Introduction to your TEAMS Style Report

Your TEAMS Style is a measure of your thinking and task preferences. The TEAMS Profile looks at the way people think and function best in a group or team environment. The TEAMS Profile breaks down the core functions of a group into five key roles performed by the group to carry out tasks and accomplish goals. The titles of the roles are:

- T = Theorist
- E = Executor
- A = Analyzer
- M = Manager
- S = Strategist

The TEAMS Profile does not measure ability, but rather preferences for the roles and key activities performed. When people are placed in their area of preference, productivity and job satisfaction increases and stress is reduced. The slogan “Together Everyone Achieves More” is not only catchy, it is the premise for team development. A strong team is formed of complementary roles, not conflicting roles. Utilizing all five roles has proven to work best to get the job done.

TEAMS Style Overview

Theorist
- Creator
- Visionary
- Idea Provider

Executor
- Procedural
- Implementer
- Standards Setter

Analyzer
- Practical
- Organizer
- Refiner of Methods

Manager
- Balancer
- Diplomat
- Facilitator

Strategist
- Goal Setter
- Plan Builder
- Problem Solver
Characteristics of each TEAMS Style

**Theorist**
- Creative problem solvers
- Their ability to think outside the box to create goals, processes, and timelines
- The team member that generates ideas, models, and hypothesis

**Executor**
- Doing things according to plan and doing them well
- Valued for being action-oriented, organized, and dependable
- The team member that implements the ideas, programs, and solutions developed by the team

**Analyzer**
- Accuracy, quality control, analytical
- They set high standards and weigh the risk vs. potential reward
- The team member that is always thinking of quality and refinement of the process or program

**Manager**
- Diplomatic, balanced approach to problem solving
- The ability to see a project from all the different team members’ viewpoints
- The team member that facilitates and balances the needs of individuals

**Strategist**
- Simplify concepts, market ideas, provide solutions
- Finding ways to push ideas and overcome obstacles
- The team member that identifies and simplifies ideas to form a strategy and market concepts
Potential Limitations of each TEAMS Style

**Theorist**
- The higher the Theorist Style, the greater the chance for generating new ideas rather than focusing on completion of tasks.

**Executor**
- The higher the Executor Style, the greater the need for clearly defined processes and goals in order to be effective.

**Analyzer**
- The higher the Analyzer Style, the greater the chance of becoming bogged down in the details of the project and losing sight of the goal.

**Manager**
- The higher the Manager Style, the greater the chance for not balancing needs equally and losing sight of priorities needed to meet goals.

**Strategist**
- The higher the Strategist Style, the greater the chance of putting too high of expectancy on others or overinflating benefits/solutions.

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Lexie 's team role preferences

High Style: Theorist

The Theorist is the member of the team who generates ideas, models and hypotheses. They have the capability to exhibit a high task-orientation while remaining very sensitive to problems. Theorists have an innate ability to see problems and situations from different vantage points and thereby develop ideas and solutions that others may overlook. They are creative, determined and analytical in their approach to effective problem-solving, and are highly unwilling to accept a "quick fix." Theorists initiate changes and improvements. They tend to be determined individuals and are often very sociable. These are the people who excel at “thinking outside the box.” When they also possess high levels of interpersonal communication skills, they can be very effective at recruiting people to help implement their ideas. Theorists are a source of fresh insights, innovative concepts, inventive and unique approaches, and ground-breaking proposals. Once the ideas have been generated, Theorists will interact well with Strategists and Analyzers to determine the best methods for implementing their ideas.

Theorists are valued for their ability to move the team in new directions, exploring and defining solutions. They are not afraid of the untried or the unique, and tend to move rapidly through a series of several different approaches to move any project or concept forward.

Theorists are creative problem-solvers. Their primary team strength is their excellent ability to see problems from a new angle. Theorists see solutions that others do not. Their conceptual developments often go beyond the obvious to the unique. They possess an uncanny ability to provide an accurate assessment of the present situation and the necessary steps to follow. They interact very well with Strategists. Theorists are not afraid of new ideas and will often take a thorough and methodical approach to problem-solving that examines several possible solutions. Many Theorists have strong, well-developed communication skills. They are able to negotiate conflicts by taking positive action and presenting several options that consider all possible avenues.

The Theorist loves new ideas, and may have a tendency to focus on generating new ideas rather than focusing on completion. They need deadlines and will benefit from high levels of interaction with other team members who have the ability to help them focus on follow-through. When appropriate, their creative energy needs to be directed towards the implementation of their ideas rather than the creation of new ones.
Second Highest Style: Executor

The Executor is the member of the team who implements the ideas, programs, solutions and initiatives developed by the team. They concern themselves with the process of carrying out and completing the tasks that need to be done. Executors will clarify all expectations and procedures before undertaking new projects, and will appreciate the procedures being in place before they begin to work on them. Once they understand the process, and have taken the opportunity to observe the results and compare them with previous projects, Executors are invaluable sources of information for making beneficial changes to the process. This is because Executors often have an extremely clear understanding of the elements that make up the process, and are excellent sources of information on bottlenecks, breakdowns, stoppages, etc. In sharing process information, Executors may provide some ideas regarding process improvement, but they do not typically see themselves as the source for new ideas in the group. However, the Executor will frequently feel uncomfortable volunteering information leading to procedural change, so one of the other team members will need to inquire, preferably in a nonthreatening manner. The Executor will be concerned about performing assigned tasks correctly and may take criticism personally. Also, Executors do not characteristically see themselves as “leaders,” and prefer not to hold leadership roles.

Executors are valued for their precision and accuracy, and others know they can count on them. Their motto is, “Do things according to plan.” They set personal standards for excellence that often exceed others’ standards, but have the ability to carry those standards into the production process. When faced with procedural issues, they are able to solve them logically and methodically. They are naturals at putting the “finishing touches” on a project.

Their systematic, detail-oriented approach to operations is the core strength of the Executor. This approach often allows them to see impending problems before others might, and provide information to better accomplish the task.

The Executor tends to adopt a “wait and see” attitude, rather than taking charge of a situation. Seeking their input at regular intervals is important. Also, Executors need clearly-defined processes and goals in order to be effective.
Your Values Style is a measure of your ideals and hidden motivators. The Values Profile looks at the underlying and hidden motivators that affect behavior. Whereas Personality Style (DISC) is observable and personality issues can be resolved with some effort, Values Styles are not as observable or easily resolved. Values are hidden and ingrained deep in our subconscious. The Values Profile assesses an individual’s need to have four core values met in his/her life. All people share the following four Values Styles in varying degrees of intensity.

- **L = Loyalty**
- **E = Equality**
- **P = Personal Freedom**
- **J = Justice**

Knowledge of Values Styles can help people become more tolerant of individual differences to reduce conflict and increase understanding. In the workplace, long-term retention issues can be influenced when specific job values requirements correlate with an applicant’s personal values. Hiring managers have found knowledge of a prospect’s Values Styles critical to hiring decisions.

**Values Style Overview**

- **Loyalty**
  - Traditions
  - Relationships
  - Serving Others
  - Responsible Living

- **Equality**
  - Respect
  - Tolerance
  - Individuality
  - Fairness to All

- **Personal Freedom**
  - Opportunity
  - Self-Fulfillment
  - Challenge Norms
  - Personal Creativity

- **Justice**
  - Honesty
  - Sense of Right
  - Common Goals
  - Win-Win Situations
This chart below helps put the four Values Styles into perspective.

<table>
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<tr>
<th>Focus</th>
<th>Loyalty</th>
<th>Equality</th>
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<tr>
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<td>Self assertion &amp; happiness</td>
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<tr>
<td>Fear</td>
<td>Disloyalty to beliefs/people</td>
<td>Inner conflict/inequality</td>
<td>Loss of personal well being</td>
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<tr>
<td>Work Style</td>
<td>Meaningful involvement</td>
<td>Socially acceptable</td>
<td>Self-expressed individuality</td>
<td>Personal involvement</td>
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</table>

**Potential Limitations of Each Style**

**Loyalty**
- The higher the Loyalty Value, the greater the chance of being locked into a certain pattern of thinking.

**Equality**
- The higher the Equality Value, the greater the chance of losing track of day-to-day responsibilities.

**Personal Freedom**
- The higher the Personal Freedom Value, the greater the chance of win-lose situations developing.

**Justice**
- The higher the Justice Value, the greater the chance of overestimating personal energies and resources.

An iceberg is a good analogy to describe Values Styles and how they influence Personality Style. Personality and behavior are the areas of the iceberg we can observe, while values are hidden under the surface informing our decisions and driving our actions.
Lexie's Hidden Motivators

High Style: Justice

The characteristics of individuals with a high Justice values style are:

- Finding fulfillment through meaningful relationships and seeking fair and workable solutions.
- Bettering conditions of the environment for the common good, even at their own personal expense, as long as everyone will benefit.
- Avoiding situations that are unjust or conflicting with a sense of inner honesty.
- Improving the present quality of life even though the number of personal benefits may be decreased.

- **Focus**: Inner honesty
- **Outlook**: Seeks personal acceptance with others for the common good
- **Goal**: Acceptance into the group
- **Fear**: Lack of personal harmony and injustice
- **Workstyle**: Personal involvement

The more energy expended towards Justice, the greater the chance of overextending personal energies and personal resources.

A person with a Justice values style is likely to say:

- "It doesn't matter if things are equal, as long as a 'win-win' situation exists."
- "To me, 'how to live' and 'how to play' are often more important than winning."
- "It is crucial to me that I have a positive impact on the world around me."
- "I take my responsibilities very seriously."
- "I am motivated to act primarily by my conscience."
- "I enjoy serving others and hold to a strong belief system revolving around everyone winning in some way."

A person with a Justice values style is likely to have a personal goal of acceptance with others. They may become overly demanding of themselves and what they can actually expect to accomplish within the limits of human energy and available resources. With a high Justice values style, one can become more effective by developing SELF-TOLERANCE and GREATER SELECTIVITY OF PROJECTS. They can do this by asking themselves these questions:

- "What can I suggest that will benefit and encourage everyone to do their part?"
- "How can we accomplish this goal without compromising our commitment to each other?"
Second Highest Style: Personal Freedom

The characteristics of individuals with a high Personal Freedom values style are:

- Challenging or questioning the existing systems, rules, standards, and procedures in order to increase the boundaries of personal freedom.
- Seeking self-preservation and satisfaction through the accomplishments of personal goals.
- Preventing the loss of personal well-being.
- Expressing energy through creative, untested and nonconventional ideas.

- **Focus**: Self-fulfillment
- **Outlook**: Seeks personal goals and aspirations
- **Goal**: Self-satisfaction
- **Fear**: Loss of personal well-being
- **Workstyle**: Self-expressed individuality

The more energy expended towards Personal Freedom, the greater the chance of win/lose situations developing.

A person with a Personal Freedom values style is likely to say:

- "I take action in order to be emotionally and psychologically secure."
- "I enjoy having enough control of situations to 'do it my way.'"
- "People may say I am a nonconformist."
- "I prefer to exhibit my own style rather than follow fads and trends."
- "I don't mind challenging things that conflict with my viewpoint."
- "I tend to focus on my pursuit of various life experiences."

A person with a Personal Freedom values style is likely to have a personal goal of self-preservation and personal comfort achieved by taking care of personal interests first. They sometimes get involved in win-lose or even lose-lose situations. With a high Personal Freedom values style, one can become more effective by developing TOLERANCE FOR OTHERS and COMMITMENT TO COMMON GOALS. They may achieve this by asking themselves these questions:

- "What can I suggest that will make things better for myself without making things worse for others?"
- "How do my goals fit into the mission or project?"