



# Managing 4 Success

*Developing  
leaders for high  
performance*



## Team Player Survey

*“Planning is bringing the future into the present so that you can do something about it now.” –Alan Lakein*

The Team Player Survey will help you identify your style as a team member. The results will lead you to an assessment of your current strengths and provide a basis for a plan to increase your effectiveness on a team. Various types of teams have used this survey to develop a profile of team strengths and discuss strategies for increasing team their effectiveness.

First, this is a survey and therefore there is no right or wrong answer. Please answer each item according to how you honestly feel you function now as a team member, rather than how you used to be or how you would like to be. You will be asked to complete 18 sentences with four possible endings. Please rank the endings in the order in which you feel each one applies to you using the following scale:

- 4 – most applicable to you
- 3 – second most applicable statement
- 2 – third most applicable statement
- 1 – least applicable statement

Please do not create ties. It is possible that some of the sentences will have two or more endings that apply to you or will have none that apply to you but you should assume these are your only choices and rank them accordingly. Each set of endings must be ranked 4, 3, 2, and 1.

1. During team meetings, I usually:

- \_\_\_\_\_ a. Provide the team with technical data or information
- \_\_\_\_\_ b. Keep the team focused on our mission or goals
- \_\_\_\_\_ c. Make sure everyone is involved in the discussion
- \_\_\_\_\_ d. Raise questions about our goals or methods

2. In relating to the team leader, I:

- \_\_\_\_\_ a. Suggest that our work be goal-directed
- \_\_\_\_\_ b. Try to help him/her build a positive team climate
- \_\_\_\_\_ c. Am willing to disagree with him/her when necessary
- \_\_\_\_\_ d. Offer advice based upon my area of expertise



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Team Productivity

3. Under stress I sometimes:

- \_\_\_\_\_ a. Overuse humor and other tension-reducing devices
- \_\_\_\_\_ b. Am too direct in communicating with other team members
- \_\_\_\_\_ c. Lose patience with the need to get everyone involved in discussions
- \_\_\_\_\_ d. Complain about lack of progress toward our goals

4. When conflicts arise on the team I usually:

- \_\_\_\_\_ a. Press for an honest discussion of the differences
- \_\_\_\_\_ b. Provide reasons why one side or the other is correct
- \_\_\_\_\_ c. See the differences as a basis for a possible change in team direction
- \_\_\_\_\_ d. Try to break the tension with a supportive or humorous remark

5. Other team members usually see me as:

- \_\_\_\_\_ a. Factual
- \_\_\_\_\_ b. Flexible
- \_\_\_\_\_ c. Encouraging
- \_\_\_\_\_ d. Candid

6. At times I am:

- \_\_\_\_\_ a. Too results-oriented
- \_\_\_\_\_ b. Too laid back
- \_\_\_\_\_ c. Self-righteous
- \_\_\_\_\_ d. Short-sighted



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7. When things go wrong on the team I usually:

- \_\_\_\_\_ a. Push for increased emphasis on listening, feedback and participation
- \_\_\_\_\_ b. Press for a candid discussion of our problems
- \_\_\_\_\_ c. Work hard to provide more and better information
- \_\_\_\_\_ d. Suggest that we re-visit our basic mission

8. When necessary I am able to:

- \_\_\_\_\_ a. Question some aspect of the team's work
- \_\_\_\_\_ b. Push the team to set higher performance standards
- \_\_\_\_\_ c. Work outside my defined role or job area
- \_\_\_\_\_ d. Provide other team members with feedback on their behavior as a team member

9. Sometimes other team members see me as:

- \_\_\_\_\_ a. A perfectionist
- \_\_\_\_\_ b. Unwilling to re-assess the team's mission or goals
- \_\_\_\_\_ c. Not serious about getting the real job done
- \_\_\_\_\_ d. A nit-picker

10. I believe team problem-solving requires:

- \_\_\_\_\_ a. Co-operation by all team members
- \_\_\_\_\_ b. High-level listening skills
- \_\_\_\_\_ c. A willingness to ask tough questions
- \_\_\_\_\_ d. Good solid data



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11. When a new team is forming I usually:

- \_\_\_\_\_ a. Try to meet and get to know other team members
- \_\_\_\_\_ b. Ask pointed questions about our goals and methods
- \_\_\_\_\_ c. Want to know what is expected of me
- \_\_\_\_\_ d. Seek clarity about our basic mission

12. At times I make other team members uncomfortable because they:

- \_\_\_\_\_ a. Are not able to be as assertive as I am
- \_\_\_\_\_ b. Don't live up to my standards of quality
- \_\_\_\_\_ c. Don't think about long-range issues
- \_\_\_\_\_ d. Don't care about how the team works together

13. I believe the role of the team leader is to:

- \_\_\_\_\_ a. Insure the efficient solution of business problems
- \_\_\_\_\_ b. Help the team establish long-range goals and short term objectives
- \_\_\_\_\_ c. Create a participatory decision-making climate
- \_\_\_\_\_ d. Bring out diverse ideas and challenge assumptions

14. I believe team decisions should be based on:

- \_\_\_\_\_ a. The team's mission and goals
- \_\_\_\_\_ b. A consensus of team members
- \_\_\_\_\_ c. An open and candid assessment of the issues
- \_\_\_\_\_ d. The weight of the evidence



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15. Sometimes I:

- \_\_\_\_\_ a. See team climate as an end in itself
- \_\_\_\_\_ b. Play devil's advocate far too long
- \_\_\_\_\_ c. Fail to see the importance of effective team process
- \_\_\_\_\_ d. Overemphasize strategic issues and minimize short term task accomplishments

16. People have often described me as:

- \_\_\_\_\_ a. Independent
- \_\_\_\_\_ b. Dependable
- \_\_\_\_\_ c. Imaginative
- \_\_\_\_\_ d. Participative

17. Most of the time I am:

- \_\_\_\_\_ a. Responsible and hard-working
- \_\_\_\_\_ b. Committed and flexible
- \_\_\_\_\_ c. Enthusiastic and humorous
- \_\_\_\_\_ d. Honest and authentic

18. In relating to other team members at times I get annoyed because they don't:

- \_\_\_\_\_ a. Re-visit team goals to check progress
- \_\_\_\_\_ b. See the importance of working well together
- \_\_\_\_\_ c. Object to team actions with which they disagree
- \_\_\_\_\_ d. Complete their team assignments on time



### Team Player Scoring

*“A group becomes a team when each member is sure enough of himself and his contribution to praise the skill of the others.” - Norman S. Hidle*

Transfer your answers for questions 1 through 18 to the appropriate box below. Be careful when recording the numbers. The order of the letters change for each question. For example, question #1 the order is a, b, c, d but for question #2 the order is d, a, b, c. The totals for the four styles must equal 180.

1	a	b	c	d
2	d	a	b	c
3	c	d	a	b
4	b	c	d	a
5	a	b	c	d
6	d	a	b	c
7	c	d	a	b
8	b	c	d	a
9	a	b	c	d
10	d	a	b	c
11	c	d	a	b
12	b	c	d	a
13	a	b	c	d
14	d	a	b	c
15	c	d	a	b
16	b	c	d	a
17	a	b	c	d
18	d	a	b	c
<b>Totals</b>				
	<b>Contributor</b>	<b>Collaborator</b>	<b>Communicator</b>	<b>Challenger</b>

## Team Player Styles

*“Talent wins games, but teamwork and intelligence wins championships.”- Michael Jordan*

The highest number designates your Primary Team Player Style. If your highest numbers are the same or within three points of each other, consider them both as your primary style. The lowest total indicates your Least Active Team Player Style. Your primary team player style defines a set of behaviors that you use most often as a member of a team. It does not mean that it is the only style that you use. All of us have the capacity to use any one of the four styles. We simply use one style, our primary style, more often.

### Contributor

The contributor is a **task-oriented team member** who enjoys providing the team with good technical information and data. You do your “homework,” push the team to set high performance standards, and use your resources wisely. Most people see you as dependable although they believe at times you may become too bogged down in details or data. The contributor does not always see the big picture or the need for positive team climate.

#### Most of the time you:

- Complete all team 'homework' in a timely, efficient and detailed manner
- Freely share all of the information and materials you have
- Push the team to set high performance standards
- Can be depended upon to do what is asked of you
- Provide technical training for team members and serve as a mentor for new members

#### Usually people see you as:

- Dependable
- Systematic
- Proficient
- Efficient
- Practical

#### But sometimes you:

- Go into data overload with reports that are too long
- Push for unrealistic performance standards
- Lose sight of the big picture, the goal or charter of the team
- Lack patience with team climate and process issues
- Become impatient with team members who do not live up to your standards

#### However, occasionally you are:

- Short-sighted
- Data-bound
- Perfectionist
- Narrow
- Cautious

### Collaborator

The collaborator is a **goal-directed member** who sees the vision, mission, or goal of the team as paramount. You are flexible and open to new ideas, willing to pitch in and work outside your defined role and are able to share the limelight with other team members. Most people see you as a "big picture" person but they believe, at times, you may fail to periodically re-visit the mission. The collaborator often does not give enough attention to the basic team tasks and overlooks the individual needs of the other team members.

#### **Most of the time you:**

- Help the team establish goals, objectives and action plans
- Pitch in to help out other members who need help
- Are willing to work outside your defined role to help the team
- Are willing to share the lime- light with other team members
- Work hard to achieve team goals even if you don't agree with them

#### **But sometimes you:**

- Do not give attention to the basic team tasks
- Fail to periodically re-visit or challenge the mission or goals
- Do not focus on the individual needs of team members
- Publicly complain about team failures
- Do not give sufficient attention to the process by which goals are reached

#### **Usually people describe you as:**

- Forward-looking
- Cooperative
- Independent
- Flexible
- Imaginative

#### **However, occasionally you are:**

- Too future oriented
- Not task-focused
- Unrealistic
- Unconcerned about group process
- A dreamer

### Communicator

The communicator is a **process oriented member** who is an effective listener. You are a facilitator of involvement, conflict resolution, consensus-building, feedback, and the building of an informal, relaxed climate. Most people see you as a positive people person but they find that, at times, you may see process as an end in itself. The communicator does not confront other team members or not give enough emphasis to completing task assignments and making progress toward team goals.

#### Most of the time you:

- Help the team relax and have fun by joking, laughing, and discussing personal interests
- Step in to resolve process problems (e.g. conflict, lack of involvement)
- Listen attentively (while withholding judgment) to all viewpoints
- Recognize and praise other team members for their efforts
- Encourage all team members to participate in team discussions and decisions

#### But sometimes you:

- See team process and climate as an end in itself
- Fail to challenge or contradict other team members
- Do not recognize the importance of task accomplishment
- Overuse humor and other process techniques
- Do not give enough emphasis to long-range planning

#### Usually people see you as:

- Encouraging
- Enthusiastic
- Supportive
- Humorous
- Relaxed

#### However, occasionally you are:

- Impractical
- Vague
- Manipulative
- Not sufficiently serious
- Not bottom-line focused

### Challenger

The challenger is the **team member who questions** the goals, methods and even the ethics of the team. You are willing to disagree with the leader or higher authority and encourage the team to take well conceived risks. Most people appreciate the value of your candor and openness although, at times, you may not know when to back off an issue. The challenger often becomes self-righteous and tries to push the team too far.

#### **Most of the time you:**

- Are willing to disagree with the team leader
- Candidly share your views about the work of the team
- Challenge the team to take well-considered risks
- Push the team to set high ethical standards for teamwork
- Are willing to back off when your views are not accepted

#### **But sometimes you:**

- Do not know when to back off
- Push the team to unreasonable risks
- Become rigid and inflexible
- Paint yourself into a corner
- Are too direct in communicating with other team members.

#### **Usually people see you as:**

- Candid
- Honest
- Principled
- Assertive
- Ethical

#### **However, occasionally you are:**

- Rigid
- Arrogant
- Self-righteous
- Aggressive
- Unyielding



