

ROLE CHARACTERISTICS

Team role	Is motivated when...	Creates value to the team when...	Takes responsibility in the team for...
Doer	...he moves the team from ideas to practice at the right moment. Ensures that the work progresses at the right pace, considering the available time.	...he turns ideas into practice.	...work tasks and practical operations.
Enforcer	...he can see his own influence on the decision-making.	... he ensures that work progresses as planned.	...goal-orientation and efficiency.
Team builder	...he influences the team spirit in a positive way and cooperation flourishes.	... he uses his people skills for the team's benefit.	...atmosphere and relationships.
Explorer	...he creates a solution with the help of his network.	... he ensures that the team's external resources are used.	...relationships and resources external to the team and their use.
Innovator	...he uses his imagination.	... he produces unconventional solutions.	...producing ideas and solution proposals.
Analyser	...he uses his reasoning skills for completing a task.	... he demotes poor proposals and favours rationality.	...reasonability with regard to solutions and ways of working.
Micromanager	...he concentrates on a task thoroughly.	... he ensures the good quality and fine-tuning of a solution.	...performance quality and completeness.
Facilitator	...he contributes to team success.	... he ensures that all team members' opinions and viewpoints are heard.	...coordinating the team sessions.