

LEADERTREKS
LEADERSHIP DISCOVERY SERIES

Team Roles

Skill Survey & Strategies

Student Guide

LeaderTreks

Introduction

To begin, think of some of the groups or teams you have been a part of in your life. You can list a sports team, a performance group, a work crew, a small group, a group project for school, or any other group with a purpose.

| | |
|-------|-------|
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Every team has three kinds of roles. The first are task roles where group members are concerned about accomplishing the goal. The second are social roles where group members are concerned for relationships and healthy group functioning. The third are destructive roles where group members are more concerned for themselves than for the team. Task roles and social roles must be exercised and destructive roles eliminated for a successful team experience.

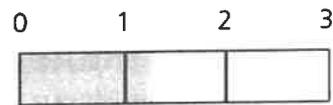
This tool will help you examine your behavior as a team member against 26 different team roles: 10 task roles, 8 social roles, and 8 destructive roles.

| Task Roles | Social Roles | Destructive Roles |
|--------------------|---------------------|--------------------------|
| Initiator | Encourager | Aggressor |
| Information-seeker | Harmonizer | Blocker |
| Opinion-seeker | Negotiator | Dominator |
| Information-giver | Facilitator | Recognition-seeker |
| Opinion-giver | Standard-setter | Clown |
| Clarifier | Tension-reliever | Deserter |
| Technician | Observer | Help-seeker |
| Summarizer | Participant | Lobbyist |
| Evaluator | | |
| Energizer | | |

With your list of team experiences in mind, read the description of each role. Then rate yourself on how frequently you fill this role in a group. Use the following scale:

- 0 = I almost never fill this role
- 1 = I will reluctantly fill this role if needed
- 2 = I will gladly fill this role if needed
- 3 = I almost always fill this role

Shade in the bar to show your score. For example, if you never exhibit these behaviors and rate yourself as 0, then leave the bar blank. If you rate yourself as 1, shade the first rectangle. If you rate yourself as 2, shade the first two bars. If this role describes how you typically behave in a group, then shade in all three bars. Feel free to shade only a part of a bar as in the sample below.



Now read the role descriptions and shade in each bar accordingly.

Let's begin with task roles. Task roles describe what group members do to keep the group on track and get something accomplished. Read the description of each role and rate yourself using the following scale.

- 0 = I almost never fill this role
- 1 = I will reluctantly fill this role if needed
- 2 = I will gladly fill this role if needed
- 3 = I almost always fill this role

| Role | Description | Frequency (shade in the bar) |
|--------------------|---|---|
| Initiator | A group member who gets the group started, provides direction, and contributes new ideas. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Information Seeker | A group member who asks for more information and makes the group aware of information gaps. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Opinion Seeker | A group member who asks others to share their opinions, beliefs, feelings, and values. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Information Giver | A group member who provides the group with information relevant to its work. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Opinion Giver | A group member who shares personal opinions, beliefs, feelings, and values. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Clarifier | A group member who defines terms, explains ideas, and adds examples to further a point. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |

| Role | Description | Frequency (shade in the bar) |
|-------------|--|--|
| Technician | A group member who assists in preparations for meetings, provides needed materials, and keeps written records. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Summarizer | A group member who sums up what has been said, shows how ideas are related, and tests conclusions. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Evaluator | A group member who assesses ideas and provides direction to keep the group in line with its goals. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Energizer | A group member who creates enthusiasm for the task and motivates the group to do their best. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |

Next we will move on to social roles. Social roles describe what group members do to keep the group together and relationships strong. Read the description of each role and rate yourself using the following scale.

- 0 = I almost never fill this role
- 1 = I will reluctantly fill this role if needed
- 2 = I will gladly fill this role if needed
- 3 = I almost always fill this role

| Role | Description | Frequency (shade in the bar) |
|------------------|---|--|
| Encourager | A group member who praises other members, speaks positively, and accepts the contributions of others. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Harmonizer | A group member who resolves conflict and emphasizes team-work. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Negotiator | A group member who helps the group find solutions that are acceptable to everyone. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Facilitator | A group member who watches the flow of communication and invites silent members to contribute. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Standard-setter | A group member who expresses standards for the group and provides feedback on progress. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Tension-releaser | A group member who uses friendly humor to break the ice and cool hot tempers. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Observer | A group member makes the group aware of its feelings and provides feedback on how the group is doing. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Participant | A group member who supports the group and willingly accepts ideas of others and assignments. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |

Last, we will take a look at destructive roles. Destructive roles describe self-centered behavior that hurt task performance and tear down relationships. Destructive roles are negative and should be avoided. Read the description of each role and rate yourself using a slightly different scale.

- 0 = I almost never fill this role
- 1 = I will occasionally fill this role
- 2 = I struggle with this in certain groups
- 3 = I struggle with this in every group

| Role | Description | Frequency (shade in the bar) |
|--------------------|---|--|
| Aggressor | A group member who attacks others, uses put-downs, jokes inappropriately, or diminishes the ideas or feelings of other group members. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Blocker | A group member who slows down the group, resists progress, and is often negative and disagreeable. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Dominator | A group member who tries to control a group, manipulates others, and interrupts those who are talking. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Recognition-seeker | A group member who tries to become the center of attention and brags about self to impress others. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Clown | A group member who uses humor inappropriately, gets the group off track, and works hard at goofing off. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Deserter | A group member who stops contributing, acts bored, looks down on the group, or is often negative and cynical. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |

| Role | Description | Frequency (shade in the bar) |
|-------------|--|--|
| Help-seeker | A group member who inappropriately shares personal problems and tries to gain the sympathy of group members. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Lobbyist | A group member who pleads for special interests that get the group off track and use up valuable time. | 0 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |



Growth Strategies

Now look back over the scales and decide which roles you most frequently and naturally fill.

TASK ROLES

Choose one to three task roles you rated the highest.

My most frequent task roles:

SOCIAL ROLES

Do the same with the social roles you most frequently and naturally fill. Choose one to three social roles you rated the highest.

My most frequent social roles:

DESTRUCTIVE ROLES

Destructive roles hurt team performance and relationships. Select the one that is your biggest struggle.

A destructive role I must be careful to avoid:

Life and Team Roles

For the rest of your life you are going to find yourself working together with other people in groups or on teams. In school you will be assigned to group projects. In sports you will usually be a part of a team. When you start your career you will be assigned to a department that needs to function as a team. When you volunteer at church or for any other cause, you will work together with others on committees and action plans. Knowing about team roles will be useful to you whenever you find yourself in a team. Every team needs to pay attention to both getting the job done and group maintenance. You will have many opportunities to do this by spotting the need and filling team roles and social roles when appropriate.

Leadership and Team Roles

You may not be the official leader of a team, but when you help the group move ahead by filling one of these roles, you are a leader. Any person who steps up to do a task role on a team is helping the team achieve its goal and exhibiting leadership. Any person who steps up and fills a social role is strengthening the team relationship and exhibiting leadership. Any individual who checks their own motives and behaviors to avoid destructive roles is exhibiting self-leadership.*

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*LeaderTrek offers the Self-Leadership Track for students interested in building character, sharpening their spiritual gifts and learning what they do best and how to do it. See the additional resources listed in the back of this book.

Application

Now look back over the scales and decide which roles you most frequently and naturally fill.

TASK ROLES

Choose one to three task roles you rated the highest.

My most frequent task roles:

SOCIAL ROLES

Do the same with the social roles you most frequently and naturally fill. Choose one to three social roles you rated the highest.

My most frequent social roles:

DESTRUCTIVE ROLES

Destructive roles hurt team performance and relationships. Select the one that is your biggest struggle.

A destructive role I must be careful to avoid:
