



Feedback Summary Report

Managing Team Roles Indicator™

Version 1

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introduction

When people work well together, there is little that can give greater satisfaction. But when they work badly together, there is little that is more dispiriting. Wherever you and your team or colleagues are on this continuum, this report is designed to help you take steps that can lead to greater satisfaction, efficiency, productivity and impact.

The Managing Team Roles Indicator (MTR-i) is a questionnaire which attempts to discover what you feel you personally contribute to a particular group or team (the group or team which you focused on when completing the questionnaire). The results of the questionnaire, as described in the following pages, are expressed in terms of those particular roles where you feel you contribute most when working with this group or team.

The fact that you may prefer particular roles when working with this group does not however mean that you are unable to make other kinds of contributions, perhaps in different types of situations. In principle, we can all adopt different kinds of roles if we are inclined to do so. However, in practice, most people tend to restrict themselves to particular roles and these are determined more by our own particular personality style and preferences rather than what the situation at hand might actually require of us.

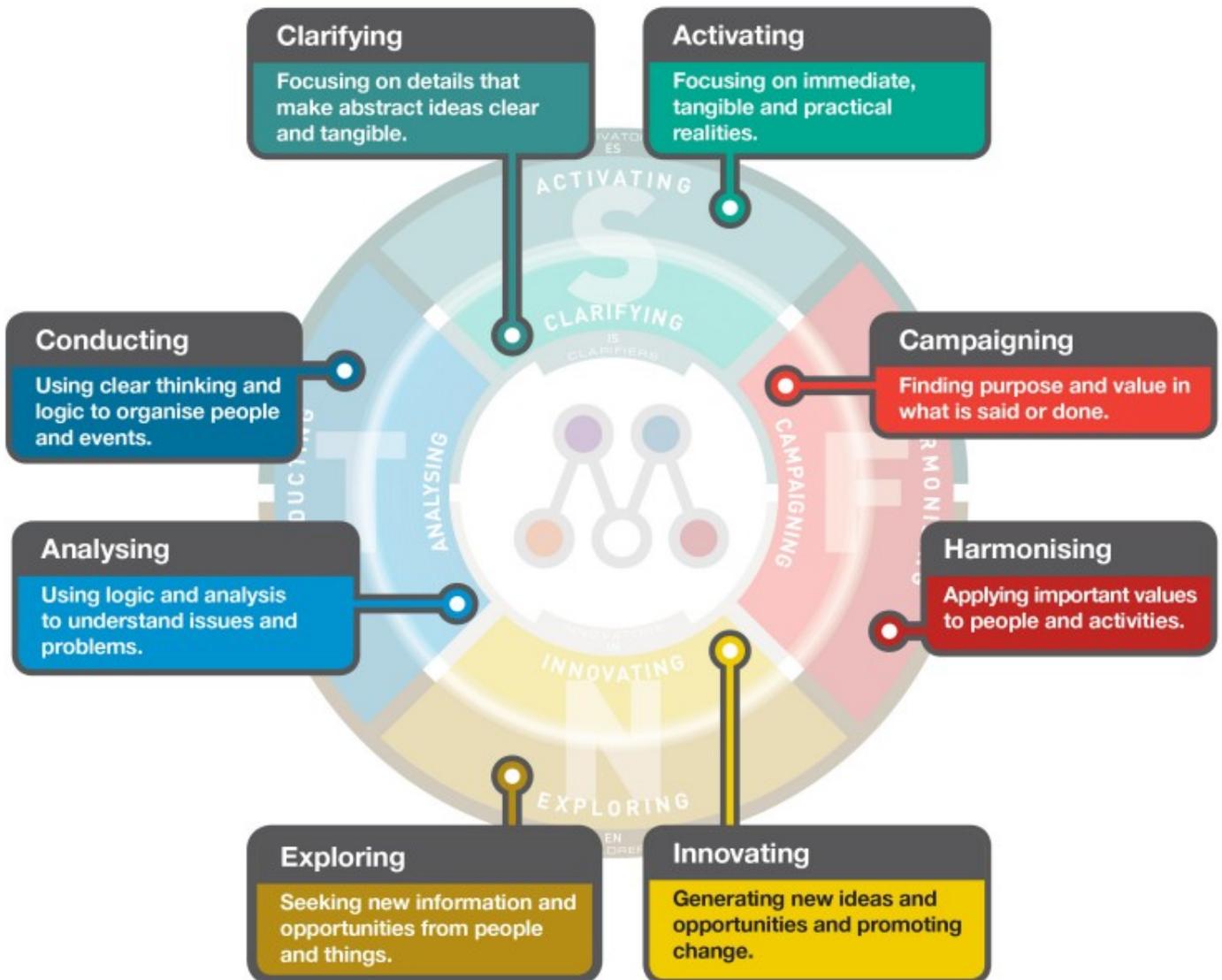
This report will help to bring your own contributions into focus. And if other members of your team are also able to focus on their own contributions, this can help you all to understand your strengths and weaknesses, which is a necessary precursor to better collaboration, highlighting what you each need to keep doing and what you each need to change.

There are eight contributions or 'roles' identified in this report. They are presented as a hierarchy from highest to lowest, corresponding to what you believe are your most important contributions. One of the first things to do with the results is to see whether they make sense to you. Then it is useful to check how others see you because sometimes what we believe about ourselves is not confirmed by how others see us. This report will then provide you with some ideas of how to proceed with a process for increasing awareness and collaboration.

Remember the behaviours that are identified in this report are based on your answers to the indicator and represent your perception of yourself.

Remember that the roles you play will depend on both the situation and your underlying personality. This report cannot identify how appropriately you adapt your style to meet the demands of different situations.

The eight team roles



The Type Mapping system describes eight key ways in which people make their contributions. These are referred to as the eight 'team roles' and are illustrated in the diagram above.

The Managing Team Roles Indicator questionnaire asked you to think about the team or teams which you currently work with and to consider which activities or processes you normally give most of your attention to. Your responses to the questionnaire will help you to see which of these eight roles you appear to value most.

Although you may have already developed a preference for particular roles, the theory which underlies Type Mapping recognises that each person has the capacity to take on different roles according to the circumstances. For example a competitive athlete may adopt a quite different style of interaction when with his or her own children than when they are competing with other athletes.

Adapting to different circumstances is easier if people are more aware of what they do and why they do it and your questionnaires results presented later in this report will help you to become aware of which roles appear currently to be your preferred ones. Firstly though, the eight roles will be described in detail.

Clarifying

Focusing on details that make abstract ideas clear and tangible

Clarifying involves listening and asking the right questions so that general ideas become clearer and more detailed. It converts vague and abstract concepts into clear and understandable steps. By putting detail around targets and goals, it enables the building of a clearer pathway to the achievement of those goals. Clarifying means valuing previous experience and creating a bridge between the old and the new.

Analysing

Using logic and analysis to understand issues and problems

Analysing involves using logic to provide explanations of how and why things happen. It takes complex issues and seeks to understand them at a more fundamental level. This analysis takes the form of formulating hypotheses, providing explanations and gathering evidence to assess those explanations. Analysing produces theoretical models that replicate how the world works. These may sometimes have a penetrating simplicity but can also be highly convoluted and complex.

Innovating

Generating new ideas and opportunities and promoting change

Innovating involves using the imagination to create new and different ideas and perspectives. The stimulation can come from a deep intuition or from observing what is happening in the world. This is then considered from a number of different perspectives which can lead to new ideas and insights. Innovating often produces radical solutions to problems based on a different understanding of the current issues and views which can create a new and different longer-term vision.

Campaigning

Finding purpose and value in what is said or done

Campaigning involves making sure that what is done has purpose and meaning. It identifies what is important and brings a sense of priority that is derived from strong personal values and convictions. The emphasis is on ideas and thoughts that have inherent value and significance. Campaigning often builds people's commitment and motivation but it also creates the 'rule book' that can help people make decisions and guide their actions.

Harmonising

Applying important values to people and activities

Harmonising involves trying to create harmony in the world around you by building rapport with people, creating a positive team atmosphere, looking after people's welfare, motivating people and/or providing a service to the satisfaction of others. This role involves valuing people's contributions, seeking to develop the role that others play and investing a lot of effort in building positive relationships. Harmonising is an attempt to overcome differences of opinion and find ways in which people can agree.

Exploring

Seeking new information and opportunities from people and things

Exploring involves finding new and better ways of doing things. This means keeping the antennae open with the aim of uncovering hidden potential in people, things or situations. It involves breaking new ground by looking one step beyond the current situation and pursuing unexplored avenues, until all the possibilities have been exhausted. Exploring often challenges the status quo by experimenting to see if the situation can be improved or new potential uncovered.

Conducting

Using clear thinking and logic to organise people and events

Conducting involves creating a logical structure for what needs to be done. Its focus is on creating plans so that things are more organised, systematic and ready for implementation but it also helps to set the milestones that enable progress to be monitored and followed through. Conducting contributes by defining roles and responsibilities and ensuring that the appropriate skills and resources are available to undertake the work assigned.

Activating

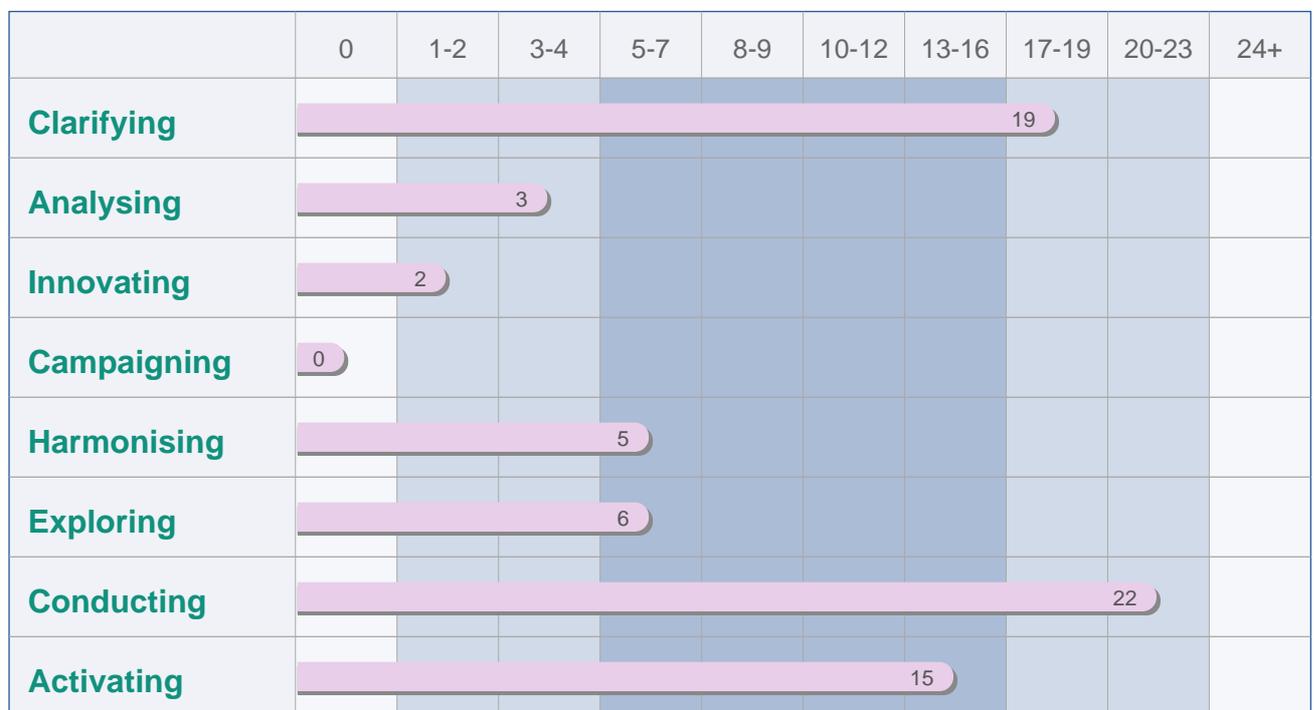
Focusing on immediate, tangible and practical realities

Activating involves bringing things to fruition by getting things done, and getting them done now! This means being action-oriented and dealing with whatever tasks the current situation presents – which often spurs others into action as well. Activating means being very pragmatic and utilising tools or processes that already exist in order to reduce inefficiency and avoid re-inventing the wheel.

a graphical summary of your results



The graph below shows your numerical results from the MTR-i questionnaire. The bars in the chart indicate how many points you allocated to each of the roles. The roles with the most points (longest bars) are those which you tend to see yourself fulfilling most when working with your team.



Your most highly ranked role was Conducting. This suggests that within the context of this particular team, you see your main contribution as being to introduce organisation into the way things are done.

Remember however that this may not be the only contribution you make to this team. You can see from the chart above the other contributions you may also make. Bear in mind also that the fact that you prefer to make a particular type of contribution to the team does not necessarily mean that you make it in an appropriate or skilful way. It is not possible to determine this from the MTR-i questionnaire alone.

Your three most highly ranked roles will now be described in detail in the following pages.



When Conducting you are trying to introduce order and structure to the way things are done. You like to establish plans and milestones which are well thought through and have a clear and logical foundation. This means that your decisions in any task or situation tend to be guided by your perception of what is correct and logical.

When you are effective in this role, your Conducting approach creates an implementation strategy that may be essential for eventual success. You tend to focus on the overall plan, define the critical path, clarify the timescales and identify the resources that may be needed along the way. You like to establish people's roles and responsibilities and you can appear to take charge when these things are not in place – all of which can gain you a reputation for clear thinking and good organisation.

The Conducting role not only makes work and activities more systematic but it also creates a business-like approach to relationships. Indeed, friendships with others are more likely to be based on mutual respect stemming from an appreciation of each other's competence. This means that relationships that develop from this approach become more professional and business-like rather than 'warm and fuzzy' as some others might prefer.

Conducting is most effective when logistics are complicated and there is a need to organise both ideas and activities in a clear and logical way to achieve greater efficiency and effectiveness. Conducting is less effective where there is a need for constant improvisation and where being more expedient could be acceptable. People who find Conducting is their natural style love to take charge and can feel compromised when things are only 'acceptable' rather than fully 'correct and justifiable'.

A Conducting style can be hugely beneficial by creating coherence where there is chaos and focusing energy in the right direction without unnecessary duplication of effort or letting milestones slip by. However not all situations require a high level of organisation: a more relaxed approach can allow the emergence of the unusual and the creative – things that often happen outside of formal systems and processes.



When Clarifying, you are seeking to identify relevant information that helps to establish a better understanding of the situation. You focus on practicalities and details using your experience and perspective to guide you – until you have properly understood the what, where, how and when. Your contribution can help to ground people in terms of realities and practicalities by focusing on the here-and-now.

When you are effective in the Clarifying role, your contribution should help a team to achieve a clearer picture of what is involved, what you are all aiming for and what needs to be done. You help people take notice of information that is in danger of being overlooked and you help them link it to what is already known and understood.

This Clarifying role not only helps focus on the present but also helps clarify goals and processes. Clarifying questions are sometimes interpreted as a resistance to change since some people consider questions to be objections. However, if the questioning is done well, it can ensure that any changes are based on the clearest possible understanding of what is required. Once such understanding is achieved, the Clarifying role becomes the one that encourages conscientious monitoring of progress towards implementation based on a good understanding of what must be done and by when.

Clarifying is most effective when it identifies neglected details and draws links between different bits of information – and then relates it to the individual's or the team's experience. People who find this role natural become the gatekeepers to an organisation's wealth of experience – either their own experience or other people's. This helps prevent any 're-invention of the wheel' by reducing the loss of information and highlighting the value of previous experience. In turn, this can bring a sense of continuity which is in danger of being lost in today's fast-paced and changing world.

A Clarifying style will be particularly useful when a discussion becomes rambling and the team is going from one tangent to another. But this is precisely when you may find things most frustrating – perhaps making you disengage or even withdraw!



activating

When Activating, you are trying to bring things to fruition: in other words, getting things done and getting them done now! This makes you very action-oriented, tending to take an immediate view of the situation, seeing what needs to be done and getting on with it. This means that you focus on delivering results, especially in situations where time is of the essence.

When you are effective in this role, your Activating approach injects a sense of urgency which can spur people into action and ensure that progress is made. You make achieving the task the main priority. You deal with the here-and-now and are willing to utilise whatever tools and resources you have at your disposal. This involves a very 'can-do' attitude and a clear focus on goals and delivery.

The Activating role involves not only getting things going but also valuing previous experience and knowledge and not feeling the need always to reinvent the wheel. People who use this role can therefore be very pragmatic and will happily propose tried and tested solutions that are known to work. Experimentation with innovative approaches can be given short shrift unless those approaches can be justified and shown to work better than existing approaches.

Activating is most effective when things are urgent and there are tangible products and clear goals which benefit from prior experience or when people are spending too much time on background activities. Activating can help focus attention on the immediate tasks. Activating is less effective when there is ambiguity about the solutions or processes or when the goal cannot be clearly visualised from the outset.

People who find Activating is their natural style may become frustrated if they are asked to do things that are unclear or where they are not given the freedom to address issues as and when they arise.



final remarks

We hope that you have found this report useful. It should act as a mirror – reflecting back some of the implications that arise from the way you answered the questionnaire and then collecting the views of others in your team in order to check/challenge your own views. It can be useful to spend some time capturing the learnings from this process and some prompts for doing this are given below.

Reflections and learnings from this report:

1. What is the most useful contribution you now think you bring to this group or team?
2. What could you do more of that would be helpful?
3. What do you do that is not always useful or helpful?
4. What could you do differently?
5. How could you help others to contribute more or more usefully?
6. In summary, what do you think you have learnt?

You may also like to consider how much your behaviour is a reaction to your current circumstances and how much it reflects your underlying personality preferences. If this is a useful avenue for further reflection then you may like to complete the Type Dynamics Indicator (TDI) which helps to identify your fundamental personality preferences. Since we all make different contributions in different circumstances the TDI can help you to better understand the difference between feeling stretched and stimulated versus feeling pressured and stressed.

If you would like to do this, we suggest that you discuss with your facilitator – the person who introduced you to the MTR-i. If you would like more information then please contact teamfocus@teamfocus.co.uk

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