

**The Team Management Profile:
Work Preference Distribution percentages graphic and text**

The Team Management Profile (TMP) includes a graph that depicts **Work Preference Distribution percentages**. This graphic may create the most questions from participants but is an excellent illustration of how preferences are spread out around the model. The following illustrates how these percentages are calculated. Note that the example used below does not correspond to the graphic above.



The results from a person's TMP can be converted to a probability percentage distribution around the Team Management Wheel. If a person has, for example, a net score of E=18, it means that he or she has scored some questions on the 'E' side and some questions on the 'I' side-- for example, their raw scores may have been E=24, I=6. The maximum raw, or net score is 30. On balance, their preferences are more extroverted, but there are some times when they exhibit a preference for introversion.

If someone has a net score of E=0, then this means that there is a 50% probability of an extroverted preference, and a 50% probability of an introverted preference.

The net scores can be converted into probabilities using a probability density table as follows:

Net Score	Probability (%)	Net Score	Probability (%)
0	50.00	16	76.67
1	51.67	17	78.33
2	53.33	18	80.00
3	55.00	19	82.67
4	56.67	20	83.33
5	58.33	21	85.00
6	60.00	22	86.67
7	61.67	23	88.30
8	63.33	24	90.00
9	65.00	25	91.67
10	66.67	26	93.33
11	68.33	27	95.00
12	70.00	28	96.67
13	71.67	29	98.30
14	73.33	30	100.00
15	75.00		

In some cases, such as the one above, you may find an anomaly between the results on the Team Management Wheel and the conversion to preference percentages that relate to the Types of Work Wheel.

In terms of the Team Management Wheel, the Major Role is the one with the highest probability, *i.e.*, the **Outer Thruster-Organizer (EPAS)** with a probability of 22.2%. The first Related Role is the next highest score (14.8%) -- *i.e.*, the **Outer Assessor-Developer (ECAS)**, followed by the inner Assessor-Developer (EPAF) with a probability of 13.8%.

In the development of the Team Management Profile it was decided that each person would be assigned one major and two related roles.

In the example above, the first two related role calculations both result in **Assessor / Developer** preferences. In order to assign two distinct related roles we take our calculations further, producing the second related role of **Outer Explorer-Promoter (ECAAF)** with a probability of 9.2%.

Examples such as the above may create questions on the part of the participant. What this information does is allow you to go into much greater depth of understanding of just what the scores of the participant may really mean. It is always this type of discussion that generates more value from the profile text and this type of discussion is always appreciated by participants.

In the example above, the participant should really consider the related role text in the profile very carefully as it may have important relevance to them.

One of the things this percentage information provides is the opportunity for the participant to see the 'range' of their preferences. Often this is very much appreciated since they are not placed into a specific role and you have the opportunity to explain just how the major and related roles are assigned.

These more in depth discussions will generally occur outside of a feedback workshop. Usually they will be one on one conversations dealing with the specific questions the individual participant may have. We suggest that you do not go into the percentage calculations in a group workshop.