



TRUSS

Feedback Report

Date: 10/09/2020 Time : 2:11 PM
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■ Your Primary Team Role is the Pragmatist.

The team role you are most comfortable adopting is the Pragmatist. The pragmatist's ability to maintain focus enables the team to avoid distraction and keep the client's needs front of mind. Pragmatists have the ability to make good with whatever is available, whether it be human resources or simply materials. They have the ability to recognize that a mixing and matching of available resources, rather than an obsession with fine details, is something to be encouraged, especially in collaborative endeavours. Those with a pragmatic approach may also be keen on new ideas, but more in order to try them out and see if they work than to take a flight into the fanciful. They will cheerfully beg or borrow those that they think will help them take action more effectively. If something works, that's fine. If it seems not to then the Pragmatist is not likely to waste time wondering why before trying something else. The skills of the pragmatist are most in demand where there are plenty of human resources available in terms of the skills of other team members, whether they be innovators, mediators, motivators or perfectionists. Who are they in your team, and is there a balance? The Pragmatist takes pride in making do with whatever is available, but with inadequate resources, this commitment to the art of the possible may be met with disappointment if expectations have been set unreasonably or unexpectedly high.

■ Your Least Preferred Team Role is the Innovator.

The team role you are least comfortable adopting is the Innovator. This would suggest that people like you recognise the important contribution that experience with well-tried methods can make to success. While not necessarily averse to changing things when it is clearly necessary, they often expect well-supported advance evidence that it will produce results, and are particularly wary of anything that is likely to disrupt proven ways of working. They have a genuine concern that, in a mad dash for 'innovation for innovation's sake', many conventional techniques may become lost and forgotten. They will also be well aware of the dangers of being diverted from the plan by distractions that, while perhaps exciting for some, don't necessarily contribute to the task in hand. People like you are generally not considered Innovators, but they can contribute to the team by providing an important sounding board against which others, and Innovators in particular, may test their ideas. However, when change is really necessary, they do need to be wary of letting their pessimism and heart-felt concern hold things back. Such people are likely to show their strongest qualities within organisations that have well-established traditions and reputations that could easily be damaged by unnecessary reform.

■ Your Team Role is Symbolised by: The Pont du Gard, France.



The Pont du Gard is an ancient Roman aqueduct built in the first century AD to carry water from a spring at Uzes to the Roman colony of Nemausus (modern day Nîmes). It crosses the Gardon river in southern France and is the highest of all elevated Roman aqueducts (at 49 metres above the river) as well as one of the best preserved. It was part of a longer aqueduct system built to circumvent the southernmost foothills of the Massif Central, which was difficult to cross, covered in dense vegetation and indented by deep valleys. Tunneling through the hills would have required a tunnel of between 8 and 10 kilometers, whereas the aqueduct provided a more practical way of transporting the water from the spring to the city. It continued to be used until the 6th century and is remarkable in descending only 2.5 centimetres over its entire 274m length, a feat indicative of the great precision and reliability that Roman engineers were able to achieve, using only simple technology. Jean-Jacques Rousseau wrote of the bridge in 1738: "The echo of my footsteps under these immense vaults made me imagine that I heard the strong voices of those who had built them."

About the Report

The TRUSS Inventory is designed to allow people to express their preference for fulfilling different team functions. Coming up with new ideas, encouraging others, managing expectations, quality control and keeping focus are all important for the success of any team, even those formed on the basis of expertise rather than psychological profile.

But what if we all prefer to do the same thing, or if there is an important function that nobody wants to perform? Imagine a team where everyone is full of ideas but no one wants to do the work, or where everyone is keen to get down to work but can't agree on what should be done or how to do it. These situations are surprisingly common in the workplace.

About the Team Roles

The Team Roles are Innovator, Mediator, Motivator, Pragmatist and Perfectionist.

As well as discovering the team role you most prefer, there will also be a role in which you are least comfortable. This does not mean there is anything wrong. Everyone will have things they prefer not to do, but this will normally be because their strengths lie in another area. The TRUSS Inventory enables you to discover these preferences and set them in context with your colleagues.

A balanced and inclusive workplace has room for both extraverts and introverts, for innovators and pragmatists. Indeed, a team of pure extraverts or pure innovators would be rather dysfunctional. In practice, any one team member may find themselves adopting a wide range of roles depending on their cultural environment and the task at hand. Being aware of your intrinsic preferences for different roles, both positive and negative, could therefore help to create more self-aware, flexible and effective teams.