



## Primary Relationship Roles

### CHANGER

- Reforming, straight, decisive, impatient, tough
- Knows what they want, makes quick decisions

### INFLUENCER

- Vivid, idea rich, talkative, spontaneous, restless
- Talks people on to their side, acts on instinct

### PLANNER

- Prudent, target-minded, demanding, systematic
- Holds on to their outlook, goes where they want

### DEVELOPER

- Centered on the facts, creative, demanding, analyzing, distant, produces
- Brand new ideas, demands a lot from everybody

### STIMULATOR

- Extrovert, open, sociable, jovial
- Makes things happy, ready to go along

### PARTICIPATOR

- Pleasant, friendly, calm, helpful
- Doesn't put oneself first, understands people

### COMMUNICATOR

- Friendly, accurate, justifying, modest, open
- Understands different opinions, tells why things are how they are

### DOER

- Careful, smooth tempered, trustworthy, calm
- Doesn't try to attain the impossible, wants to help others

### ASSURER

- Thorough, prudent, accurate, pensive, quiet
- Doesn't tell his/her own opinion, does things the way they should be done

### SPECIALIST

- Seeks perfection, pedantic, pertinent, inquiring
- Examines why things are why they are, notices details

## CHANGER

The Changer is the group's lonely wolf who wants to control him/herself and his/her actions. The Changer does not care about titles or status, but believes that he/she is above them. The Changer has an answer ready for most questions and he/she is not afraid to give his/her opinions. Some see the Changer as frightening and believe he/she at times underestimates others. In reality he/she wants others to first show what they can achieve. Only then he/she gives his/her attention and acceptance into his/her group. The Changer is constantly looking for challenges and he/she is not afraid of the unknown. Routines bore him/her quickly. The Changer wants to be in the front line developing new things and creating something unique. He/she finds it very unpleasant to admit defeat and to go back. As a goal oriented person he/she is ready to adapt him/herself into new groups and situations quickly. The Changer does not live in the past.

### **An attitude toward teamwork**

- Real waste of time
- A lot of idle talk
- A means to get information from others

### **A role in a team**

- Carries through one's own message
- Decides what they talk about
- Challenges to a debate

### **A role as a decision maker**

- Wants to participate in decision making
- Makes courageous decisions
- Does not always listen to others

### **A role as a motivator**

- Motivates with toughness
- Stirs up to action
- Does not let you become exhausted

### **A role as a performer**

- Does it quickly and suddenly
- Gets bored quickly
- Does things their own way

### **The benefit the group receives**

- A group does not get stuck
- Brings something new to the group continuously
- Puts an idea on the table and figures where the problems lie

## **The easiest way of finding the joint rhythm - convergent roles**

Influencer, Planner, Developer

## **The most difficult way of finding the joint rhythm - complementary roles**

Doer, Participator, Assurer

## INFLUENCER

An Influencer is someone who creates ideas and wants to move forward. He/she has a good ability to influence others. The Influencer does not hesitate and deliberate but believes in his/her instinct and spontaneity. He/she likes change and taking part in many different kinds of groups, situations and roles. Others see the Influencer as an open and sociable person but somewhat superficial and self-absorbed. In reality he/she is so active that he/she does not have time to stop and think about others, even if he/she would like to. The Influencer likes to express his/her opinions and tries to persuade others to agree. He/she is not a very patient listener. He/she has to stand out in a group somehow; he/she finds it awful to be an average person in an average group. Concentrating on one thing is difficult for the Influencer because he/she is better at creating and starting ideas than implementing them.

### **An attitude toward teamwork**

- A means to get people's attention
- A way to get the group motivated
- A possibility to delegate boring routines away

### **A role in a team**

- The one who gives a push to a conversation
- The one who introduces new thoughts
- The one who stops hesitation

### **A role as a decision maker**

- Wants to make quick decisions
- Brings up decisive ideas
- Does not analyze all the alternatives

### **A role as a motivator**

- Creates group enthusiasm
- Motivates by speaking
- Supports and encourages

### **A role as a performer**

- Aims at simplicity
- Does not deliberate for long
- Applies own rules

### **The benefit the group receives**

- The group is able to be renewed - does not get stuck
- Group's atmosphere stays open
- Includes people

### **The easiest way of finding the joint rhythm - convergent roles**

Changer, Stimulator

### **The most difficult way of finding the joint rhythm - complementary roles**

Doer, Assurer, Specialist

## PLANNER

A Planner is an extremely methodical and systematic person who wants to know where things are going and how to get there. The Planner seeks development and change but wants them to take place with care and consciousness. He/she prefers people to behave in a professional manner when working in a group. The Planner does not understand joking when the time is wrong. People find the Planner reliable and balanced but also stubborn and principled. In the beginning, the Planner often takes a negative viewpoint to changes other people may suggest. In reality he/she just wants to make sure that nothing unexpected will happen. The Planner finds it very important to stand behind his/her words and trust that others will do the same. The Planner likes to work hard until projects are complete because he/she does not find it easy to leave things half done.

### **An attitude toward teamwork**

- A means to ensure the correct assignment of tasks
- A forum to deliver information
- Important from the point of view of the organization

### **A role in a team**

- Critic and questioner
- Defender of principles
- Analyser of things

### **A role as a decision maker**

- Makes principle decisions
- Wants grounds for the decisions
- Wants to accept decisions

### **A role as a motivator**

- Shows commitment
- Does not always remember to encourage
- Is sometimes too inflexible

### **A role as a performer**

- Manages to concentrate on the issue
- Does not give up easily
- Acts according to the instructions

### **The benefit the group receives**

- Things do not stay unfinished
- The group does not get lost on the wrong track
- People aren't treated unfairly

### **The easiest way of finding the joint rhythm - convergent roles**

Changer, Doer

### **The most difficult way of finding the joint rhythm - complementary roles**

Stimulator, Specialist, Communicator

## DEVELOPER

A Developer is a very issue-centered and rational person. Even in a group the Developer emphasizes his/her own individuality, sees things his/her way and does not typically let other people get close to him/her. The Developer likes an opportunity to develop, plan and create something new. The Developer responds according to facts - not feelings. Others see the Developer as someone who knows his/her business and requires a lot from himself/herself, but someone who is also critical and peculiar. In reality he/she just does not believe in one truth. The Developer fears that when others get excited they lose the ability to think rationally. That is why he/she usually wants to discover something that others have not. The Developer does not want to share tasks with others because he/she does not believe that the others can do them the way he/she wants them done. The Developer finds it important not to identify with 'the masses' because he/she believes in his/her own uniqueness.

### **An attitude toward teamwork**

- Inefficient way to do things
- A means to get more information for oneself
- Sociable people's way of avoiding work

### **A role in a team**

- The one who makes analytical summaries
- Maker of new interpretations
- Manager of one's own special field

### **A role as a decision maker**

- Wants to have the last word
- Takes notice of facts - not wishes
- Does not take part in joint discussion

### **A role as a motivator**

- Believes people should be self-motivated
- Gives oneself possibility to develop
- Motivates by leaving in peace

### **A role as a performer**

- Does everything in one's own area
- In one's own estimation does not do overly easy work
- Does not settle for staying put

### **The benefit the group receives**

- Continuous evaluation of one's own work result
- Clear opinions and reasons
- A lot of new thoughts

## **The easiest way of finding the joint rhythm - convergent roles**

Changer, Specialist

## **The most difficult way of finding the joint rhythm - complementary roles**

Participator, Stimulator, Doer

## STIMULATOR

A Stimulator is an extremely open and positive person who wants to see - and sees - good in every person and in every situation. The Stimulator seeks positive opportunities and steers away from all negative situations. He/she lives through his/her emotions and is also able to influence other people's emotions. Others find the Stimulator as someone who is positive and who makes friends easily. Some people may also find the Stimulator superficial and too relaxed. In reality he/she wants to take part in many things and he/she does not find it necessary to analyze every single thing thoroughly. The Stimulator knows that reality is different from what we plan it to be. The Stimulator likes it when he/she is included in everything and when there are many things going on. The Stimulator does not usually say directly what is on his/her mind if he/she feels that it may annoy the other person or if it would lead to an unpleasant conversation. He/she likes bringing up new ideas and attending meetings where new ideas are created.

### **An attitude toward teamwork**

- A means to maintain contact with people
- An important channel for giving data
- A positive way to motivate

### **A role in a team**

- The one who discusses and chats
- The one who brings up new thoughts in a positive manner
- The one who maintains a good atmosphere

### **A role as a decision maker**

- Wants people to decide things together
- Does not want to close the lid on final decisions
- Wants a solution that everybody is happy with

### **A role as a motivator**

- Manages to spend time with people
- Ponders one's words so that they have a good impact
- Talks a lot and tells stories

### **A role as a performer**

- Can't manage to enter into routine tasks
- Participates in the work with others
- May stray from assigned work

### **The benefit the group receives**

- Good atmosphere
- New thoughts
- Being together

## **The easiest way of finding the joint rhythm - convergent roles**

Influencer, Participator, Communicator

## **The most difficult way of finding the joint rhythm - complementary roles**

Specialist, Developer, Assurer

## PARTICIPATOR

A Participator is a pleasant and friendly conversationalist who likes to be with familiar people. He/she likes exchanging thoughts and feelings before moving into action. The Participator finds it important that everyone in the group gets to perform and express their feelings. Others find the Participator as a person who is easy to be with and who is honest toward everyone but also as a person who does not really express his/her honest opinion. In reality the Participator just finds it extremely unpleasant to bring up negative issues which would offend others, especially if they had to be justified. He/she likes working and being with others. He/she does not mind it if he/she has to guide, help or listen to others. His/her own priorities are not as important to him/her as the fact that others work well together. He/she does not want to decide for others.

### An attitude toward teamwork

- An extremely important and efficient way to work
- A way to ensure everybody does what they should do
- Making sure that the group stays together

### A role in a team

- The one who finds compromises
- A listener and a helper
- The one who participates and is present

### A role as a decision maker

- Makes decisions, at most, after having heard others
- Wouldn't want to be in a decision making position
- Makes cautious decisions

### A role as a motivator

- Understands people extremely well
- Manages to discuss and listen
- Brings up positive thought

### A role as a performer

- Does what has promised to do
- Does not always manage to stay away from the other team members
- Is able to act according to other people's instructions

### The benefit the group receives

- Taking notice of everybody's opinions
- Treating people equally
- Enough discussion and exchanging thoughts

## The easiest way of finding the joint rhythm - convergent roles

Stimulator, Doer

## The most difficult way of finding the joint rhythm - complementary roles

Developer, Changer, Specialist

## COMMUNICATOR

A Communicator is a sociable and genial person who also has an ability to understand the group's rules and regulations. He/she has an excellent ability to make boring matters interesting. The Communicator seeks change but not at the expense of people or the organization. Others find him/her very genial and easy-going but also a little mysterious and evasive. In reality the Communicator wants to avoid quarrels and does not want to interfere with other people. He/she is afraid of arguments, which is why he/she does not reveal all of his/her own feelings to people. The Communicator likes the fact that people know what they are expected to do. Meeting different kinds of people in positive situations is ideal to him/her. He/she enjoys investigating things, deliberating different points of view and creating new ideas. However, he/she does not always want to advance those ideas aggressively with others.

### **An attitude toward teamwork**

- A pleasant way to meet people
- A place to ask for and get information
- A means to ensure a good atmosphere remains

### **A role in a team**

- The one who corrects errors positively
- Presents a familiar matter in a new way
- Is a team player

### **A role as a decision maker**

- Cautiously and willingly gives responsibility to others
- Emphasizes the meaning of information
- They want to hear everybody's opinion first

### **A role as a motivator**

- Manages to see things in a positive way
- Guides people and at the same time praises positively
- Brings new ideas

### **A role as a performer**

- Wants to avoid errors
- May stay to discuss and think
- Gets bored if the job gets too routine

### **The benefit the group receives**

- Positive energy for pertinent people
- The one who levels down disagreements
- Information for everybody about issues

## **The easiest way of finding the joint rhythm - convergent roles**

Stimulator, Specialist

## **The most difficult way of finding the joint rhythm - complementary roles**

Changer, Doer, Planner



## DOER

A Doer is a calm person. He/she does his/her work at his/her pace and does not like people who unnecessarily harass or rush him/her. The Doer appreciates reliability, justice, familiar people and situations where one does not have to act or be overly excited. Others find him/her extremely reliable and calm but also slow and uncertain. In reality his/her apparent slowness is due to the fact the Doer wants to do things in a reliable manner and in a way that does not bother others. The Doer does a lot of invisible work for the benefit of others. Preparing for tasks takes more time for him/her than for most people. He/she does not mind to start recurring tasks. Even when focusing on his/her responsibilities, the Doer enjoys being a part of a tight group that offers security. Because the Doer prefers familiar surroundings, he/she tends not to get involved with many different kinds of groups.

### **An attitude toward teamwork**

- An extremely important way to work
- A means to ensure that everything goes right
- Creates safety - everybody helps everybody

### **A role in a team**

- Takes responsibility for anything they do
- Holds on to joint contracts
- Stays in the background

### **A role as a decision maker**

- Does not want to be the first one to decide
- Promotes prudent decision making
- Knows what isn't worth deciding

### **A role as a motivator**

- Creates calmness and reliability
- A cautious person who needs to be motivated
- Shows willingness to help

### **A role as a performer**

- Manages to stay with one's own work
- Follows a given work pattern
- Also emphasizes other people's sense of responsibility

### **The benefit the group receives**

- Promises are kept, unnecessary risks aren't taken
- Even-paced work
- Pace is slowed when necessary, isn't erratic

## **The easiest way of finding the joint rhythm - convergent roles**

Planner, Participator, Assurer

## **The most difficult way of finding the joint rhythm - complementary roles**

Changer, Influencer, Developer

## ASSURER

An Assurer is thorough and calm and concentrates on his/her work. He/she does not like when people disturb him/her, and he/she does not disturb others. The Assurer dreads mistakes and wants to work at his/her pace. Others find him/her accurate and someone who observes everything. The Assurer is also seen as quiet and private. In reality he/she is a considerate person and often does not speak out until the conversation has already taken place. The Assurer finds it extremely important to know what others expect from him/her and how they want him/her to proceed. He/she finds it uncomfortable to jump into the unknown without the support of others. He/she wants matters to proceed systematically and does not tolerate surprises unless their effects to the overall context are deliberated upon carefully. He/she does not find it important to be actively involved with others. However, the Assurer finds it important he/she can rely on others if help is needed.

### **An attitude toward teamwork**

- An important means to delegate tasks correctly
- Getting everybody to take responsibility
- A way to make the right decisions

### **A role in a team**

- Often adapts to the role of a performer
- To make sure that you proceed according to the plan
- Keeps to the back

### **A role as a decision maker**

- Helps rather than makes decisions
- Makes sure of all possible outcomes first
- Delays as long as possible

### **A role as a motivator**

- Motivates by giving information
- Holds on to one's own responsibility
- Often forgets motivation

### **A role as a performer**

- An extremely trustworthy doer
- Enters into one's matter carefully
- Stays on the same thing a bit too much

### **The benefit the group receives**

- Things get done
- Recognizing possible errors
- Staying on schedule

## **The easiest way of finding the joint rhythm - convergent roles**

Specialist, Doer

## **The most difficult way of finding the joint rhythm - complementary roles**

Influencer, Changer, Stimulator

## SPECIALIST

A Specialist attends to his/her own matters carefully and lets others take care of their own business. He/she finds it important to do his/her work as well as possible. Time and other people's pressures do not bother him/her. The Specialist has his/her unique quality criteria which he/she strictly follows. In the group he/she is seen as someone who knows his/her business and someone who secures everything, but is therefore also isolated and separated from reality. In reality the Specialist is a shy person, and does not always find the right words. Since he/she requires a lot from him/herself, he/she does not want to speak until he/she is absolutely certain. When he/she is ready the Specialist provides so much detail that people lose patience before fully understanding him/her. He/she wants to know the logical progression of things and who is responsible for what. He/she does not always feel that it is important to be with others. It is more important that others do not interfere with the Specialist's work.

### **An attitude toward teamwork**

- Generally, a useless waste of time
- A means to calm those who rush
- Suppose it's good for others but not for me

### **A role in a team**

- The one who calmly takes care of one's own business
- Gets into a conversation only at important moments
- Does not always manage to get enthusiastic

### **A role as a decision maker**

- Takes a stand only when the matters concern him
- Prepares an issue bit by bit to the end
- Does not often want to take part

### **A role as a motivator**

- Believes that everybody motivates themselves
- Gives all the information needed when asked
- Creates everybody their own instructions

### **A role as a performer**

- Reliable but still continuously thinking
- Enters into own work with care
- May be inflexible about changing one's habits

### **The benefit the group receives**

- Analyzing things to the end
- Avoiding unnecessary risks
- Sticking to an organization's rules

## **The easiest way of finding the joint rhythm - convergent roles**

Developer, Communicator, Assurer

## **The most difficult way of finding the joint rhythm - complementary roles**

Stimulator, Influencer, Participator