



Creator

In a Creating role, an individual generates the concepts and ideas.

The Creator reframes the problem and looks for solutions that may be unusual and unique, and go beyond the obvious. Fresh, original concepts and ideas are generated. These concepts are not constrained by fear of failure, or by existing rules or boundaries. The Creator recognizes alternatives and perceives the "big picture."

When ideas have been created, those ideas are handed off to someone in an Advancing role

Advancer

In an Advancing role, an individual recognizes ideas and new directions in their early stages and develops ways to promote them. The Advancer uses insightful planning based on past experiences and successful methods to advance ideas towards implementation. The Advancer prefers familiar ideas but is not inclined to let rules and boundaries discourage them. Actions are directed to achieving objectives by the most direct and efficient means.

Given some structure toward implementation, an idea will be passed to someone in a Refiner role

Facilitator

In an Facilitating role, the contributions of team members are monitored and the process is kept moving in the right direction. The Facilitator manages the team process and ensures that the hand-offs of tasks between team members occur at the appropriate time in the process. The role of facilitating is critical to overall productivity of the team, as tasks are handed off from one team member to the next.

Refiner

In a Refining role, concepts are challenged. The Refiner uses a methodical process to analyze things in an orderly manner to detect flaws and identify potential problems under discussion. They are good at reviewing ideas and implementation plans, modifying those ideas or coming up with new ideas, and rationally reviewing them to ensure successful implementation.

Ideas and plans may have to be passed back to the Advancing and Creating roles before they are ready for implementation by someone in the Executing role.

Executor

In an Executing role, an individual follows up on team objectives and implements ideas and solutions. The Executor focuses on ensuring the implementation process proceeds in an orderly manner, based on a well thought-out implementation plan. They strive for achieving high quality outcomes, with attention to details. The Executor prefers to let others take the lead, and enjoys the task and responsibility of final implementation.

Based on the Team Dimension Profile™ by Inscape Publishing

There's a team model that uses the acrostic C.A.R.E. to give it memorability. You can see it depicted in the poster above using the letter "Z" in its background. Hence its other name (i.e. *The "Z" Model* of team building).

A project moves from the *Creator* across the top of the Z to the *Advancer*. Then it comes down the angle of the Z to the lower left hand corner where a *Refiner* type tweaks the project as to its details until the *Executor* gets it and launches it out the door.

On a team functioning at peak efficiency, there typically is also a *Facilitator* keeping the process running smoothly so the project doesn't get stuck with a Creator who refuses to stop creating or a Refiner who is never satisfied with the extent of his/her refinements.

In my own team building sessions, I've laid out a letter Z on the carpet with masking tape – encouraging team members to take a copy of this poster and stand where on the Z they believe they make their most significant contributions. The other team members can then validate the team member's own placement of himself/herself or move him/her to a different location on the Z. Can you identify the roles played by specific members of your team?