

10.0 Team Roles

10.1 Introducing Saville Consulting Wave Team Roles

The Saville Consulting Wave Team Roles model was developed as part of the Wave Research and Development programme. The model focuses on individual team members and their purpose or function within a team. It identifies the individual contribution each team member is likely to make towards an effective, operational team. When considering the team as a whole, those with a greater variety of roles expressed are likely to be more effective than those with less (Benne & Sheats, 1948; Belbin, 1996; Fisher, Hunter and MacRosson, 2001). It is also, however, important to take into account the core function of any team and ensure the balance of roles is appropriate for this function. For example, a Research and Development team is likely to be more effective when it has a higher number of team members who describe Analyst as their preferred role rather than one with an equal balance of roles.

Saville Consulting Wave Team Roles reports can be powered by both Professional Styles and Focus Styles questionnaires.

10.2 Applications of Saville Consulting Wave Team Roles

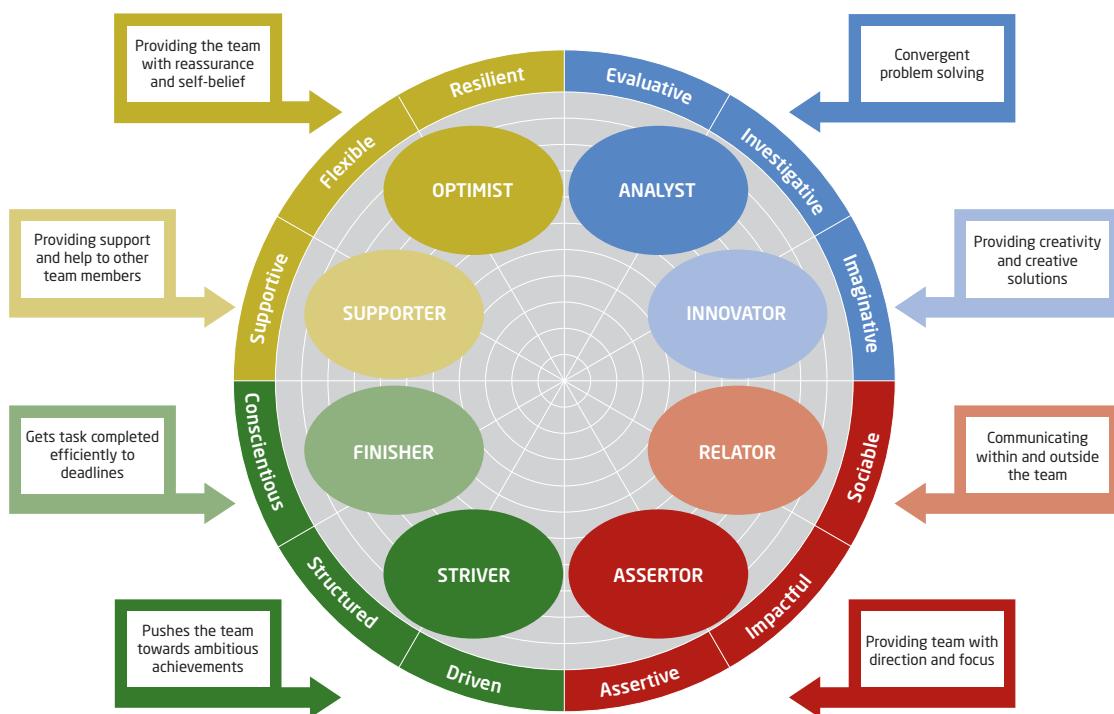
The Wave Team Roles Report is designed for use in:

- **Team Building**
Maximising the dynamics within existing teams.
- **Team Feedback**
Providing clear feedback on the role preferences in the team and ensuring that gaps, overlaps and interactions are dealt with.
- **Enhancing Team Performance**
Building a performance driven culture and playing to the strengths of the group.
- **Problem Solving - Within and Across Teams**
Identifying obstacles and barriers to success before providing a platform for action planning.
- **Recruitment**
Creating powerful new teams.
- **Managing Change**
Working with teams, preparing them to initiate, embrace and drive change from within.

10.3 Model Development

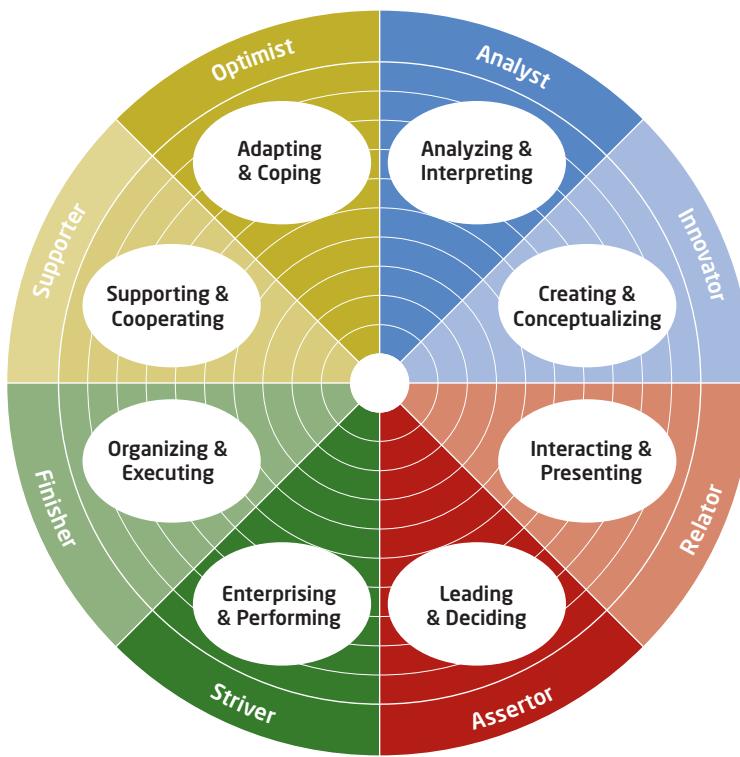
The model was developed by splitting the Wave Wheel Performance Culture Framework clusters of Solving Problems, Influencing People, Adapting Approaches and Delivering Results into two, leading to a total of eight core functions.

Wheel 1: Wave Wheel - Team Roles Mapping



Two models were aligned to this framework to compare and contrast similarities and differences; the Great Eight (Kurz and Bartram, 2002) and the Belbin Team Model (Belbin, 1996).

Wheel 2: The Saville Consulting Wave Team Roles Model and the Great Eight



Wheel 2 shows the direct alignment between the Great Eight and the Saville Consulting Wave Team Roles model. The Great Eight model (Kurz & Bartram, 2002) was one of the original inputs into the development of the Wave Performance Culture Framework and deployed in the Project Epsom research study (MacIver et al., 2008). Exactly the same Great Eight equations were now adopted for the eight Team Roles constructs thus effectively providing practitioners and researchers with Great Eight scores from Saville Consulting Wave.

Table 10.1 shows a rational alignment between the Saville Consulting Wave Team Roles model and the Belbin Team Roles model (1996).

Team Roles	Belbin
ANALYST	MONITOR-EVALUATOR SPECIALIST
INNOVATOR	PLANT
RELATOR	RESOURCE-INVESTIGATOR
ASSERTOR	COORDINATOR-CHAIR
OPTIMIST	(NO COVERAGE)
SUPPORTER	TEAM WORKER
FINISHER	COMPLETER-FINISHER IMPLEMENTER
STRIVER	SHAPER

Table 10.1 Saville Consulting Wave Team Roles model and Belbin

Table 10.1 displays the high degree of correspondence between the two models with the majority of Saville Consulting Wave Team Roles having a direct counterpart in Belbin's model. However, the differences between the Wave Team Roles and the Belbin models are also worthy of note. The first difference is the inclusion of the "Optimist" role. While certain traits in Belbin were hypothesized to contain a measure of emotionality (e.g. "Plant") there is no direct team role which aligns to the Big Five factor of "Emotional Stability" (or low "Neuroticism"). "Emotional Stability" is shown to be linked to effective leadership (Judge et al., 2002), competencies (Bartram, 2005) and overall effectiveness (Saville et al., 2010) indicating that it has an important role in work performance and should be reflected in workplace team models. Specifically, the contributions of the "Optimist" help the team maintain its self-belief and confidence as well as providing reassurance to individual team members, making the "Optimist" a crucial additional team role.

Secondly, "Completer-Finisher" and "Implementer", while considered as separate roles by Belbin, are represented by one role in the Saville Consulting Wave Team Roles model. Both of these roles underpin task completion and are strongly related to the Big Five factor of Conscientiousness. Given the similarity and high correlation between these roles, they are combined into one role in the Saville Consulting Wave Team roles model: "Finisher".

And finally, the ninth of Belbin's team roles, "Specialist", is not directly assessed by the Saville Consulting Wave Team Role model as specialist skills would typically be assessed directly by other means (e.g. Technical Interview). However, a strong portfolio of individual specialist and practical skills is more likely to be associated with the "Analyst" role than with other team roles.

10.4 Combinations and Contrasts

An important aim for the Saville Consulting Wave Team Roles report was to provide insight into the dynamics between an individual's most and least preferred team roles and a unique aspect of the report is the inclusion of role combinations and contrasts.

Role Combinations look at the top two preferred roles (Primary or 1st, Secondary or 2nd) and how they work in partnership with each other. Each role combination in the report highlights specific strengths that an individual can bring to the team.

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

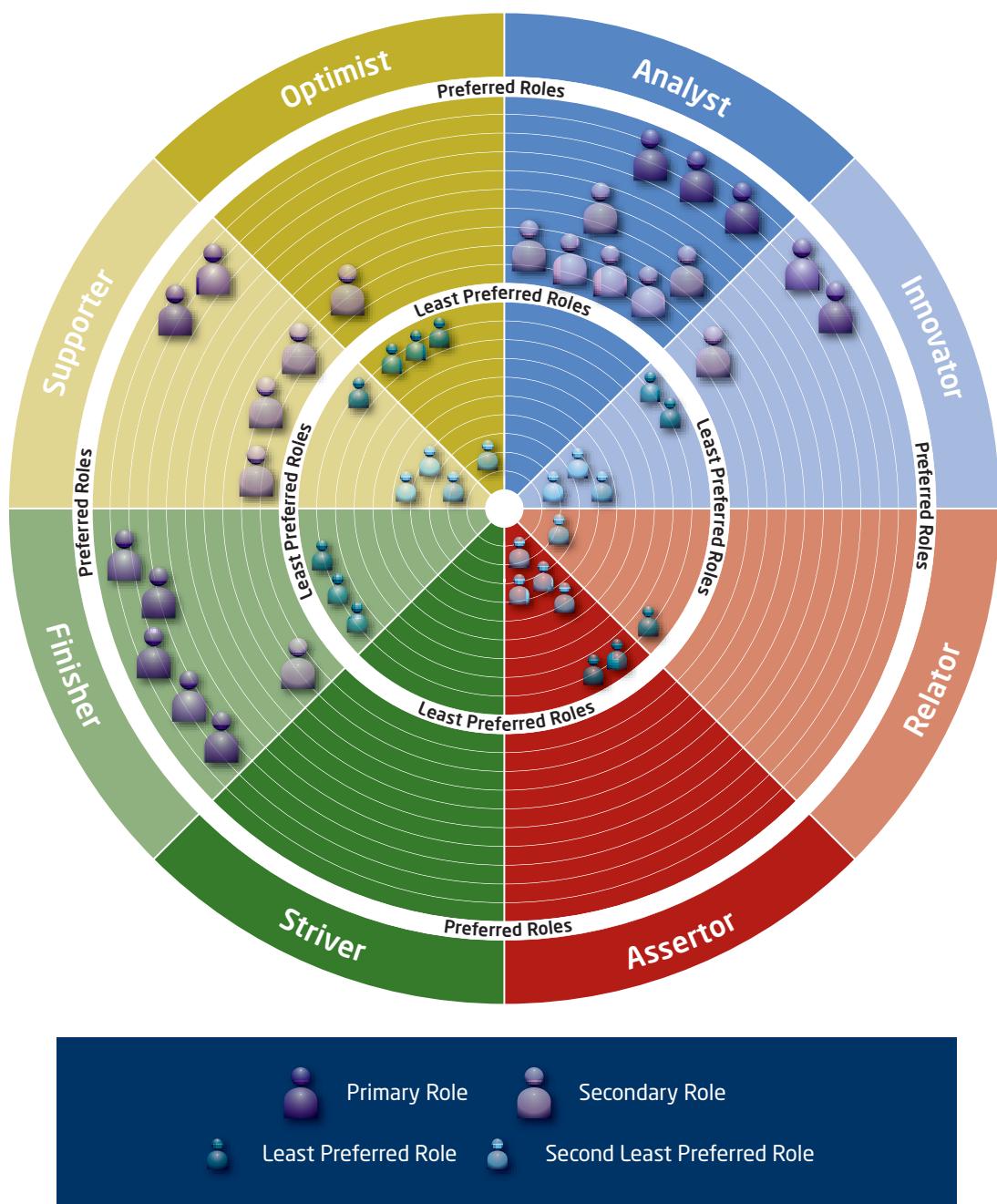
Role Contrasts look at the most preferred roles (Primary or 1st, Secondary or 2nd) coupled with the least preferred roles (7th and 8th). This highlights the strengths an individual has and the implications of having less of a preference for other roles. Practical advice is given to enhance an individual's effectiveness within a team, given their role contrasts. (1st is paired with 8th, 1st is paired with 7th, 2nd is paired with 8th, 2nd is paired 7th).

Primary role	Less preferred role
Optimist	Finisher
People with this role contrast tend to work confidently and calmly without feeling a need to get involved in the details. Be aware of the need to help the team complete tasks when there is pressure to meet important deadlines.	
Primary role	Less preferred role
Optimist	Analyst
People with this role contrast typically maintain a calm and positive outlook, but may not pay enough attention to negative information. Acknowledge problems and recognise that they may often present opportunities to make things better.	
Secondary role	Less preferred role
Relator	Finisher
People with this role contrast typically prefer to spend more time discussing issues than completing tasks. Be aware of when talk should turn into action.	
Secondary role	Less preferred role
Relator	Analyst
People with this role contrast tend to be active communicators but may not possess a full understanding of all the relevant facts. Discuss information with more analytical team members, as this may help develop a clearer understanding of the important issues.	

10.5 Saville Consulting Wave Team Profiling

A full team profile can be developed from individual members' Team Roles. Below is the Team Profile of a Research & Development team, displaying each team member's two most preferred and two least preferred team roles (with twelve team members in total).

Wheel 3: The Saville Consulting Group Team Profile



Wheel 3 displays the Team Profile of a Research & Development team within an organization. The primary purpose of a Research & Development team is to evaluate and solve problems, creating new and innovative solutions. The team would require strong analytical and evaluation skills and may demand a somewhat heightened creative element to be effective.

Considering the purpose of such a team it is perhaps unsurprising that half of all preferred roles fall under "Analyst" and "Innovator", with no team member citing "Analyst" as a least preferred role. Such roles would be key in the effectiveness of the team considering its purpose and the clustering here is likely to be of benefit.

The team overall displays five out of the eight team roles, demonstrating gaps in "Relator", "Assertor" and "Striver" roles. There is a particularly balanced distribution of preferred and least preferred roles within "Finishers", "Supporters" & "Innovators" and an obvious crowding around the "Analyst" role.

There are a number of gaps within the team and these may prevent the team from maximising its effectiveness and reaching its full potential. Primarily, the marked absence of "Assertors" and "Relators" as preferred roles, combined with these roles being cited as least preferred roles in eight instances, may be indicative of a potential limitation within the team with regard to influence and communication. The absence of "Striver" being cited both as a preferred role and as a less preferred role, suggests a moderate preference for striving is held by all team members. While this may create an adequate balance, it would be an interesting area to explore further in relation to team developments. One could also argue that the comparative lack of "Optimists" as preferred roles, with a third of the team citing the role as the one they would least prefer, could have the potential to foster an overly negative environment (although, as analysts and evaluators, a substantial part of the team's role would require looking for problems and questioning assumptions, probably holding a more pessimistic than optimistic view).

10.6 Reliability of Saville Consulting Wave Team Roles

Table 10.2 gives the alternate form reliabilities of Saville Consulting Wave Professional Styles Team Roles based on the standardization data (N=1,153). Details of the sample are provided in Appendix B of this handbook.

Table 10.2: Alternate Form Reliability of Saville Consulting Wave Team Roles.
(N=1,153)

IA SA	Analyst	Innovator	Relator	Assertor	Optimist	Supporter	Finisher	Striver
Analyst	.92	.53	-.18	.01	-.05	-.42	.01	.12
Innovator	.56	.94	.18	.49	.24	-.25	-.19	.43
Relator	-.19	.18	.94	.51	.41	.23	-.36	.34
Assertor	.04	.50	.49	.93	.47	-.02	-.07	.67
Optimist	-.01	.29	.39	.47	.91	-.04	-.22	.40
Supporter	-.45	-.27	.25	.01	-.02	.91	-.27	-.25
Finisher	.00	-.17	-.37	-.04	-.20	-.31	.92	.19
Striver	.12	.44	.33	.67	.40	-.28	.18	.92

As can be seen from Table 10.2, the Team Roles have high reliability estimates which average .92 and range from .91 to .94. Clear evidence of the separation of the construct is shown as the off diagonal correlations are considerably lower than the main diagonal of alternate forms. The highest correlating two Team Roles are "Assertor" and "Striver" at .67, and this is likely to be a common combination of primary and secondary roles. The low and negative correlations of certain other team roles indicate those that are far less likely to be seen in combination (e.g. "Analyst" and "Supporter" at -.45).

Table 10.3 gives the Test Retest reliabilities of Saville Consulting Professional Styles Wave Team Roles (N=100). Details of the sample are provided in Appendix T of the Wave Professional Styles Handbook.

Table 10.3: Test Retest Reliability of Saville Consulting Wave Team Roles Model. (N=100)

Team Role	Mean _{t1}	SD _{t1}	Mean _{t2}	SD _{t2}	SEm (Sten)	r _t
Analyst	11136.02	1708.07	11138.97	1744.94	.92	.79
Innovator	10949.54	1757.80	11191.32	1905.67	.91	.79
Relator	10240.73	1911.10	10117.83	1943.07	.78	.85
Assertor	11021.52	1794.71	11298.00	1916.88	.90	.80
Optimist	11059.02	1595.64	11029.55	1654.79	.88	.81
Supporter	12118.88	1877.67	11918.10	1957.77	.79	.84
Finisher	12436.52	1612.79	12519.42	1598.98	.92	.79
Striver	11389.08	1783.98	11389.89	1813.68	.83	.83
Mean	11293.91	1755.22	11325.38	1816.97	.87	.81
Median	11097.52	1770.89	11244.66	1859.67	.89	.80
Max	10240.73	1595.64	10117.83	1598.98	.78	.79
Min	12436.52	1911.10	12519.42	1957.77	.92	.85

The Test- Retest provides further evidence of the reliability of Team Roles over time. The average reliability is .81 and it ranges from .79 to .85. Based on an 18 month gap, this indicates the long term stability of these Team Role preferences.

10.7 Validity of Saville Consulting Wave Team Roles

The Wave Competency Potentials underpinning the Saville Consulting Team Roles model are displayed in the table entitled 'Conceptual Mapping of the 'Great Eight' Competencies against Wave Professional Styles' and other assessments' scales' in the Validity chapter of this handbook. The table demonstrates how Great Eight competencies underpinned by Wave competencies can be aligned to those underpinned by other instruments' scales and, therefore, shows how Saville Consulting Team Roles are generalizable across other personality instruments. It follows, therefore, that the validities associated with the Great Eight in the Validity chapter of this handbook can be extrapolated to Saville Consulting Team Roles, however, to aid interpretation, a summary of construct and concurrent validity is presented here.

Construct Validity

As already discussed in the Model Development section of this chapter, Saville Consulting Wave Team Roles is designed to align directly to the 'Great Eight' criteria. To establish construct validity, individuals' Team Roles scores were correlated with their scores on the 'Great Eight' competencies, derived from responses to the OPQ32i. Table 10.4 displays the correlations between Team Roles and OPQ 'Great Eight' competencies. Analysis was conducted using the Epsom sample ($N=308$), for further information on this sample refer to Appendix C in this handbook.

Table 10.4 Correlations between Saville Consulting Team Roles and OPQ-based 'Great Eight' competency predictor scores ($N=308$)

Team Role	Analyzing & Interpreting	Creating & Conceptualizing	Interacting & Presenting	Leading & Deciding	Adapting & Coping	Supporting & Cooperating	Organizing & Executing	Enterprising & Performing
Analyst	.63	.33	-.27	.17	-.04	-.44	-.03	.11
Innovator	.24	.73	-.07	.40	-.04	-.45	-.14	.26
Relator	-.19	.16	.69	.38	.04	.11	-.41	.13
Assertor	-.03	.30	.29	.71	-.04	-.27	-.09	.26
Optimist	-.16	.20	.28	.39	.51	-.30	-.20	.24
Supporter	-.31	-.24	.30	-.28	-.05	.75	-.17	-.23
Finisher	.03	-.26	-.27	-.07	-.18	-.15	.70	.11
Striver	-.07	.27	.07	.51	-.01	-.44	.03	.55

Note: Any raw correlation higher than .12 is statistically significant at the $p<.05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p<.05$ level (one tailed).

The results displayed in the above table provide strong evidence for the constructs of the eight Saville Consulting Team Roles. Correlations between Team Roles and corresponding 'Great Eight' competency predictors scores (from OPQ32i) ranged from .51 to .75, averaging at .66. Low correlations, averaging .01, between Team Roles and non-associated 'Great Eight' competencies provide evidence to support the discriminant validity of the scales.

Concurrent criterion-related validity

To establish concurrent criterion-related validity, individuals' Team Roles scores were correlated against external ratings of work performance on the 'Great Eight' competencies, as measured by Wave Performance 360. Table 10.5 displays the a priori hypothesized correlations and the three highest other significant correlations, which were not a priori hypothesized. Again, analysis was conducted using the Epsom sample (N=308), for further information on this sample refer to Appendix C in this handbook. All validities were corrected for attenuation based on the reliability of the criteria (based on 263 pairs of criterion ratings). No further corrections were applied (e.g. restriction of range, predictor unreliability). Corrected correlations are displayed in brackets after uncorrected, raw correlations.

Table 10.5 Saville Consulting Team Roles scales against work performance ratings (N=308)

Team Role	A priori hypothesized correlations	r uncorrected (r corrected)	Highest other correlations (not a priori)	r uncorrected
Analyst	Analyzing & Interpreting	.09 (.20)	Organizing & Executing	.10
			Creating & Conceptualizing	.07
Innovator	Creating & Conceptualizing	.20 (.61)	Enterprising & Performing	.14
			Organizing & Executing	.12
Relator	Interacting & Presenting	.33 (.69)	Leading & Deciding	.18
			Enterprising & Performing	.11
			Creating & Conceptualizing	.08
Assertor	Leading & Deciding	.30 (.55)	Creating & Conceptualizing	.20
			Enterprising & Performing	.26
			Interacting & Presenting	.24
Optimist	Adapting & Coping	.22 (.46)	Creating & Conceptualizing	.19
			Leading & Deciding	.26
			Analyzing & Interpreting	.20
Supporter	Supporting & Cooperating	.09 (.21)	Interacting & Presenting	.09
Finisher	Organizing & Executing	.22 (.51)	Adapting & Coping	.09
			Enterprising & Performing	.09
			Creating & Conceptualizing	.06
Striver	Enterprising & Performing	.34 (.76)	Adapting & Coping	.21
			Leading & Deciding	.25
			Creating & Conceptualizing	.24

Note: Any raw correlation higher than .12 is statistically significant at the p<.05 level (two tailed) and any raw correlation higher than .10 is statistically significant at the p<.05 level (one tailed).

Six out of eight Team Roles were positively associated with their a priori hypothesized matched 'Great Eight' criterion ratings and most, with the exceptions of 'Analyst', 'Supporter' and 'Finisher', were additionally positively associated with work performance ratings on other 'Great Eight' competencies. Criteria relating to Analyzing & Interpreting and Supporting & Co-operating were generally less reliably assessed within the Epsom sample and it is, therefore, not surprising that in this instance, the roles Analyst and Supporter correlated less strongly with their associated 'Great Eight' competencies.

10.8 Summary of Team Roles

This chapter has provided a concise overview of Saville Consulting Team Roles, its development and validation and how it aligns with other, existing team models (specifically Belbin, 1996).

Saville Consulting Team Roles is a new model encompassing the Optimist role, one ignored by previous models. As a performance centric model derived from Saville Consulting research, Team Roles not only has high reliability, but seeks to maximise the prediction of performance of individuals performing in teams.

The approach of focusing on contrasts and combinations of team roles goes one step further by highlighting to individual team members not only what their preferred roles are likely to contribute, but also how these strengths combine with their least preferred roles - and the impact that this can have on their team.

The chapter also outlines the appropriate uses of Saville Consulting Team Roles and details how full team profiling can be generated alongside individuals' reports to support activities from team recruitment, management and team building through to problem solving, team performance enhancement and change management.

