

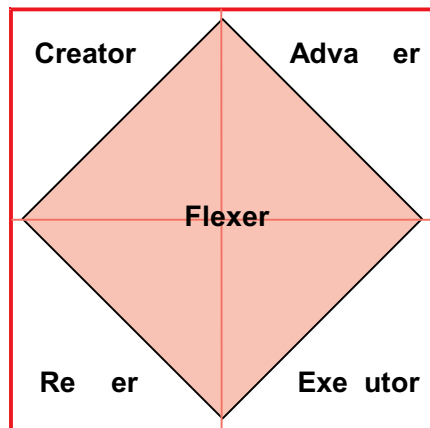




Welcome! You have just completed the first part of the Tea D e o Pro le. You are now on your way toward a more advanced tea ceremony.

You are now doing the Tea D e o Pro le to be a master. For nearly 3 years, the Public has been the first to experience the benefits of the tea ceremony. We're committed to a high standard of quality and development of the tea ceremony. Over 4 million people worldwide have enjoyed our tea ceremony.

The Tea D e o Pro le will help you understand the way you prefer to work, and it will teach you a role to create work that is delivered. Remember that at work with others to accomplish a purpose, individual objectives and behavioral requirements to our roles: Social, Cultural, Normative, and Methodical. Everyone has a role to play in a team, and it is our job to ensure that each role is filled to the best of its ability.



**Creator:** Generate ideas

**Advancer:** Promote ideas

**Reformer:** Challenge ideas

**Executor:** Implement ideas

**Flexer:** Stimulate ideas

As you read this report, please remember that there are no right or wrong answers. All the different roles are vital to the tea ceremony.

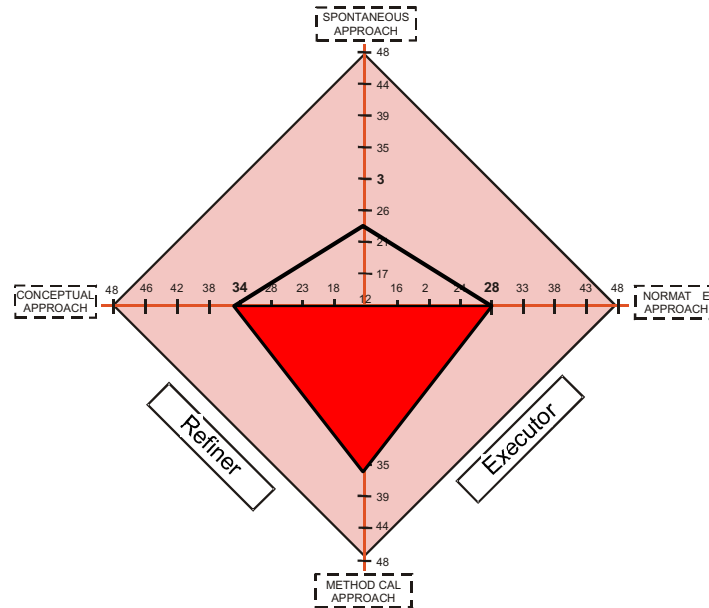
## Your Tea D e o Pro le Gr d

### Tea D e o Pro le



There are three key elements that report that will help you understand your role on a team and the team's role: Your Personal Approach, your Primary Role, and your Profile Pattern.

Your *Tea D e o Pro le* Grid shows below. Your score on each axis shows your level on each Personal Approach, based on your response to the Adaptive Approach questionnaire to define your Role and your Profile Pattern. Read more about the three levels of interaction and your *Tea D e o Pro le* to follow.



### Your Personal Approach

There are four distinct approaches to task and behavior on a team. See page 4 to learn about our Personal Approach and to see your level on each Approach based on your response.

### Your Primary Role: Refiner/Executor

People tend to use two or more Approaches when working on a team. Learn about the Personal Approach results to determine our role on a team. See page 5 to read about your Primary Role(s), to find out about the other roles, and to learn about the role or team.

### Your Profile Pattern: Refiner/Executor Pattern

Combine the four Personal Approaches or 11 *Tea D e o Pro le* Pattern that relate to determine task and behavior on a team. See page 6 to read about your pattern, then read page 7 through 11 to learn about different patterns and a better understanding of the pattern of other team members.



## trodu t o to Per o al A roa e

Ob ervat o a d re ear over two de ade ave revealed everal d t ta roa e tot k a d be av ora o eo le volved a tea roe .We work wt ot er to a o l a e ur o e, eo le o b e t e r atural t k a d be av oral re ere e to a Per o al A roa e .

By u der ta d t e varou a roa e u ed by d v dual o t r bu tor t e tea roe , t e role o tea e ber a be de ed a d t e tea roe e a ed, re ult er tea er or a e.

T e t e r a t v e relat o o t e our Per o al A roa e ra ally ortrayed by t e Tea D e o Pro le rd. Your a roa ore o b e t o de t y your re erred role o a tea . T e d ator u der ea a roa ow your level o ea ba ed o your re o e .

## Co e tual A roa



T e Co e tual A roa llu trated alo t e let or zo tal ax o t e Tea D e o Pro le rd. So eo ew o take a Co e tual A roa lke to o eu wt ew dea .We re e ted wt a roble or a o ortu ty, t ey are ood at ex lor alter at ve a d d u o e t. Good at v ual z t e a ter la , o eo ew o take a Co e tual A roa re er o u o t e uture; develo t e ore , r le , a d dea ; a dre o z alter at ve .

## S o ta eou A roa



T e S o ta eou A roa llu trated alo t e t o vert al ax o t e Tea D e o Pro le rd. So eo ew o take a S o ta eou A roa wa t reedo ro o tra t. T ey te d to ove ro o e ub e t to a ot er, o u o a yt ato e, a d o e t e ow ate e. So eo ew o take a S o ta eou A roa lke to ave re e ta d lue e. T ey do t eel obl ated to ollow trad to a d w ll let t e r eel u de t e w e ak de o .

## Nor at ve A roa



T e Nor at ve A roa llu trated alo t e r t or zo tal ax o t e Tea D e o Pro le rd. So eo ew o take a Nor at ve A roa re er to ut dea to a a lar o text, rely o a t e x e r e e wt lar tuato to u de t e . Lett a e ted or a d e x e t a t o t e e t e , o eo ew o take a Nor at ve A roa lke to e e t e o eque e be ore a t . T ey re er to let ot er take t e lead a d try to t wt ot er eo le.

## Met od al A roa

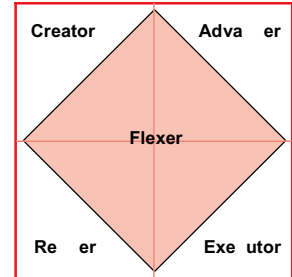


T e Met od al A roa llu trated alo t e botto vert al ax o t e Tea D e o Pro le rd. So eo ew o take a Met od al A roa re er order a d rat o al ty. We re e ted wt a roble or o ortu ty, t ey te d to ollow a te -by- te roe , exa t e d e t a l a d t k t over are ully be ore a t . Fo u o w at t ey a rove true, o eo ew o take a Met od al A roa ood at utt t order a d lke to ee t t to et er.



## rodu t o to Role

Re ear ow t at d v dual ave d ere ta roa e to ovato a d tea work. d v dual ayu e two or ore a roa e (Co e tual, S o ta eou , Nor atve, a d Met od al) we a roa ta k t e tea roe . arou o b ato o t e e Per o al A roa e re ult t e de t ato o our role o a tea : Creator, Adva er, Re er, a d Exe utor. T e Flexer a o b ato o all our role . O a u e ul tea , d v dual er or t e e our role a d t e ra t wt o e a ot er to ax zet er tre t . Ta k are de ed a d a ded o ro o e role to a ot er, allow art a t to o u o t er tre t t e roe . Ty ally, ta k are a ded o ro t e Creator to t e Adva er, ro t e Adva er to t e Re er, a d ro t e Re er to t e Exe utor. T e Flexer te to ll a t e tea . T reate a " " roe , volv ea o t e role o a tea . Read about your Pr ary Role or Role d ated by a e k ark below.



### Creator

a Creat role, a d v dual e erate t e o e t a d dea . T e Creator re ra e t e roble a d look or oluto t at ay be u u al, u que, a d o beyo d t e obv ou . Creator e erate re , or al o e t a d dea . T e e o e t are ot o tra ed by ear o a lure, or by ex t rule or bou dare . T e Creator re o ze alter atve a d er e ve t e "b ture." We dea ave bee reated, t o e dea are a ded o to o eo e a Adva er role.

### Adva er

a Adva role, a d v dual re o ze dea a d ew dre to t e rearly ta e a d develo way to ro ot e t e . T e Adva er u e t ul la ba ed o a t e x e r e e a d u e ul et od to adva e dea toward le e tato . Adva er re er a lar dea but are ot l ed to let rule a d bou dare d oura e t e . A to are dre ted to a ev obe tve by t e o t dre t a d e e t ea . Gve o e tru ture toward le e tato , a dea w ll be a ed to o eo e a Re er role.

### Flexer

a Flex role, t e o t r buto o tea e ber are o tored a d t e roe ke t ov t e r t dre to . T e Flexer a bee e tal to t e overall rodu ty ty o t e tea , a t er o able to lay at lea t t ree o t e our tea role . Flexer obe tvely vew t e tea roe a d te a eeded to kee t e tea ov toward t obe tve .

### Re er

a Re role, o e t are alle ed. T e Re er u e a et od al roe to a alyzet a orderly a er to dete t o ble law a d de ty o t e tal roble u der d u o . Re er are ood at re vew dea a d le e tato la , od y t o e dea or o u wt ew dea , a d rat o ally re vew t e to e ure u e ul le e tato . dea a d la ay ave to be a ed ba k to t e Adva er a d Creator role be ore t ey are ready or le e tato by o eo e t e Exe utor role.

### Exe utor

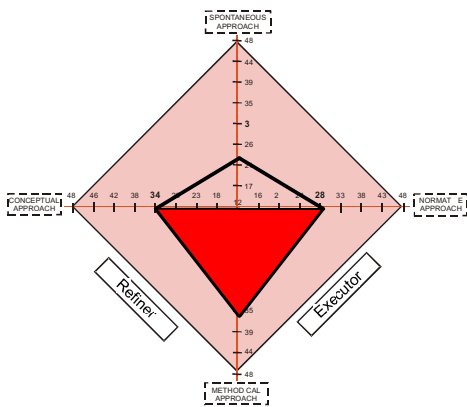
a Exe ut role, a d v dual ollow u o tea obe tve a d le e t dea a d oluto . T e Exe utor o u e o e ur t e le e tato roe ro eed a orderly a er, ba ed o a well-t ou t-out le e tato la . Exe utor t rve or a ev -qual ty out o e , wt atte to to deta l . T e Exe utor re er to let ot er take t e lead, a de oy t e ta k a dre o bl ty o al le e tato .



## Your Unique Profile Pattern

Combato o te our Personal Approach, derbed ter retato Sta e , or eleve Tea D e o Pro le Pattern . Tee eleve patter derbe a ob ato o role t at ore lo ely re le tter e o ow eo le ot aturally a roa work wt ot er to a o l a e ur o e. Ma y eo le ult ately u e a xture o Co e tual, S o ta eou , Nor atve, a d Met od al A roa e t er tea a tvte a d t era to .

Read your Profile Pattern below. The read te o t er de r to o a e 7 to 11 to a a u der ta d o t e o t er Tea D e o Pro le Pattern .



### Refiner/Executor Pattern

**Approach:** Conceptual/Methodical/Normative

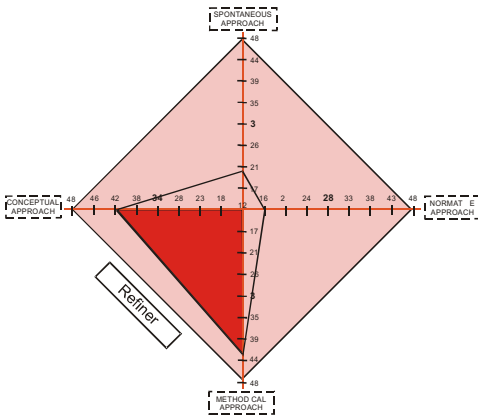
**DESCRIPTION:** As a Refiner/Executor, you explore alternative solutions and deal with the details. When presented with a decision, you will consider the details that are relevant, and analyze the details. You will know what the decision is about and the results. Good at analyzing the details, you are able to reorganize alternatives. You refer to the relevant information. You like to see the details, especially follow an orderly process, and derive a clear development well-organized.

**CONTRIBUTION:** You make sure the details of the decision are thoroughly addressed in an orderly manner.

**WEAKNESSES:** When working alone, you may not be able to develop alternative solutions to all the details of a decision with an alternative, low-level alternative. You do not like to introduce a new idea.

**INSTRUCTION:** You tend to have a clear development of the details.





**Refiner Patter**

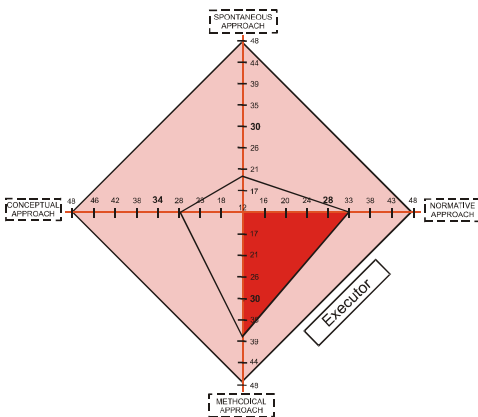
**A roa : Co e tual/Met od al**

**DESCR PT ON:** Refiner alle e o e t u der d u o . Bel ev t at o eque e atter, Refiner wa t to la ow ew e deavor are le e ted a d re are or ur r e . T ey l ke to reate order ro ao by rov t e ro e by w dea are le e ted. Refiner ay lay "dev l' advo ate" to te t t e ou d e o a dea a d try to rove t. T ey re er order a d are o ortable be et od al. T ey der ve at a to ro t e e tal exer e o t e debate a d ay lead ot er to exa e t e ert o a dea, u a y te at ro e e erat a d ex lor dea .

**CONTR BUT ON:** Mak ure t at t e o e t t ou t t rou a d exa ow t a be roved a d le e ted.

**WEAKNESSES:** allowed to o trol t e rou ort e ro e , t e Refiner ay lead t e tea toward oo low-r k dea , lter out dea t at ay ave reater r k but al ob er ayo .

**NST NCT:** Art ulat t e roble au ed by ew or u que dea ; rov dea be ore le e tato .



**Executor Patter**

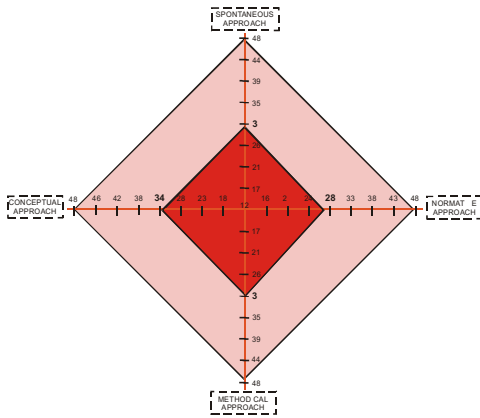
**A roa : Met od al/Nor at ve**

**DESCR PT ON:** Executor ollow u o tea obe tve a d le e t dea a d oluto . Executor o u o e ur t e le e tato ro e ro eed a orderly a era do a ev -quality out o e . U tl e obe tve a d la are de t ed, Executor ay ave l ttle tere t rou d u o . T ey re er rove , a lar dea over ovel a d u tred o e . T ey ay atte to to deta l a d eek to e ure t at la ollow a orderly ro e . T e Executor o ortable be et od al. T e Executor te d to be aut ou try out a ew a roa a d reer to t kt over are ully be ore a t .

**CONTR BUT ON:** S ott ote tal roble be ore t ey o ur a d z e e e a d error dur le e tato .

**WEAKNESSES:** work wt out lear a d o u ed obe tve or u del e , t e Executor ay lo e t o t e oal a d ur ue rreleva t trate e .

**NST NCT:** F w at t ey tart a d do t r t.



## Flexer Patter

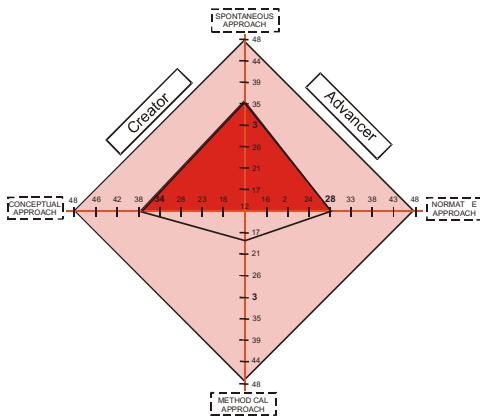
**A roa :** Co e tual/S o ta eou /Nor at ve/Met od al

**DESCR PT ON:** Flexer o tort e o trbut o o tea e ber a d o trbut e a eed to kee t e develo e tor le e tato ro e ov t er tdre to .U der ta d a de at z wt atlea tt ree o t e our tea role ,t e Flexer able to ove wt ea e to a variety o role a d take o t e ta k a o ated wt ea role.

**CONTR BUT ON:** Obe tvely vew t e a tvte o t e tea to ee w at t e ro e a d t e at tea ro rate o t o kee t ov .T e Flexer lay a orta role ov t e rou toward t obe tve , art ularly o l t o urt att reate to dvert tea e ber ro t er oal .

**WEAKNESSES:** U le a well-de ed role t e tea a u ed,t e Flexer ay be ored by ot er wo are ore tro ly o tted to t er ow role (e. ., reat , adva , re , exe ut ).

**NST NCT:** Mo tor t e tea ro e a d ll a t e tea .



## Creator/Advancer Patter

**A roa :** Co e tual/S o ta eou /Nor at ve

**DESCR PT ON:** Creator/Advancer are dea e erator wo are al o ood ro ter .T ey are ood at ex lor alter atve a d o e t , a d t ey are ore o ortable wt a t ul la .Creator/Advancer are able to e erate dea a d develo a la ,ba ed o a t ex ere e, to u e ully ro o t e o e dea .Creator/Advancer derive a t a to ro de ty ood dea a d develo oluto a d trate e to over o e ob ta le to le e tato .T ey e oy work o ult le ta k a d lke to be volved wt t e reato a d adva e e to dea .Creator/Advancer lke to ave lue e a d re e t, a de oy ett atte to .W e everyt t la e, Creator/Advancer ay et ate t, ready ort e ext alle e.

**CONTR BUT ON:** Develo e to ew o e t a d dea t a t a be adva ed wt ak ow ro e or tru ture.

**WEAKNESSES:** T e Creator/Advancer ay be o e ru tated wt t e deta lo a orderly le e tato la ,a d ay aylttle atte to t e da er a d barrer a o ated wt le e tato .

**NST NCT:** Creat ew dea a d adva t e ur u to tea obe tve .





# A to Pla

Tea D e o Pro le



The Purpose of the Tea D e o Pro le is to el you u der ta d w at a roa you o t aturally u e w e work w t ot er to a o l a e ur o e, a d to de t y w at role you a d ot er tea e ber lay. The ollow A to Pla rovde you a a ot o t e a roa e a d role u ed by e ber o your tea , ot at you a de t y e ta k a d e ure t at ta k are a de o a d t e " " ro e be u ed to a o l your tea obe t ve .

Tea Me ber Na e	Tea D e o Pro le Patter	S e Ta k A ed	A t ated Barr er
<b>Sel</b>			

A ter o der t e ta k a d t e barr er you de t ed above, l t t ree e t you a do t e ure u e o t tea .

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_