



TEAM  
MANAGEMENT  
PROFILE  
QUESTIONNAIRE

The Margerison - McCann

## TEAM MANAGEMENT PROFILE QUESTIONNAIRE

The Team Management Profile Questionnaire is designed to measure your work preferences. Your responses to the questionnaire will be analysed by the Team Management Systems software programme to produce your personal Team Management Profile. Your Profile will provide valuable feedback on your approach to work.

***Before you complete the questionnaire, please refer to boxes 1-2 below and enter the required details in***

1. DETAILS OF PERSON COMPLETING THE TEAM MANAGEMENT PROFILE QUESTIONNAIRE	
First name :	<input type="text"/>
Surname :	<input type="text"/>
Position :	<input type="text"/>
Organisation :	<input type="text"/>
Address :	<input type="text"/>
	Post code : <input type="text"/>
Tel. No :	<input type="text"/>
	Fax : <input type="text"/>

2. FACILITATOR'S DETAILS	
First name :	<input type="text"/>
Surname :	<input type="text"/>
Address :	<input type="text"/>
	Tel. No : <input type="text"/>
	Fax : <input type="text"/>

## HOW TO COMPLETE THE TEAM MANAGEMENT PROFILE QUESTIONNAIRE

While there is no set time limit for completion of the Team Management Index, it will normally take approximately 10-15 minutes. Please note that it is not a test – there are no right or wrong answers. Each individual has different work preferences, so you should answer according to the way you prefer to work, irrespective of your present job, the way you think you ought to work or the way you currently have to work to do your job.

**Before you proceed to answer the 60 questions in the Index, please note carefully the following points :**

- Answer all questions in terms of your work or career – your preferences at home or in your social life may be quite different.
- The questions are “ scored ” by deciding which of the statements you agree with (either statement A or statement B).

**Example :**

	A	B		
I like the beach	<u>2</u>	<u>0</u>	I like the mountains	I much prefer the beach
I like the beach	<u>2</u>	<u>1</u>	I like the mountains	I prefer the beach, but like the mountains.
I like the beach	<u>0</u>	<u>2</u>	I like the mountains	I much prefer the mountains
I like the beach	<u>1</u>	<u>2</u>	I like the mountains	I prefer the mountains, but like the beach

**Important scoring information :**

- 2-0 (or 0-2) and 2-1 (or 1-2) are the only possible combinations for each question. Only whole numbers may be used. Do not allocate half numbers. You must make a choice one way or the other, how marginal your decision may be.
- All questions must be answered.

2-0 (or 0-2) and 2-1 (or 1-2) are the only possible combinations for each question.

		A	B		
1.	I like to be convinced by the facts.	___	___	I like to be convinced by people's view of what is right and wrong.	
2.	I like to explore many different avenues, even if it means delaying action.	___	___	I like to make sure that action is implemented quickly to resolve problems.	
3.	I emphasise facts in explaining a decision as people respond best to logic and rationality.	___	___	I emphasise beliefs in explaining decisions as people work harder for things they believe in.	
4.	I prefer to work with as much information as possible and will not always be orderly.	___	___	I put a lot of emphasis on working in an orderly way so I know where things are.	
5.	I prefer work on complex problems.	___	___	I prefer working on straightforward problems.	
6.	I find talking things over with others helps me to come to decisions.	___	___	I prefer to be left alone to come to decisions.	
7.	I actively search out theories.	___	___	I'm a practical person and I don't spend much time theorising.	
8.	I probably take longer than others to make decisions because I like to gather as much information as possible.	___	___	I am probably quicker to take decisions than others as I like to see actions and results.	
9.	On balance I am more outgoing and gregarious.	___	___	On balance I am more quiet and reflective.	
10.	Logical analysis comes first with me.	___	___	People's feelings come first with me.	

2-0 (or 0-2) and 2-1 (or 1-2) are the only possible combinations for each question.

		A	B		
11.	I often change my mind at the last minute.	___	___	I attach a high value to planning ahead and dislike changing my mind at the last minute.	
12.	When making decisions I often rely on a « gut feeling » rather than spending much time analysing the situation.	___	___	When making decisions I usually analyse the situation fully rather than rely on « gut feelings ».	
13.	I prefer more of an organising role to an advisory role.	___	___	I prefer more of an advisory role to an organising role.	
14.	I find it requires a special effort to mix with people I do not know well.	___	___	I find it relatively easy to mix with people I do not know well.	
15.	I prefer possibilities.	___	___	I prefer realities.	
16.	I like work which involves high public visibility such as making presentations at meetings and conferences.	___	___	I like work which involves low public visibility where I can do my work in my own way.	
17.	People may describe me as « down-to-earth » because I prefer the commonsense approach.	___	___	People may describe me as having my « head in the clouds » because I'm often dreaming up new ideas and new ways of changing things.	
18.	I try to keep my personal feelings to the minimum when business decisions have to be made.	___	___	My personal feelings and beliefs are important influences in my business decisions.	
19.	When organising my work, I usually come to temporary decisions and revise them when necessary.	___	___	When organising my work, I usually come to a decision and stick to it as far as possible.	
20.	In a group at work I would on average talk less than others.	___	___	In a group at work I would on average talk more than others.	

2-0 (or 0-2) and 2-1 (or 1-2) are the only possible combinations for each question.

		A	B	
21.	I plan work to avoid the unexpected wherever possible.	___	___	I often leave things unplanned and respond well to the unexpected.
22.	I often come up with new ideas but I don't always know how to make them operationally effective.	___	___	I usually know how to make things work but don't always come up with the new ideas.
23.	I'm easy to get to know as I like meeting lots of people.	___	___	I'm fairly quiet and people don't always know the real me.
24.	I prefer well laid rules so that everyone knows what to do and work is completed efficiently.	___	___	I prefer fewer rules and procedures so that changes are easier to make when needed.
25.	I come up with my best ideas working in groups.	___	___	I come up with my best ideas working by myself.
26.	I emphasise getting ideas.	___	___	I emphasise getting facts.
27.	I usually let my heart rule my head.	___	___	I usually let my head rule my heart.
28.	Attention to detail is the most important part of the work process.	___	___	Attention to creativity is the most important part of the work process.
29.	I think I am basically a person of reason.	___	___	I feel basically I tend to rely on my own opinions and views.
30.	I prefer to work in depth on a few issues at a time.	___	___	I prefer to work widely with many issues at a time.

2-0 (or 0-2) and 2-1 (or 1-2) are the only possible combinations for each question.

		A	B		
31.	I ask « Is it fair ? »	___	___	I ask « Will it work ? »	
32.	I rarely allow deadlines to be altered.	___	___	I often allow deadlines to be altered.	
33.	I prefer to work on tasks where I can use my existing skills.	___	___	I prefer to work on opportunities where I have to develop new skills.	
34.	When under pressure I put more emphasis on having time for myself to think things through.	___	___	When under pressure I put more emphasis on meeting with others to talk things through.	
35.	I prefer to take things as they come.	___	___	I prefer to work to a clear schedule and system.	
36.	Solutions become clearer to me when I relate them to my beliefs.	___	___	Solutions become clearer to me when I relate them to the facts.	
37.	I usually see the whole problem but often miss the details.	___	___	I usually do well with the details of a problem but often find it difficult to see the « complete picture ».	
38.	I speak a lot and this helps me to think.	___	___	I think a lot before I speak.	
39.	Under pressure, reason must take precedence over personal principles.	___	___	Under pressure, personal principles must take precedence over reason.	
40.	I like to experiment with new ways of doing things.	___	___	I like to solve problems in a practical, systematic way.	

Questions 41-60 : which word in each pair describes you best ?

SCORE AS FOR QUESTIONS 1- 40 : 2-0 ; 0-2 ; 2-1 ; 1-2.

		A	B	
41.	Persuade	___	___	Consider
42.	Future	___	___	Present
43.	Question	___	___	Faith
44.	Imagination	___	___	Common sense
45.	Orderly	___	___	Flexible
46.	Production	___	___	Research
47.	Belief	___	___	Reason
48.	Concentration	___	___	Variety
49.	Pragmatic	___	___	Principles
50.	Talkative	___	___	Quiet
51.	Unplanned	___	___	Planned
52.	Feelings	___	___	Analysis
53.	Creative	___	___	Practical
54.	Implement	___	___	Support
55.	Contemplate	___	___	Participate
56.	Understand	___	___	Decide
57.	Objective	___	___	Subjective
58.	Build	___	___	Design
59.	Careful	___	___	Impulsive
60.	Action	___	___	Information