

Creating a Team

- **Creators/starters:** These are the people who get things moving at the beginning. They have the vision, without which there would be no charity, church, voluntary organisation. But they are rarely 'finishers', and they often need others to take over the day-to-day running. They are 'Big Picture People' with lots of ideas, many of which need to be toned down by others. They have drive and momentum; they take risks, but can lack focus. More than one or two in an organisation spells disaster!
- **Supporters:** These are vital to the health of an organisation because they have strong interpersonal skills. They are the ones who build relationships and diffuse situations. They are the glue that holds things together, making sure that clients, staff and stakeholders feel valued and consulted. In short, they are the people-people of your team. They are totally committed to ethos and values, but tend to dislike systems. They often prefer compromise to confrontation.
- **Deal makers and connectors:** These are people who know people who can help an organisation develop. They are good communicators and are able to influence others and negotiate good deals. They have the connections that can take a project on to the next level. They don't generally create, but they know how to make use of existing opportunities through patience and good timing.
- **Traders:** These are the sort of people who love the marketplace. They are in their element finding bargains and freebies. They aren't afraid of asking, even if it's cheeky! They work best at point-blank range and don't generally think big picture, but somehow they manage to come up with things that others can't. They are very valuable people in the not-for-profit sector.
- **Processors/managers:** Every organisation needs people who are processors. Project managers are generally extrovert process people who like to see things working properly – and become frustrated if they don't. They like systems and procedures, and have the ability to translate vision into reality. They are the foil to the creator/starter, ensuring that idealism meets with reality. Every creator needs a manager. Without people who have the ability to manage, the vision will perish because chaos will reign. The manager is generally a strong personality and is not afraid of confrontation. This can cause upset in others, which is why every manager needs supporters.
- **Background processors:** There are many types of process people. There are **mechanics**, who like to tinker with systems until they run well. They are rarely leaders but are detail people who love to improve, duplicate or replicate things. Often they are not great communicators, but they make sure that systems run smoothly. There are also **accumulators** – slow, methodical, focused workers who are a safe pair of hands. Accumulators are good people to deal with finance, amongst other things! They are some of the least visual people, but they often produce more than anyone else in the

team. Finally there are **resource managers**. They delight in ensuring that there is enough to go round, whether that is office equipment or food in the food store. Their role is key to the stress levels of staff, volunteers and beneficiaries – as everyone who can't find a stapler in the office will testify!

- **Stars:** Stars have very strong personalities. They may well be on the fringes of the organisation rather than part of it. In fact, that might be for the best, because they are not always easy to work with! Well known, extrovert, persuasive, charismatic – stars enthuse over the creations of others and promote them with great success. Often the force of their personality is enough to draw attention to an issue. They engender support simply because of who they are. For charities, having a star onside is worth its weight in gold. Like many charismatic extroverts, you can't always rely on stars. They can sparkle and shine, but can also burn out.