



Feedback Report (without exercise)

Ideal Task Profile Questionnaire

Version 1

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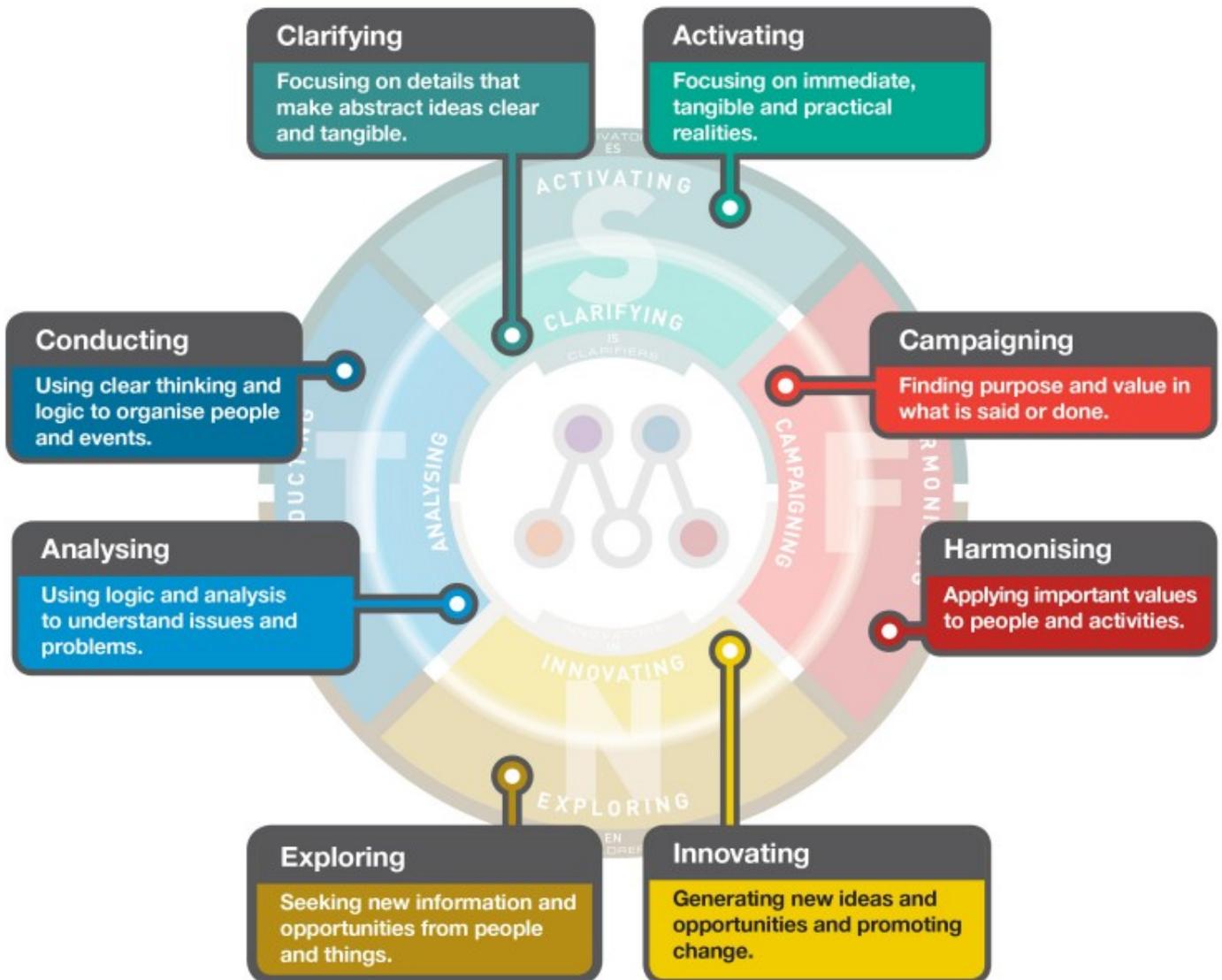
When people work well together, there is little that can give greater satisfaction. But when they work badly together, there is little that is more dispiriting. Wherever you and your colleagues currently are on this continuum, this report is designed to help you and those you work with to take steps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

The Ideal Task Profile Questionnaire (ITPQ) is a questionnaire which allows people to indicate the behaviours and contributions that will most improve performance in a specific situation: for example, when working with a particular team or a particular person. The purpose of the questionnaire is to summarise the views of each individual concerned. This can then be compared to the views of other interested parties. The degree of agreement or disagreement can then be discussed so that those involved can begin to work together in a more productive way.

You will remember that, before starting the questionnaire, you were asked to enter the name of the situation, person or team in relation to which you had been asked to complete the questionnaire. The name you entered here was 'own team'. It is important to remember that the results in this report summarise your personal view about what would be the most useful things to focus on for this person, situation or team to improve (i.e. perform well or better) at this point in time.

The questionnaire results shown on Page 5 of this report are presented in terms of the eight 'team roles' which are part of the Type Mapping framework and which are described in detail in the following pages.

The eight team roles



Most people have an idea of what they want to contribute to a team – but not necessarily how to do it. The Type Mapping system describes eight key ways in which people can make their contributions. These are referred to as the eight 'team roles' and are given a name as illustrated in the diagram above together with a short description.

The idea underlying the ITPQ questionnaire is that most of these roles are relevant for most situations where people work together. However, the needs of a situation inevitably change and hence the relative importance of each role will also change. Early successes sometimes make people blind to new needs required at later stages of a project. For example, at the beginning of a project it may be that clarifying the task and analysing the issues are particularly important. At a later stage there is likely to be greater need for a clear implementation and delivery plan. During a project, things can go off course due to inadequate attention to the relationship and

harmony in the team.

Type Mapping recognises that people have personal preferences and that these predispose them towards particular roles. This report will help to analyse the current demands of the team so that its members can adjust their more natural behaviour to fit the needs of the situation in order to better achieve their objectives.

The eight team roles are described in more detail below and your own questionnaire results are then presented on Page 5.

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

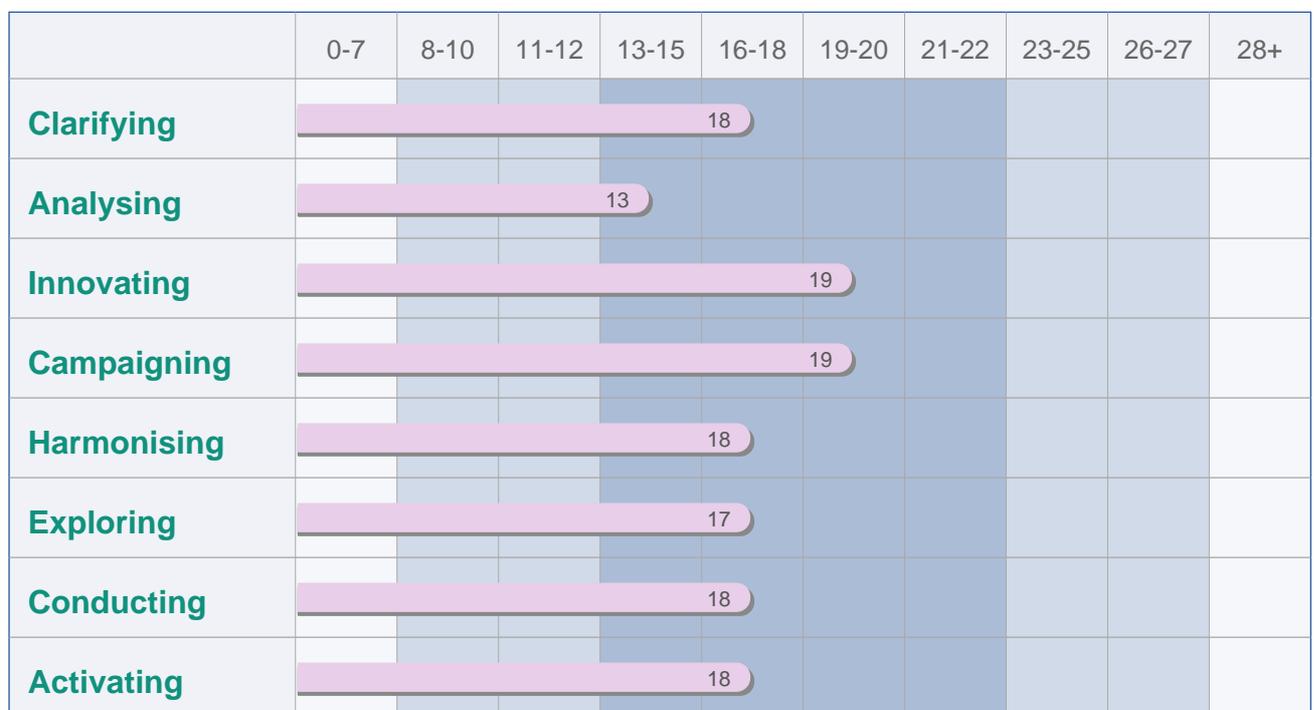
Focusing on immediate, tangible and practical realities

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 ITPQ 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 think are the most important for your team to fulfil in order to assure the team's success. Remember, these results relate specifically to the team and situation you had in mind when answering the questionnaire.



The graph suggests that the roles you felt to be most important for the team to focus on were Campaigning and Innovating. This suggests that for you, the changes in team behaviour which would make the biggest differences at this point in time would be: (a) to focus more on the inherent value and purpose of what the team does and (b) for team members to use their intuition and imagination more and to come up with new and interesting ideas and possibilities.

As to the first of these, you feel that the team needs to ask "why is it we are doing this, what differences will it make in the real world and what are the underlying principles we are working to?". As to the second, you feel the team needs to be more ready to view problems from different perspectives, try to understand situations in

different ways and then generate new and alternative ideas.