

An aerial photograph of a large, circular plaza in an urban setting. The plaza features a central fountain with a golden sculpture, surrounded by a green lawn and a paved walkway. The plaza is bordered by a wide road with multiple lanes of traffic, including cars and a bus. Several modern buildings with glass facades are visible around the plaza. The image is overlaid with several black rectangular redaction boxes of varying sizes.

Introducing Work Roles

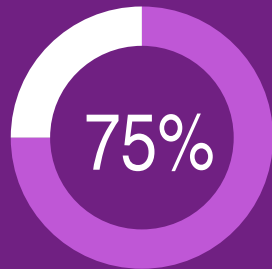
Why is effective team working important?



New job roles at work generally have a team-oriented component



Organizations are becoming flatter, leaner and more agile



More than three-quarters of an employee's day is spent communicating with colleagues

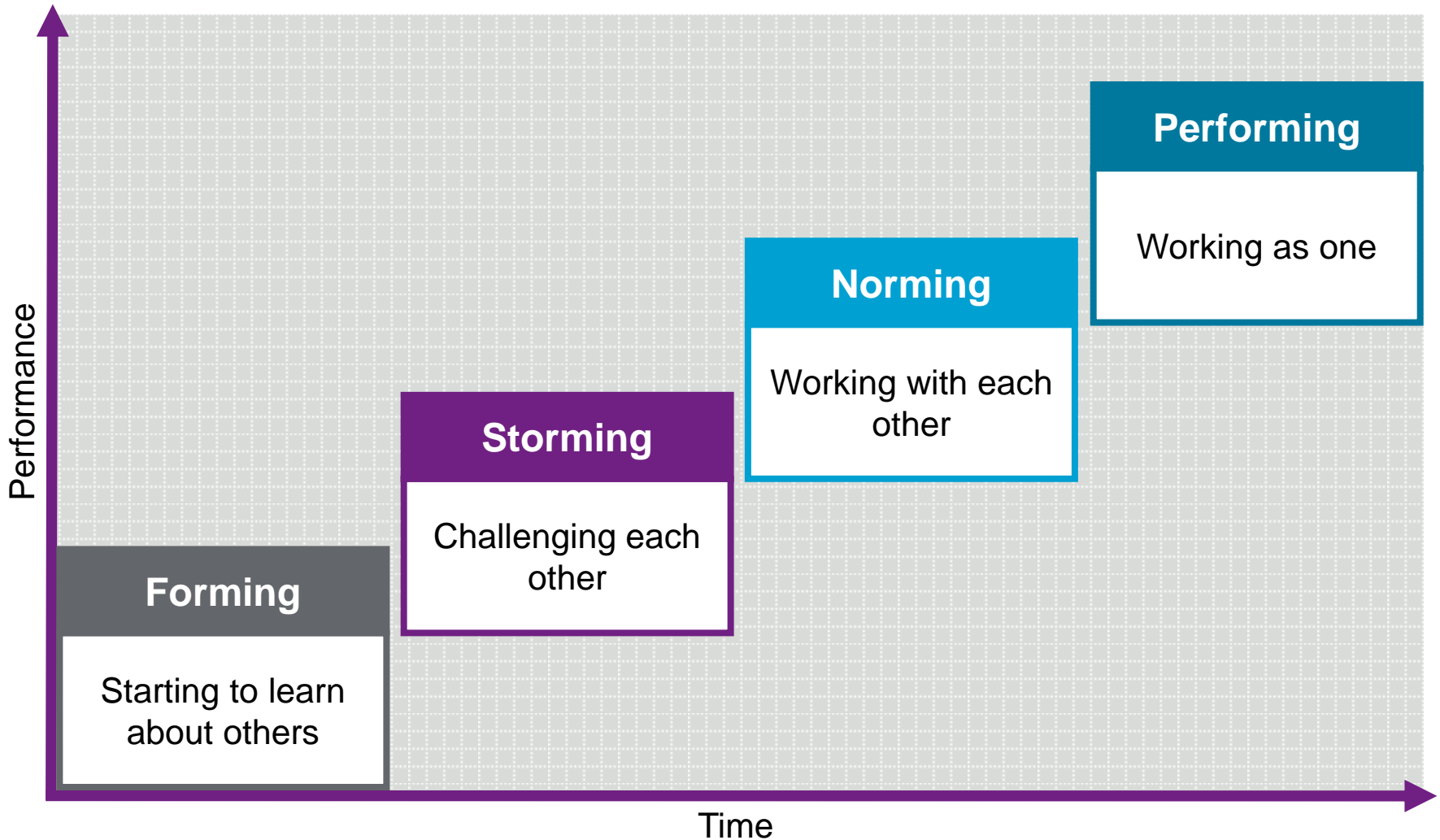


The time spent by managers and employees in collaborative activities has increased by 50% or more (over the last two decades)

The Alignment of Work Roles with Belbin's Team Roles

| Team Roles | Belbin |
|------------|---------------------------------|
| Analyst | Monitor - Evaluator Specialist |
| Innovator | Plant |
| Relator | Resource - Investigator |
| Assertor | Co-ordinator - Chair |
| Optimist | (No Coverage) |
| Supporter | Team Worker |
| Finisher | Complete - Finisher Implementer |
| Striver | Shaper |

How Groups Bond Together?



The Benefits of Work Roles



- Encourages team or group members to maximize their effectiveness
- Leverages the power of the Wave assessment
- Enables self-awareness and development
- Focuses on group dynamics and enhancing performance in relation to others
- Goes beyond typology and strict team application, can be used across teams or groups - any level and any size
- Easily understood and positively framed

Work Role Strengths



ANALYST

Analysts use their intellect and expertise to break down and evaluate information. They seek the right answer.

Key Strengths

- Skilled at evaluating various sources of information
- Likely to take a logical approach to problem solving
- Typically inclined to explore all the available possibilities



INNOVATOR

Innovators take a creative approach to problem solving and often develop long-term strategies

Key Strengths

- Typically provide original solutions
- Tend to offer unconventional and valuable insights
- Are likely to have a vision for the future

Work Role Strengths



RELATOR

Relators actively communicate with others and can help improve the social interaction.

Key Strengths

- Typically communicate information effectively to others
- Tend to interact confidently with other people
- Are likely to make a positive impression upon others



ASSERTOR

Assertors readily take control of situations and coordinate people well. They prefer to be the leader.

Key Strengths

- Are likely to give clear direction to others
- Tend to be purposeful and confident in their decision-making
- Typically try to encourage and empower others

Work Role Strengths



OPTIMIST

Optimists tend to be resilient and can stay calm under pressure. They can help to keep morale high.

Key Strengths

- Typically remain composed in difficult circumstances
- Are likely to convey confidence in themselves and others
- Tend to maintain a positive outlook



SUPPORTER

Supporters attend to the needs of others and prefer a team-oriented approach.

Key Strengths

- Are likely to understand the needs and feelings of other people
- Are typically effective at team working
- Tend to establish rapport with others easily

Work Role Strengths



FINISHER

Finishers focus on getting things completed to a high standard and pay attention to detail. They tend to be meticulous and check things thoroughly.

Key Strengths

- Tend to be meticulous and check things thoroughly
- Typically adhere to timescales and meet deadlines
- Are likely to keep tasks moving and finish off projects



STRIVER

Strivers push hard to achieve ambitious results. They are often highly enterprising and competitive.

Key Strengths

- Are likely to pursue goals with enthusiasm
- Tend to produce a lot of output
- Are typically good at identifying and seizing opportunities

The Work Roles Report



Work Roles Report
Chris Park



Solving Problems

Analyst

Analysts use their intellect and expertise to break down and evaluate information. They seek the right answer.

Innovator

Innovators take a creative approach to problem solving, and often develop long-term strategies.

Influencing People

Relator

Relators actively communicate with others and can help improve social interaction.

Assertor

Assertors take control of situations and coordinate people. They prefer to be the leader.

Adapting Approaches

Optimist

Optimists tend to be resilient and stay calm under pressure. They help to keep morale high.

Supporter

Supporters attend to the needs of others, and prefer a team-oriented approach.

Delivering Results

Finisher

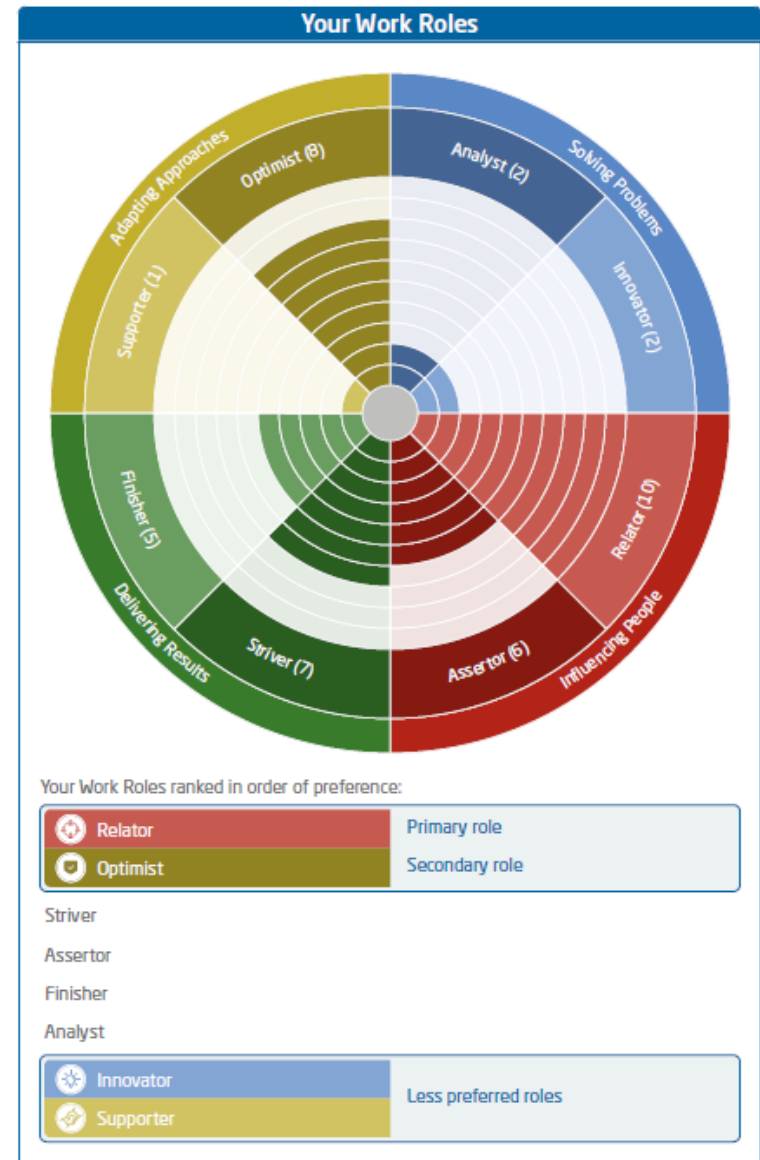
Finishers focus on getting things completed to a high standard, and pay attention to detail.

Striver

Strivers push hard to achieve ambitious results. They are often highly enterprising and competitive.

Your Work Roles

- The Work Roles wheel shows an individual's position across the 8 Work Roles
- Work Roles are used in order of preference and shown in ascending order
- Group reporting on the Work Roles wheel is available on request





Your Preferred Work Roles



- This page provides information on your preferred work roles and the strengths that will positively contribute towards your effectiveness at work
- Your dual work role details the strengths that can result from your primary and secondary combination

Your Preferred Work Roles

Your primary role is likely to be your strongest work role; this is the role which you are most likely to adopt. In certain situations, you may prefer adopting your secondary work role ahead of your primary work role. Each of your preferred roles has associated strengths that can positively contribute towards your effectiveness.

| Primary | Secondary |
|--|--|
|  Relator <p>Relators actively communicate with others and can help improve social interaction.</p> <p>Strengths:</p> <ul style="list-style-type: none">• Relators typically communicate information effectively to others• Relators tend to interact confidently with other people• Relators are likely to make a positive impression upon others |  Optimist <p>Optimists tend to be resilient and can stay calm under pressure. They help to keep morale high.</p> <p>Strengths:</p> <ul style="list-style-type: none">• Optimists typically remain composed in difficult circumstances• Optimists are likely to convey confidence in themselves and others• Optimists tend to maintain a positive outlook |

Your primary and secondary work roles combine to create your dual role. This combination also has associated strengths that are likely to be valuable in the workplace.









| Dual |
|--|
|  Relator  Optimist <p>Strengths:</p> <ul style="list-style-type: none">• People with this role combination are likely to instill confidence in others through positive communication• People with this role combination typically demonstrate composure and confidence when presenting information to others |

Your Contrasting Work Roles

- Your contrasting work roles helps with self-awareness by increasing understanding around the contrasts between your two preferred and two least preferred work roles
- Includes a question which acts as a 'watch for' for each specific role contrast

Your Contrasting Work Roles

Your work roles can be better understood when the contrasts between your two preferred (primary and secondary) and two least preferred work roles are considered.

| Primary role | Less preferred role |
|--|--|
|  Relator |  Supporter |
| People with this role contrast typically interact well with others but are likely to often spend more time talking than listening. <i>Could you do more to engage less vocal colleagues by encouraging them to share their views?</i> | |
| Primary role | Less preferred role |
|  Relator |  Innovator |
| People with this role contrast like interacting with others but may not actively communicate new ideas. <i>Could you do more to engage with others by discussing their new ideas?</i> | |
| Secondary role | Less preferred role |
|  Optimist |  Supporter |
| People with this role contrast tend to have self-confidence which others often find reassuring, but may not always be aware of the concerns of less confident individuals. <i>Could you do more to reassure less confident colleagues?</i> | |
| Secondary role | Less preferred role |
|  Optimist |  Innovator |
| People with this role contrast are typically positive about things but may see less need for new ideas to move things on. <i>Have you taken the time to consider how much better things could be with a more creative approach?</i> | |

Making the Most of Your Work Roles


- Development-focused advice
- Looks at how to make the most of your Primary and Secondary roles
- Considers how your least preferred role can be used to best effect

Making the Most of Your Work Roles

Your effectiveness in the workplace can be improved by making the most of your Primary, Secondary and least preferred roles.


Using your most preferred roles to best effect

Relator



- Look for opportunities to present new work to a wider range of important stakeholders
- Establish new contacts with individuals that are adept at providing support, resources or have relevant expertise
- Highlight both your own work and the achievements of others to your colleagues


Optimist



- Help others stay calm and composed in situations where they are likely to become stressed
- Take time to help less confident colleagues realise the value of their particular contribution
- Be sure to openly reinforce positive messages, particularly when pessimism or negativity is being expressed by others


Using your least preferred roles to best effect

Innovator



- Encourage others to participate in activities such as idea generation and sharing sessions
- Check that ideas are future-proofed by clarifying with others that they fit with long-term trends and direction
- Discuss what the most important issues are with colleagues and confirm that any new solution takes account of these issues

Supporter



- Regularly ask colleagues how they are and how they are feeling about key work issues
- Involve others when a task will benefit from wider input alongside your continued personal involvement
- Take time when meeting somebody new to find out a little bit about them to help establish an initial connection

Working with Different Roles

- Looks at how individuals can work more effectively with those who have roles different to their own
- Focuses on how others work and how you can use your primary and secondary role strengths to help others
- Descends from your least preferred role (those most different to you)

Working with Different Roles

It is useful to consider how you can work more effectively with people who have other work roles.

| | |
|---|---|
|  | Supporter <ul style="list-style-type: none">• Work with Supporters to widen their network of influence• Assist Supporters to get people to work constructively together in a positive atmosphere |
|  | Innovator <ul style="list-style-type: none">• Assist Innovators to communicate and present their ideas more clearly• Help Innovators increase the enthusiasm for, and acceptance of, new ideas |
|  | Analyst <ul style="list-style-type: none">• Work with Analysts to summarise their findings into the points that need communicating• Enable Analysts to see positive benefits and help them put any problems in perspective |
|  | Finisher <ul style="list-style-type: none">• Assist Finishers by communicating key project milestones• Help Finishers stay focused and positive in delivering work on time and to a high standard |
|  | Assertor <ul style="list-style-type: none">• Find ways to help Assertors develop relationships with key stakeholders and increase their influence over others• Work with Assertors to help them lead people effectively through times of difficulty |
|  | Striver <ul style="list-style-type: none">• Help Strivers communicate new opportunities with greater clarity• Reinforce Strivers' belief that even their most demanding goals are achievable |


Working with the Same Roles

- Explores how individuals can work more effectively with others who have the same role as them

Working with the Same Roles


It is useful to consider how you can work more effectively with people who have the same work roles as you.

Other Optimists



- Provide other Optimists with more opportunities to communicate their confidence and enthusiasm to different stakeholders
- Share your enthusiasm with other Optimists to lift morale
- Be aware of a tendency in other Optimists to overlook the key risks or pitfalls

Other Relators



- Help other Relators to communicate their message more positively
- Work with other Relators to communicate important messages to the widest possible audience
- Look out for other Relators spending too much time on communication that doesn't deliver any clear benefit