



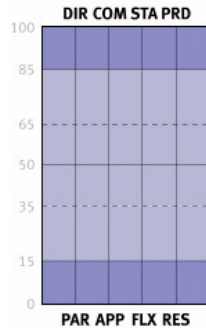
PINNACLE

Business Solutions Pty. Ltd.

...the solution for your business success

discus[®] team

Team Profile quick reference chart



KEY TO CHECKLISTS

Subfactors shows up to four standard *Discus Team* subfactors - refer to *Understanding Teams* for full details

Leader shows the qualities relevant to a leader (formal or informal) in a team with the profile shown.

The other five checklist items reflect the team's general attitude to different situations and conditions.

Authority shows their likely attitude to a team leader or other authority figure.

Decisions describes their typical approach to deciding common courses of action.

Change explains how they will react to changing circumstances.

Risks shows the conditions under which they are likely to take uncertain courses of action.

Sociability describes the underlying social forces within the team.

The Biaxial Model of Teams

This chart summarises some basic Team Profile shapes in terms of a simple biaxial model. The model reflects the attitudes of team members to one another, and the timeframe of the team.

The axis that lies between **The Individual** and **The Team** illustrates where the team members' main focus lies. This is compared between the time-frame (**Short-term** to **Long-term**) to classify individual profiles.

The profiles shown here are only examples: there are many other possible Team Profile shapes.



Directed Flexible
Directed, Applied, Flexible, Resourceful

Subfactors Autocratic, Enterprising, Self-determined

Leader Autocratic

Authority Adapting

Decisions Independent

Change Embracing

Risks Risk-taking

Sociability Mutual respect

Active
Directed, Communicative, Flexible, Resourceful

Subfactors Enterprising, Responsive, Self-determined, Sociable

Leader Charming

Authority Responding

Decisions Independent

Change Embracing

Risks Ready to take risks

Sociability Mutual respect

Communicating Resourceful
Participative, Communicative, Flexible, Resourceful

Subfactors Informal, Responsive, Sociable

Leader Charming

Authority Responding

Decisions Instinctive

Change Embracing

Risks Take joint responsibility

Sociability Sociable

Formal
Directed, Applied, Flexible, Productive

Subfactors Active, Autocratic, Enterprising

Leader Autocratic

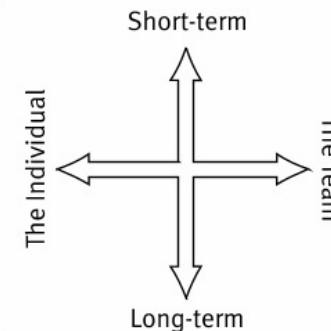
Authority Mutual advantage

Decisions Formal

Change Accepts when necessary

Risks Ready to take risks

Sociability Structured



Open
Participative, Communicative, Stable, Resourceful

Subfactors Informal, Persistent, Reliable, Sociable

Leader Informal

Authority Respect and approval

Decisions Personal needs

Change Needs justification

Risks Take joint responsibility

Sociability Sociable

Productive Applied
Participative, Applied, Flexible, Productive

Subfactors Active, Democratic, Structured

Leader Defined by role

Authority Adapting

Decisions Democratic

Change Planned

Risks Take joint responsibility

Sociability Structured

Deliberating
Participative, Applied, Stable, Productive

Subfactors Conforming, Democratic, Reliable, Structured

Leader Defined by role

Authority Conforming

Decisions Democratic

Change Resistant

Risks Avoids risk

Sociability Structured

Stable Participative
Participative, Applied, Stable, Productive

Subfactors Conforming, Persistent, Reliable

Leader Defined by role

Authority Loyalty

Decisions Evasive

Change Strongly resistant

Risks Avoids risk

Sociability Mutual support