

# Team Roles questionnaire

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## Introduction

Most work is carried out by teams so if you want to get on in your career, you need to develop advanced team role competencies. Even 'individual contributors' need to have some basic competencies in this area. The TRQ Questionnaire assesses a wide range of competencies spanning ten diverse team roles. These roles represent some of the latest thinking on the functioning of high performing teams. They have been distilled from analysis of business competency models and research findings.

The TRQ model covers business administration roles such as strategic thinking, project management and quality control, interpersonal roles such as negotiation, group working and coaching, and newer skill areas such as ethical awareness. Recent corporate scandals have highlighted the importance of operating ethically and adhering to recognised financial standards.

You should note that the model does not have a separate team leader role. This is because the team leader needs to be able to flexibly deploy different roles according to the make-up of the team and the task in hand. In other words, he or she needs to have competence in a broad range of roles rather specialised expertise in one or two areas.

The purpose of this report is to challenge your view about your skills across these ten roles and offer some ideas about where you might focus your development efforts. What really matters, however, is that you assess what it takes to do your job superbly and you assess whether you have these qualities. You must be ready to learn and change and you must be motivated.

We suggest you focus on improving your performance in one or two roles. Research shows that most people only work on one or two competency areas at any one time. These should be the ones that are likely to have a significant impact on your current performance and advancement potential. Seek support from mentors or coaches and ask for feedback from bosses and peers.

Please keep in mind that this report has been generated by a computerized expert assessment system and substantially reflects the answers made by you. Due consideration must be given to the subjective nature of questionnaire-based ratings. We can accept no liability for the consequences of the use of this report and this includes liability of every kind for its contents.

## Team Roles Profile

The profile chart below illustrates your profile on the team roles assessed by the questionnaire.

You scored 8 or above on Coach, Auditor and Innovator. These seem to be the strengths of how you currently operate. This does not mean that you should stop developing your knowledge and skills in these areas. On the contrary, keep on continually developing them, exploit them and consider how to pass them on to others. However, we also recommend that since you seem to do these things pretty well, you can afford to reflect on whether sharpening your act in some of the areas where you got lower scores would significantly raise your overall game.

You scored between 4 and 7 on Project Manager, Strategic Thinker, Group Worker, Consultant, Negotiator and Quality Controller. These are mid-range skills that could become strengths with more learning and practice. Within this range, a score of 7 represents a pretty well-developed skill bordering on a strength and a score of 4 can be interpreted as a less well-developed skill bordering on a weakness. The next section of the report identifies hallmark behaviours for each competence. Think about how far you demonstrate these hallmark behaviours and whether sharpening your act in any mid-range areas would raise your overall game. Think carefully about where to focus your learning. We are not suggesting that you try and turn every mid-range skill into a strength.

You scored 3 or less on Salesperson. This is a possible weakness of how you presently operate. The issue here is whether this is preventing you from being a good all-rounder or preventing you from reaching your potential in the future. Consider whether putting effort into this area could have a dramatic impact on your overall performance or potential for advancement.

## Team Role Profile

Development Need	Scope for Development										Strength	Role & Contribution	Desirable Qualities	
	1	2	3	4	5	6	7	8	9	10				
1	.	.	.	.	.	.	.	.	.	.	.	>	Coach : Develops the team's knowledge and skills, observes and provides feedback on team performance	Inspiring, motivating, supportive, patient
2	.	.	.	.	.	.	.	.	.	.	.	.	Auditor : Ensures that the team adheres to government and company financial regulations and business ethics	Conscientious, ethical, rule following, detail conscious
3	.	.	.	.	.	.	.	.	.	.	.	.	Innovator : Generates numerous novel ideas about how to do things differently, cuts through red tape, challenges status quo	Creative, inventive, assertive, risk taking
4	.	.	.	.	.	.	.	.	.	.	.	.	Project Manager : Breaks tasks down into scheduled work activities, develops a project plan, monitors progress against targets	Systematic, decisive, conscientious, forward
5	.	.	.	.	.	.	.	.	.	.	.	.	Strategic Thinker : Provides strategic direction, shapes the team's efforts, monitors what the competition is doing	Dynamic, challenging, energetic, impatient
6	.	.	.	.	.	.	.	.	.	.	.	.	Group Worker : Works well with other team members, builds morale, identity & cohesion, listens to others' views & concerns	Co-operative, committed, group-oriented, adaptable
7	.	.	.	.	.	.	.	.	.	.	.	.	Consultant : Provides specialist/technical expertise and advice to customers and team members	Analytical, data rational, independent, articulate
8	.	.	.	.	.	.	.	.	.	.	.	.	Negotiator : Leads negotiations within and outside the team to reach agreements, achieves win-win outcomes	Persuasive, controlling, assertive, independent
9	.	.	.	.	.	.	.	.	.	.	.	.	Quality Controller : Ensures that team tasks are finished to agreed quality standards, looks after the detail	Methodical, organized, systematic, conscientious
10	.	.	.	.	.	.	.	.	.	.	.	.	Salesperson : Sells the team's products and services, presents confidently to individuals and groups	Gregarious, persuasive, enthusiastic, resilient

## Coach: Potential Strength

You scored 9 on Coach. This is a higher than average score. About 15% of people who have completed the questionnaire score 8 or higher. This is a potential strength of your profile but there are still things you may want to work on to develop your capabilities even further. The table below provides pointers for development.

Definite Strength	Scope for Development	Potential Development Need
Coaching team members Giving constructive feedback	Observing people's performance and helping them to develop	Getting individuals to participate in setting the goals
Getting team members to give their best	Motivating the team to reach new heights	
Having a dream for what you want the team to achieve	Helping people to do the best they can	
Getting the team to believe in and achieve goals	Giving people a purpose and objectives to work towards	
Setting short-term performance goals for the team	Praising team members who work hard	

## Auditor: Potential Strength

You scored 8 on Auditor. This is a higher than average score. About 15% of people who have completed the questionnaire score 8 or higher. This is a potential strength of your profile but there are still things you may want to work on to develop your capabilities even further. The table below provides pointers for development.

Definite Strength	Scope for Development	Potential Development Need
Going out on a limb for what is right Promoting equal opportunities Behaving ethically Confronting inappropriate behaviour Taking tough, principled stands even if they are unpopular	Setting an example to others Respecting other people's values and cultures Challenging bias and intolerance Complying with codes of conduct Confronting unethical actions in others	Reporting wrongdoing Being above reproach

## Innovator: Potential Strength

You scored 8 on Innovator. This is a higher than average score. About 15% of people who have completed the questionnaire score 8 or higher. This is a potential strength of your profile but there are still things you may want to work on to develop your capabilities even further. The table below provides pointers for development.

Definite Strength	Scope for Development	Potential Development Need
Challenging the status quo	Championing change	Seeking out fresh ideas
Trying out new methods and ideas	Producing ingenious new ideas	Gaining support for change
Generating ideas for continuous improvement	Generating ideas for radical change	
Taking calculated risks	Managing change	
Cutting through red tape		
Bending rules to get things done		

## Project Manager: Scope for Development

You scored 7 on Project Manager. This is a mid-range score bordering on a potential strength. About 70% of people who have completed the questionnaire score in the range 4 - 7. About 15% obtain a score of 7. At the very least, you are as skilled as the average team member in this area, but more than likely you are somewhat more skilled. With further development, you could exhibit real strengths in this area. The table below provides pointers for development.

Definite Strength	Scope for Development	Potential Development Need
Doing whatever it takes to get something done Facing difficult situations with guts and tenacity Pitching in and leading by example Getting things done by finding common ground Building project teams Delegating roles and responsibilities	Drawing up project plans Managing project risks	Transforming ideas into practical plans Identifying project milestones Producing project reports Leading project teams

## Strategic Thinker: Scope for Development

You scored 7 on Strategic Thinker. This is a mid-range score bordering on a potential strength. About 70% of people who have completed the questionnaire score in the range 4 - 7. About 15% obtain a score of 7. At the very least, you are as skilled as the average team member in this area, but more than likely you are somewhat more skilled. With further development, you could exhibit real strengths in this area. The table below provides pointers for development.

Definite Strength	Scope for Development	Potential Development Need
Being a visionary	Shaping the team's efforts	Being single-minded and critical
Seizing opportunities when they arise	Inspiring action	Sparking life into a team
Explaining the direction and strategy	Displaying a real bias for action	Formulating strategies
Seeing the bigger picture	Strategic thinking	
Overcoming political obstacles		

## Group Worker: Scope for Development

You scored 6 on Group Worker. This is a mid-range score. About 70% of people who have completed the questionnaire score in the middle range 4 - 7. About 40% get a score of 5 or 6. This suggests that you are as capable in this area as the average team member. With further development, your skills in this area could become a more definite strength. The table below provides pointers for development.

Definite Strength	Scope for Development	Potential Development Need
Sharing responsibility for the team's success and failure	Collaborating with colleagues	Being friendly and cooperative
Putting smooth running of the team before personal ambition	Sharing information with team members	Offering help and support to other members of the team
	Helping to build team identity	Giving personal support and help to others
	Sharing credit for successes with other people	
	Accepting other team members' strengths and weaknesses	
	Committing to make the team a success	
	Making time for other members of the team	

## Consultant: Scope for Development

You scored 4 on Consultant. This is a mid-range score bordering on a potential weakness. About 70% of people who have completed the questionnaire score in the range 4 - 7. About 15% obtain a score of 4. Although you have a mid-range score, it is on the low side pointing towards a potential development need. The table below provides pointers for development.

Definite Strength	Scope for Development	Potential Development Need
Developing credibility and presence	Managing organisational change	Managing customer accounts
Leading consultancy projects	Managing the performance of other professionals	Using analytical tools and techniques
Giving specialist advice	Engaging effectively with top management	Selling yourself as a consultant
		Writing up and presenting consultancy assignments
		Engaging with clients
		Working as a member of a project team

## Negotiator: Scope for Development

You scored 4 on Negotiator. This is a mid-range score bordering on a potential weakness. About 70% of people who have completed the questionnaire score in the range 4 - 7. About 15% obtain a score of 4. Although you have a mid-range score, it is on the low side pointing towards a potential development need. The table below provides pointers for development.

Definite Strength	Scope for Development	Potential Development Need
Defining your negotiating objectives  Thinking clearly and staying focused under pressure	Preparing for negotiations  Recognising negotiating opportunities  Making proposals in negotiations  Presenting yourself with self-assurance	Achieving win-win outcomes  Reading emotional cues during negotiations  Clarifying the details of an agreement  Making convincing final offers  Trading and bargaining with customers  Recognising closing opportunities in negotiations

## Quality Controller: Scope for Development

You scored 4 on Quality Controller. This is a mid-range score bordering on a potential weakness. About 70% of people who have completed the questionnaire score in the range 4 - 7. About 15% obtain a score of 4. Although you have a mid-range score, it is on the low side pointing towards a potential development need. The table below provides pointers for development.

Definite Strength	Scope for Development	Potential Development Need
<p>Picking up the loose ends and tying them up</p> <p>Adhering to quality procedures</p>	<p>Following up on promises</p> <p>Really completing a job</p> <p>Benchmarking the team's performance</p> <p>Ensuring quality targets are met</p> <p>Monitoring the quality of the team's work</p>	<p>Spotting errors, omissions and oversights</p> <p>Paying attention to detail</p> <p>Looking after the final stages of implementation</p> <p>Making sure no detail is overlooked</p> <p>Setting quality targets</p>

## Salesperson: Potential Development Need

You scored 3 on Salesperson. About 15% of people who have completed the questionnaire score 3 or less. This is a possible area to work on if you agree that increasing your knowledge and skills in this area would have a significant impact on your sales performance. The table below provides pointers for development.

Definite Strength	Scope for Development	Potential Development Need
<p>Selling the team's strengths</p> <p>Establishing credibility quickly</p> <p>Selling ideas to clients</p>	<p>Displaying charisma and self-assurance</p>	<p>Fine-tuning presentations for the audience</p> <p>Gaining trust and respect from customers</p> <p>Convincing customers that you can deliver</p> <p>Dealing with customers' scepticism and objections</p> <p>Expressing yourself nonverbally</p> <p>Crafting a unique sales pitch for prospective clients</p> <p>Giving good sales presentations</p> <p>Expressing yourself clearly</p>