

TEAM ROLES' IMPACT ON TEAM

Team role	Positive impact	Negative impact
Doer	Shifts the team from ideas to action at the right moment. Ensures that the work is progressing at the right pace (with respect to the time available).	Takes responsibility for all actions. Is responsible for tasks that belong to someone else's job description.
Enforcer	Keeps the team moving and focused. Helps to overcome obstacles.	Loses his sense of humour when stressed. Provokes others and hurts their feelings.
Team builder	Keeps the team in harmony. Remains objective in conflicts. Helps to solve conflicts that impede teamwork.	Does not allow the team to use conflict as a way of reaching a settlement. Steers the team to stay in its comfort zone. Focuses more on ensuring that everyone is comfortable than on solving the team's problems.
Explorer	Shares information about what other teams or organisations know or how they have acted in a similar situation.	Steers the team to focus on other teams/organisations instead of their own topics. Allows the team to compare their performance to that of others.
Innovator	Brings new approaches for solving the team's challenges. Brings new solutions to old problems.	Uses all of his energy to try out new approaches instead of focusing on the current challenges. Gets excited about new methods and uses the team as a guinea pig.
Analyser	Prevents the team from taking the wrong decisions by checking the reality and feasibility of the actions and results.	Decides what is right and wrong. Takes responsibility for the quality of decisions in the team. Rejects others' ideas as worthless.
Micromanager	Ensures that all tasks are completed or all items on the agenda have been discussed. Makes sure that all agreed actions have responsible persons and schedules assigned to them.	Prevents progress in meetings by focusing on the details. Takes responsibility for creating, checking and distributing the documentation.
Facilitator	Balances the team by providing tools and techniques. Keeps the team energised.	Takes the role of chairperson but steers the meeting as an outsider. Defines how team members can contribute. Tries to hurry the team and does not leave enough time for careful consideration.