

Ideal Team Profile Questionnaire



ITPQ™ Group Report

Name of Team:	"Megacorporation Services Team"
Perspective:	Overall
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Ideal Team Profile Questionnaire

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Introduction

The ITPQ™ is a questionnaire aimed at identifying the types of behaviours or roles that are most likely to lead to team success. It can therefore be used as the basis of team building workshops or individual coaching, in order to:

Increase a team's awareness of what will make them successful in their particular circumstances

Identify different perceptions of team success, between team members, customers, peer groups, senior management and others

Undertake a gap analysis between current and desired behaviours, and plan actions to reduce that gap

Assessing the stretch between job demands and personal preferences

Support organisational development and succession planning processes by identifying the differing demands required of individuals in different teams and at different levels of the organisation.

The ITPQ™ does not attempt to measure any facet related to individuals, nor is it constructed in a conventional psychometric manner. However this output report provides extensive information to help individuals to:

Clarify the team roles that are undertaken within the team

Recognise and understand the implications of the primary roles that the team should be undertaking

Recognise potentially-destructive team dynamics, so that they can be avoided and contributions to the team by individuals can be made to be more productive

Plan how to build on potential team strengths and mitigate against potential team weaknesses

Reduce individual and collective stress levels, or increase individual team member development, through managing where and how individuals are "stretched" (the 'stretch' is the difference between an individual's personality preferences and the team role undertaken)

This report contains a summary of the ITPQ™ team roles, including a description of each team role and the implications for both under-using and over-using a particular role.

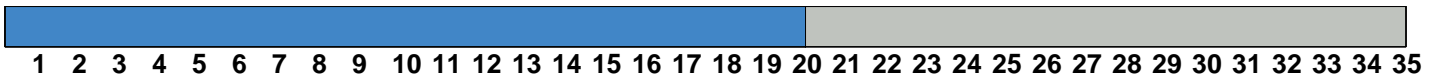
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ITPQ™ Team Roles Results

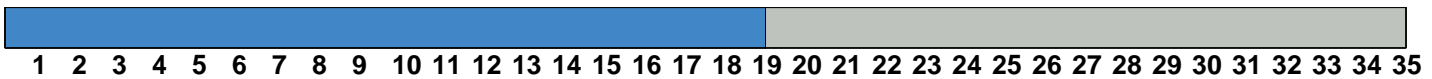
The following is a rank ordering of the ITPQ™ team roles based upon the responses of the particular people that completed the questionnaire. They are arranged from the highest to your lowest scoring team role, and each is accompanied by a brief description of that role. An extensive explanation of each role can be found in this report.

Total No Users: 13

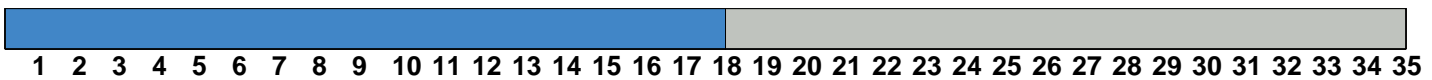
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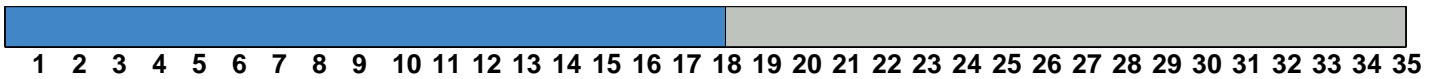
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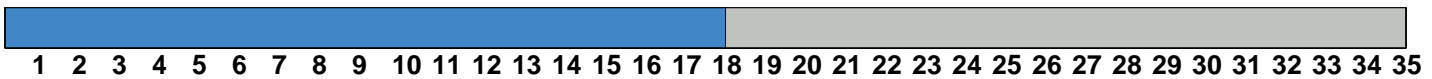
Sculptor



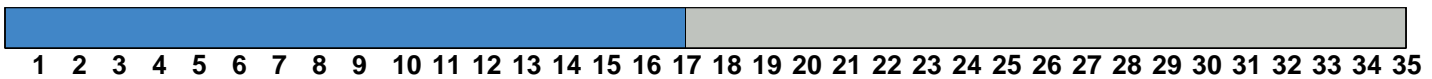
Curator



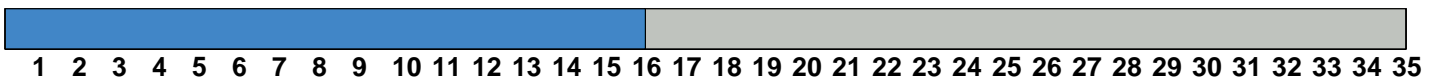
Innovator



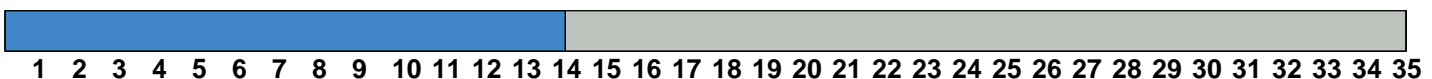
Explorer



Scientist



Coach



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Short summaries of Team Roles

Innovator

Innovators seek to have an impact on ideas, information and beliefs by considering things from new and different viewpoints, dreaming up new ideas that have potential, and trying to see beyond what is readily apparent. Their aims are often to: develop new ideas, insights and perspectives; produce radical solutions to problems; and develop long term vision.

Scientist

Scientists seek to have an impact on ideas, information and beliefs by analysing ideas and information logically, identifying flaws and inconsistencies, formulating alternative explanations, and gathering evidence to test them out. Their aims are often to: produce robust theories about how things work; understand the full complexity; and generate mental models to explain things.

Explorer

Explorers seek to have an impact on people, things and situations by changing things, introducing experimental ways of doing things, challenging the status quo, exploring new and untried options, and prototyping new approaches. Their aims are often to: uncover hidden potential; find new possibilities for people/things; break new ground; and improve things through evolution.

Conductor

Conductors seek to have an impact on people, things and situations by organising them logically, co-ordinating the work of different parties, taking a systematic approach, using agreed processes, and making and following plans. Their aims are often to: introduce logical structure and organisation; systematise the situation; ensure people use the correct procedures; and restore/keep order.

Sculptor

Sculptors seek to have an impact on people, things and situations by taking action, applying experience, injecting a sense of urgency and immediacy, and using methods that are known and trusted. Their aims are often to: get things done; produce tangible results; achieve clear goals; and create or form a recognisable outcome.

Curator

Curators seek to have an impact on ideas, information and beliefs by clarifying information, envisioning clear goals, referencing what they know (of the past, present and future) and making more specific whatever is being discussed. Their aims are often to: achieve clarity of ideas and information; build up experience; generate factual information; and expand knowledge.

Coach

Coaches seek to have an impact on people, things and situations by creating a rapport with people, trying to overcome differences of opinion, building positive relationships, valuing people's contributions, and looking after their welfare. Their aims are often to: create harmony in the world around them; build team spirit; forge agreement; and achieve customer and worker satisfaction.

Crusader

Crusaders seek to have an impact on ideas, information and beliefs by assessing the worth of different information and ideas, accepting or rejecting them, prioritising accordingly, emphasising what is important, and stressing things of significance. Their aims are often to: bring inherently important thoughts to the fore of discussion; focus on priority issues; and give importance to ideas of value.

Ideal Team Profile Questionnaire

The 8 behavioural styles that contribute to team success

The ITPQ™ helps the team identify which of the MTR-I™ team roles it needs to use most in decision making. High quality decision-making involves visiting each of the team roles in turn, as appropriate. The team roles are intended to act as prompts for the key points in the process, but not all stages will be appropriate for every decision. The dynamics of the team may mean there is a tendency for certain steps to be skipped completely. For example, a team with a pre-dominance of Innovators may be tempted to start brain-storming solutions to the problem before they have clarified exactly what the problem is, or before they have acquired all the relevant facts.

The ITPQ™ helps identify which areas of the MTR-I™ decision-making model need to be paid special attention. Doing so will significantly increase the quality of the decision-making and the robustness of the final choice. One way to avoid some of potential team pitfalls is to ensure that an appropriate amount of time is spent using each of the team roles. The Ideal Team Profile Questionnaire (ITPQ™) is primarily used for comparisons with either individual preferences or the aggregated results of all team member roles (as determined by the MTRi™)

An individual's type preferences may not be a simple indicator of what an individual wants to do in order to feel satisfied in his/her job. In a similar manner, the Ideal Team Profile may not be an indicator of what an individual needs to do to help the team succeed.

Sometimes team members have very similar jobs - in which case it is likely to be best that their individual roles are similar to the ideal team profile.

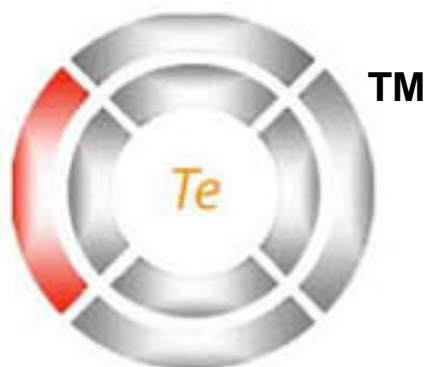
In other cases, team members have differing and complementary jobs. An example may be an IT support team, where one member of the team is responsible for quality assurance (requiring primarily Curator/Conductor team roles), and the rest being responsible for customer support (requiring primarily Sculptor/Scientist). In view of this, the team needs to establish how the differing roles of the team members can best 'fit together', like a jigsaw, and the role each individual should play. Working out the 'best fit' of team and individual needs can, like doing a jigsaw, be a process that requires a great deal of thought, and trial and error.

The ITPQ™ can support organisational development and succession planning processes by identifying the differing demands required of individuals in different teams and at different levels of the organisation. Using the ITPQ™ and Type indicator together gives the Organisational Development professional information that can be used in planning the best fit of individual to team (though, many other things also need to be considered - such as skills, experience, potential, development, etc.).

Once a team has been put in place, the MTR-I™ can be used to assess whether the roles and behaviours being undertaken are as expected. If not, the reasons can be investigated and corrective action taken. On the pages overleaf are broad descriptors for all eight team roles.

Ideal Team Profile Questionnaire

Conductor



When a team focuses on the Conductor role, their primary investment is in introducing process, so that things are done in a logical and structured way. A team focused on the Conductor role organises and systematises the world around them, establishing appropriate plans, identifying and implementing the correct procedures, and then endeavouring to make sure they are followed. They try to ensure that roles and responsibilities are properly defined and that appropriate resources or skills are available to undertake the work assigned.

As with all the other team roles, it is important that the Conductor team role is used appropriately - i.e.: when and where it is needed, and to the right degree.

If the Conductor role is overused in the team, then the team might:

- Make processes too rigid and inflexible;
- Stifle spontaneous creativity by trying to structure it;
- Achieve success at the expense of people's welfare;
- Adhere too closely to procedures (letter of the law)

If the Conductor role is underused in the team, then the team might:

- Meander (lose focus and structure);
- Be disorganised and do work haphazardly;
- Fail to coordinate effort ('reinvent the wheel');
- Descend into chaos

To make appropriate use of the 'Conductor' role the team should:

- Identify plans of how to implement the chosen solution
- Identify resources, responsibilities and timescales

Ideal Team Profile Questionnaire

Crusader



When a team focuses on the Crusader role, their primary investment is in understanding what is inherently important, being driven by values, and in rejecting what is unimportant. A team focused on the Crusader role may develop a credo or set of values, which they regard as strong convictions to be used as a basis for making decisions. New ideas or tasks are assessed against those values, and accepted or rejected on that basis. For those that are accepted, they seize upon and emphasise the ones with the greatest import, bringing them to the fore and stressing their significance.

As with all the other team roles, it is important that the Crusader team role is used appropriately - i.e.: when and where it is needed, and to the right degree.

If the Crusader role is overused in the team, then the team might:

- Fail to look critically at their own beliefs;
- Take an uncompromising stance on certain issues;
- Alienate others through taking too strong a stand;
- Fail to engage in objective debate

If the Crusader role is underused in the team, then the team might:

- Lose sight of important priorities;
- Invest effort in things that are unimportant;
- Achieve the wrong things;
- Lack team identity and cohesion

To make appropriate use of the 'Crusader' role the team should:

- Consider the value of each idea, and decide which to accept/reject
- Prioritize those ideas, identifying the solution that is preferred

Ideal Team Profile Questionnaire

Sculptor



When a team focuses on the Sculptor role, their primary investment is in taking action on ideas, plans or solutions that are already known or have been experienced. A team focused on the Sculptor role is very action-oriented, dealing with whatever tasks the current situation presents, and spurring others into action as well. They make use of their experience and utilise tools or processes of which they already have knowledge. They try to have an immediate impact on things, injecting a sense of urgency, and aiming to achieve clear goals and tangible results. As with all the other team roles, it is important that the Sculptor team role is used appropriately - i.e.: when and where it is needed, and to the right degree.

If the Sculptor role is overused in the team, then the team might:

- Sacrifice the long-term for expediency's sake;
- Act too quickly without thinking things through;
- Only do the same things again, and fail to improve;
- Be blinkered in their approach

If the Sculptor role is underused in the team, then the team might:

- Fail to take action;
- Not take account of present realities;
- Respond too slowly to urgent matters;
- Spend too much time talking around a topic

To make appropriate use of the 'Sculptor' role the team should:

- Agree the next steps
- Take immediate action

Ideal Team Profile Questionnaire

Curator



When a team focuses on the Curator role, their primary investment is clarity of information and knowledge. A team focused on the Curator role listens, asks questions, collects data and absorbs information, so that they can achieve clarity of understanding, and a common perspective on what is happening. They expand their knowledge and collection of experiences, and also look to the future by envisaging clear goals and clear pathways to achievement of those goals. The focus on clarity also brings greater attention to detail.

As with all the other team roles, it is important that the Curator team role is used appropriately - i.e.: when and where it is needed, and to the right degree.

If the Curator role is overused in the team, then the team might:

- Collect and keep too much information;
- Create a burden of bureaucracy;
- Over-focus on detail (miss the wood for the trees);
- Reject reasonable assumptions (wanting certainty)

If the Curator role is underused in the team, then the team might:

- Misunderstand each other without realising;
- Communicate inconsistent messages;
- Miss or lose important information;
- Fail to capitalise on previous experience

To make appropriate use of the 'Curator' role the team should:

- Clarify the problem or decision to be made.
- Collect facts and information that relate to the problem

Ideal Team Profile Questionnaire

Innovator



When a team focuses on the Innovator role, their primary investment is in developing radically new ideas, or creating new and different ideas and perspectives. A team focused on the Innovator role uses their observations of the world around them as a platform for a mental exploration of new concepts, dreaming up new insights and possibilities for how things might be or what could be done. The product of such innovation can be radical new solutions to problems, innovative products or applications, or a long-term vision into a future that cannot be clearly known.

As with all the other team roles, it is important that the Innovator team role is used appropriately - i.e.: when and where it is needed, and to the right degree.

If the Innovator role is overused in the team, then the team might:

- Generate ideas that are too radical;
- Seem, to others, to be 'on a different planet';
- Fail to make their vision relevant to others;
- Want to pursue unrealistic or impractical ideas

If the Innovator role is underused in the team, then the team might:

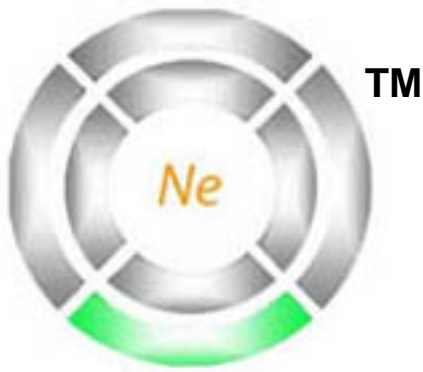
- Fail to see alternative perspectives;
- Be unable to find a way around hard problems;
- Lack a long-term strategy or vision;
- Be devoid of new ideas

To make appropriate use of the 'Innovator' role the team should:

- Come up with alternative solutions to the problem
- Allow all ideas to be aired, no matter how radical

Ideal Team Profile Questionnaire

Explorer



When a team focuses on the Explorer role, their primary investment is in change - in trying out new possibilities in the hope of realising hitherto-unseen potential benefits or improvements. A team focused on the Explorer starts new initiatives in order to challenge the status quo and explore new and better ways of doing things. They experiment with the introduction of change, break new ground, and are often looking one step beyond the current situation to see if it can be improved or new potential uncovered.

As with all the other team roles, it is important that the Explorer team role is used appropriately - i.e.: when and where it is needed, and to the right degree.

If the Explorer role is overused in the team, then the team might:

- Not leave alone things that already work well;
- Lack follow through to fully complete projects;
- Start too many new initiatives;
- Keep losing focus during discussions

If the Explorer role is underused in the team, then the team might:

- Get stuck in a rut;
- Miss out on new opportunities;
- Fail to keep improving;
- Reject good ideas with hidden potential

To make appropriate use of the 'Explorer' role the team should:

- Try out or pilot the chosen solution to see what impact it has
- Sound out other people on the proposal to see how they react

Ideal Team Profile Questionnaire

Scientist



When a team focuses on the Conductor role, their primary investment is in the analysis of the situation or problem they are addressing. A team focused on the Scientist team role provides seeks to explain how and why things happen, formulating hypotheses and gathering evidence to assess how true those explanations are. They produce mental models that replicate how particular aspects of the world works, and they try to understand the full complexity of any situation.

As with all the other team roles, it is important that the Scientist team role is used appropriately - i.e.: when and where it is needed, and to the right degree.

If the Scientist role is overused in the team, then the team might:

- Over-analyse things, causing 'paralysis by analysis';
- Have too many competing theories about things;
- Nit-pick each others' arguments;
- Get locked into an irreconcilable debate

If the Scientist role is underused in the team, then the team might:

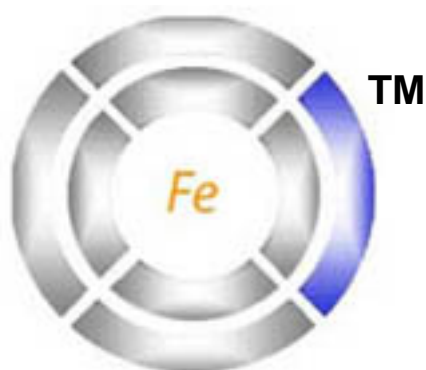
- Be unable to solve difficult problems;
- Fail to understand complex situations;
- Not realise the consequences of actions;
- Adopt solutions that could fail to succeed

To make appropriate use of the 'Scientist' role the team should:

- Analyze the problem to identify causes
- Identify any related situations where this problem/issue may have been encountered before

Ideal Team Profile Questionnaire

Coach



When a team focuses on the Coach role, their primary investment is in relationships, building rapport with people, creating a positive team atmosphere, looking after people's welfare, motivating people and/or providing a service to the satisfaction of others. A team focused on the Coach role values people's contributions, seek to develop the role that others play, and invest a lot of effort in building positive relationships. They try to overcome differences of opinion and find ways in which they can forge agreement.

As with all the other team roles, it is important that the Coach team role is used appropriately - i.e.: when and where it is needed, and to the right degree.

If the Coach role is overused in the team, then the team might:

- Compromise too much and jeopardise achievement;
- Build team spirit at the expense of creative conflict;
- Fail to make enough demands of others

If the Coach role is underused in the team, then the team might:

- Fail to reach consensus;
- Provide inadequate support to each other;
- Discourage and demotivate people;
- Work independently at the team's expense

To make appropriate use of the 'Coach' role the team should:

- Consider who else needs or would want to be involved
- Consider how to win their commitment/involvement

Ideal Team Profile Questionnaire

Team Results

There is no such thing as an 'ideal' team that is right for all circumstances. What is 'ideal' is that a team is able to respond appropriately to whatever circumstances arise. If a situation needs an approach that is primarily Conductor in style, then it is appropriate for the team to spend most of its' time in that role. However, when circumstances demand that the team switch temporarily into Innovator mode then the ideal team is able to take an Innovator style for a short time.

The table below shows the aggregated results of everyone who has completed the ITPQ. That is, it shows the collective views on what the team needs to do to be successful.

Roles with the highest scores are probably the ones that the team needs to give most attention to, in order to maximise their performance. Roles with the lowest scores are probably not as important at the moment, and too much time spent in them may detract from team performance. (This set of priorities may change over time, though, and with changing circumstances).

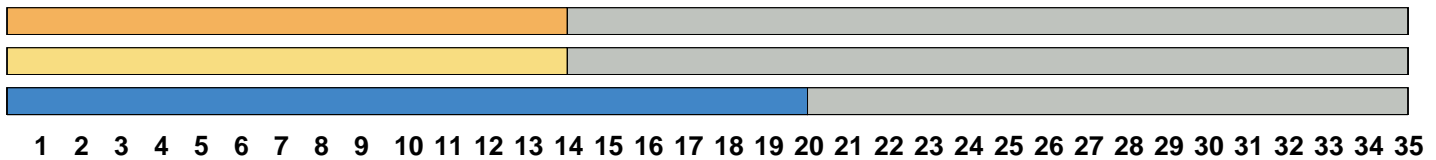
Total No Users: 13

Category	Team Member	Team Other	Overall
Coach	14	14	14
Crusader	19	19	19
Explorer	16	18	17
Innovator	18	18	18
Sculptor	17	19	18
Curator	17	18	18
Conductor	20	18	20
Scientist	16	16	16

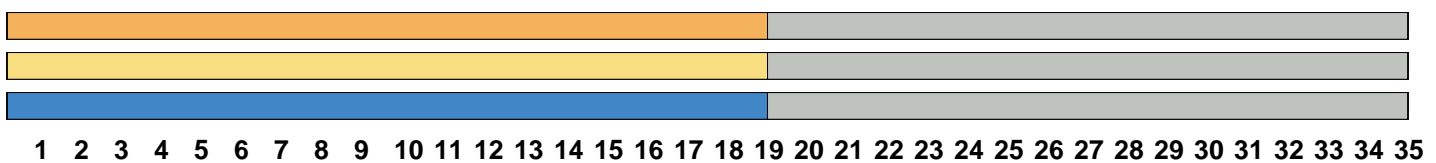
Ideal Team Profile Questionnaire Team Results

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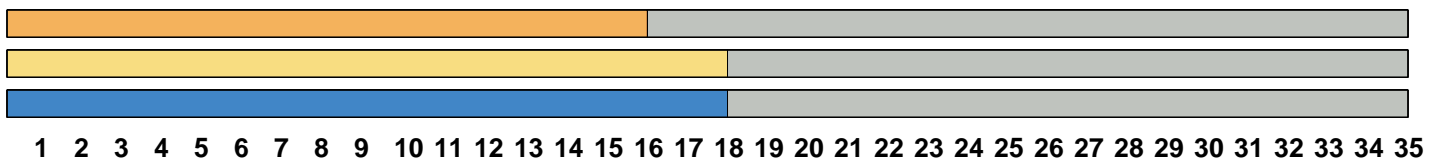
Coach



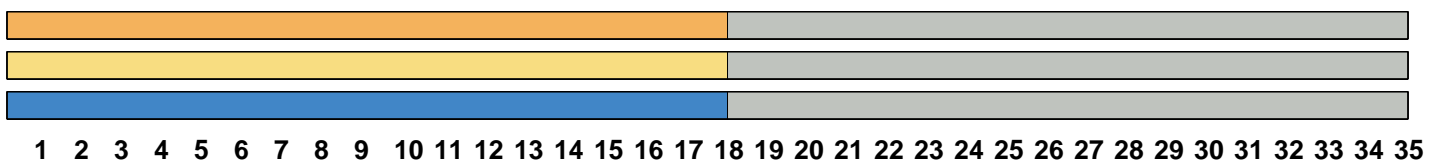
Crusader



Explorer



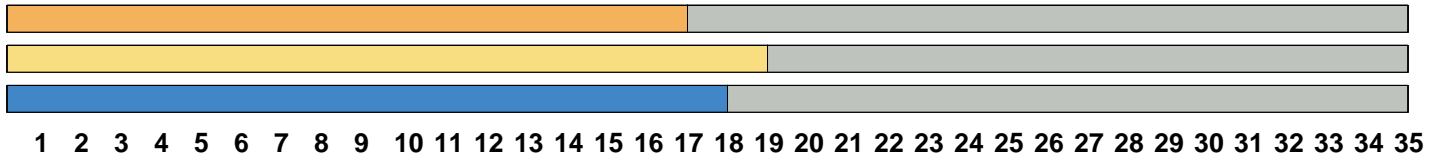
Innovator



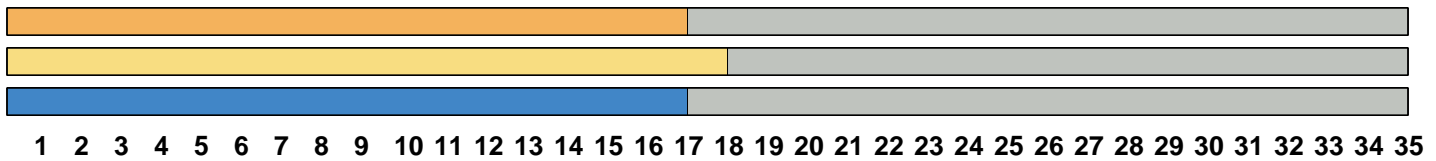
- Team Member
- Team Other
- Overall

Ideal Team Profile Questionnaire Team Results

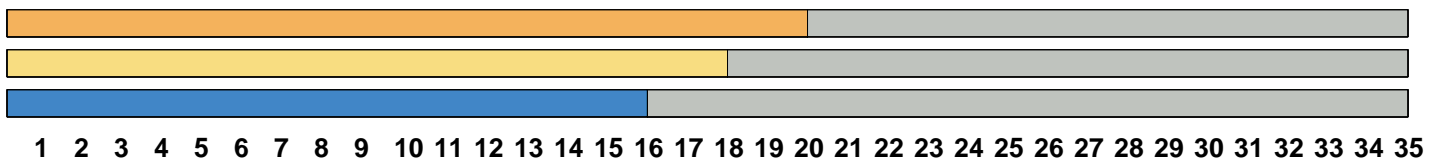
Sculptor



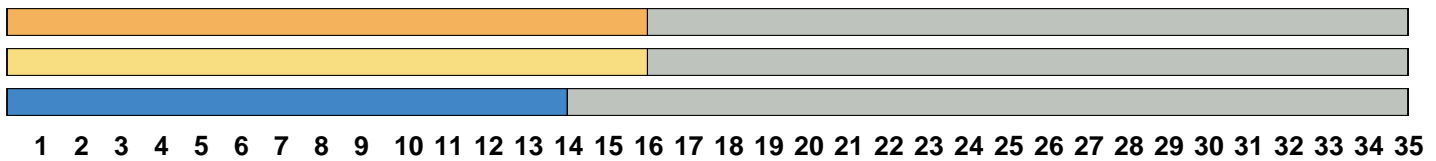
Curator



Conductor



Scientist



- Team Member
- Team Other
- Overall

Ideal Team Profile Questionnaire

Team Decision-making

The Ideal Team Profile Questionnaire (ITPQ™) is primarily used for comparisons with either individual preferences or the aggregated results of all team member roles (as determined by the MTRi™).

Whilst the ITPQ™ can be used on its own to identify the ideal team profile, it can also be compared with the results from other questionnaires either for the purposes of team performance management or individual coaching, with a view to:

- Ensuring there is congruence between what the team needs and what an individual is contributing
- Changing individual behaviours to contribute to greater team success, by diverting energy away from over-used roles (by comparison with the ideal team profile) towards under-used roles
- Where the individual's primary team role is relatively low in the team profile, assessing whether there is a need for a 'specialist' to give that role particularly high attention; and if so, ensuring that the individual feels that the importance of their contribution is properly valued by other team members

The ideal 'win-win' situation for any individual in a team is that there is a congruence between three important factors:

- What the business wants, to succeed
- What the individual wants, for job satisfaction
- What the individual is actually doing to meet the daily demands of work

If there is a significant difference between these three things, then either the business or the individual will suffer: to be successful, the individual is having to do things that are dissatisfying; or the individual is doing what gives job satisfaction with a consequential loss of opportunity for the team.

To aid in establishing the degree of congruence, these three factors can be measured:

- The ITPQ™ helps the team identify what the business needs to succeed
- The Type indicator (or MBTI®) helps the individual identify what is required for job satisfaction
- The MTR-I helps identify what the individual is actually doing

An individual's type preferences may not be a simple indicator of what an individual wants to do in order to feel satisfied in his/her job. In a similar manner, the Ideal Team Profile may not be an indicator of what an individual needs to do to help the team succeed.

Sometimes team members have very similar jobs - in which case it is likely to be best that their individual roles are similar to the ideal team profile.

In other cases, team members have differing and complementary jobs. An example may be an IT support team, where one member of the team is responsible for quality assurance (requiring primarily Curator/Conductor team roles), and the rest being responsible for customer support (requiring primarily Sculptor/Scientist). In view of this, the team needs to establish how the differing roles of the team members can best 'fit together', like a jigsaw, and the role each individual should play. Working out the 'best fit' of team and individual needs can, like doing a jigsaw, be a process that requires a great deal of thought, and trial and error.

The ITPQ™ can support organisational development and succession planning processes by identifying the differing demands required of individuals in different teams and at different levels of the organisation. Using the ITPQ™ and Type indicator together gives the organisational development professional information that can be used in planning the best fit of individual to team (though, many other things also need to be considered - such as skills, experience, potential, development, etc.).

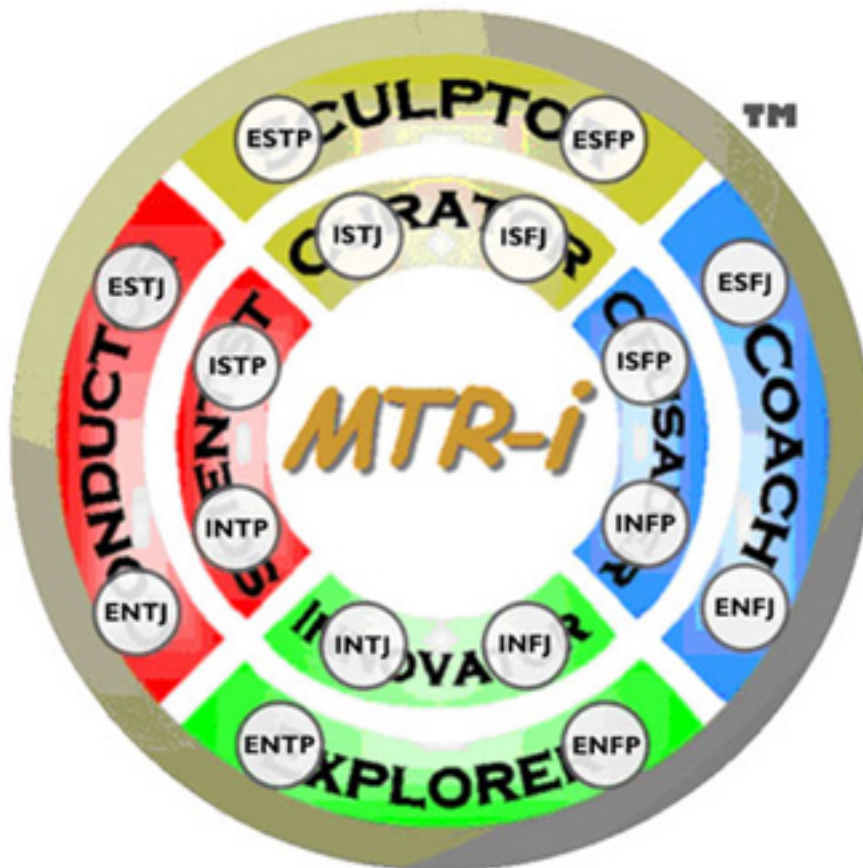
Ideal Team Profile Questionnaire

Personal Development Using the ITPQ™

Any personality type can undertake any team role. However, each personality type usually feels more comfortable in certain favoured roles. Where you undertake a role that is not a favoured one, this is known as the 'stretch'.

A large stretch can be a good thing or a bad thing. A large stretch is good if it develops the individual but is bad if it causes the particular person stress.

A small stretch can also be a good thing or a bad thing. A small stretch is good when you are finding fulfilment in your job, but it can be bad if the stretch is so small that you are stagnating and failing to develop.



The above chart can be used to highlight the similarities and differences between your personal type preferences (as determined by the PTI), the current role in the team (determined by the MTRi™) and the ideal role for the team (determined by the ITPQ™).

Ideal Team Profile Questionnaire

Team Development Suggestions

This output report has offered a wide range of feedback to the team as a whole, which needs to be carefully considered as part of an overall picture of the team's capacity to deal with its challenges and with other teams and to work in an effective way. This report provides only one part of a large 'jigsaw' of inputs to any view that may be formed. However, there are some particular conclusions that can be drawn from completing the ITPQ™ assessment in terms of future action planning for the future. Team members may therefore like to use the form below to collect and summarise their thoughts and to record some of the steps that they may like to take:

Summary

What does the ITPQ™ suggest the team needs to do in order to maximise their performance?

Why are those things important for the team at this point in time?

Action plan

What action does the team need to take in order to make the changes required to improve team performance?

When and how should the team assess the impact of those changes and review the next stage of its development?

Ideal Team Profile Questionnaire

ISTJ Curator	ISFJ	INFJ Innovator	INTJ
ISTP Scientist	ISFP Crusader	INFP	INTP Scientist
ESTP Sculptor	ESFP	ENFP Explorer	ENTP
ESTJ Conductor	ESFJ Coach	ENFJ	ENTJ Conductor

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