

The Margerison-McCann Team Management Wheel

Andrea Morgan

These are your major and related role preferences on the Margerison-McCann Team Management Wheel.

Name: Andrea Morgan

Organisation:

Major Role: Upholder-Maintainer

Related Roles: Reporter-Adviser
Controller-Inspector

Key Preference Areas: Controlling, Advising



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
Organising	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 centre 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 organise 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 centre 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 organise yourself and others in a structured or flexible way.

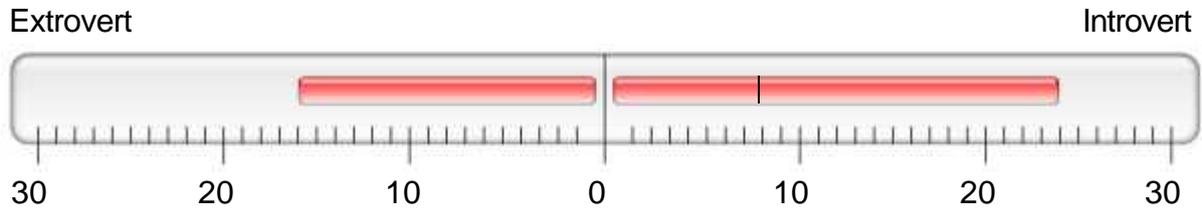
By subtracting the lower score from the higher one for each measure, a net score is obtained. This is indicated by a black vertical line. These are I: 8; P: 10; B: 12; F: 10 and are the foundation of your major role preference.



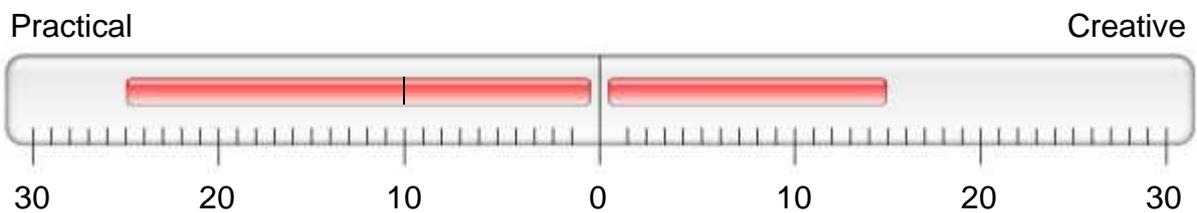


WORK PREFERENCE MEASURES

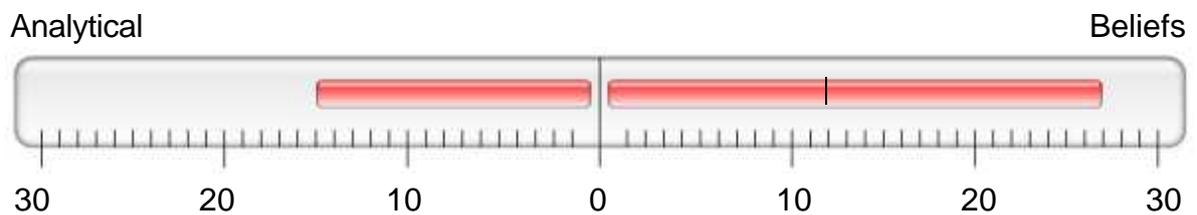
How You Relate With Others



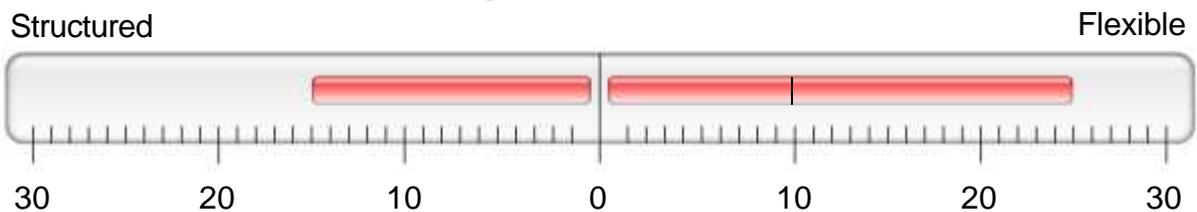
How You Gather and Use Information



How You Make Decisions



How You Organise Yourself and Others





OVERVIEW

Upholder-Maintainers play an important role in any team as they have a strong sense of what needs to be done. Wherever possible, they will establish high standards and work in a way that accords with their values in life.

All organisations and teams require people who put an emphasis on establishing supportive relationships and solid foundations. They uphold and maintain what they feel is good and useful and Upholder-Maintainer is, therefore, an apt title for this key team role. In this sense, they can be seen as people with a strong feeling of purpose, who favour established ways and do not change easily. They like to set up a pattern of work and keep to it, unless there is a major reason to adapt.

As an Upholder-Maintainer, you will set yourself certain ideals and try to work to them. Where your personal standards are in line with the work task you do, then you will put considerable energy into the job. Indeed, you will be highly confident and exercise a strong degree of control over operations. Working extra hours in such a situation is not an imposition to you, but a fulfilment of what you believe in and are trying to accomplish.

Wherever the task or job does not accord with your ideals, you will either try to change the situation or leave. However, while you will stick to your ground, you are less likely than others to be aggressive. Your approach is more likely to be considerate and low key. You will, however, be as 'steadfast as a rock' and very few people will be able to shift you on matters of conscience.

You know what you like and dislike, and tend to lead your life in a quiet manner. You can go out of your way to help those in need, either in the organisation or outside. You may well, therefore, be attracted to community work. You will enjoy contributing to an activity that has an important purpose relating to your beliefs. This may reflect itself in artistic, political, religious or community interests. You often choose to express yourself through action rather than words.

Although you will prefer to work in your own way, without too many interruptions, you will probably enjoy working with a team that is close and supportive. You will choose your friends





carefully, rather than being friendly with all.

Overall, you will look for a job where you can have time to yourself to think and plan, but also where you can get directly involved with the action, and experience the excitement of day-to-day processes. In this way, you can avoid boredom and share the risks and challenges of practical work situations.

You dislike being rushed and will seek a job where you can do quality work. Time-pressured projects are not for you. Instead, you prefer to concentrate on one job at a time. Typically, you like to gather a lot of information before reaching a decision.

You like to be in close touch with reality. As a result, you may have interests at work or in social life that enable you to get involved directly with the environment, where you can pit yourself against the demands of nature.





LEADERSHIP STRENGTHS

It is your personal beliefs which provide the basis for your leadership. You can give direction to others when you believe in what is being done and the team supports your approach. You will find it more difficult to lead others when the role is purely a functional one which does not seem to have much significance in terms of what you stand for.

You will normally adopt a quiet approach to leadership, rather than having a lot of 'razzmatazz'. As you tend to have a quiet disposition, you will probably think things through in depth before letting others know your views. However, you do have a need to mix with people and will like to balance periods spent alone in your office with time interacting with others, particularly in practical pursuits.

People may say you are hard to get to know and criticise you for leading at a distance. If this is so, you probably need to spend more time in informal situations, talking and listening to what others have to say.

You will probably dislike having to make a lot of public presentations. However, if you are strongly committed to a line of action, you will take up the challenge and become a formidable negotiator.

You prefer a leadership role where you can work in a co-operative way with others, have time to think things through in depth, and pursue your values and beliefs. Your leadership may be more advisory in nature than direct and highly structured. You normally prefer a more flexible approach, as you prefer a high degree of freedom for personal expression.

You will usually prefer to lead through direct, personal involvement, rather than taking an overview from a distance. People will appreciate the fact that you will personally be at the forefront, but may equally say you try to do too much yourself and do not delegate enough.





DECISION-MAKING

Your personal involvement will give you a direct indication of what is required and will also provide some of the challenge and excitement you seek in a job. You may not always show your feelings publicly, but will indicate to others through your action what is needed. You expect people to observe and get the message without too much discussion. You believe the needs of the situation should clarify to them what they should do.

Some people may say that you should spend more time bringing people together for group meetings, to enable everyone to understand what is required. This you can and will do. However, in the day-to-day 'battle', you may feel there is not enough time and will prefer to talk to people individually at the scene of the action, rather than in a group setting where you may feel less at ease.

Overall, your approach to leadership reflects your approach to life. You like to get closely involved in a quiet way with the action and seek to influence, often by example and advice, the overall direction. Your leadership can be particularly inspiring when the task involves action close to your beliefs and the team members support your values.

Although you will not normally welcome rapid change, you can respond well to immediate problems. Indeed, you may relish the opportunity to get involved with projects which demand a quick response in a crisis.

When it comes to other decisions, you are likely to make judgements on a pretty firm basis. You will look at the evidence and identify what needs to be done. However, you will make the judgement against clear criteria which reflect your own beliefs. While the facts can be influential in coming to a conclusion, you prefer, wherever possible, to rely on your values to guide your overall decision.

Before taking decisions, however, you usually like to gather a lot of information. This needs to be factually based rather than theoretical. You like to test things out and make sure they work, rather





than rely on opinions or ideas. You enjoy searching out the details and getting the facts. From time to time, you will find it difficult to make decisions. You may feel 'betwixt and between' and unable to make up your mind. Therefore you may put the decision off until you can gain more information and time to think about the matter.

People may say you spend far too much time gathering data and not enough time putting it into operation. You are likely to perceive this as a concern for accuracy and ensuring things are done properly. This will mean you dislike rushing jobs and are not prepared to take short cuts unless the situation demands it. You can be very painstaking in your preparation and will go out of your way to make sure that all the details of a job are looked at. It is important to you that things are done correctly, and that all the available information is gathered before a decision is made.

You will want to keep close to the decision-making process. A practical involvement is, therefore, important to you as, in this way, you can grasp the implications of what needs to be done.





INTERPERSONAL SKILLS

You value working in a situation of co-operation rather than competition. It is important to you that the things you believe in are shared with others.

From time to time, you can be seen by others as self-effacing, reserved, and underselling yourself and your ideas. People may have some difficulty in understanding what you are trying to communicate unless you press your point. You are a naturally good listener and enjoy hearing about others' problems and concerns. However, there are times when you need to be more assertive. You should promote yourself and your good deeds, particularly when interacting with people from the Organising sector of the Team Management Wheel.

Overall, you feel that harmony and good relationships must be established. You may feel particularly strongly about those less fortunate than yourself and go out of your way to be kind and considerate. It is important to you to have a cause to serve and a purpose for which to fight. If you can identify these, they become all important and act as a 'rallying point' for you to give your loyalty and duty.

Unlike others, you will not put on an act to get what you want. You believe in stating what you believe is correct and are, therefore, reluctant to compromise.

You may dislike many of the public relations activities which often characterise business operations, as you believe the result can be mainly all show with little substance.

You feel there is a need for authenticity and can respond well to others when they make their needs specific. You dislike dealing with complex generalities, and welcome clear-cut goals from your superiors and the opportunity to tackle projects in your own way. As for subordinates and other colleagues, they need to indicate to you what they want in specific terms of costs, amounts, time schedules and other dimensions, if you are to respond. You will dislike discussing ambiguous, half-thought-out issues which have not been quantified.





You tend to live in the 'here and now', rather than worry about the past or get too anxious about the future. Equally, you will probably prefer to assess your contacts with others on their present actions, rather than look for some underlying motivation or theory. You will, no doubt, speak up for what you believe in and expect others to accept such comments as down-to-earth, direct observations, rather than search for hidden meanings. You may not say a lot, but you mean what you say and say what you mean. This can occasionally 'ruffle a few feathers'.

Overall, you like a quieter approach to interpersonal relationships, preferring a few close friends to a lot of acquaintances. However, you can become quite outgoing when confident about the tasks you are doing, or when discussing areas which coincide with your beliefs.

Their concern for people and natural, empathic, listening skills often cause Upholder-Maintainers to seek vocations in the caring and counselling professions.





TEAM-BUILDING

You will want to build a team which shares your view of what needs to be done and will lead the team in a low key, but well-thought-out manner. At times, team members may feel they don't understand the details of your thinking, although they will rarely be in doubt as to the direction you are pursuing, as that does not change easily.

You will probably need people on your team who have different approaches to work from yourself. This may be difficult for you to manage, but it will make the team better balanced.

For example, it will be useful to have a Concluder-Producer who will push you to get things finished and ensure a regular output. Concluder-Producers can have strong, personal values and can be valuable team members as long as their beliefs accord with yours. It will be useful also to have an Exploring type working with you. The Explorer-Promoter will, for example, be good at representing the team, giving life to new approaches and public relations. All this may 'rock the team boat' at times, but it will stop the team becoming too fixed in its ways.

If you include a Thruster-Organiser and a Creator-Innovator in the team, then you may find these people appear as threats to you, as they will want to experiment and change things. It may be more useful to bring them in for short periods, say, as consultants or project helpers, rather than regular team members.

Within the context of the Team Management Wheel, it is likely that you will prefer a more Controlling type of job, which also involves a fair amount of Advisory work.

You will encourage the team to get involved practically and enjoy tasks where you can also be in touch directly. In such situations, you will have your 'finger on the pulse' and help guide the action so things run smoothly.





AREAS FOR SELF-ASSESSMENT

Your own approach to work has a number of major strengths which enable you to look deeply into issues. In particular, your skills will enable you to get close to the action in a practical manner. Indeed, this is often the time you most enjoy work, particularly if there is some risk and challenge associated with it. You will, however, not easily show your excitement, or on occasions fear, but concentrate on making sure things are resolved. You are particularly strong when it comes to rescuing or rectifying situations that have gone off the rails, rather than creating new opportunities and directions.

Your ability to uphold the traditional ways of doing things which have been tested over time is important. You respect loyalty and those who are prepared to give their time and energy to a cause which helps others. In this way, you can be cheerful and generous to other people.

You are able to think through specific details and respond to practical problems. You will exert considerable energy in a quiet way to get difficulties resolved, working long hours beyond the call of duty, if necessary. The following points are those which you may feel require more attention.

- Try to help others understand on a regular basis what you are doing by communicating with them, both orally and in writing, so they understand your requirements and action.
- While you will be interested in understanding the facts and details, it may sometimes be useful to have someone working with you who can put forward a lot of ideas and explore the possibilities of the work you are doing. While such theorising may not in the first instance be of interest to you, it will perhaps help fit your facts into a wider picture.
- When it comes to decision-making, you may sometimes need to step away a little and assess the costs and benefits associated with particular decisions, rather than commit yourself to a line of action based predominantly on your beliefs and convictions. If this is so, it is useful to have someone working with you who can help you look in a detached, analytical way at the consequences of various actions.





- While you can make decisions and meet deadlines under pressure, you will prefer not to do so regularly. At times, however, people will press you to make a decision when you feel there is a need for more information. This may annoy you, but it does reflect the pressures other people face when trying to reach a resolution and conclusion. Your own preference may be to delay decisions until you are certain you have got sufficient information. You may, therefore, need to link up with someone who is strong on implementation. Within the Team Management Systems approach, your major strength will be to Advise and Control and you will put emphasis on making sure things are done well and to a given standard.





KEY POINTS OF NOTE FOR UPHOLDER-MAINTAINERS

- You will enjoy practical activities.
- You can work alone for long periods, but like to balance these sessions with time spent 'managing by wandering around'.
- You will value harmony and concord in your work group.
- You can be idealistic and a perfectionist in many ways.
- Your strong sense of duty and loyalty is related to personal ideals and values.
- You will prefer to live in the 'here and now', enjoying the moment.
- Your deep feelings are not always shown.
- You have natural listening skills.
- You may take an approach to life and work that allows for 'artistic' expression in the things you do.
- You will see the world in a personal way and discuss things with a few people you trust, rather than colleagues in general.
- You tend to prefer a helping, advisory role.
- You may sometimes be self-effacing and often understate your own worth.
- You like to be in touch with practical issues.





- Your strong, personal values determine lifestyle and decision-making.
- You can often express yourself better through action than words.
- You can concentrate, undisturbed, for long periods on a task or activity.
- You can be generous and helpful to others.
- You like meeting others, but find it sometimes drains your energy.
- You probably enjoy practical challenges and take physical risks, often getting excitement from your activities.
- You will probably spend and enjoy the present, rather than save for the future.
- You can be very supportive of others.
- You can be effective in negotiations when you believe in the cause.
- You involve yourself in a personal and individualistic way with your environment, in order to find out how things work.
- You usually exhibit to others the quiet confidence of a person who has a direction and a sense of reality.
- You can enjoy the risks and challenges associated with difficult tasks, and like to get directly involved.
- Your own practical skills give you confidence and a major way of influencing others by





example.

- You respond to people's performances, rather than positions in the hierarchy.
- You expect a high standard of work and a disciplined approach, but can be open and egalitarian on the organisation of your team.
- You are easily bored and look for jobs with some direct, tangible involvement with excitement and with what others would sometimes perceive as danger attached to them.
- You prefer a personal lifestyle that gives you some time to be by yourself, although the job may not facilitate this.





RELATED ROLES

In the constructs of the Team Management Profile Questionnaire, you scored strongest in the areas of practical information-gathering and beliefs decision-making. These two factors have combined with your scores on the other two factors to locate you in the Upholder-Maintainer sector of the Team Management Wheel. Here, you will have a strong sense of what needs to be done and will want to get on and do it with a minimum of fuss. Your related roles are on either side of your major role, in the sectors of Reporter-Adviser and Controller-Inspector, and there are times when you show some of the characteristics of both these sectors.

Although you are probably quieter than others at work, there are times when you can be more outgoing, particularly with people you know well or when you are confident about the topic under discussion. When you are working on projects you really believe in, there are times when you can be quite persuasive and explain to others 'where you are going' and 'what you need'. Your arguments are usually well thought through and, although you may not always say as much as others at meetings, when you speak it is generally because you have something worthwhile to say.

It is when you act in a more outgoing manner, you are more likely to adopt the Reporter-Adviser role. Here, you will want to be in contact with a wide range of resources and gather data that can be of practical use to you and your team. You will not enjoy theoretical or philosophical discussions and will reject data that is based only on untried concepts. You are very much a down-to-earth sort of person and will prefer to lead by example. Usually, you will establish good relationships with your colleagues as harmony and a pleasant working environment are particularly important to you. You will want to be helpful to others and may go out of your way to be friendly and supportive. Occasionally, others may take advantage of your friendliness or assume that, because you are friendly, you will not be tough when hard decisions are to be made. In fact you can be strong particularly if you feel unfairly treated.

You will adapt well to life's changes, taking ups and downs in your stride and accepting the reality that surrounds you. You may not react well to pressure or stressed situations and will try to manage things to avoid worry or conflict.



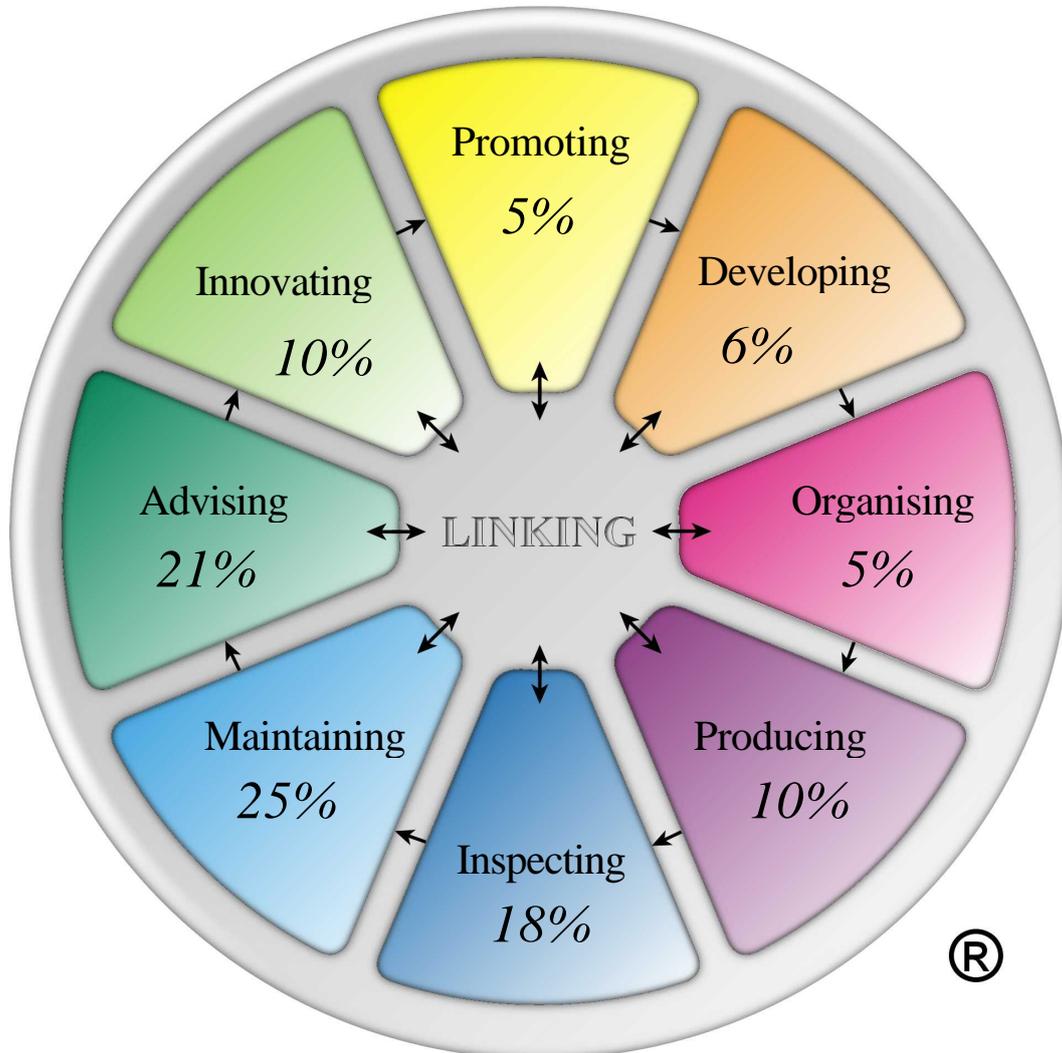


Although you prefer to find out as much as possible about a situation before proceeding, you can, nevertheless, on occasions become quite action-oriented and want to push on to achieve results. This will usually occur when you are working on issues or projects you really believe will be of great benefit to your working environment. However, you will want the projects to be carried out accurately and well, and will often exert tight control over the way things are done. This is the Controller-Inspector side to your work preferences. Consequently, you may not delegate as much as you ought to and this could lead to your working longer hours than necessary. You may consider that 'the best way to get things done around here is to do them yourself'. While this is probably acceptable when you are working in a small group, it is not appropriate if you are managing a team. You will find yourself stressed and your working efficiency reduced if you don't take time to learn how to delegate.





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 centre 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 Upholder-Maintainer 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:

- Develop a personal relationship with you.
- Give you time to think.
- Suggest practical rather than theoretical solutions.
- Allow you to finish your point and not interrupt, particularly if you like to choose your words carefully.
- Make allowances for your need to gather lots of information, even if they can't see the reason for it.





- Don't expect you to always be punctual.
- Preferably make an appointment to see you, rather than just 'dropping in'.
- Accept that you may delay making decisions if there is not enough information available.
- Avoid creating conflict.
- Foster an environment of co-operation and harmony.
- Be sincere.
- Communicate in writing on important issues so that you have time to mull them over.
- Summarise the content of conversations, making sure the summaries focus on your 'feelings' as well as the 'facts'.
- Give you options to explore rather than suggesting a unique solution, when wanting a decision from you.
- Be sensitive to your feelings on important issues.

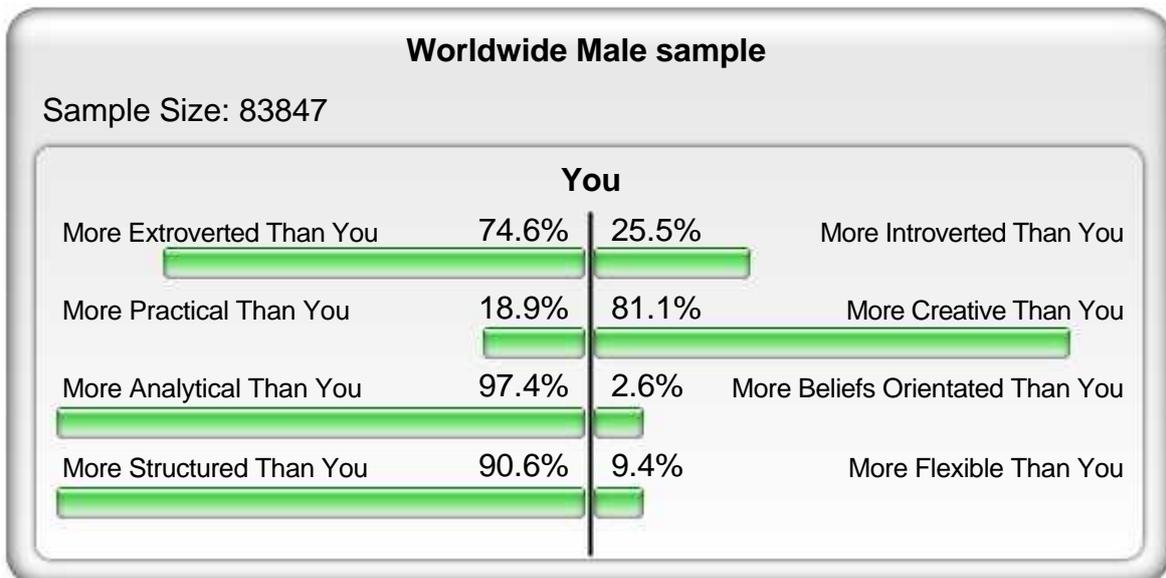
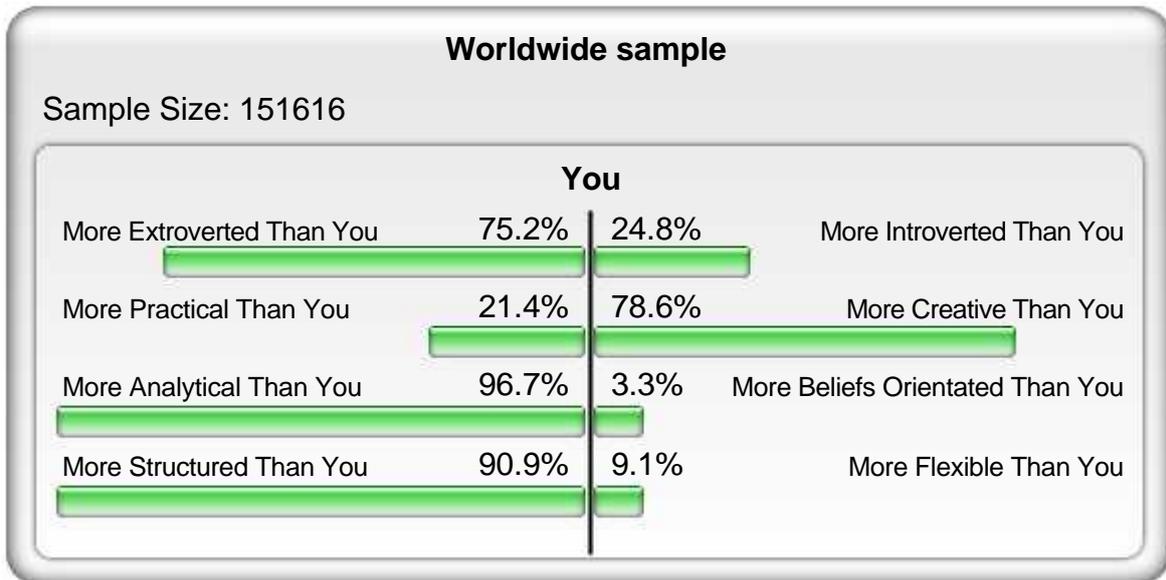




NORM DATA

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

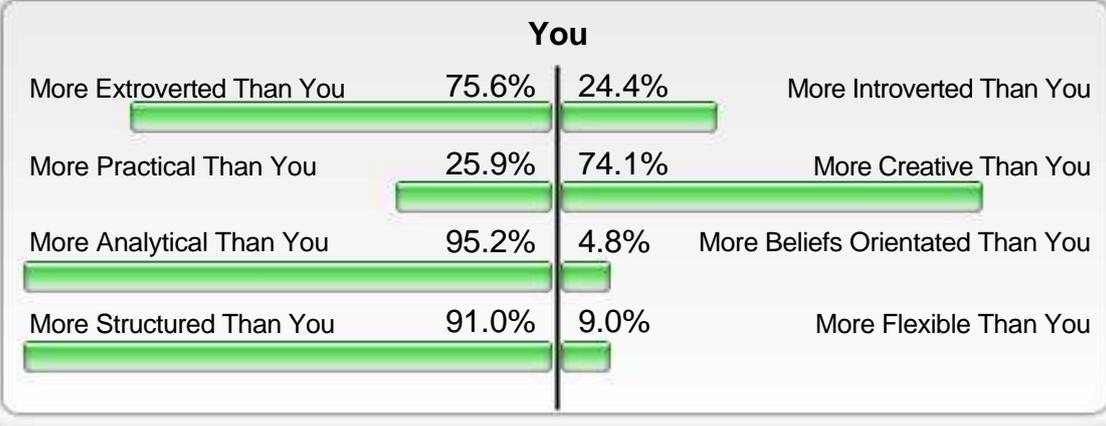
For example, in the first table 75.2% of people prefer a more extroverted approach to work than you; 24.9% have a more introverted preference.





Worldwide Female sample

Sample Size: 52068





DISCLAIMER

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TMP Individual Summary

Name

Andrea Morgan

Organisation



Major Role

Upholder-Maintainer



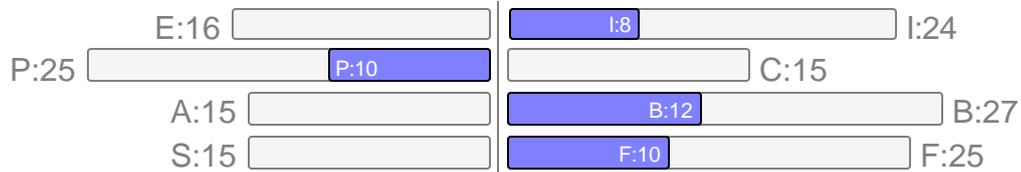
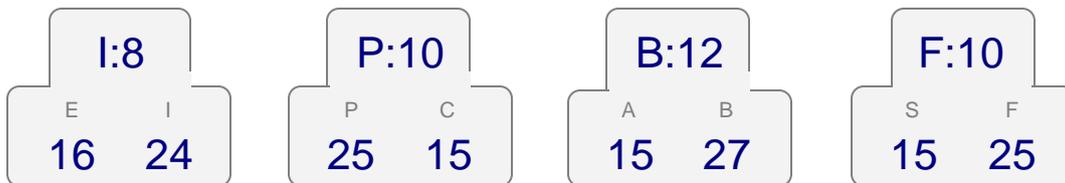
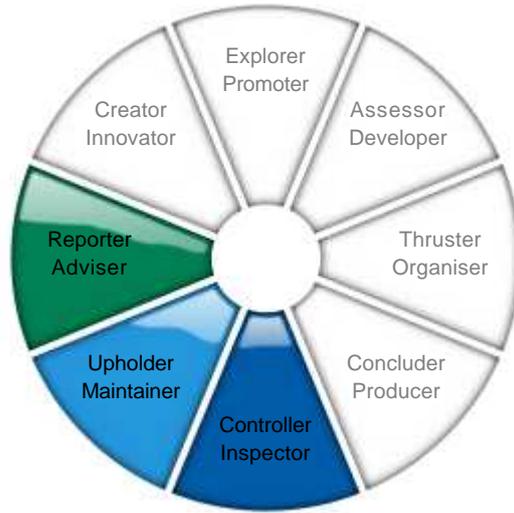
1st Related Role

Reporter-Adviser



2nd Related Role

Controller-Inspector



Key: Raw Scores
 Net Scores

Software Details

Processed Date: 05/09/2008 Version: 7.89 Folder: EVENTS - SAMPLES FOR WORKSHOPS
 Printed Date: 02/06/2009 10:12:26
 Report Type and Language: Managerial (English (International))