EXPLORERS

RELATED ROLE

MAJOR ROLE

ORGANIZERS

ADVISERS

RELATED ROLE

CONTROLLERS

®

Explorer Promoter

Creator Innovator

Assessor Developer

Reporter Adviser

LINKER

Thruster Organizer

Upholder Maintainer

Concluder Producer

Controller Inspector

The Margerison-McCann Team Management Wheel

Sample Person

These are your major and related role preferences on the

Margerison-McCann Team Management Wheel.

Name:	Sample Person
Organization:	Sample Company
Major Role:	Assessor-Developer
Related Roles:	Explorer-Promoter
	Thruster-Organizer
Key Preference Areas:	Exploring, Organizing

Your personal Team Management Profile provides you with information about your work preferences. It is a starting point for consideration and discussion of how you approach your work and your interactions with others in the workplace.

All work teams need to consider eight key activities essential for high-performance:

Advising	Gathering and reporting information
Innovating	Creating and experimenting with ideas
Promoting	Exploring and presenting opportunities
Developing	Assessing and testing the applicability of new approaches
Organizing	Establishing and implementing ways of making things work
Producing	Concluding and delivering outputs
Inspecting	Controlling and auditing the working of systems
Maintaining	Upholding and safeguarding standards and processes

Your own work preferences have been derived from your responses to the Team Management Profile Questionnaire. While you may work in any of the areas of the Wheel, your highest preference area, or Major Role, has been identified together with two Related Roles which indicate your next highest preference areas. All the roles are displayed on the Team Management Wheel shown at the front of this Profile. The Linker role at the center is the responsibility of all

team members.

Note that the Team Management Profile Questionnaire does not measure skill or experience - you may have good abilities in areas of work where you have low preferences. However, where there is a good match between your preferences and the demands of your job, you are more likely to enjoy work, develop skills and perform well. Where a group is made up of individuals with complementary work preferences, it has a higher chance of being effective.

Your roles on the Team Management Wheel arise from your preferred approaches to work in four different areas:

- how you relate with others
- how you gather and use information
- how you make decisions
- how you organize yourself and others.

These four work preference measures are shown on the next page as bipolar scales ranging from 0 to 30 either side of a center point.

For example, on the first work preference measure, the length of the bar to the left shows the extent to which you relate to others at work in an extroverted way. The bar to the right indicates the extent to which you relate to others at work in an introverted way.

Similarly the second measure indicates the extent to which you gather and use information in either a practical or creative way. The third measure looks at the extent to which you make decisions in either an analytical way or according to your beliefs, and the fourth measure determines whether you like to organize yourself and others in a structured or flexible way.

By subtracting the lower score from the higher one for each area, you can see that, in your own case, your major preferences are more inclined to be Extroverted, Creative, Analytical, and Structured.
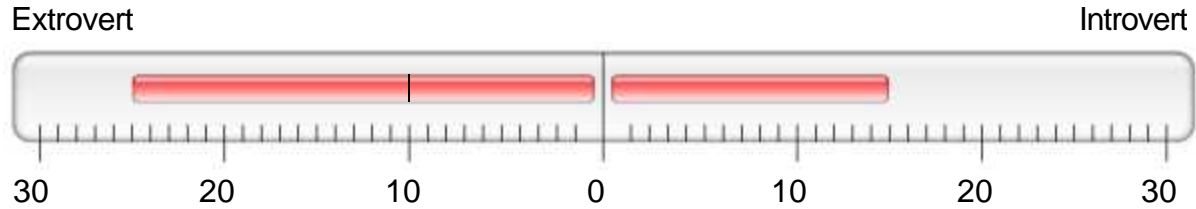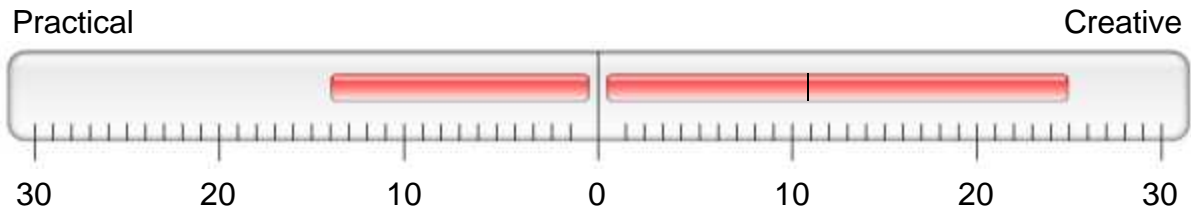
WORK PREFERENCE MEASURES

How You Relate With Others

Extrovert   Introvert

| 30 | 20 | 10 | 0 | 10 | 20 | 30 |

How You Gather and Use Information

Practical   Creative

| 30 | 20 | 10 | 0 | 10 | 20 | 30 |

How You Make Decisions

Analytical   Beliefs

| 30 | 20 | 10 | 0 | 10 | 20 | 30 |

How You Organize Yourself and Others

Structured   Flexible

| 30 | 20 | 10 | 0 | 10 | 20 | 30 |

OVERVIEW

Assessor-Developers like to try out new schemes and ideas. They are particularly interested in assessing to what extent a new idea can be made to work in practice. They are, therefore, important members of a team. They are usually strong on identifying the worth of a new project or task. In this sense, the term Assessor-Developer is appropriate.

As an Assessor-Developer, you will not be content with the *status quo*. You are basically an Exploring kind of person who likes to get new ideas and projects organized. This may reflect itself in designing prototypes, developing new products or markets, or assessing how a new business can be made to work. Once these are up and running, however, you will probably turn to a new idea rather than stay with the tested project on a day-to-day basis. This for you would be too tedious.

You can easily become bored and like an occupation with a wide variety. You are also likely to be outgoing and sociable. A job that involves a lot of projects and/or meeting with people on a regular basis will be of interest.

You may from time to time be a little impetuous and impatient, and want to push things along at a fast pace. This means you will be seeking lots of innovations and new opportunities. Indeed, you may deliberately set a number of projects running simultaneously, in order to fulfill your wide-ranging interests and energy. However, you usually balance this with a concern to make sure things are finished, even if it means putting yourself and others under a lot of pressure.

You will tend to see the possibilities beyond the existing work, and will want to move on as quickly as possible to tackle a new challenge. However, you will become bored as soon as the project becomes routine or loses its intellectual curiosity. Essentially, you like jobs which have a complexity and the challenge of the unknown about them. You will work hard to bring order and

structure to jobs through your analysis and concern for systematic completion.

The neat and tidy routine kind of job is not for you. Instead, you usually search out and create ideas. Once you have conceived an idea which seems to have some worthwhile application, you will set up methods and systems to make it work. You don't like leaving things hanging in the air for too long and like to push on to see how they will turn out in practice.

As a result, you try to put some structure on the way you work by setting deadlines and outputs, even if from time to time you do miss or have to rearrange them. It is your concern for having an efficient and effective organization that can make you impatient of people when they do not fulfill plans. Your outgoing way of relating with others communicates your attitude to the situation fairly quickly. While some people find this helpful, others may sometimes find your approach puts them under pressure.

Working to a plan and devising a scheme to chart future progress is usually important to you. Indeed, you will often work to long-term plans which are based more on your ideas than the facts available. You will usually have a strong grasp of the total, long-term picture even though the supporting details may not be clear.

LEADERSHIP STRENGTHS

Your ability to talk easily with others, combined with your ideas and concern for organization, enables you to move into a leadership role. You enjoy the challenge of developing a team to chase an opportunity or a business possibility, rather than manage regular, standardized operations.

You are usually able to speak well to others, even without too much preparation. However, you will normally think through your objectives carefully, and then use your verbal skills to persuade people to be as enthusiastic as yourself in achieving them. You often get your best ideas talking them out with others, rather than sitting alone in your office.

You can be a hard driver, both of yourself and others, in an open and sociable manner. However, your leadership style is based on a strong, analytical, logical approach. From time to time, you may push on towards your objective without getting sufficient facts, relying more on the basic ideas you have.

You need to be aware that, in your pursuit of the objectives set, you may upset others who will not see things your way. Your inclination to press on may disturb those who wish to go at a slower pace.

A major strength of your leadership will be your enthusiasm for ideas, and your willingness to let others know what you are thinking. People will respect you for your views, but also criticize them. You may at times feel this undermines the value of the idea before it has been tested. Some will say you are more prepared to talk than listen which comes from your desire to take action.

Overall, your approach to leadership is usually a positive one. If there is a job to be done, you will try to organize people and resources, and will expect others to participate. You may particularly enjoy leading project teams where you can see an end result, and then go on to another exciting

challenge.

Leadership to you is the challenge of bringing people together to do something new. You like to win by coming up with innovative approaches which will enable your team to succeed by doing a job, not just more efficiently, but also more creatively.

People will respect your leadership for the ideas you contribute, and for the determination and drive you bring to getting things changed. Often your ideas can be far ahead of your colleagues. You can see the 'big picture' and may need to share this with your colleagues so they can implement the details. Your skills in talking through the major issues will be of importance here.

DECISION-MAKING

You often make your best decisions through conversation with others, rather than contemplating the issues by yourself. By talking things through, the solution becomes clearer. Coming to concrete decisions rather than just discussing matters is important to you. You should, therefore, seek out people in your team and elsewhere that you can talk (and listen) to on a regular basis.

You prefer to have criteria against which you can base decisions and will argue, for a long time if necessary, to establish such principles. Once they have been set up, you are unlikely to change them easily, unless there are very good reasons. These are policy guidelines which serve as beacons to guide your efforts. In your personal life, this may involve setting your goals for five or ten years ahead, so you know where you are aiming. You may set similar, long-term goals at work.

It is vital that the time you spend in analysis is put to good effect. It is this part of your work that will create the balance between your ideas and your final output. If your analysis is not thorough, you may well take action on projects which have not been sufficiently well worked out. If this happens more than once, people may not back your other creative ideas to the full.

Also be careful that, in making decisions, you don't take action before you have the necessary facts. Don't let your ideas become so dominating that you ignore the detailed search for hard information. Some people will say you push for decisions too quickly and act on impulse. An outgoing approach, combined with strong ideas, can be a persuasive mixture. It is important for you to consider the various angles and options with your team before committing to a final solution.

Coming to a decision may be harder for you, because you seek out areas of work where it is difficult to assess the viability of projects. For this reason you need to develop around you people

who can gather in the detailed information and help you reach sound decisions.

You can usually visualize where the organization and its people should be going in the long-term. It may frustrate you that others are so tied up with day-to-day, operational issues they cannot see the longer-term objectives. You will continually push for strategic decisions affecting the three, five and even ten-year perspective. If you are regularly ignored, you will probably move on, rather than waste your time. Overall, you have a unique contribution to make to decision-making, but you need to pay a lot of attention to how people get from where they are now to where you 'see' they should be.

INTERPERSONAL SKILLS

You have strengths in influencing people and these show themselves quite clearly in your work. Being more outgoing and creative means that you are usually seen by others to be lively and always coming forward with new ways to look at the job. Indeed, there are occasions when people may feel you are putting forward too many ideas and not allowing the organization to settle down. It is important for you to establish priorities, otherwise one idea will overtake another without any being developed properly.

You will also put a lot of emphasis on logic and sound reason, and believe that other people should think things through in a similar way. It sometimes annoys you that others are not perhaps as communicative as you are and you find it difficult to understand the way they come to decisions. You feel your approach is very open and often take trouble to justify your viewpoint, even when it is not required.

You are usually able to get people keen and enthusiastic about your ideas, although they may sometimes feel you do not take enough time to understand their viewpoint and want to rush into decisions. They may also feel you do not take sufficient account of their feelings or appreciate their contribution, because of your concern to move on to the next project or put the existing one into practice. Some people believe you push on ahead of them, and are not prepared to recognize or wait for their contribution. You may, therefore, have to help them to get involved.

If you go too quickly, you will be seen as very critical and demanding. Your concern with the completion of the task may lead you to take short cuts. Because you see the goal clearly, you can get annoyed with others who do not share, or who may even oppose your vision.

A key task for you is to look at how you organize meetings, so team members can feel involved and committed. The more experienced you become, the easier it should be. Regular 'How do we

improve?' meetings may be more effective than the normal business-based agendas, with insufficient time for people to think through the implications of your ideas. In such meetings, it is important for you to summarize the views of others.

Your outgoing style enables you to relate easily to a wide variety of people and to represent your group or unit. Indeed, you may feel it is easier to get your message across to other people than to your own group. You can be influential in putting forward propositions and this is an area of skill to be built on, provided it is complemented by follow-up and follow-through.

TEAMBUILDING

You can build an effective team as long as you include people who will complement your strengths. You should, therefore, look for someone who is good at getting hard facts which will reinforce your ideas. Look also to include someone who is interested in detailed work, perhaps someone from the Controller-Inspector sector who can work on areas such as budgets. Make sure there is someone who can take on your development work and who has the patience to produce a regular product or service after you have moved on to the next project. You may also need someone with a major role of Creator-Innovator to stimulate your curiosity with research-based ideas.

Your approach to teambuilding will be based on getting the job done, not only more efficiently, but also in a more innovative way. You will want your teams to work as hard and as enthusiastically as you do. Once you have an idea, you will want to see it through to the finish, although not everyone will be prepared to put in as much effort as you do.

Your own skills will carry you a long way, but you will need to make sure you take your team with you. At times, you will want to move forward too far and too quickly with ideas which you understand and others don't. Take time to organize team meetings, present progress reports, ask for ideas on improvements and accept criticism in a constructive way.

Use your strong verbal skills to put people in the picture and to listen. It will also help if you seek to develop the skills of coordination and integration. You should bring people from different backgrounds together in various meetings, both formal and informal, to talk over how improvements can be made. In doing so, resist the urge to give instructions, but instead ask for people's views on what they see as being required. This may slow things down a bit, but will usually get wider commitment to the team effort.

AREAS FOR SELF-ASSESSMENT

In working with others it is important for you to understand how they see you. In this way, it is possible for you to develop an approach that relates your own strengths to the needs of others. The following points should, therefore, be borne in mind:-

- On some occasions, your planning could be improved by doing some deep personal thinking, preferably by writing down some of your ideas before you actually present them. Because you are invariably busy on projects and other work, your inclination is to talk ideas through with others and you may sometimes put forward views which can be 'shot down' because they have not been worked through in detail. Some in-depth thinking and preparatory work can often help avoid this.

- When it comes to innovating, you rely heavily on your ideas and creativity. This strong point needs to be balanced against getting sound information. Therefore it is useful to have someone working with you who is good at detail and can pick up on the facts. They can do the hard research which may be necessary to test out your ideas in a practical way to assess their viability.

- In making decisions, you tend to be quite analytical, but can sometimes ruffle people's feelings. In the rush to take action, this is easy to do and understandable. You may, therefore, need to take more time to involve people and listen to what they have to say. Developing the skills of summarizing other people's views, even if you disagree with them, is of great importance, as it indicates to them that you have sufficient respect to listen.

- The decision and implementation process is important for you, and you like to resolve things and get them tidied up and concluded. However there is a danger that you may do

this and pass on to other work before the 'end product' has been made to work on a regular basis. It is useful to have people working with you who can follow through and establish routine systems, procedures and output.

Overall, your strengths are that you can get out into the world and make things happen. Within the principles we have discussed here, you are more likely to be happy in jobs which have an Exploring rather than a Controlling dimension to them.

KEY POINTS OF NOTE FOR ASSESSOR-DEVELOPERS

- You will normally be sociable and outgoing.

- You can be impulsive and sometimes impatient.

- You tend to set long-range goals based on your imaginative insight and creative vision.

- You make decisions based on an assessment of what the likely returns for effort and cost will be.

- You can make hard decisions on an objective, impersonal basis when required.

- You are motivated largely by ideas and the opportunity to achieve something new.

- You don't let your personal beliefs get in the way of business objectives.

- You dislike repetitive work and are easily bored.

- You like to establish clear criteria and rules for decisions and action.

- You can be an enthusiastic organizer, particularly of projects.

- You are usually fascinated by opportunities and possibilities, and may, therefore take on more work than you can do.

- You enjoy producing order from ambiguity.

- You tend to be work-orientated and an organizer of ideas.

- You feel you can calculate the odds on a project and assess a winner, even when the facts are not there.

- You are gregarious but also independent.

- You like to develop new schemes, but leave the regular, long-term production and servicing to others.

- You prefer a job with a lot of variety, such as project work.

- You tend to be enthusiastic as long as the job interests you and this is a major factor in your approach to leadership.

- You will tend to move on if your ideas are ignored or rejected.

- You have major principles and will alter these only if someone can present to you an eloquent, factual argument for change.

- You will probably enjoy a lot of project work and the assessment of prototype schemes.

- You put a heavy emphasis on objectives and results, rather than detailed processes.

- You can explain the long-term vision, but may have problems telling people what short-term details are required.

RELATED ROLES

In the constructs of the Team Management Profile Questionnaire, you scored strongest in the areas of creative information-gathering and analytical decision-making. These two factors have combined with your scores on the other factors to locate you in the Assessor-Developer sector of the Team Management Wheel. Here, you will enjoy developing new ideas and assessing how they can be made to work in practice. Your related roles appear on either side of the Assessor-Developer sector and this Exploring-Organizing quadrant is an area where you are 'at home'. You will be quick to recognize the need for innovation and your entrepreneurial side can be of great value to your organization. Many managers with this Profile enjoy working in marketing, market research or product development.

It is when you concentrate on decision-making associated with meeting the deadlines of your work, that you are most likely to wear your Thruster-Organizer 'hat'. In these circumstances, you will want to push forward to meet your objectives in the most efficient manner. On these occasions, you may well become more reflective and want to consider matters on your own. Once you have assessed all the information to hand and made your decision, you will want to push on and implement things quickly. It is when you operate in this mode that you might get resistance from others, because some of your decisions may come as a surprise to them. Generally, though, you will tend to consult others and share your thinking with them, except for those moments when the problem becomes quite complex or you are under pressure.

You will tend to enjoy jobs that demand decisive leadership, where there is a specific end to be achieved within time and cost constraints. You will then be able to develop a plan and guide and direct others to do their part. You are probably a bit quieter than many other Assessor-Developers, but this does not stop you from showing your impatience with people who don't deliver what has been agreed.

In your Explorer-Promoter role, you are very receptive to change and may go out of your way to seek out new ideas and practices. You enjoy this part of your work and will make it your business to know what others are doing in your field, gathering your information from written reports and from meetings with your peers. When the opportunity arises, you will enjoy attending professional conferences in your field of interest.

While you usually meet deadlines, you will at times postpone decisions if you consider important information is lacking. On major decisions, you are less likely than other Assessor-Developers to rush into action, until you have done a thorough analysis of all the relevant information. Where possible, you will establish criteria for your decision and apply whatever techniques and methods are available to test out the best option. Rarely will you go into a decision based purely on your own inner beliefs, but prefer to assess the evidence of what is required from the prevailing facts and circumstances.

A preference for the Exploring-Organizing quadrant is one that is highly valued in 'hi-tech' industries. You are comfortable working in an ambiguous, fluid environment where change can occur quite quickly. You will adapt well to this change and even promote it. However, you are not interested in ideas and concepts only because they are new. It is important to you to use your ability to make the organization a commercial success. To this end you can spend a great deal of time ensuring that all the systems and procedures are set up so your projects can succeed.

WORK PREFERENCE DISTRIBUTION
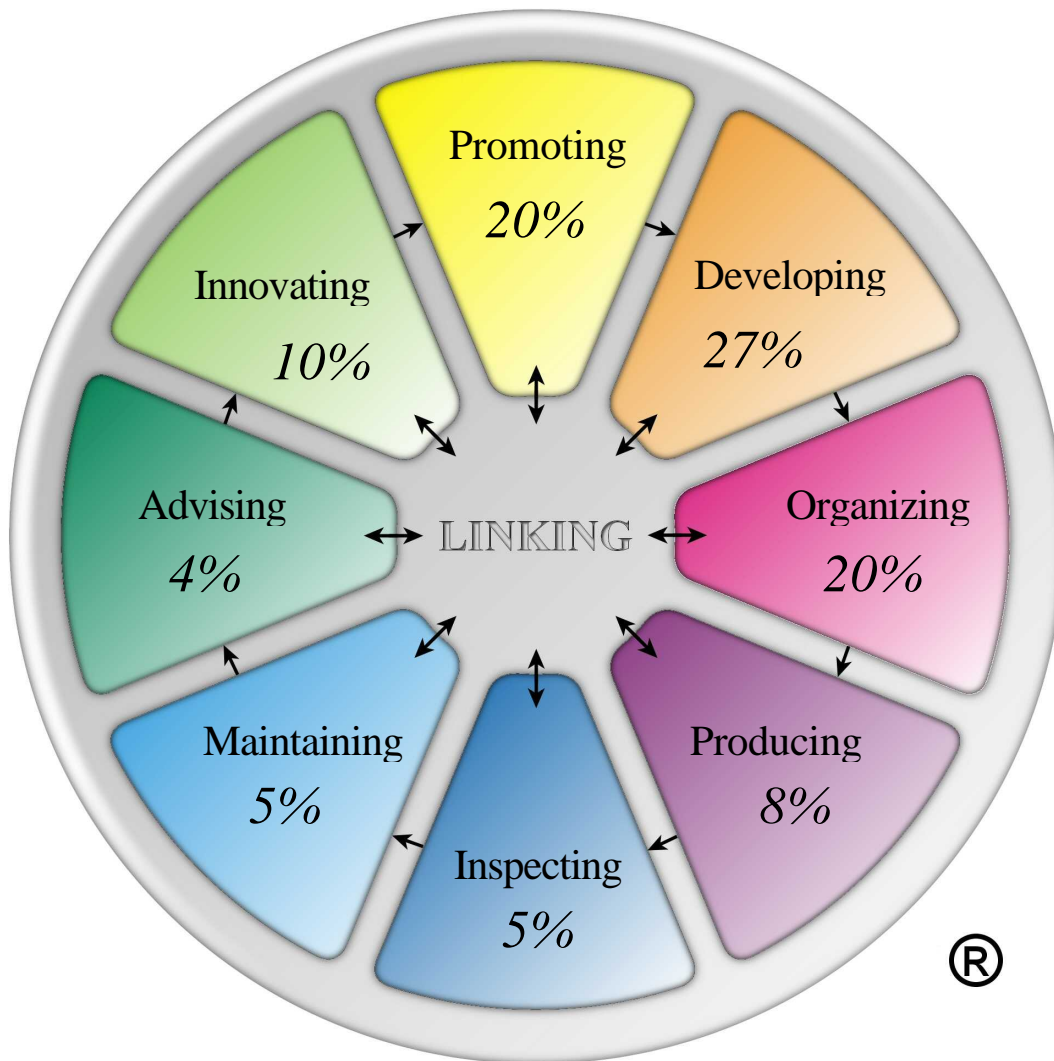
The Team Management Wheel highlights your major role preference and two related roles. In terms of the eight Types of Work that define the critical tasks of a team, these roles indicate the top three task areas that you prefer to work in.

It is possible to extend your scores on the Team Management Wheel beyond the top three task areas to produce a work preference distribution that indicates your level of preference for all eight

Types of Work. This information is valuable when it comes to allocating work among team members, as Team Management Systems theory states that all eight Types of Work are critical to the success of a team. If several team members have the same major and related roles, it is worth looking at the individual work preference distributions to determine whether there is a significant difference among team members in the less preferred work areas.

Your work preference distribution is shown with 100 percentage points distributed across all eight Types of Work, indicating those tasks that you like best and those that you like least. If the percentages are similar, you will be relatively comfortable working on any task. If there is a gap of more than 15 percentage points between the highest and lowest scores, there may be some tasks that you definitely like and others that you dislike.

When allocating tasks, it seems sensible for there to be some overlap between your work preferences and the team tasks that need to be undertaken. If you are spending a lot of time in areas that are not your preference, it may affect your enjoyment and wellbeing at work. Likewise if you are working solely in Types of Work that strongly match your work preferences, you may be ignoring important personal development opportunities in areas of lower preference.

It is important to remember that work preferences and competence are unrelated, and you may perform well in Types of Work for which you have a low preference. However, it is important to get the right balance between working to your preferences and working against them. Our research shows that a two-thirds/one-third balance works well for many people, and that problems with dissatisfaction can occur when the ratio moves significantly in the opposite direction. Working to your preferences will help establish conditions at work where your mental and psychic energy can flow freely.

LINKING

At the center of the Team Management Wheel is the Linker role, defined not by preferences, but by the skills that all team members need to develop. Linking Skills comprise people linking, task linking and leadership linking.

Of importance to all team members are the People Linking Skills, particularly the skill of Communication. A useful technique to try here is Pacing - varying your communication style so that it matches other people's role preferences. The successful implementation of Pacing skills helps avoid conflict and leads to more productive interactions.

Below are some key points that team members should consider when interacting with an Assessor-Developer major role preference like yours. Read each point and consider whether you would like the other person to act like this when they are communicating with you. Highlight those points that you definitely agree with and share them with your team members.   This may help them understand 'what makes you tick' and how they can better meet your needs.

In order to link more effectively with you, the person you are interacting with could:

- Explore ideas in conversation with you.

- Make sure their ideas are grounded in reality.

- Back their arguments with facts.

- Balance idea generation with converging on results and actions.

- Talk things through with you before forcing a decision.

- Focus more on the positives, rather than the negatives, when helping you develop your ideas further.

- Not impose their own beliefs and opinions unless they are backed up by facts.

- Speed up their speech delivery (if necessary) to match yours and try to talk with 'color' in their voice rather than in a monotone.

- Be punctual to meetings.

- Stick where possible to agendas.

- Prepare plans or budgets that connect the 'future' to the 'present'.

- Use a whiteboard to record the details discussed; this will help you both to capture key points and keep on top of the details.

- Realize that your mind may wander onto more important things and so learn techniques that make you want to listen to them.

- Summarize the content of conversations, making sure the summaries are succinct and factual, rather than their opinions.

- Give you options to consider rather than suggesting a unique solution, when wanting a decision from you.
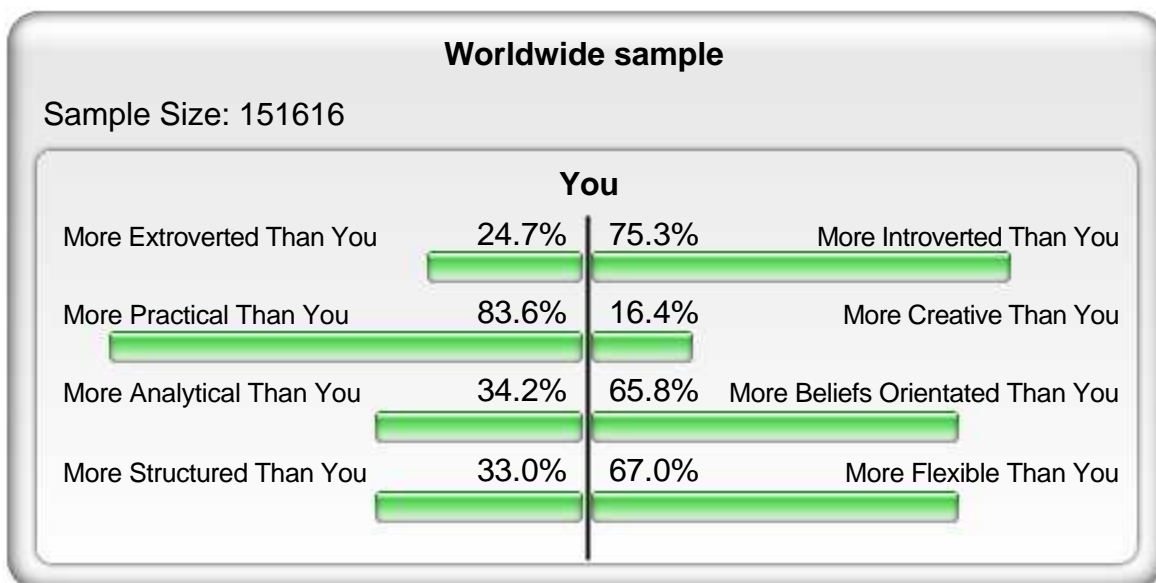
NORM DATA

In the table(s) below you can see how your scores compare with others in specific groups of people from our database.

For example, in the first table 24.7% of people prefer a more extroverted approach to work than you; 75.3% have a more introverted preference.
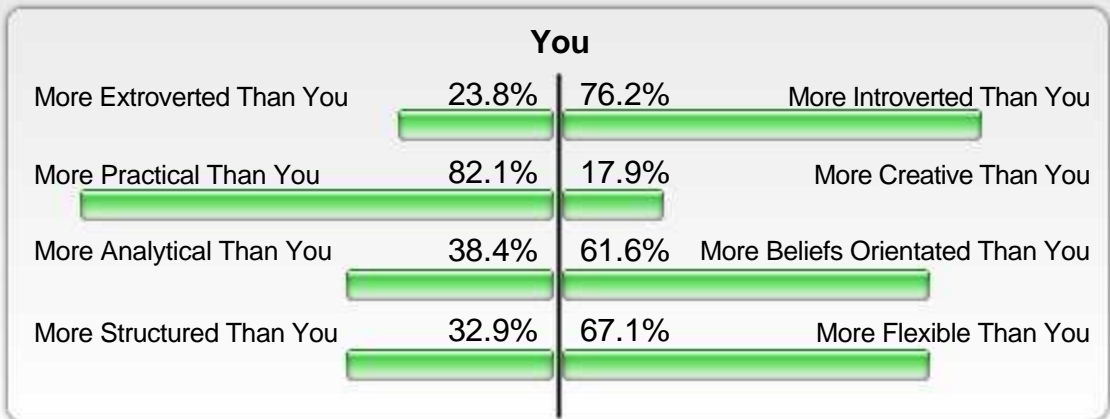
Worldwide sample

Sample Size: 151616

You

More Extroverted Than You	24.7%	75.3%	More Introverted Than You
More Practical Than You	83.6%	16.4%	More Creative Than You
More Analytical Than You	34.2%	65.8%	More Beliefs Orientated Than You
More Structured Than You	33.0%	67.0%	More Flexible Than You

Worldwide Male sample

Sample Size: 83847

You

More Extroverted Than You	23.8%	76.2%	More Introverted Than You
More Practical Than You	82.1%	17.9%	More Creative Than You
More Analytical Than You	38.4%	61.6%	More Beliefs Orientated Than You
More Structured Than You	32.9%	67.1%	More Flexible Than You

Worldwide Female sample

Sample Size: 52068

You

More Extroverted Than You	26.2%	73.8%	More Introverted Than You
More Practical Than You	85.8%	14.2%	More Creative Than You
More Analytical Than You	28.2%	71.8%	More Beliefs Orientated Than You
More Structured Than You	32.6%	67.4%	More Flexible Than You
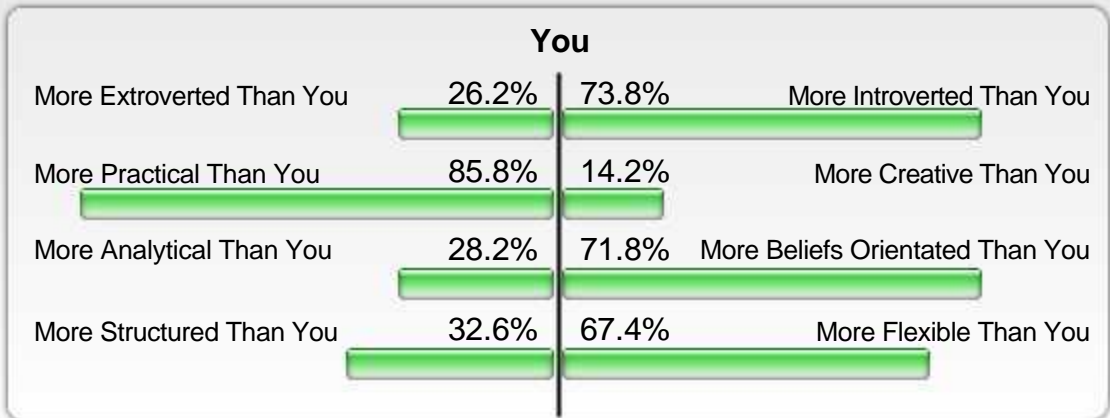
MEDIAN DATA

What is a Median?

The median score is the point where 50% of people within the sample have a higher net score and 50% have a lower net score.

Take a look at your own scores and compare them with the medians for the groups shown below.

| **Your Scores:** | **E: 10** | **C: 11** | **A: 15** | **S: 8** |

Median Scores for Other Groups

Worldwide sample	E: 2	P: 1	A: 11	S: 4
Worldwide Male sample	E: 1	P: 1	A: 13	S: 4
Worldwide Female sample	E: 3	P: 3	A: 10	S: 4

DISCLAIMER

The Profile descriptions given here relate to the information provided in the Team Management Profile Questionnaire. While utmost care and attention have been taken, the authors and publishers stress that each Profile is based on general observations and they cannot be held responsible for any decisions arising from the use of the data, nor any specific inferences or interpretations arising therefrom.
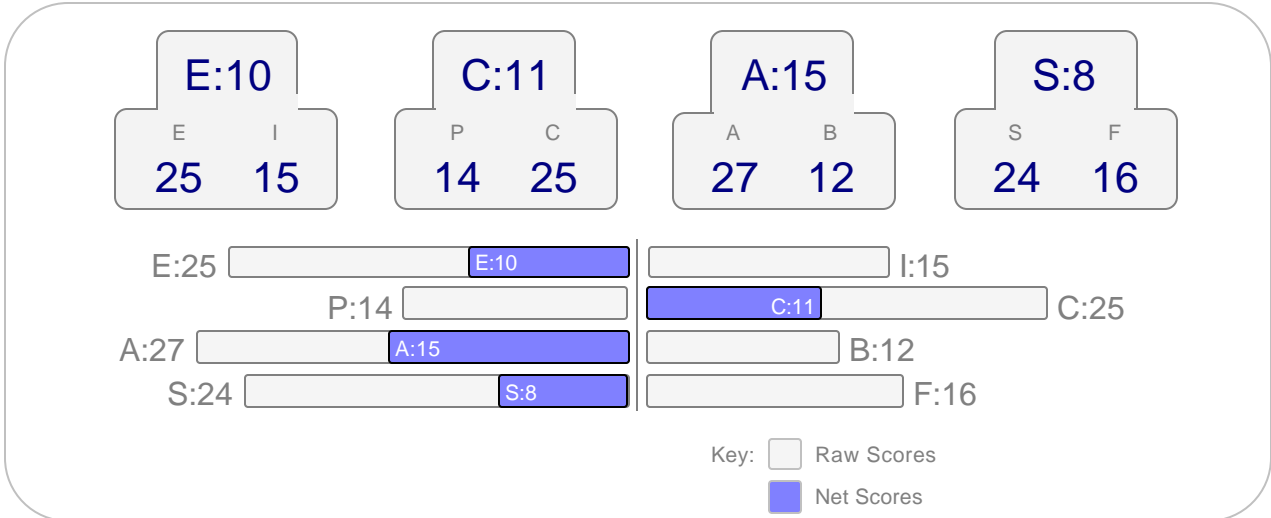
TMP Individual Summary

Name
Sample Person

Organization
Sample Company

Major Role
Assessor-Developer

1st Related Role
Explorer-Promoter

2nd Related Role
Thruster-Organizer

E:10
E	I
25	15

C:11
P	C
14	25

A:15
A	B
27	12

S:8
S	F
24	16

E:25 E:10   I:15
P:14 C:11 C:25
A:27 A:15 B:12
S:24 S:8   F:16

Key: ☐ Raw Scores
     ▨ Net Scores