



# Pathfinder

"Coming together is a beginning. Keeping together is progress. Working together is success."  
-Henry Ford

## Teamwork Matters

A message from  
the City Manager

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We spend our lives working in teams. It may be a family team, work team, service team, or a group of friends. We find ways to hit our stride and work productively in teams. Something about the adage, you can't pick your family, but also often you can't pick the members of your work team. Team dynamics are an often-studied concept due to huge positive impacts a well-working team can have (and the inverse of a poorly working team).

[A recent study focused on team effectiveness](#) and found the fault of poor team performance does not always lie with the team members but rather is a result of not effectively tapping diverse work styles and perspectives. For a team to work effectively team members and their leaders need to recognize how profound the differences between people are. Without such a recognition some of the best ideas go unheard or unrealized and performance suffers.

The study defines four work styles – pioneers, drivers, integrators, and guardians. Each of us is a composite of the four work styles, though most people's behavior and thinking are closely aligned with one or two. All the styles bring useful perspectives and distinctive approaches to generating ideas, making decisions, and solving problems.

Generally speaking:

Pioneers value possibilities, and they spark energy and imagination on their teams. They believe risks are worth taking and that it is fine to go with your gut. Their focus is big-picture. They're drawn to bold new ideas and creative approaches.

Guardians value stability, and they bring order and rigor. They are pragmatic, and they hesitate to embrace risk. Data and facts are baseline requirements for them, and details matter. Guardians think it makes sense to learn from the past.

Drivers value challenge and generate momentum. Getting results and winning count most. Drivers tend to view issues as black-and-white and tackle problems head on, armed with logic and data.

Integrators value connection and draw teams together. Relationships and responsibility to the group are paramount. Integrators tend to believe that most things are relative. They're diplomatic and focused on gaining consensus.

Once you have identified the work styles of your team members and have begun to consider how the differences are beneficial or problematic, you must actively manage them so that you're not left with all frustration and no upside. You can do so in three ways: Pull your opposites closer, elevate the least representative styles on your team, and pay close attention to your sensitive introverts.

The four styles give teams a common language for understanding how people work. Teams that bring these styles together should enjoy the many benefits of thought diversity, ranging from increased creativity and innovation to improved decision making. A first step for team members and leaders to become a more effective team is to identify the differing styles of their team members and understand what makes each individual tick.

Jason