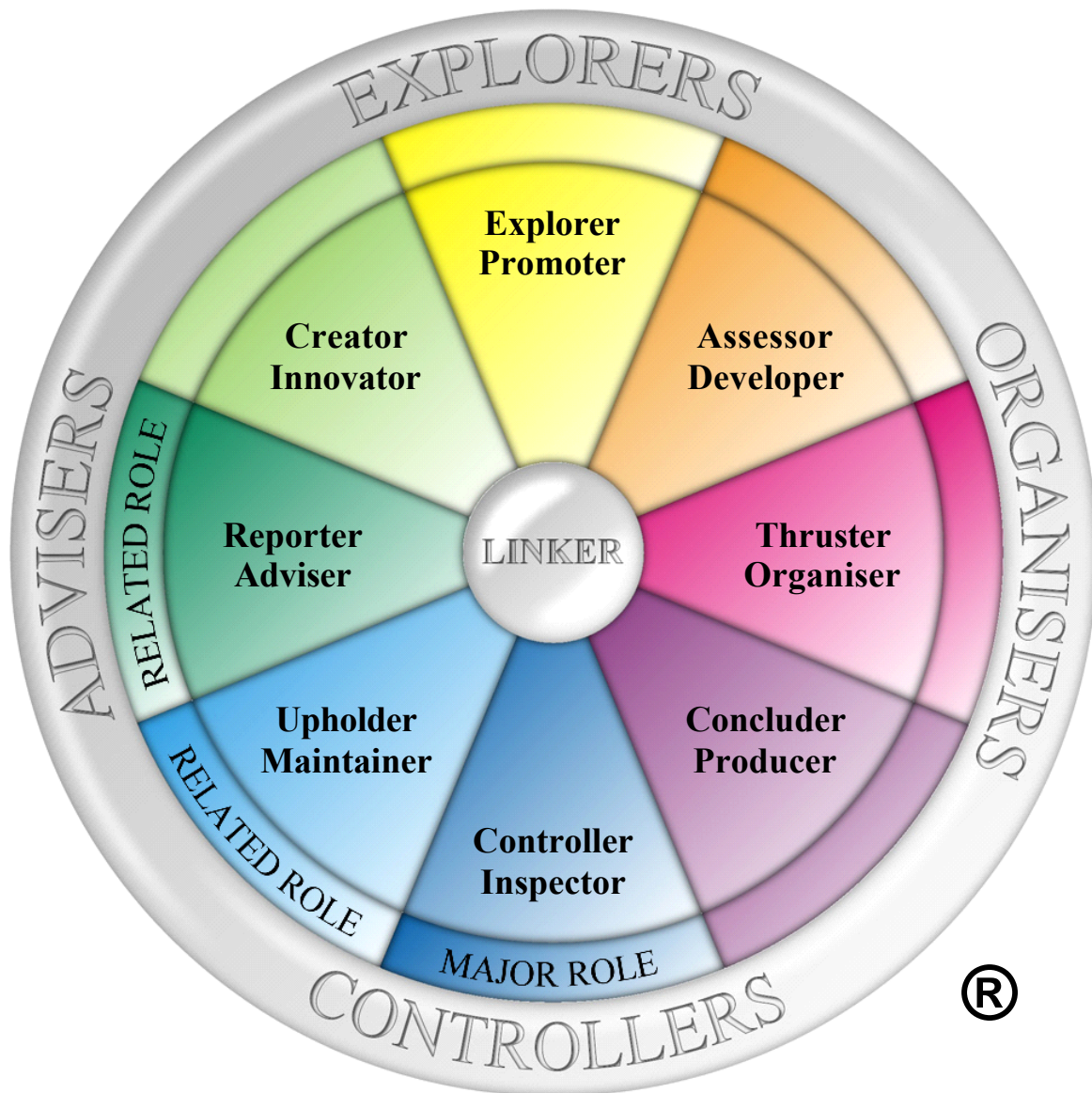


Team MANAGEMENT Profile

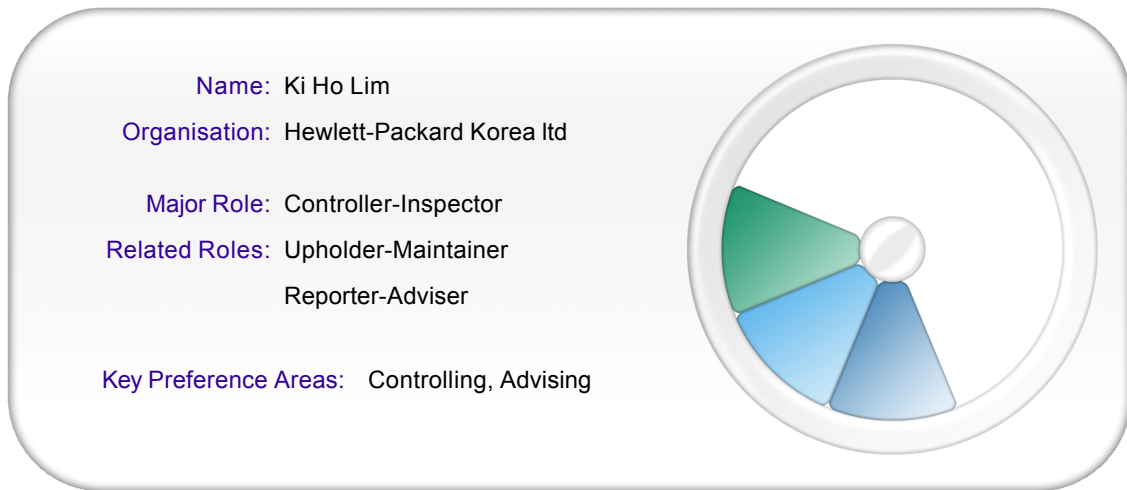


The Margerison-McCann Team Management Wheel

Ki Ho Lim

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

The Team Management Systems logo and Team Management Wheel are registered trademarks.



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 procedures

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.



Ki Ho Lim



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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.

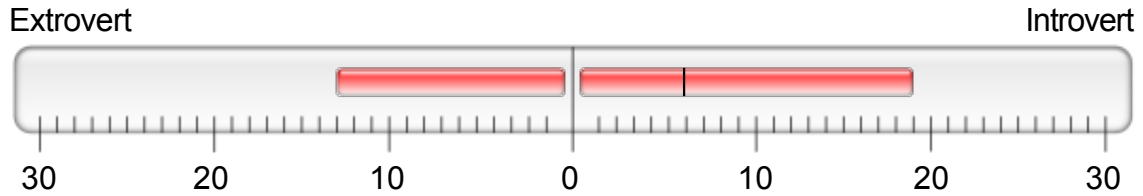
By subtracting the lower score from the higher one for each measure, a net score is obtained. This is indicated by a black vertical line. These are I 6; P 1; B 6; S 1 and are the foundation of your major role preference.



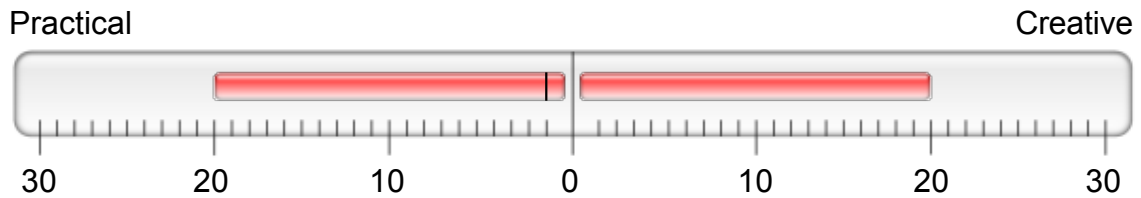


WORK PREFERENCE MEASURES

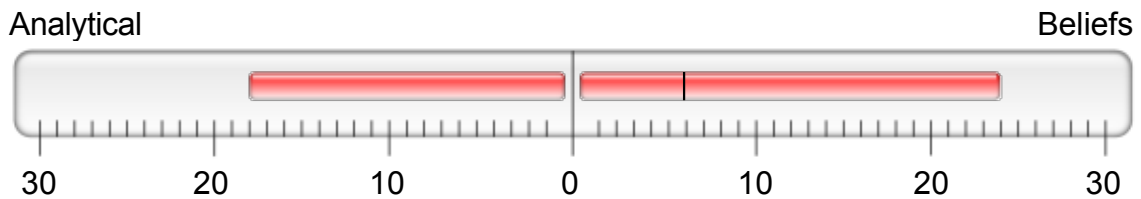
How You Relate With Others



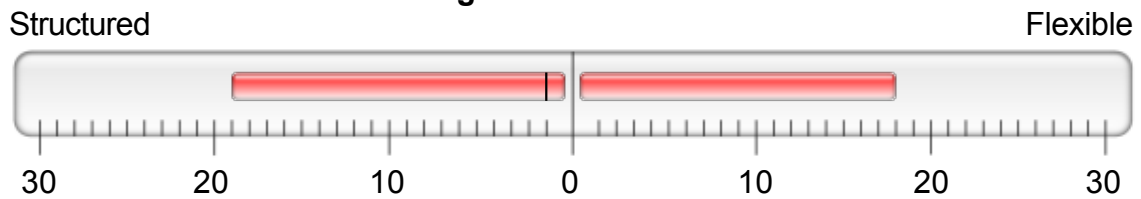
How You Gather and Use Information



How You Make Decisions



How You Organise Yourself and Others





OVERVIEW

Controller-Inspectors put a lot of emphasis on making sure work is done to a high standard. They do not like to see errors and check vigorously to ensure no mistakes occur. Such people are excellent where precision work is required. They are dependable and work hard to ensure things run in an orderly manner. In such ways, they can make vital practical contributions to a work team. The term Controller-Inspector is, therefore, appropriate for this key role, because of the need to ensure standards and procedures are maintained.

As a Controller-Inspector, you probably prefer a quieter, selective approach to work relationships. This, combined with your practical interests and concern for organisation, gives you considerable strength in controlling work processes and the standard of work. When required, you will be able to concentrate for long periods of time to do a systematic and thorough job.

In particular, you will tend to enjoy working with facts and will have an ability to deal with details. You will not, however, like to collect facts randomly. You prefer to have a sequence and plan. Moreover, you will want to work in such a way that information can be gathered in an efficient manner. At times, you may feel you are spending a lot of time as an 'i-dotter' and 't-crosser' because you dislike any inaccuracies.

You probably also dislike, for example, meetings where people talk at length about the issues in general, rather than getting down to resolving the details of the problem. You can contribute significantly to meetings but it will usually be pertinent and to the point. You prefer to converge towards results rather than diverge into irrelevant areas.

You believe in working hard and expect others to do the same. It is important to you that people play by the rules. Following procedures and conforming to systems is the way you think things should get done.





Overall, you will have a concern to help those in need. If you feel someone needs assistance, you will go out of your way to support them in a manner others would not.

You probably like to work in an orderly way. Sudden changes to schedule are not welcome as you prefer to know where you are going, when, how fast, and plan accordingly. Doing a quality job is important and, even if the task is repetitive, this will not upset you, providing the work has a purpose and is done well.





LEADERSHIP STRENGTHS

You will bring to a leadership position an ability to control events and people. Your great strength as a leader is your concern for detail, and the need to reach a decision that is not only correct but in line with your beliefs and values. You are a hard person to move once you have thought through your position. You will fight for what you believe in and persist at it. Others may see you as conservative and resisting change, but you like to stick with well-established, tried-and-tested procedures.

You probably feel that a key task of the leader is to ensure the systems and procedures which have been set up are followed properly, as this will enable work to be done efficiently and effectively. If such systems and procedures do not exist, then you will help set them up.

Your team will respect the order that you bring to proceedings. You will ensure they know what to do and how to do it. At times, this may result in too close a supervision and people may feel they should have more autonomy and discretion.

Your concern will be that people do a proper job. You may need to give them more opportunities to talk over how they see improvements being made, and should be prepared to listen to their views, even though they may sound radical and at times critical. If you can summarise their opinions and understand their key concerns, this can lead to positive, problem-solving discussions on the way work is done and improved.

For experienced Controller-Inspectors, this will come easier than for those who, because of their work preference, wish to control and inspect aspects of work which should perhaps be delegated. You may have a tendency to take on too much work to ensure it is done properly to your standard. The alternative is to spend more time talking through with your team what you want, and being supportive rather than critical of their initial efforts to succeed.

As a leader, you will have high standards and at times feel others are not able or willing to meet your





own personal level of performance. You may feel things will go out of control if you do not keep a close eye on operations. This may be so and you should, therefore, indicate your concerns to your team so they can be part of the problem-solving process.

You often have a clear idea of the goal you are trying to achieve, but may feel that people do not always support your position. You may need to spend more time bringing your colleagues together to discuss issues which to you are clear, but to which they need to become committed and motivated. In such meetings, start by outlining the problem rather than your pre-worked out solution, so as to engender the co-operation required.





DECISION-MAKING

You like to reach decisions rather than leave things 'hanging in the air'. In particular, you will rely heavily on your personal beliefs and values when reaching a conclusion. While you will put emphasis on having the facts and will search them out in a practical way, your final judgement on key issues will reflect your deeply held principles of what is right and how the decision relates to the rules.

It is one of your strengths that you reach a conclusion and make a judgement. On occasions, you will be so concerned to make a decision that you may not hear sufficient of the views being expressed by others. They may see you as unwilling to listen and perhaps somewhat set in your ways. To you, it is often a question of efficiency and you will not let matters drag on when you believe you have enough information to make a decision.

You may be less inclined to reach a conclusion when there are no established rules or principles to guide your thinking. In such situations, others may say you postpone decisions or are reluctant to act.

Your personal view of the world and your conviction about what needs to be done guides a lot of your thinking. While you are clear about what you want on most occasions, you sometimes find it difficult to gather the necessary information and persuade others. Your overall orientation will be to control events.

You, therefore, take a practical approach to decision-making. Wherever possible, you look to the established rules and regulations to give guidance. You do not normally go in search of creative and innovative approaches, but rely on tried-and-tested methods. The higher you go in the organisation, the more you need to look at alternative approaches to deal with non-standard, non-repetitive, non-routine problems. At such times, you may need to work with people who have Explorer Profiles and have a different perspective on the problem.





INTERPERSONAL SKILLS

You probably prefer to have a few deep and close friendships rather than a lot of superficial ones. With close friends you feel freer to be yourself. However, colleagues at work may see you as very serious, conscientious, conservative, and possibly over-concerned about getting things to go your way. Naturally, you believe your methods are the best and your persistence to the cause is something you hold to be important. You will work long and hard when you feel the task has a purpose in accordance with your beliefs.

You probably get your best ideas when alone, thinking about answers to problems. You will then want to check out your theories with colleagues, but only after you are sure that you have thought through all the implications. Sometimes, you may be able to talk about your ideas to others who will then implement them. However, where you have a complex problem you may need to involve your staff at an early stage not because you cannot solve it but because they will only be committed if they are part of the problem-solving process.

Although the end objective is often clear to you, the difficulty is the means by which you reach the objective. It is here you need the support and help of others. Such people may not always know or share your beliefs about the end to be achieved. They also may not always work in the same detailed, careful way you feel is necessary, or at the pace you go at. There can, therefore, be conflicts on all these issues if you do not pay sufficient attention to people's feelings and different ways of working.

Where colleagues share your beliefs or are willing to work for the ends you believe in, you will support them strongly. It is most likely that these are the people you will trust and with whom you will develop good relationships. In return, you will value dependability and loyalty. You can be counted on to do your duty and help those in need.

Overall, you will take a quieter approach than many to relationships, although you can be outgoing with those you know well or when you want to get your ideas accepted. You can be extremely





supportive of people, particularly those who are in need. At other times, you can be critical of those who do not meet your high standards and this can lead to ill-feeling.

If you have had less experience resolving such issues on a day-to-day basis, you may feel it useful to develop your interpersonal skills. This can be done through the application of modern communication techniques and also by taking further your understanding of 'body language' methods. These are useful techniques to provide guidelines on interpersonal matters at work.





TEAM-BUILDING

You will try to establish a stable team which is loyal and willing to work within the systems and rules that have been laid down. You will prefer to run orderly meetings where the agenda is well set, papers prepared and circulated in advance, and people speak to the point.

What sort of balance does your team have? Is it composed mainly of control-orientated people? To what extent is it equipped to deal with non-standard problems?

It is here you need to see if you have someone on the team who will add a different type of thinking to that which you and your colleagues do well. You may, for example, need someone from the Creator-Innovator or Explorer-Promoter sectors. You probably won't want to pack your team with them, but you may need one or two, even on a temporary basis as consultants.

You should question how effective your team is. Controller types tend to be convergent thinkers. From time to time, particularly on strategic issues, it is valuable to have a divergent thinker, like an Explorer-Promoter, onboard to question traditional assumptions and ways of doing things. This is particularly so when you have an unusual and complex problem to solve.

You will probably enjoy building a team, particularly if your team members have similar values to you. Ensure you have sufficient time to discuss - both formally in regular meetings and informally - any problems and issues that may arise. It may well be that your preference will make you more inclined to have such meetings for information-giving, once you have thought out the answer. However, it is equally useful to have meetings for information-receiving and team-building, through the sharing of ideas and issues.





AREAS FOR SELF-ASSESSMENT

Although you bring a number of strengths to the job you should also take account of some other areas for development and these may include the following:-

- You prefer to fully understand the issue at hand before giving your views. This may be seen by some as an unwillingness or reluctance to communicate. To you, it makes sense not to give your opinions until you have got the facts, but to get the information you need you may have to engage in social chat, say at coffee or lunch, or tolerate a more rambling informal discussion in meetings.
- Your concern for data and details is a strong point, but you may not have sufficient interest in exploring new ideas, theories, or philosophies. As a result, your facts may not fit together as well as they might. You perhaps need to have someone who is more theoretical around you from time to time to challenge your thinking in a supportive way.
- You may rely heavily on your beliefs and convictions to give you direction when it comes to decision-making. A possible problem is that you do not spend enough time working out the probable consequences of your views in terms of the specific issue at hand. It is, therefore, useful to have others who are more detached about the situation to give advice on the pros and cons of the decision in terms of the costs and benefits.
- You will want, wherever possible, to resolve matters according to procedures, once you have analysed the requirements of the situation. The danger is that you may apply outdated procedures to what are new problems. The combination of your strong beliefs with a high concern for decision-making can be forceful. The higher you go in the organisation, the more decision-making relies on thinking through the options and developing innovative methods to cope with problems. Traditional solutions may have to be re-examined, particularly in a competitive, fast-changing environment.





Overall, your strength is your ability to work in a practical way, gathering facts and details, thinking them through and coming to a decision. These are important characteristics and will ensure success, providing you can make sure you take enough time to carry others with you.





KEY POINTS OF NOTE FOR CONTROLLER-INSPECTORS

- You will have high concern for control and order in work operations.
- You are willing to work within organisational rules and procedures as long as you agree with the overall goals.
- You have respect for roles and hierarchy.
- You prefer established and well-tried ways of doing things.
- You are usually dependable and meticulous in your attention to detail.
- You can be supportive and enjoy helping others.
- You are prepared to work long hours to finish tasks.
- You like tasks to be done correctly and may not delegate sufficiently.
- You probably prefer a Controlling role in the organisation.
- You prefer an operating role of making things happen and completing tasks efficiently.
- You are willing to concentrate for long periods to complete a task, but need to balance this time on your own with periods out of the office interacting with others.
- You like to see things finished, neat and tidy.





- You usually prefer a convergent, logical-thinking approach to a creative, divergent approach.
- You have high concern for the commonsense, practical approach.
- You appreciate stability and order, and work to ensure such conditions.
- You will emphasise the need for efficiency and economies to make the organisation more productive.
- You can be critical of others when you feel their standards could be improved.
- You may feel that your contribution to the organisation, which is often done in a quiet, unassuming manner, is not always fully appreciated or understood.
- You respect the challenge of repetitive work and will do it providing you can see the purpose of it.
- You will be strong on facts, details, time and order.
- You will usually run well-organised meetings.
- You may need colleagues on the team who are Explorers.





RELATED ROLES

In the constructs of the Team Management Profile Questionnaire, you scored strongest in the areas of introversion and beliefs decision-making. These two factors have combined with your scores on the other factors to locate you in the Controller-Inspector sector of the Team Management Wheel. However, you also scored equally strongly in the Upholder-Maintainer sector and there are many times when you can adopt this role with ease.

Although you will prefer to spend time by yourself thinking through possible courses of action without too many interruptions, you will value working in a team that is close and supportive. Often you will choose to work on projects that have a meaningful purpose to them, rather than simply working to maximise your personal rewards. You will expect loyalty from those you work with and will give strong loyalty in return. If people break your trust, it may be a long time before you will trust them again. These patterns are characteristic of the Upholder-Maintainer part of your work preferences.

In general, you will like jobs where you can have time to yourself to think and plan, but where you can also get directly involved with the action, and experience the excitement of day-to-day processes. Leading through personal involvement, rather than from a distance, may be one of your strong features. People will appreciate you being at the forefront, but may equally say you sometimes try to do too much yourself and do not delegate enough. You will, however, believe that 'action speaks louder than words' and will expect others to observe what you do and get the message from your deeds.

While your basic preference lies in the area of Controlling, the pattern of your scoring indicates your related roles lie more in the area of Advising, that is directly to the left of the Controller-Inspector, in the sectors of Upholder-Maintainer and Reporter-Adviser, rather than on either side as is more common.

It is when you become more creative that you are likely to wear your Reporter-Adviser 'hat'. Here,





you will want to find out what latest techniques are being used in your own technical field and will often spend hours reading about them and assessing how they might be applied to your work. You will enjoy this preparation and planning side to work and find it a challenge to understand in detail all the intricacies of a project before it is implemented. You will not want mistakes to occur and this is your way of minimising the risk. Very likely, you will be regarded by others as being very knowledgeable and people may often ask you for advice.

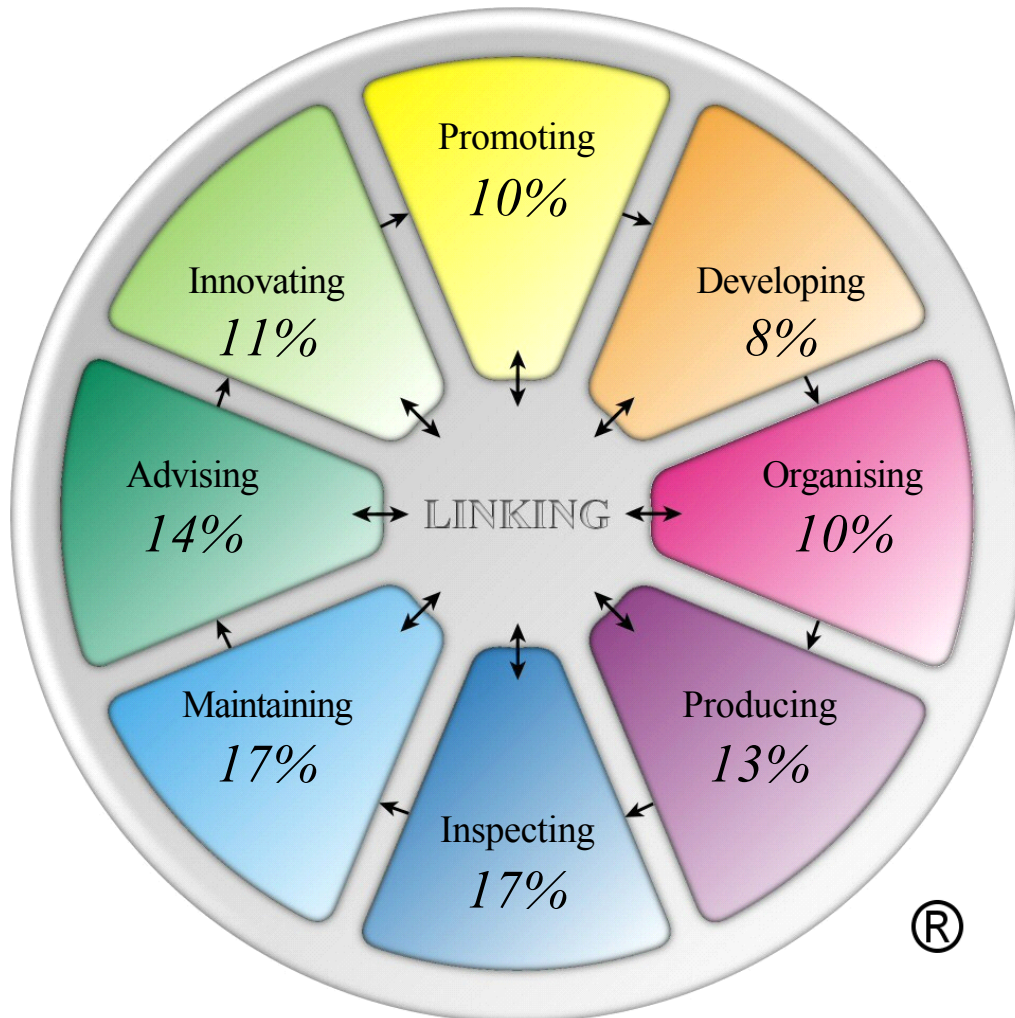
Your personal beliefs and ideals will be guiding beacons by which you live your life. However, you will not want to impose these on others. Because of your commitment to your beliefs, you are likely to pursue your ideas over a long period and will not be 'put off' by those who hold different views. Patience and persistence are some of your key characteristics and you will wear people down by attrition rather than directly confronting them.

Many people with this pattern of scoring excel in administration roles where it is important for the efficiency of the organisation for systems and procedures to be followed. When managing a team, you will probably want to understand in detail the work of your colleagues so you can monitor what they are doing. However, remember people usually work better if you can give them responsibility and accountability for the work they are doing. They may well become de-motivated if they consider you are always 'peering over their shoulder'.





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 a Controller-Inspector 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:

- Make sure they have a good grasp of the details, written down for you to look at, if possible.
- 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 to avoid ambiguity.
- Ask for clarification if they don't understand what you are saying.





- Use e-mail to communicate with you rather than wasting time in unnecessary face-to-face interactions.
- Avoid attacking any strong beliefs you may hold.
- Preferably make an appointment to see you, rather than just 'dropping in'.
- Give you advanced notice in writing of forthcoming important discussions and include a briefing paper so that you are well prepared.
- Use plenty of summarizing statements, grouping together the facts that have been shared but also focusing on 'feelings'.
- Be specific in their discussions and not ramble.
- Focus on the details when trying to convince you of their point of view.
- Use a whiteboard to record the details discussed; this will help you to capture key points and keep on top of the details.
- Show you how any new ideas relate to what is happening now, or, indeed, what has happened in the past.





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