutions and ideas while paying attention to detailed implementation plans. When presented with an idea, Refiner/Executors will consider aspects of the idea that may present problems, paying particular attention to the implementation details. They will think of ways in which the new idea can fit into the existing process. Good at visualizing the master plan and analyzing things, Refiner/Executors are able to recognize alternatives. They prefer to think things over carefully before using a proven process when solving problems. Refiner/Executors like to see things fit together, generally follow an orderly process, and derive satisfaction from developing a well-thought-out implementation plan.

CONTRIBUTION: Making sure the concept and the details of the implementation plan are thought through and carried out in an orderly manner.

WEAKNESSES: If working alone, the Refiner/Executor may continue to develop alternatives while paying attention to all the implementation details associated with each alternative, slowing the innovative process down and limiting the introduction of riskier ideas.

INSTINCT: Improving ideas and developing detailed implementation plans.



Creator/Refiner Pattern

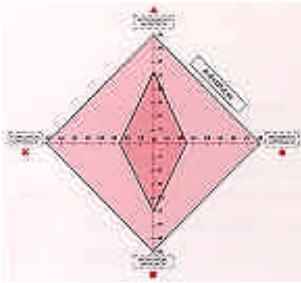
Approach: Spontaneous/Conceptual/Methodical

DESCRIPTION: Creator/Refiners operate at a highly conceptual level, generating ideas and concepts and then refining them. They are good at developing theories and principles and analyzing things. Creator/Refiners look for solutions in unique and unusual contexts and are able to identify consequences of actions associated with the implementation of the solution. They are good at recognizing and exploring alternatives, and examining the merits of each idea. They are quick to generate unique ideas and will just as quickly identify why the idea or solution won't work. Preferring to be actively involved in things, Creator/Refiners derive satisfaction from the process of creation, identify potential problems, and develop ideas and plans to overcome any implementation problems created by their ideas. Creator/Refiners will continue to create and refine until a workable solution is achieved.

CONTRIBUTION: Developing new concepts, identifying potential problems, and creating an orderly plan to implement those ideas.

WEAKNESSES: If left alone, the Creator/Refiner will come up with new ideas and refine those ideas without advancement or implementation.

INSTINCT: Developing and improving ideas before implementation.



Advancer Axis Pastern

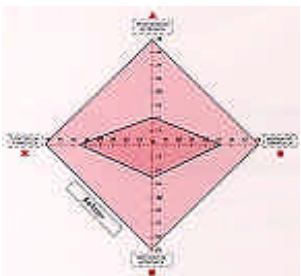
Approach: Spontaneous/ Methodical

DESCRIPTION: This type of Advancer enjoys action and moves from one subject to another. Whether at a faster, spontaneous pace or a slower, methodical pace, they want to be in motion. Their ideas focus on what they can prove to be true, but they don't always feel obliged to follow tradition. These Advancers can focus on many things at once and are able to organize and take things one step at a time. They derive satisfaction from acting on an idea and moving forward in an organized, streamlined process to accomplish their objectives. They are open to new ideas and may get impatient during the team process.

CONTRIBUTION: Generating action and promoting team objectives.

WEAKNESSES: This Advancer may not allow others on the team to continue to create ideas and solutions before selecting a solution and moving forward with an orderly implementation plan.

INSTINCT: Advancing new directions and developing detailed implementation plans.



Refiner Axis Pastern

Approach: Conceptual/ Normative

DESCRIPTION: This type of Refiner generates ideas and plans implementation in a cautious manner. They challenge concepts under discussion. These Refiners want to plan how new endeavors are implemented and prepare for surprises, using past experiences as a guide. They may test the soundness of an idea and come up with ideas to improve it.

CONTRIBUTION: Generating ideas and putting them into an existing framework, and determining their chance of successful implementation based on past experience.

WEAKNESSES: If presented with a variety of ideas, this Refiner may lead the team toward choosing low-risk ideas, filtering out ideas that may have greater risks but also bigger payoffs.

INSTINCT: Generating ideas and implementation plans that have a good chance of fitting into existing ways of operating.

Action Plan

Team Dimensions Profile



The purpose of the Team Dimensions Profile is to help you understand what approach you most naturally use when working with others to accomplish a specific purpose, and to identify what role you and other team members play.

The following Action Plan provides you with a snapshot of the approaches and roles used by members of your team so that you can identify specific tasks and ensure that tasks are handed off and the "Z" process is being used to accomplish your team objectives.

Team Member Name	Team Dimensions Profile Pattern	Specific Task Assigned	Anticipate Barriers
Self			

After considering the tasks and the barriers you identified above, list three specific things you can do to ensure success on this team.

1. _____
2. _____
3. _____



Team Dimension Profile Version 3.0
Use with the Team Dimension Profile Facilitator's Kit
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