Team Management Systems

Overview

Since the company's foundation by Drs Charles Margerison and Dick McCann in 1985, Team Management Systems has become a world leader in the research, development and creation of team-based assessment and organisational development psychometrics.

Working with teams all over the world, Margerison and McCann recognised that some teams were highly successful, whereas others, with similar experience, skills and abilities, failed. Problem such as conflict, mistrust and poor communication prevented some teams from reaching their full potential. Margerison and McCann's research examined the nature of work carried out in teams and identified eight core 'work functions' or different types of work, plus one central activity that integrated the work functions.

Types of Work Wheel

We identified nine key success factors that form the basis of outstanding teamwork. These activities are shown below in Figure 1.
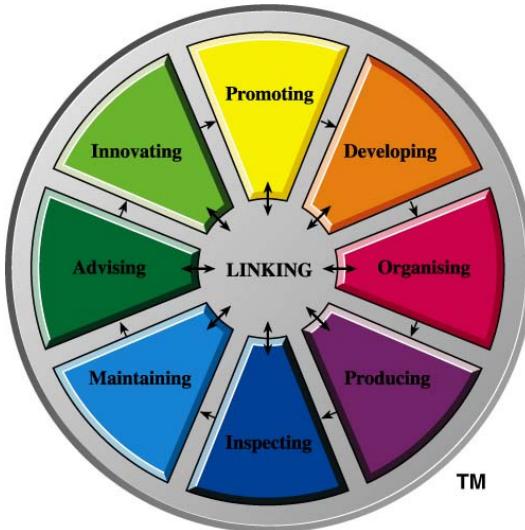

Figure 1. The Types of Work Wheel

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
Organising	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
Linking	Coordinating and integrating the work of others

To be an effective team it is important to concentrate on each of these activities. If any factor is weak, then the team needs to analyse the deficiencies and put plans into place to strengthen that factor.

Margerison and McCann set about developing a way to predict which, if any, of the Types of Work functions individuals preferred to do at work. They looked at the work of popular personality theorist, Carl Jung and re-interpreted it within the workplace. From there, Margerison and McCann developed the Four Measures of Work Preference, which they refer to as the RIDO Scales.
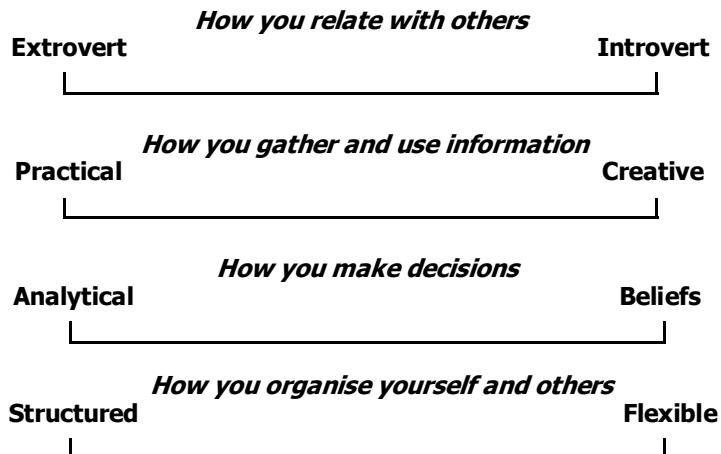
The Four Work Preference Measures

How you relate with others
Extrovert   **Introvert**

How you gather and use information
Practical   **Creative**

How you make decisions
Analytical   **Beliefs**

How you organise yourself and others
Structured   **Flexible**

Figure 2. The Four Work Preference Measures

The Team Management Wheel

The next step in the research was to relate the work preference measures to the Types of Work Wheel. The end result was the mapping of the work preference measures across the Wheel as shown in the figure below.
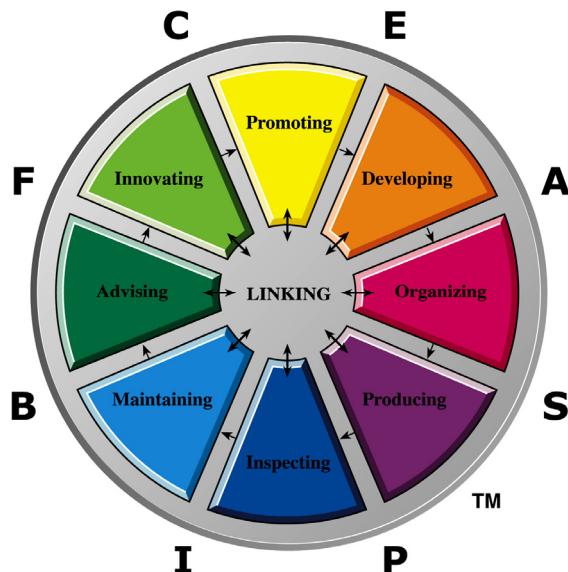

Figure 3. Types of Work Wheel showing work preference measures

What makes teams successful?

Margerison and McCann found that at work, people who are 'Extroverted' and 'Creative', for example, preferred the 'Promoting' work function. They also found that people who are 'Introverted' and 'Practical' for example, preferred 'Inspecting' work. They found a correlation between the RIDO Scales and the 'Types of Work' functions people liked to do. This led them to develop the Team Management Wheel, which forms the basis of the Team Management Profile. Together, the Team Management Wheel, RIDO and the Types of Work Wheel provide the theoretical foundation for the TMS suite of Profiles.
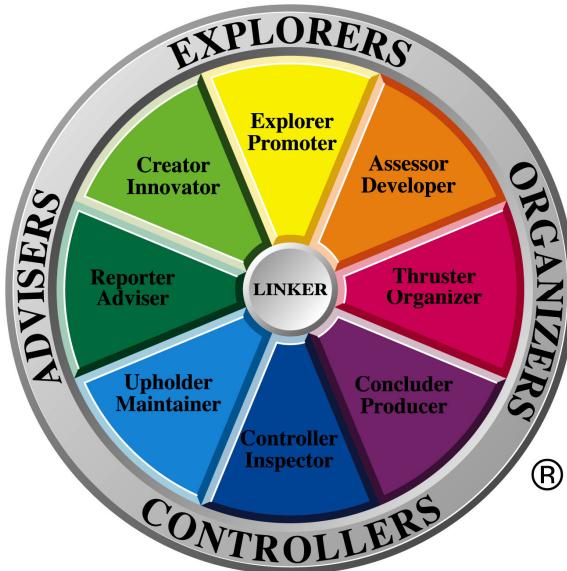

Figure 4. The Team Management Wheel

Work Preferences

Understanding the nature of work and the work preferences of people is the first step towards capitalising on the team's strengths and managing its weaknesses.

The Team Management Wheel describes:

- The eight different roles that people like to adopt when working in a team.

- The eight work functions teams must do in order to be successful.

- The Linking Skills required to coordinate and lead a team.

The role each person prefers to play on the Team Management Wheel reflects the work areas where they are most likely to help their organisation succeed. The model helps us understand how key work areas fit together and the critical need for all activities to be linked together effectively. This is a universal model of effective, balanced teamwork that shows how all tasks in any work situation can be described in terms of nine key factors: Advising, Innovating, Promoting, Developing, Organising, Producing, Inspecting, Maintaining and Linking. This model provides a valuable business tool that can be used in every aspect of planning and organisation.