



Feedback Type Mapping Report

Managing Team Roles Indicator™

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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.

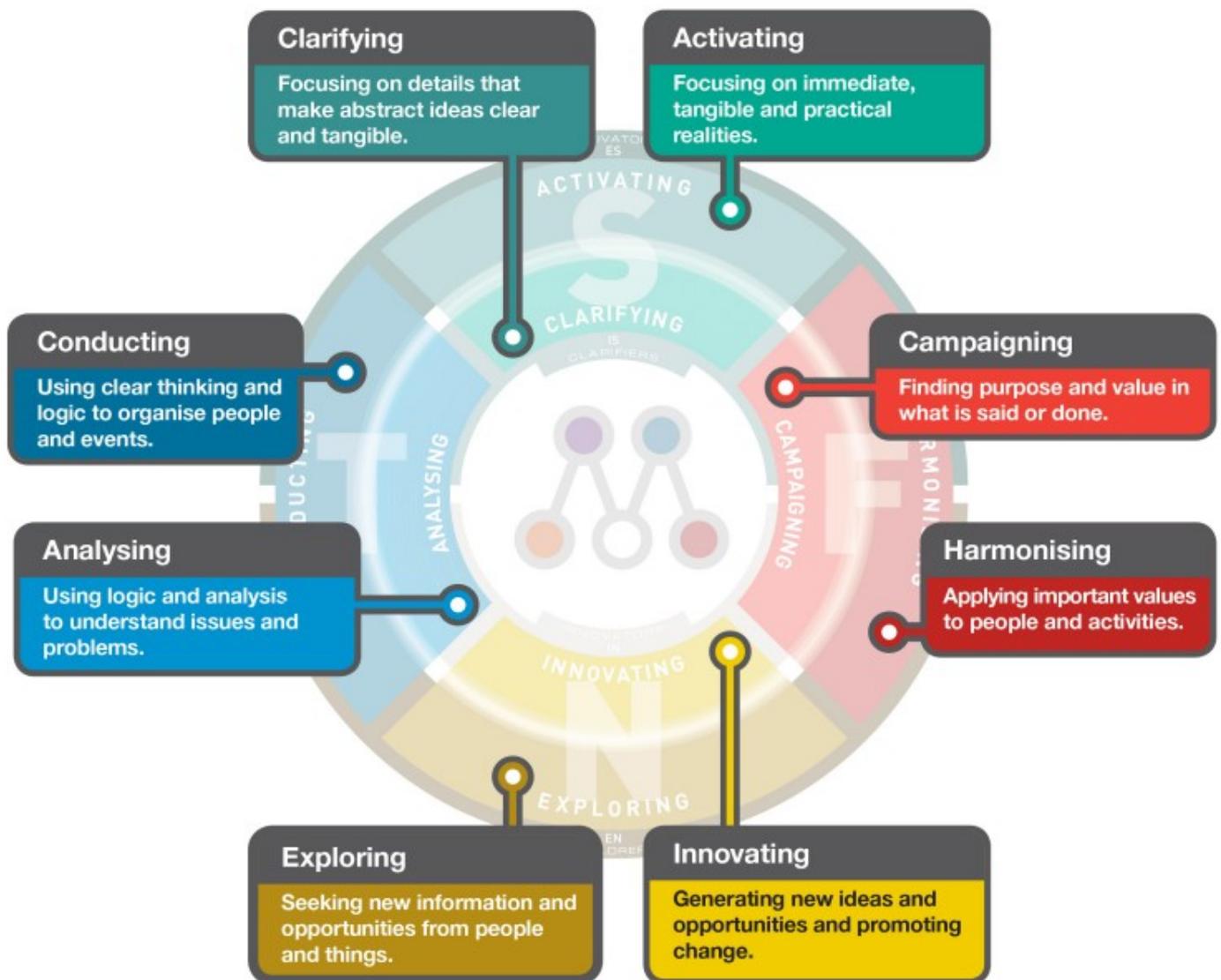
Remember that the roles you play will depend on both the situation and your underlying personality. This report cannot identify how appropriately you adapt your style to meet the demands of different situations.

what's in this report



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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.



before looking at your results

For each of the eight team-roles set out below, write down in the boxes one or more examples of things you often do when working with your team which fit under that particular heading. You can check back to the definitions on the previous pages to see what each heading means. Don't worry if you can't think of any examples for some of the roles.

Clarifying

Analysing

Innovating

Campaigning

Harmonising

Exploring

Conducting

Activating

Now take a look at what you have written in the boxes above. Which of those things do you think your colleagues in your team value most highly from you?

Is there anything you have written down above which you feel your colleagues should appreciate you more for? And is there any role above where you think they would expect more of you than you currently offer them?

Further Headings

A graphical summary of your results

A narrative summary of your results

Thinking more about your results

Understanding your MTR-I results in the context of the Johari Window

A team feedback exercise

Exercise Part 1

Exercise Part 2

Type Preferences

Your location on the Type Mapping Wheel

Final remarks

We hope you have seen enough to understand the quality of this report that you will receive after completing the Managing Team Roles Indicator (MTR-i). If you are interested in the complete report or in discussing your interest further (remember that there are various different reports that can be generated by the questionnaire), then you are welcome to get in touch by filling in the [Contact Form](#). In any case we would be delighted to get your feedback and to discuss your thoughts and reactions.