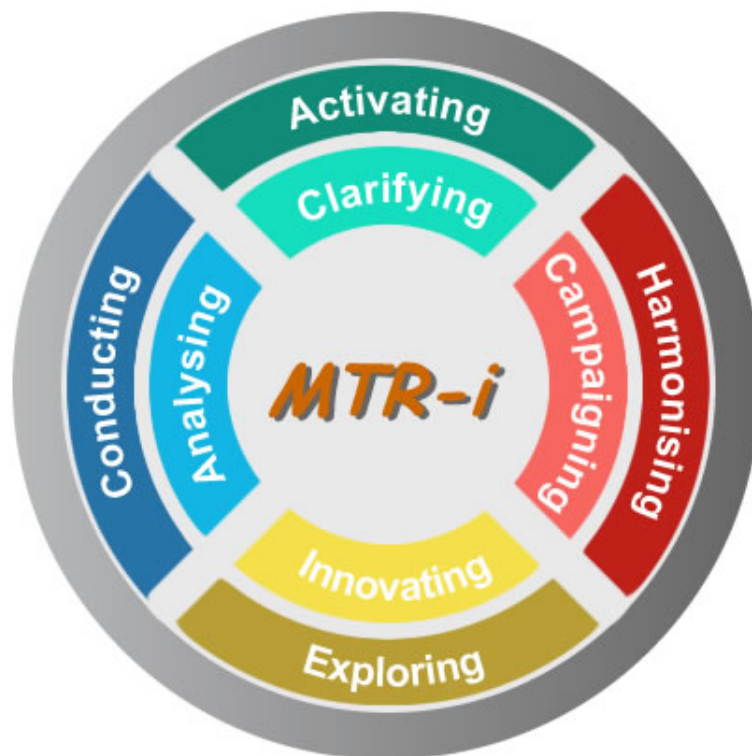


# Management Team Roles Indicator™

## Feedback Report

Susan Sample



# Feedback Report

## Management Team Roles Indicator™

Susan Sample

### Results Overview

This report presents your results on the Management Team Roles Indicator (MTR-i ©). The purpose of this questionnaire is to determine which of eight predefined roles you tend to use most when working in a team context. The eight team roles are shown below in the order in which you tend to use them most.

**Conducting**  
**Clarifying**  
**Activating**  
**Exploring**  
**Harmonising**  
**Analysing**  
**Innovating**  
**Campaigning**

What these results suggest	What these results do not tell you
<p>The team role at the top and in larger type - Conducting - is the one that you are using most in the team. You use the other team roles as well, but to a lesser extent. The team roles at the bottom of the list are the ones you are using least.</p> <p>Your team role indicates your "contextual self", which can change between different teams, or even within the same team as the situation changes. So, in other teams or situations your main team role may be different.</p>	<p>These results do not show which team role you prefer, nor do they show your level of skill in using the team roles.</p> <p>Also, these results do not provide an indication of whether the team role is suitable for the team's situation. To find out what team roles would be most appropriate for the team, you should complete the Ideal Team Profile Questionnaire®.</p>

Role	Raw Score	Rank	
Harmonising	4	4 =	<p>NB 1: Raws scores have limited meaning; it is the ranking that it is important. Eg: if you have a raw score of zero for a team role, it suggests that you use it less than other roles that have a higher score. It does not mean that you never use that team role.</p> <p>NB 2: All personality questionnaire results are subject to statistical variations.</p> <p>If you need clarification of either of these points, please refer to your MTR-i administrator/tutor.</p> <p>A "=" appearing to the right of a number in the 'Rank' column indicates a tied rank. For example, "5 =" would indicate that the scale in question was ranked equal fifth.</p>
Campaigning	1	7 =	
Exploring	4	4 =	
Innovating	1	7 =	
Activating	7	3	
Clarifying	11	2	
Conducting	40	1	
Analysing	4	4 =	

## Brief descriptions of each of the team roles

### The team role you use most is Conducting

*CONDUCTING (Thinking directed to the outer world)*

Conductors introduce organisation and a logical structure into the way things are done. They organise and systematise the world around them, establishing appropriate plans, identifying and implementing the correct procedures, and then endeavouring to make sure they are followed. They try to ensure that roles and responsibilities are properly defined and that appropriate resources or skills are available to undertake the work assigned.

### The team role you use second most is Clarifying

*CLARIFYING (Sensing directed to the inner world)*

Clarifiers bring clarity to the inner world of information, ideas and understanding. They listen, ask questions and absorb information, so that in their mind's eye they can achieve as clear a picture or understanding as is possible. They expand their knowledge and collection of experiences, and also look to the future by envisaging clear goals and clear pathways to achievement of those goals. The focus on clarity also brings greater attention to detail.

### The team role you use third most is Activating

*ACTIVATING (Sensing directed to the outer world)*

Activators bring things to fruition by getting things done, and getting them done now! They are very action-oriented, dealing with whatever tasks the current situation presents, and spurring others into action as well. They make use of their experience and utilise tools or processes of which they already have knowledge. They try to have an immediate impact on things, injecting a sense of urgency, and aiming to achieve clear goals and tangible results.

### The team roles you use fourth most are Exploring, Harmonising and Analysing

*EXPLORING (Intuition directed to the outer world)*

Explorers promote exploration of new and better ways of doing things, to uncover hidden potential in people, things or situations. They break new ground, and are often looking one step beyond the current situation to pursue unexplored avenues, until all the possibilities have been exhausted. Explorers often challenge the status quo and experiment with the introduction of change, to see if the situation can be improved or new potential uncovered.

### *HARMONISING (Feeling directed to the outer world)*

Harmonisers try to create harmony in the world around them, 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. They value people's contributions, seek to develop the role that others play, and invest a lot of effort in building positive relationships. They try to overcome differences of opinion and find ways in which the team can agree.

### *ANALYSING (Thinking directed to the inner world)*

Analysers provide explanation of how and why things happen. They bring structure and organisation into the inner world of ideas and understanding. They analyse things, formulating hypotheses and explanations of how they function, and gather evidence to assess how true those explanations are. They produce mental models that replicate how particular aspects of the world works, and they try to understand the full complexity of any situation.

### **The team roles you use least are Innovating and Campaigning**

### *INNOVATING (Intuition directed to the inner world)*

Innovators use their imagination to create new and different ideas and perspectives. They observe the world around them, then use their imaginations to consider what they have observed from a number of different perspectives, and dream up new ideas and insights. Innovators often produce radical solutions to problems, develop long-term vision and demonstrate an apparent understanding of what cannot be clearly known.

### *CAMPAIGNING (Feeling directed to the inner world)*

Campaigners give importance to particular thoughts, ideas, or beliefs. They are value driven, and in a team discussion they often bring a sense of priority that is derived from their strong convictions. They seize upon and emphasise ideas or thoughts that have the greatest import, bringing them to the fore and stressing their significance. They assess the inherent value or importance of new ideas, focusing on those about which they feel most strongly.

## Your main focus in this team

Your main focus in your current role is introducing organisation into the way things are done. You use processes and systems to organise the world around you.

You are making a secondary contribution to the team in the areas of

- improving team harmony, and relationships, building team spirit.
- introducing change to uncover new potential and improve how things are done.
- taking action on immediate needs, to get things done and deal with today's issues.
- Improving the clarity of information, to identify clear goals and have clear communication between team members.
- producing explanations of how and why things happen.

You are not paying a lot of conscious attention to

- the most important values and beliefs. As a result, you may be trying to do too much, and not focusing on what is most important.
- new or radical solutions, or different perspectives. As a result, you may be taking a somewhat blinkered approach in this team.

The behavioural style you are currently using often works best in environments where success depends upon order and efficiency, whether it is in organisation and planning or in the following or enforcement of procedures and rules. Such situations need to be tackled dispassionately, in an orderly and structured way.

The behavioural style you are currently using may not always be effective in situations where you should be

- focusing your attention on particular causes or building team identity.
- working towards a long term vision or developing a better understanding of what is unknown.

## Johari Window

"The 'Johari Window' is a way of recognising how other people may see you differently to the way you see yourself. The complete Johari Window represents your whole personality, but it has four window panes some of which you can see through, others you can't: you can look through the panes on the right; other people can look through panes on the top. The Johari Window therefore has four areas of personality:

BLIND SPOT: You can't see; Others can see	ARENA: You can see; Others can see
<p>The Blind Spot window contains aspects of your personality of which you are unaware. For example, when you think you are giving other people factual information, they may perceive you as being critical or aggressive. Although perception can be in the eye of the beholder, there is always a degree of truth in what others say about you (even if it is only a small percentage). Understanding your blind spots can help you recognise unintentional sources of conflict.</p>	<p>The Arena window contains aspects of your personality that you and others can recognise. Relationships and teamwork can often be improved just by bringing behaviours into the Arena, ensuring that people see you the same way you do. This doesn't solve all relationship/teamwork problems, but it helps in a lot of cases.</p>
UNKNOWN: You can't see; Others can't see	FACADE: You can see; Other can't see
<p>The Unknown window contains aspects of your personality that no-one yet understands. However, these parts of your personality can have a large impact on your behaviour, often uncontrolled. "Self-awareness" courses, questionnaires and coaching can help you to discover what lies in the unknown part of your personality. You can then bring 'the unknown' into one of the windows on the right, and thereby start to gain control of that behaviour.</p>	<p>The Facade window contains private aspects of your personality. Whilst it is appropriate for you to have a private self, sometimes behaviours in this window can cause misunderstanding and conflict in a team. For example, if team members don't recognise your good intentions, they may assume you have different motivations that are more negative, which might lead to a lack of cooperation and conflict.</p>

The results of this questionnaire can be used to suggest what types of behaviours might be in one of the right windows (those windows are 'conscious' for you) and what might be in the left windows ('unconscious').

The arena and facade areas of the Johari window contain conscious behaviours - that is, those that you are aware of. Your conscious behaviours in this team are oriented towards organising the world around you in a logical and structured fashion. You establish plans, identify appropriate procedures, and implement them. You may also be trying to ensure that roles and responsibilities are properly defined and that resources are available to undertake the work assigned.

You might not be taking action, or recognising and acting upon the immediate and urgent needs in the current situation. That is, you might be spending too much time thinking or talking rather than doing what needs to be done. This may be in the Johari window 'blind spot' for your behaviour in this team. So, although you may not recognise it in yourself, it may be how some other people currently perceive you, in this context.

- You might not be paying attention to your own beliefs and convictions, or determining what is important for the team. As a result, you may be trying to do too much - to do everything - and not concentrating your efforts on just those things that are important.
- You might be recognising others' perspectives, especially when they are very different to your own. Also, you may be taking too short-sighted an approach and not thinking about very long-term implications or goals.

To complete a full Johari Window exercise using MTR-i team roles, you can do a 360-degree feedback exercise with other members of the team.

## 360 Degree Feedback Instructions

For this exercise, use the tables which appear on the following pages.

Firstly record your views of your colleagues' team roles

- Write the initials of the other members of your team at the top of the table "My view of others"
- For each team role and colleague, score 1 to 5, to indicate how much you see your colleague exhibiting that team role: 1 indicates "very little," 5 indicates "a great deal."

Then receive your feedback from your colleagues

- Write the initials of the other members of your team at the top of the table "Others view of me".
- Exchange scores with your team colleagues, one at a time (but don't discuss the scores yet) and record them in the "Others view of me" table.
- Total all the feedback scores you have received for each team role into the "Total" boxes in the "My Scores" column (as indicated by the green lines).
- Write the names of the team roles in descending order of score in the comparison table
- Ignore the scores themselves, they have no significance (only the order is significant).

Finally, the table 'Comparison of 360 results with MTR-i results' can be used to identify the differences between how you see yourself (as reported by the MTR-i questionnaire) and how others see you (as reported in this 360 feedback exercise). In this table, the order of your preference for the 8 roles, as identified by the MTR-i questionnaire, is already entered in the MTR-i column. In the column '360 exercise, enter the order of the roles as revealed by the 360 exercise. The most important role should come at the top of the column, and the least important at the bottom. Note any differences between the two orders and ask yourself why these differences might have arisen.

## My view of others

Initials of team members

### HARMONISING

Harmonisers try to create harmony in the world around them, 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. They value people's contributions, seek to develop the role that others play, and invest a lot of effort in building positive relationships. They try to overcome differences of opinion and find ways in which the team can agree.

### CAMPAIGNING

Campaigners give importance to particular thoughts, ideas, or beliefs. They are value driven, and in a team discussion they often bring a sense of priority that is derived from their strong convictions. They seize upon and emphasise ideas or thoughts that have the greatest import, bringing them to the fore and stressing their significance. They assess the inherent value or importance of new ideas, focusing on those about which they feel most strongly.

### EXPLORING

Explorers promote exploration of new and better ways of doing things, to uncover hidden potential in people, things or situations. They break new ground, and are often looking one step beyond the current situation to pursue unexplored avenues, until all the possibilities have been exhausted. Explorers often challenge the status quo and experiment with the introduction of change, to see if the situation can be improved or new potential uncovered.

### INNOVATING

Innovators use their imagination to create new and different ideas and perspectives. They observe the world around them, then use their imaginations to consider what they have observed from a number of different perspectives, and dream up new ideas and insights. Innovators often produce radical solutions to problems, develop long-term vision and demonstrate an apparent understanding of what cannot be clearly known.

### ACTIVATING

Activators bring things to fruition by getting things done, and getting them done now! They are very action-oriented, dealing with whatever tasks the current situation presents, and spurring others into action as well. They make use of their experience and utilise tools or processes of which they already have knowledge. They try to have an immediate impact on things, injecting a sense of urgency, and aiming to achieve clear goals and tangible results.

### CLARIFYING

Clarifiers bring clarity to the inner world of information, ideas and understanding. They listen, ask questions and absorb information, so that in their mind's eye they can achieve as clear a picture or understanding as is possible. They expand their knowledge and collection of experiences, and also look to the future by envisaging clear goals and clear pathways to achievement of those goals. The focus on clarity also brings greater attention to detail.

### CONDUCTING

Conductors introduce organisation and a logical structure into the way things are done. They organise and systematise the world around them, establishing appropriate plans, identifying and implementing the correct procedures, and then endeavouring to make sure they are followed. They try to ensure that roles and responsibilities are properly defined and that appropriate resources or skills are available to undertake the work assigned.

### ANALYSING

Analysers provide explanation of how and why things happen. They bring structure and organisation into the inner world of ideas and understanding. They analyse things, formulating hypotheses and explanations of how they function, and gather evidence to assess how true those explanations are. They produce mental models that replicate how particular aspects of the world works, and they try to understand the full complexity of any situation.

Others' view of me	Initials of team members							
Harmonising								
Campaigning								
Exploring								
Innovating								
Activating								
Clarifying								
Conducting								
Analysing								
TOTALS								

Comparison of 360 results with MTRI-i results	
360 exercise	MTR-i
	Conducting
	Clarifying
	Activating
	Exploring
	Harmonising
	Analysing
	Innovating
	Campaigning



## Use of the Type Preferences

This section is of relevance and interest to those who are also completing a type indicator questionnaire and being given information to explain each of the letters E, I, S, N, T, F, J and P. If you are not completing a type indicator questionnaire then ignore this section, but retain it for future reference should you complete such a questionnaire in the future and wish to review which type preferences you were using in your current role

In 1921 a psychologist called Carl Jung published a theory which identified some important 'mental muscles' that people use in everyday life. During the mid 20th century, a mother and daughter team of Katherine Briggs and Isabel Briggs-Myers used Jung's ideas to develop the Myers-Briggs Type Indicator® - a questionnaire that helps you identify which mental muscles you prefer. The MTR-i is a further adaptation of Jung's theory that helps you identify which mental muscles you are using most.

The difference between preference and usage of mental muscles can be illustrated by writing your name with your preferred hand, and then writing it again with your other hand. This probably shows that you have a clear preference for one hand. But for many everyday tasks - such as eating a meal, driving a car, or playing golf - you use both hands. And the hand you use to steer whilst driving is not necessarily your preferred hand - it depends whether the car is designed to be left or right hand drive.

In a similar way, you probably have a preference for certain mental muscles, but you use all of them. The MTR-i questionnaire helps you identify which mental muscles you are currently using most, which may be different from your preference. It therefore indicates what type of contribution you are making to your work team.

The mental muscles are:

- Sensing, which shapes things or information to reflect known experience: taking action to produce tangible outcomes, or clarifying information so that it can be more clearly understood.
- Intuition, which uncovers new potential in things, people or ideas: changing the way things are done to see if something new and better can be found, or dreaming up new, innovative ideas.
- Thinking, which introduces a logical structure into the team's work or analysis: systematising the way things are done, or producing mental models that explain how the world works.
- Feeling, which assigns value to people, things, ideas or information: building harmony and team spirit, or stressing the importance of certain ideas or beliefs.

Each of these mental muscles can be used in one of two ways. Both ways involve creating, changing or achieving things, but that change or achievement takes place in one of two worlds:

- the outer world of people and things, or
- the inner world of ideas and information

### Extraverted Team Roles

When a mental muscle is used in order to change some aspect of the outer world then the mental muscle is "extraverted". Extraverted team roles appear on the outside of the MTR-i team wheel.

Such roles often involve taking action, discussing things with people, or interacting with machinery. For example, the purpose of a sales discussion is to 'make the sale': to make the customer do something - to say 'yes' and sign the order form. Another example might be answering the telephone on a customer care help-line: the aim is to solve the customer's problem, resolve the complaint, and leave the customer feeling satisfied with the service they have received. These are examples of changes being made in the 'outer world'. Other examples include: running a training course, chairing a meeting or nursing someone in poor health.

### Introverted Team Roles

When a mental muscle is used in order to change some aspect of the inner world, of ideas or information, then the mental muscle is "introverted". The team roles on the inside of the team wheel are introverted.

Such roles often involve making changes to the person's own thoughts or understanding, the product of which is information, or ideas.

For example, the purpose of analysing sales statistics may be to identify the most profitable markets or products. This leads to clearer knowledge, or a better understanding, which is an 'inner world' product. Other examples of introverted products include: clarifying a customer's requirements, anticipating future needs, working out how a computer program works, or focusing on the most important thing in a list of tasks.

There is one potential drawback of inner world products: they are not immediately apparent to others, because we have no way of reading each other's minds. In order for the team to gain the benefit from introverted team roles, or the inner world product, then the ideas, information or understanding that has been generated has to be articulated. This is often done either by discussion during team meetings, or the creation of some written record, such as a report or email.

## Your use of the Type Preferences

### **Extraversion/Introversion**

You are currently using more extraversion than introversion. This means that, in this role, you are likely to be expressing views, seeking contact with others, and interacting with the environment. You may be tending to act first, then review what you have done. When discussing things with other people, you may tend to dip into a wide variety of subjects, and develop ideas 'out loud'. This does not mean that you are not using introversion. There may also be times when you seek privacy to think things through. However, in this particular role you are probably extroverting more than you are introverting. Whether it is more successful to use extraversion, introversion or both in roughly the same amount depends on the situation.

### **Sensing/Intuition**

You are currently using more sensing than intuition. This means that you are looking for facts, using experience, taking a practical approach, tending to focus on what's realistic and using tried-and-trusted solutions. In the workplace, sensing tends to start at the beginning, set specific goals, define boundaries and clarify information. This does not mean you are not using intuition. There may also be times when you look for possibilities, rely on insight/hunches, and invent new solutions. However, in this particular role you are using sensing more than intuition. Whether it is more successful to focus on what you know (facts, known information, existing goals) or what you don't know (possibilities, things that you are not able to observe, or hidden potential) depends on the situation.

### **Thinking/Feeling**

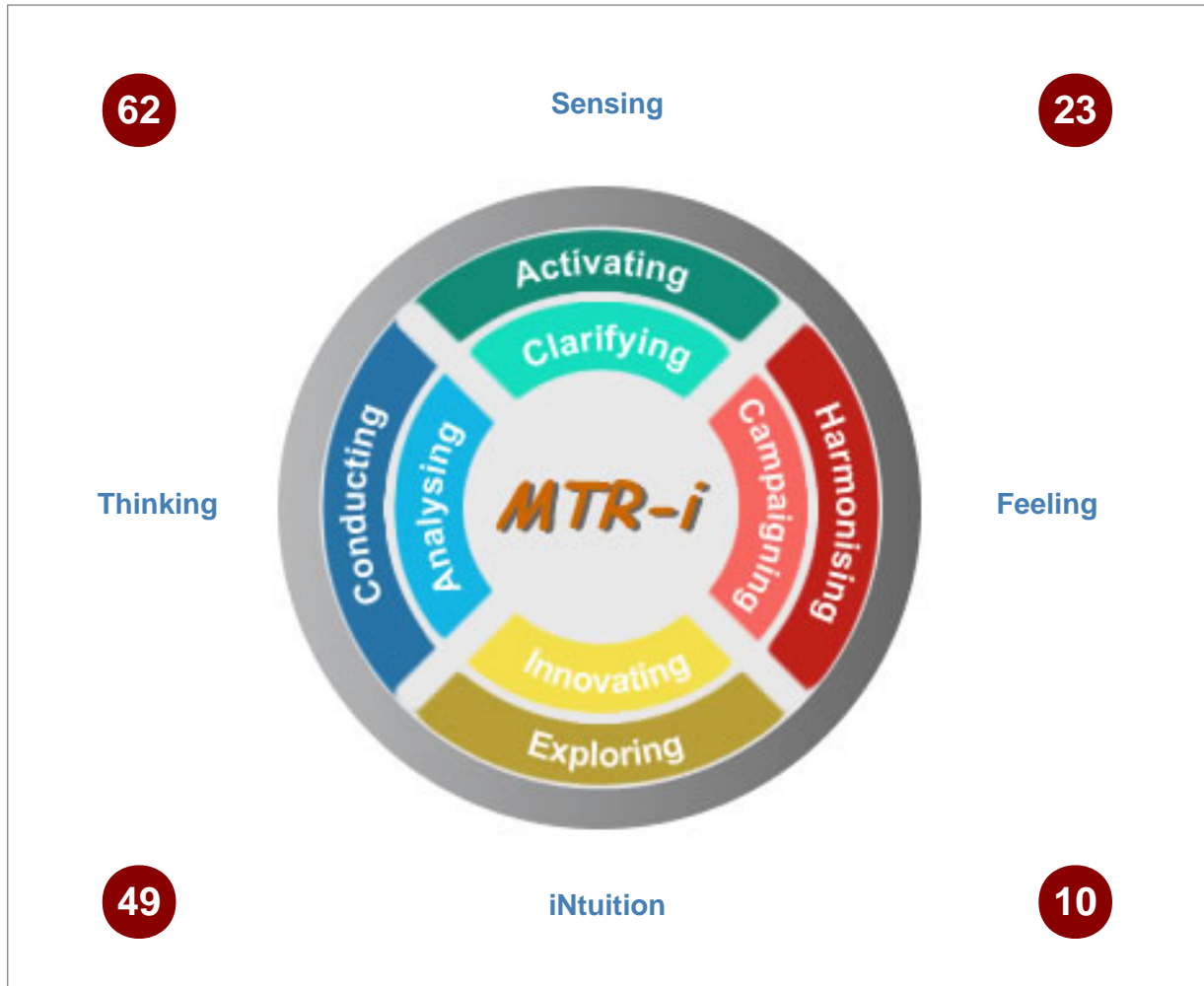
You are currently using thinking more than feeling. This means that you are being logical and structured in the way you tackle your work, taking an objective and business-like approach, seeking to understand and apply universal principles. This does not mean you are not using feeling. There may also be times when you make decisions based on values, seeking to promote and uphold personal or team values and ethics, and build harmony in the team. Whether it is more successful to use a logical, business-like approach, or be more value-driven depends on the situation.

### **Judgment/Perception**

You are currently using more judgment than perception when dealing with others. This means you are bringing closure, trying to stick to decisions and planning/controlling how you deal with people. This does not mean you are not using perception. There may also be times when you go with the flow. Whether it is more successful to take a more organised or flexible approach depends on the situation.

## Location on the wheel

The diagram below shows the eight possible roles in the context of the MTR-i wheel. The numbers in the four corners of the box give an indication of which sectors of the wheel you tend to operate mostly in. For example, if the highest number were in the top-left hand corner, that would indicate that you show a preference for roles involving Sensing and Thinking.



You are currently tending to operate in or near the top left part of the MTR-i wheel. The main concern of that part of the wheel is logistics and data. You are focusing on what you see as the correct goals in order to accomplish the tasks in front of you, using tried and trusted methods and with a clear plan of how they should be used.

You are spending least time in the bottom right part of the MTR-i wheel. You may therefore not be paying much attention to the potential that people have to offer or creative contributions that are being made to the team. There may also be a danger that you are rejecting ideas too early, simply because you do not have enough information about them. Whether this is a problem depends on how important unlocking people's creativity is to the team's success, and/or whether others in the team fulfil that role.

Date tested: 24/6/2009 Copyright © Profiling for Success 2006 & S P Myers 2006; ITPQ, Ideal Team Profile Questionnaire, MTR-i, Management Team Roles - indicator, the wheel and the eight team role names are trademarks or registered trademarks of S P Myers in the UK, US and other countries.