

leadership style and team types

David Sample

People score is 7.3 Task score is 2.4 Situational score is 6.5

David is a Participative leader with high situational flexibility. This means he will be more people oriented than task oriented in his leadership style, and will see "achievement through others" as the most appropriate route to task success. His primary concerns in managing others are likely to be the well-being, motivation and commitment of his team. He will typically involve colleagues and subordinates in planning and decision making, not only on a consultative basis, but often in a fully democratic manner, allowing himself to be influenced by others even if the consensus view is not entirely consistent with his own. He will favour a friendly, cohesive and co-operative working environment, avoiding autocracy and deliberately underplaying differences in authority or status. His higher than average level of situational flexibility suggests that he will often move away from his usual style of leadership, using different approaches in different management contexts. He will frequently see fit to adapt his style to the characteristics of subordinates (or team colleagues) or to other circumstantial factors. On these occasions he will modify his behavioural style, tailoring his actions to meet the specific requirements of the situation.

2 Implementer
3 Monitor Evaluator
3 Completer Finisher
4 Coordinator
5 Shaper
7 Team Worker
7 Resource Investigator
10 Plant

David's primary team role is Plant. Plants are the source of creativity and imagination in the team. They may not have the interpersonal skills of the Co-ordinator, perhaps being more individualistic and less team oriented, but they approach problems in novel ways. Plants can be more radical thinkers, and are less constrained in the way that they go about things. They may not always take account of practical considerations, and it could be left to other team members to bring them down to earth. Plants can be rather sensitive and sometimes serious-minded, so that if others do not seize upon their novel ideas with appropriate enthusiasm, they may feel hurt and give up. They need a certain amount of judicious praise to help them maintain their enthusiasm.

David's secondary team role is Resource Investigator. Resource Investigators are often extraverted and friendly and may develop wide social networks. They use these networks and contacts to enable them to explore resources outside the immediate team which may be of assistance in meeting group goals. They explore widely and are stimulated by novelty and new ideas. Their strong interpersonal skills also reach into negotiating ability, and they are often called upon to do deals. If others do not keep the Resource Investigator interested, enthusiasm falters, and they may flit to something new as the novelty starts to wear off.

