



# Team Management Profile

## Your Personal Feedback



<b>Name</b>	Dave Jecker
<b>Major Role</b>	Reporter-Adviser
<b>Related Roles</b>	Creator-Innovator Upholder-Maintainer

### INTRODUCTION

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.

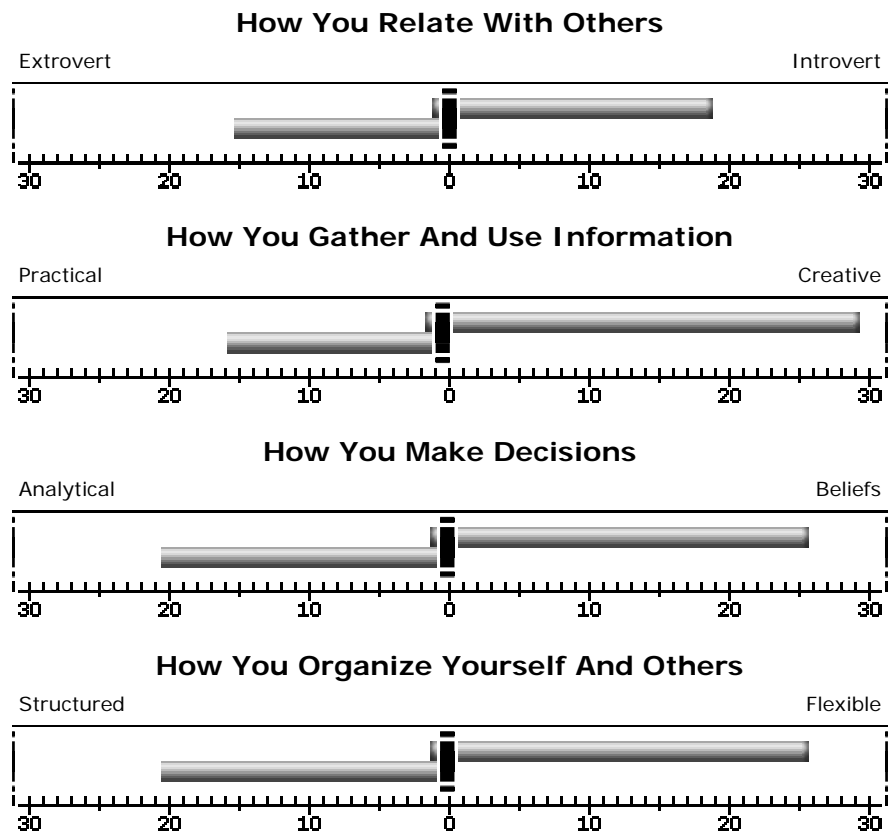
All work teams need to consider eight key activities essential for high performance :-

- 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 top 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 demand 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, and how you organize yourself and others. For each of these four areas, your responses to the Team Management Profile Questionnaire show the extent to which you prefer working in a certain way as displayed in the bar diagram that follows. For example, in the first item, showing how you relate with others, the shaded area to the left indicates the extent to which you prefer to be extroverted. The shaded area to the right shows the extent to which you prefer to be introverted. Your personal Team Management Profile provides you with information to explain your teamwork preferences and how these can be used.



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:

Introverted, Creative, Beliefs Oriented, and Flexible.

## OVERVIEW

Reporter-Advisers are characterized by a sense of purpose, patience and perseverance. They have views on what should be done but consider matters carefully before deciding. They usually like to know a great deal about things before they can commit themselves to action. They can play an important role in the team where creative planning is required. Hours can often be spent gathering information on new ideas and considering various ways projects should be tackled. It is in this sense that they put emphasis upon the function of finding out in order to report and advise on how issues should be tackled. The term Reporter-Adviser is, therefore, appropriate to describe the major functions they perform in a team.

## **WORK PREFERENCES**

As a Reporter-Adviser, you are likely to enjoy and excel in the preparation and planning side of work rather than the implementation and operational side. For you, it is important to have work with a purpose. If you believe in the aims and objectives of your job, you can spend long periods of time involved in your work, often beyond the regulated hours, with little regard for the level of reward which is being offered. If you cannot get this satisfaction from work, you will usually seek a meaningful purpose by being involved in outside activities such as community groups, social groups, artistic groups or sporting organizations.

You have strong personal ideals and convictions, but will not necessarily impose them on others. Because of your commitment to your beliefs, you are likely to pursue your ideas over a long period of time and will not easily be 'put off' by others who hold different values. You can sometimes be uncertain as to how others will view the ideas you develop, and this may cause you to 'take a back seat' and not push your views forward.

It is likely that you will want to set high standards and do things well rather than rushing. It may well be that others will say you are an idealist rather than a pragmatist. You will be conscientious and willing to spend a long time in doing a job well. Sometimes you can be so concerned to get things right that you do not always find the time to see tasks completed. This will happen particularly if you like to understand things in depth and if you have a high degree of curiosity. You often get the feeling that the task you are working on could always be better if you just follow the next inspiration and get a little bit more information.

You like to be in contact with a wide range of resources and knowledge and usually prefer an advisory to an organizing role. Indeed the Reporter-Adviser is the central advisory role within the theory of Team Management. You will probably not have a high need to manage other people for long periods. Instead, you may prefer to work on your own or in a small group away from the day-to-day 'cut and thrust' of direct line situations, where you can have time to deal with matters in depth. Reporter-Adviser may enjoy working in roles that involve planning, finding out information, researching, consulting, and counseling.

You will have a strong involvement and commitment to your beliefs and ideas. You will follow them through, usually over a very long period, and enjoy the complexity of the problems generated, particularly by theoretical issues. Some may say you are too patient and persevering.

You have a strong sense of what is right and wrong, but will not always let people know your true feelings if there is a danger of causing an upset. This is because you dislike disagreements and will prefer not to be with people and situations where conflict is likely to occur. However, there are many times at work when it is important for others to know where you stand on issues. It may perhaps help to view situations as problems which need solving rather than as potential conflict win-lose situations.

## **LEADERSHIP STRENGTHS**

Your major strength is your ability to search out information and process it to a stage where decisions can be made. You like to develop a whole range of possibilities and usually 'no stone is left unturned' in your search. This is an attribute which is ideal for leading a planning or advisory group. You can be painstaking in your attention to collecting information.

You also like to have a number of interesting projects on the go. At times, others will, therefore, criticize you for taking on too much at once and not completing jobs on time.

You will like to keep your team working harmoniously and will take time to solve any personal problems that might develop amongst your team members. You will give loyalty to the team and

expect it in return. However, you will want to work in your own way and provide room for others to do their thing in their own way as well. Some people may, therefore, say you do not supervise people sufficiently closely.

In managing others, you can be extremely considerate of their views and feelings, and take quite a lot of time and trouble to talk through with them issues of concern. You are more likely to seek a joint solution rather than impose a solution from 'on high'. Others may see you as a person who tries to establish a 'bond' between yourself and your team. If you are let down by one of your team members, you may feel particularly hurt as you like to feel they are with you all the way. You need to be aware of your approach and modify it where necessary, particularly if someone is taking advantage of you.

You are rarely short of ideas and will discuss them in detail with those who you feel are interested. However, because you dislike conflict situations, you will not press your point unnecessarily and won't expect others to do so. You will probably prefer discussing your ideas with a small group of friends rather than exposing them widely to a group. When you do communicate more extensively, it may well be through writing the ideas down.

Overall, you like interpersonal relations at work where you can help others and support initiatives that are in line with your views and feelings of what is correct.

Your leadership style is normally one of consensus - you prefer everyone to believe in the decisions that are made. However, because of this, deadlines may suffer and others may feel you put things off. To you, this will be an integral part of your thorough approach. You dislike being rushed, and in a leadership role will, therefore, react against tight deadlines or people who press you.

As you are more orientated to advisory work, your leadership approach will reflect this preference. Indeed, you may not welcome leadership roles where there is a high emphasis on routine and regular production. However, project leadership on creative tasks can interest you.

Your creativity and ability to think of new ways of doing things is a key strength. Many of your best ideas arise after a meeting when you have time to think through the matters in detail. However, you like the ideas you have to be consistent with your beliefs.

You will, therefore, prefer to lead a team where creative ideas are encouraged, there is time for reflection and consideration, and people can work in accordance with their beliefs. When one of your own principles is infringed, you can become very stubborn and immovable.

## **DECISION MAKING**

When it comes to decision making, you usually resolve things on the basis of your overall beliefs and principles, sometimes without taking into consideration a thorough, objective analysis of the costs and benefits. If this is so, it is important to work with someone who can take a more detached view, and look at some of the decisions in an analytical way to complement your strong beliefs.

Because you prefer to gather as much information as possible before deciding, others may accuse you of postponing and delaying. Colleagues may feel you don't push your ideas forward in a form that can be easily used. It may help to consciously establish certain time guidelines and schedules against which you can measure yourself, or work with another person who can keep you to these deadlines. It is important that your ideas do not go to waste, but reach fruition through implementation.

You have a tendency to think things through on your own, although you will talk through important issues with your team. Sometimes, others may not always understand what you are currently thinking, particularly if you are in a creative mood, where you are generating new ideas by yourself. If you leave too many colleagues 'behind', your ideas are unlikely to be implemented. It may be worth communicating your ideas at an early stage, rather than waiting for them to be fully formed before telling others.

You have a tendency to spend more time on possibilities than on the actual details. It may help to have someone working with you who likes probing the specifics - this will complement your wider view of the problem and ensure that decisions are not wanting because of some inaccuracy in the details.

Where you have to lead a team, it is important to establish a discipline about decision making meetings. These should be held on a regular basis. People should know well in advance when the meetings are and what will be discussed, as well as the methods for resolving issues. This may seem a bit bureaucratic and too routine, but it will help smooth the decision making processes.

## **INTERPERSONAL SKILLS**

You do not always have a high need to be with other people and there are lots of occasions when you prefer to be by yourself. You may feel you do your best work on such occasions. Indeed, you will probably have an independent life style where you can be 'free' to pursue whatever interests you. When you do meet with others, it is because you choose to.

On most occasions, you will be respected by others as a person who will listen. It is probable you will also be respected for not pressing your point of view on others. You often make a good 'facilitator' - that is someone who can provide a group with the necessary information and then get them to talk about the problem and come to a decision. This part of the Team Management Wheel is the home of the naturally-good listener.

Although you adopt a quiet approach, you can have a high degree of empathy with what others are feeling. With those whom you trust, you establish a close, private understanding about how work should be done. These characteristics enable you to counsel people in a constructive and positive way.

People usually respond well to you because they appreciate the recognition you give them for their work. You see in others their strong points and acknowledge their efforts. This can be a key aspect of your team contribution, whether as a leader or a member.

You often tend to assume the best about people and are sometimes disappointed when they do not live up to your expectations. You can see their good points but not always their weaknesses quite as easily.

You can be generous in the amount of time you give to others with problems. This may result in people interrupting you at critical periods. Indeed, you may find this quite tiring as you also need a lot of time to yourself in order to do your best work.

Overall, your preferred approach is to work closely with a few people who share your ideas and values, but to try and gain cooperation with as many people as possible through your support and advice. In all such relationships, you try to put forward your views as a coherent whole, having usually thought out the ideas in advance, but with the details to be resolved in discussions.

You will dislike conflict and go out of your way to evade it. Often you can sense a potential disagreement long before it arises and will take avoiding action to 'nip it in the bud'.

## **TEAM BUILDING**

Reporter-Advisers are a fund of information. Without them, a team could well be short of key data and make decisions on a weak basis. However, Reporter-Advisers do not see themselves as directly putting this information into action, but prefer usually to act as advisers to others.

Your approach to team building could be to act as a coordinator between your own strength of developing ideas and information, and the strengths of more action-oriented, practical members who will press for control systems, outputs, time deadlines, and targets.

Reporter-Advisers are the ideal complement to the Thruster-Organizer, ensuring that all the information is to hand so that the correct decision can be made.

You need to select team members who will complement your strengths. To this end, you will need people who are strong on organizing and also on control. In particular, you will probably need someone who can stand back and assess the practicality of your ideas in terms of the marketplace. When it comes to assessing ideas in terms of their practical value, you may need an Assessor-Developer. To ensure projects are carried through on a regular basis, a Concluder-Producer would be

helpful.

Your approach to team work is normally low key. You expect people to do a good job and give them latitude. However, when people do not perform you need to appraise and guide them. If improvement does not occur, then you need to be firm in making the hard decisions on reorganization. This may not come easily to you, but is a key function of building a successful team.

The danger could be that you become too committed to those members who do not perform. If you do not act to review and improve the situation, the team could become weak. To build a successful team, you need to judge others and make the changes necessary to maintain high standards.

## **AREAS FOR SELF-ASSESSMENT**

Reporter-Advisers are people of strong convictions who see the world in a personal and interesting way. Because they tend to reflect on issues in some depth and can be highly creative, they will have a unique and perceptive understanding of what is going on. They are at their best when gathering information, and often prefer to act as an adviser rather than take on an executive, organizing role.

Your own approach to work, therefore, has a number of major strengths. If you are to further develop other areas of competence, some of the points which may need further consideration are: -

- Try to communicate your ideas with others more freely at an early stage. People will, therefore, have the opportunity to understand your ideas as they develop, rather than digesting them in full all in one go.
- While you can be extremely creative and see the possibilities in situations, it may well be that you do not spend as much time as necessary on the factual details. Indeed, you may feel that the detail work is rather boring and tedious. If so, it is probably important that you select someone who can work with you to complement your understanding of the 'big picture' by bringing together the details whenever appropriate.
- When it comes to decision making, you usually resolve things on the basis of your overall beliefs and principles, sometimes without spending enough time on an objective analysis of the costs and benefits. If this is so, then it is important that you work with someone who can take a more detached view and look at some of the decisions in an analytical way to complement your strong beliefs.
- When it comes to allocating priorities, it is likely you will spend more time in acquiring information than using it. The danger is that you may go on for too long without committing yourself to a particular line of action. If this is so, there is a need to establish certain time guidelines and schedules against which you can measure yourself and, if necessary, have another person who can help you keep to these deadlines. It is important that your ideas do not go to waste but reach fruition through implementation.

## **KEY POINTS OF NOTE FOR THE REPORTER-ADVISER -**

- You can be patient, unless personal values are threatened.
- You will usually be persevering.
- You have an independent approach to life, enjoying the company of a few close friends.
- You prefer harmony and may withdraw if personal values are likely to lead to conflict situations.
- You are very intuitive.
- You are good at advising, based on your ideas and, wide basis of information.
- You will perceive many opportunities, but will not exploit as many of them as you could.
- You are usually well-liked and make a good facilitator.
- You can work alone for long periods, although you will want to balance these periods with time spent out of the office 'managing by wandering around'.
- You have a strong need to understand matters in full before making decisions.
- You may be slower than others in responding to business challenges and some opportunities may disappear through lack of decision.
- You are usually quiet and reflective.
- You will probably dislike deadlines but can respond to them when they are imposed.

- You enjoy developing interesting insights and working on theories and ideas.
- You often see the 'big picture' but may miss the details.
- You may be creative in writing or art.
- Your personal work standards are high and you can be stubborn if these are challenged.
- You are usually fulfilled from within and not worried by conforming to social pressures.
- You are usually painstaking in gathering information about new areas that interest you, but may become bored if the work is repetitive.
- You prefer working on the broad issues and possibilities rather than details.
- Your rich, inner world of ideas will guide your relationships and activities.
- You find negative criticism discouraging, probably more so than others.
- You particularly value and require recognition of your ideas and contributions, otherwise you can become discouraged.
- You probably prefer an advisory to an organizing leadership role.
- You can be very helpful to others and sometimes do too much for them rather than letting them learn for themselves.
- You enjoy a flexible, spontaneous way of working and will avoid having too many rules and regulations.
- You can be idealistic and this provides the basis for many of your contributions to the way you work with others.
- Your 'antennae' can detect conflict well before it happens and you will usually take appropriate evasive action.

## RELATED ROLES

In the constructs of the Team Management Profile Questionnaire, you scored strongly in the areas of creative information gathering and beliefs decision making. These two factors have combined with your scores on the other factors to locate you in the Reporter-Adviser sector of the Team Management Wheel. Here, you will particularly enjoy gathering information, and thinking up new ideas and ways of introducing change to the organization. Your related roles appear on either side of your major role and this left side of the Wheel is an area where you are 'at home'.

While on balance you prefer to be quieter than others, there are times you can be more outgoing and lively, particularly with those people you know well or when you are committed to a course of action. At these times, you may well act as a Creator-Innovator, thinking up new ways of doing things and inspiring others to accept your ideas.

A major strength is your vision and imagination, based upon your intuition. You are usually quick to see how things fit into the 'big picture', even though you may not be familiar with the details of the issues involved. You can become quite enthusiastic about new ideas and put a lot of time into finding out the best way in which to proceed, but you will hardly notice the effort you are putting in so long as there is meaning and purpose to your work. When your ideas and beliefs coincide, you can be a very persuasive communicator and on occasions almost zealous.

Usually, you will like complex and ambiguous problems; the straightforward logical problem with a neat solution if you follow a set path is not for you. The more ambiguous a problem, the more angles there are to it, the more loose ends and possibilities to consider, the better you usually like it. 'Travelling' can often be more exciting than 'arriving'.

Although you will prefer to be an information gatherer and diagnose problems, before proceeding, there are times when you can be quite structured in the way you organize yourself and others. Many people with this pattern of scoring enjoy planning-type work, where they can set up guidelines and approaches to be followed well into the future.

It is when you place emphasis on your beliefs and values, that you are more likely to adopt an Upholder-Maintainer role. Here, you will want to work with a harmonious close-knit team, where you can give help and support to those who need it. Very likely, colleagues will find you a tolerant, helpful sort of person who may even be altruistic on occasions. People will want to come to you for your advice as you show an interest in personal problems. To you, friendship and work are often intertwined.

People often do not realize how hard you are working because you will prefer to work by yourself

particularly in the early stages of a project or investigation. You will not want to spend too much time in meetings talking about issues, but would rather get on and work things out by yourself.

You will probably have a strong feeling of what is right and wrong, and align yourself closely with people of similar beliefs and convictions. Your ability to 'read' people's motives and intentions is important. You can often see people's strengths and weaknesses, and their emotional make-up soon after you have met them. This is a skill you may well call intuition.



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