










Dealing with Different People

Team Role		Do...	Don't...
Plant		Feed them with questions and problems. Encourage them to develop their ideas.	Expect them to conform. Criticise ideas that have no immediate application.
Resource Investigator		Kindle their enthusiasm. Encourage them to communicate, investigate and negotiate with others.	Press for too much detail. Presume that they will deliver everything they promise.
Co-ordinator		Bring wider issues to their attention. Deliver what you have agreed to do.	Promote hidden agendas. Undermine them by doing private deals" or pursuing "personal conflicts" behind the scenes.
Shaper		Be tolerant and helpful when their sense of urgency creates problems. Respond quickly to what is demanded.	Become diverted from what is demanded. Try to contradict them.
Monitor Evaluator		Consult them when difficult decisions have to be made. Draw them out by asking questions.	Overrule them through enthusiasm or collective pressure. Expect snap decisions. Try to sell them anything.
Teamworker		Ask for personal help when under pressure Ask them to intervene when dealing with angry people.	Force them to make personal decisions. Take them for granted and assume they agree to everything.
Implementer		Give them responsibility for organising information. Explain what needs to be done in a systematic way.	Neglect to provide clarity in information. Use them as a sounding board for floating wild ideas.
Completer Finisher		Make clear the nature of the priorities and the deadlines. Get their support in checking.	Show concern at their tendency to worry about getting it right. Overload with work or set unrealistic deadlines.
Specialist		Value their contribution as a source and seeker of knowledge. Ask them to undertake research on behalf of the team.	Neglect them due to their reluctance to mix with others. Involve them in wide ranging and unstructured discussions.