

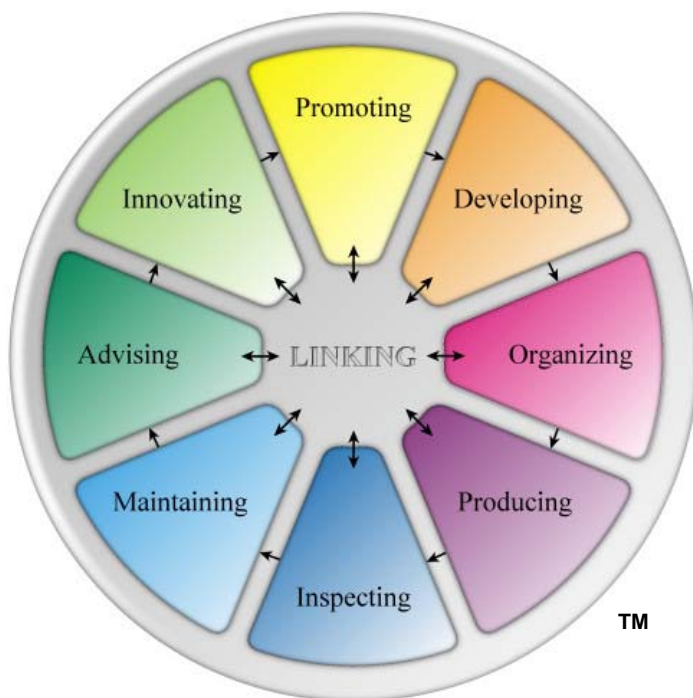
The Margerison-McCann Types of Work Wheel

Human Resources Manager Sample Organization

INTRODUCTION TO THE TYPES OF WORK PROFILE

In any job there are many activities that need to be undertaken. Just a few of them are critical to success, making the difference between good and poor performance in the job. This Profile shows which of these activities job holders should focus on, in order to improve performance.

Possible job activities are defined by the Types of Work Wheel, developed by Charles Margerison and Dick McCann. They showed that all work can be viewed in terms of eight key activities or work functions:



- **Advising**
- **Innovating**
- **Promoting**
- **Developing**
- **Organizing**
- **Producing**
- **Inspecting**
- **Maintaining**

Advising

The *Advising* work function is associated with gathering and disseminating information; keeping up-to-date with developments inside and outside the organization; and passing advice onto others to help them in their work. It requires knowledge of ‘what’ is going on and ‘where’, and a focus on consulting skills so that information can be gathered quickly, accurately and effectively.

Innovating

The *Innovating* work function involves generating ideas and new ways of doing things. Organizations need to introduce new products and services in order to keep up with, or one step ahead of, their competitors. To do this well requires original thought, imagination and divergent thinking.

Promoting

The *Promoting* work function is concerned with 'selling' the benefits of ideas, products, projects or services to others, both inside and outside the organization. This often involves the application of influencing and presentation skills. High visibility throughout an organization may be necessary, as well as the ability to communicate the team purpose or organizational vision and plan for the future.

Developing

The *Developing* work function is associated with turning concepts into reality, by taking ideas and producing practical products and services. In many cases it may also involve developing workable and practical solutions when problems arise. This function is also concerned with evaluating and assessing projects and testing out ideas.

Organizing

The *Organizing* work function involves organizing people and resources efficiently by setting clear goals and objectives, and making people accountable for their actions. It is also associated with the implementation of quick, effective action when problems occur, so that the planned objectives can be achieved. In summary, it is the function that ensures the work of others is focused towards a common goal.

Producing

The *Producing* work function focuses on outputs to ensure that tasks are completed to high standards of effectiveness and efficiency. It is the function associated with the regular delivery of products and services, requiring a systematic approach to work and an emphasis on the delivery of outputs on time.

Inspecting

The *Inspecting* function requires an attention to detail and an emphasis on the monitoring of systems and outputs. It is also associated with a focus on accuracy, ensuring that work outputs are always delivered to the right quality. This function is the classic control function where procedures are regularly monitored for their efficiency.

Maintaining

The *Maintaining* work function is a support function that ensures proper standards of conduct and ethics are upheld and that quality is maintained. It is also associated with supporting others in the

organization, so that corporate values and standards are preserved. Other important aspects of this work function include facilitating existing procedures and ensuring that the stated purpose of the team and/or organization are upheld in day-to-day activities.

Linking

Every jobholder needs to implement the skills of Linking if they are to be successful in their job. Linking is placed in the center of the Types of Work Wheel because it is a process common to all eight work functions. For example, those who have Inspecting as a critical function in their job must do it in a linking way to avoid being labelled an 'interrogator'. Those who have Organizing as a critical function must do it in a linking way to avoid being seen as too pushy or too demanding. 'Linking' comprises six people skills, five task skills and for the team leader, two leadership skills. Linking Skills are measured by the Linking Skills Profile Questionnaire.

IMPORTANCE RATINGS

Following this introduction is a set of importance ratings and rankings for each rating group. These measure how important each of the eight work functions are to all those involved in measuring this job. If there is more than one rating group an 'All Rater' line will give an average for all respondents.

The importance rating indicates the percentage of the maximum possible score for each work function. If a work function has a 100% importance rating it means that all respondents in a rating group have answered each of the eight items defining that work function with a maximum score of 4 (to a very great extent). If the importance rating is zero then the respondents have answered 'no' to each of the eight items. Ratings will range from 0-100%.

The ranking to the right of the rating graphs orders the work functions from 'one' to 'eight' so that you can see which functions are the most critical and which are the least critical.

RESPONDENT DATA

The Types of Work Profile Questionnaire was compiled from responses by the following groups:

Job Holder:

Those currently holding this job title.

Mary Johnson

Supervisor:

Those supervising the job holder(s).

Henry Crun

Group A:

Those who report to the job holder(s).

Arnold Prune
Min Crun

Group B:

Peers or colleagues of the job holder(s).

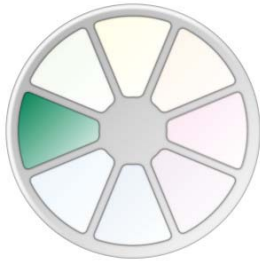
Ian Nightly

Group C:

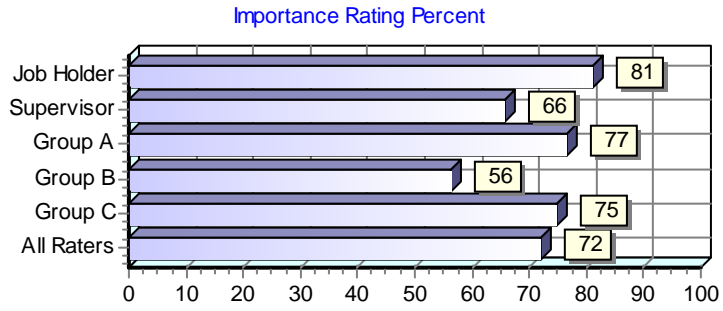
Independent raters.

Will Day

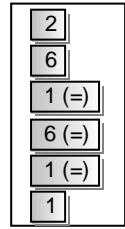
TYPES OF WORK IMPORTANCE RATINGS AND RANKINGS ALL RESPONDENT GROUPS



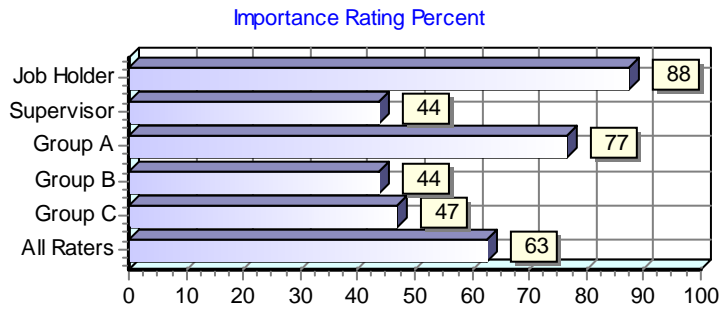
Advising



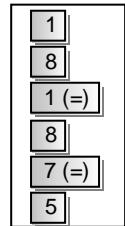
Ranking



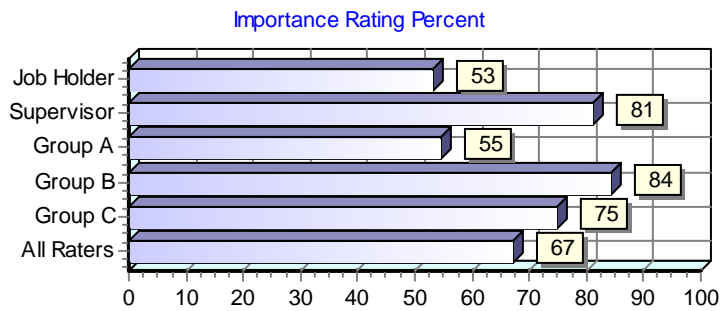
Innovating



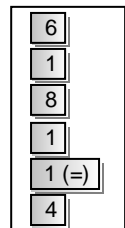
Ranking



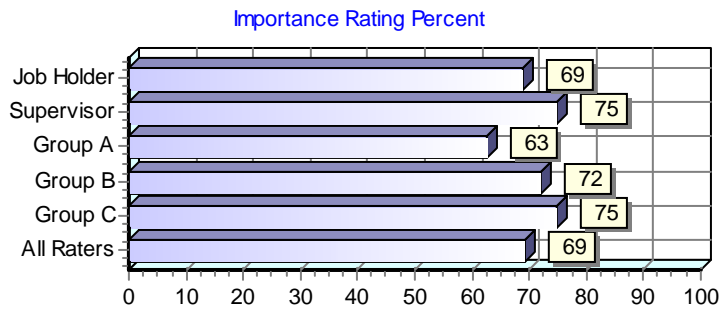
Promoting



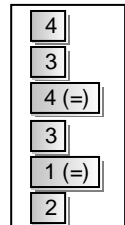
Ranking

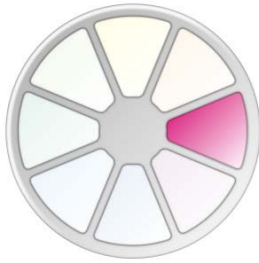


Developing



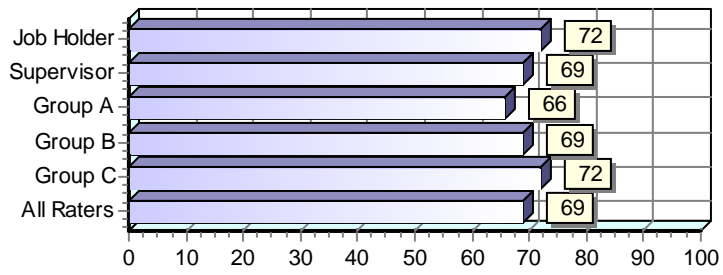
Ranking



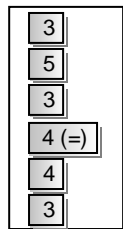


Organizing

Importance Rating Percent

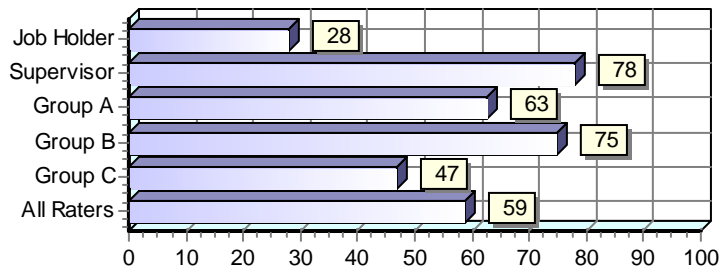


Ranking

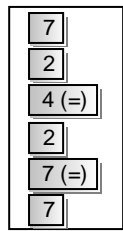


Producing

Importance Rating Percent

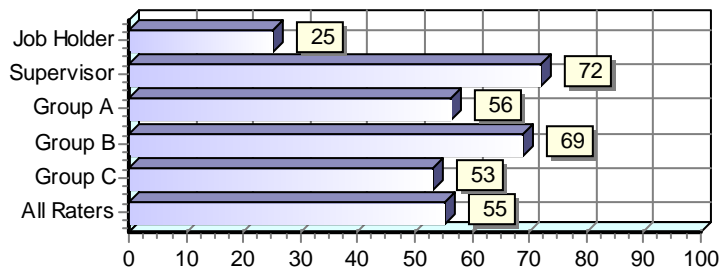


Ranking

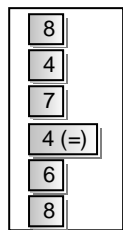


Inspecting

Importance Rating Percent

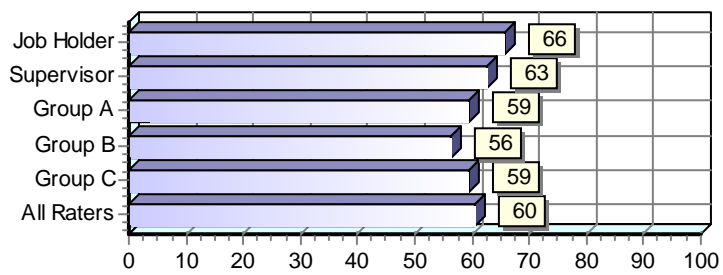


Ranking

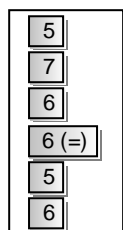


Maintaining

Importance Rating Percent



Ranking



JOB PROFILE NET SCORE PERCENTAGE DISTRIBUTION

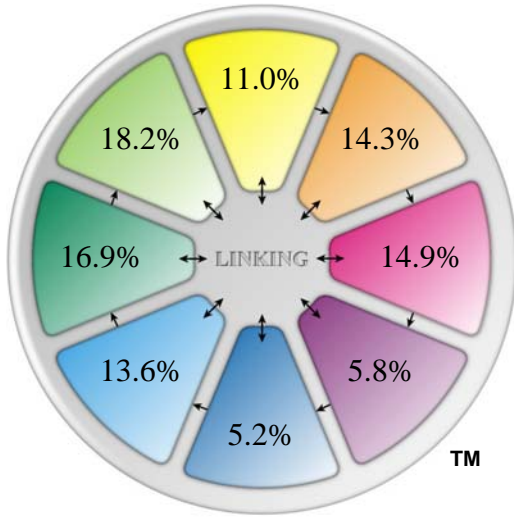
The raw scores of the previous pages can be converted into a percentage distribution around the Types of Work Wheel. The resulting job profile for the selected groups is shown on the Types of Work Wheel(s) on the next page. Here 100 percentage points are distributed around the Wheel to show the relative importance of each work function.

Equal raw scores in each of the eight work functions would result in a 12.5% loading for each function. This may indicate an 'all rounder' job where the total work content of the job would be divided into eight equal portions. This would be unusual, as in most cases the demands of a job will be higher in certain work functions and lower in others. As a guideline, a rating above 16% in any one function is regarded as a relatively high score and anything under 8% as a relatively low score.

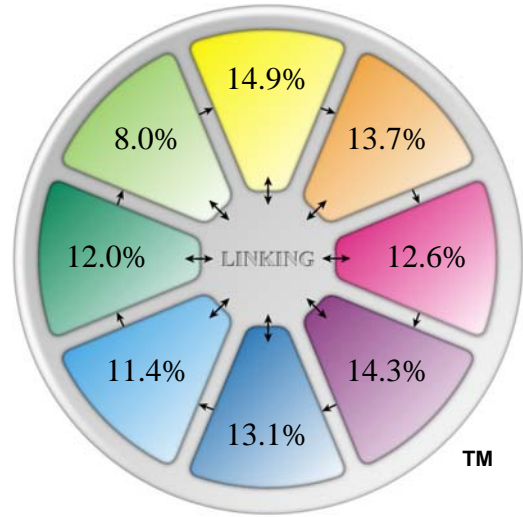
If there is more than one rating group in the job analysis, it is worth comparing the ratings between each group, for the eight work functions. A gap of more than five percentage points between different rating groups indicates that the job is being perceived in significantly different ways. In these cases it is useful for all the raters to get together to discuss the results of the Profile and review the answers to the individual questionnaire items that are shown in the quantitative report section.

On subsequent pages the job profile hierarchy is shown for each rating group. This orders the work functions from highest to lowest, enabling the critical work functions to be readily identified.

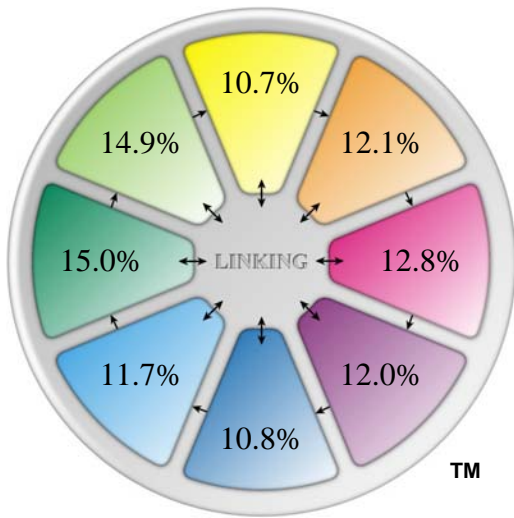




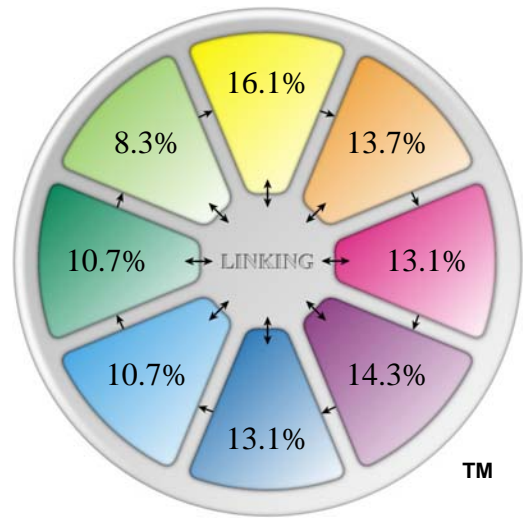
Job Holder



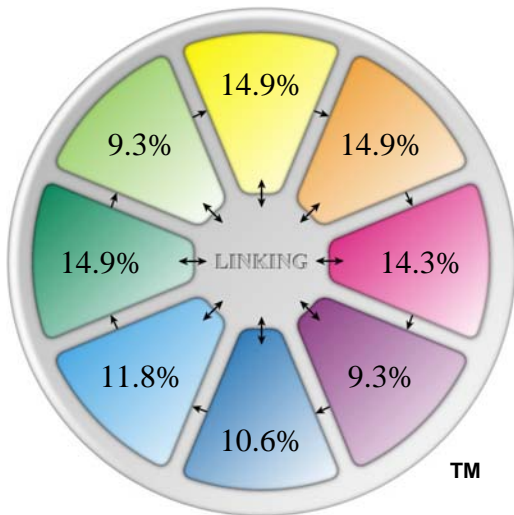
Supervisor



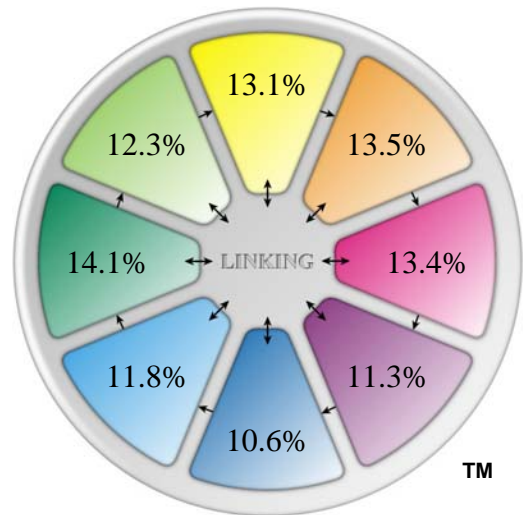
Group A



Group B



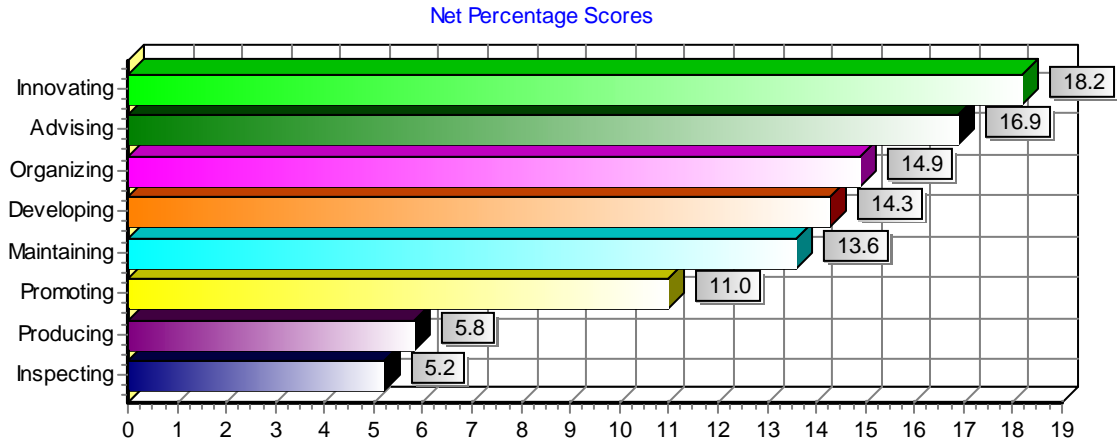
Group C



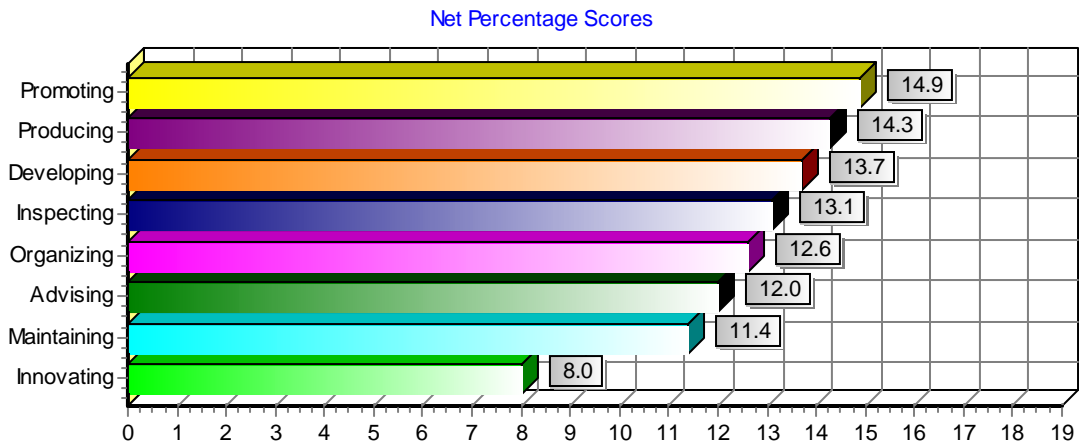
All Raters

JOB DEMANDS - HIERARCHY OF NET PERCENTAGE SCORES

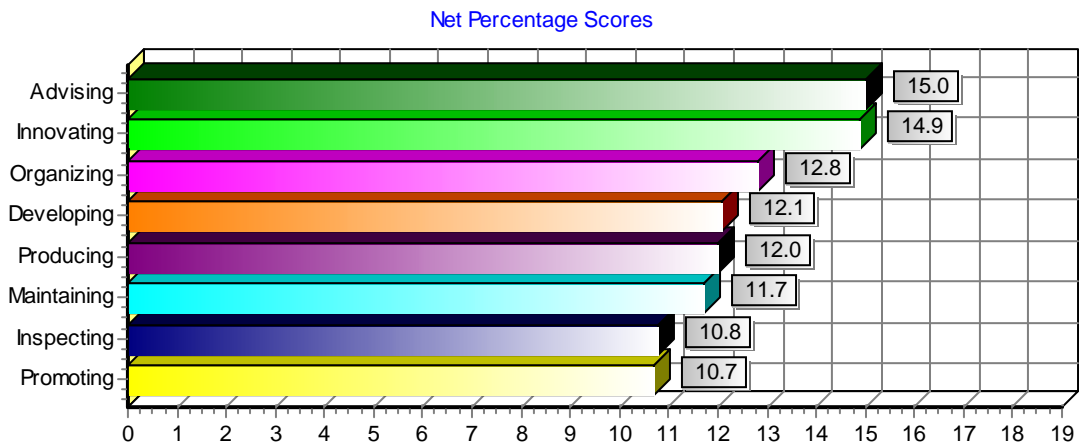
Job Holder



Supervisor

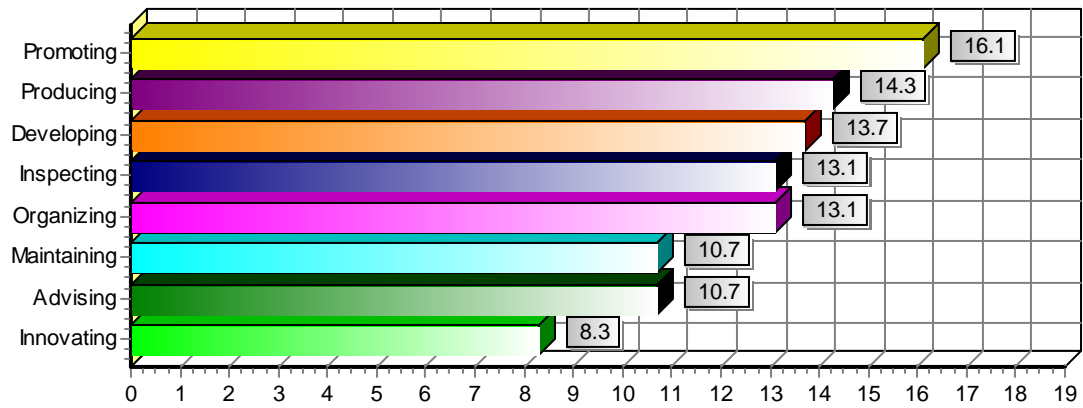


Group A



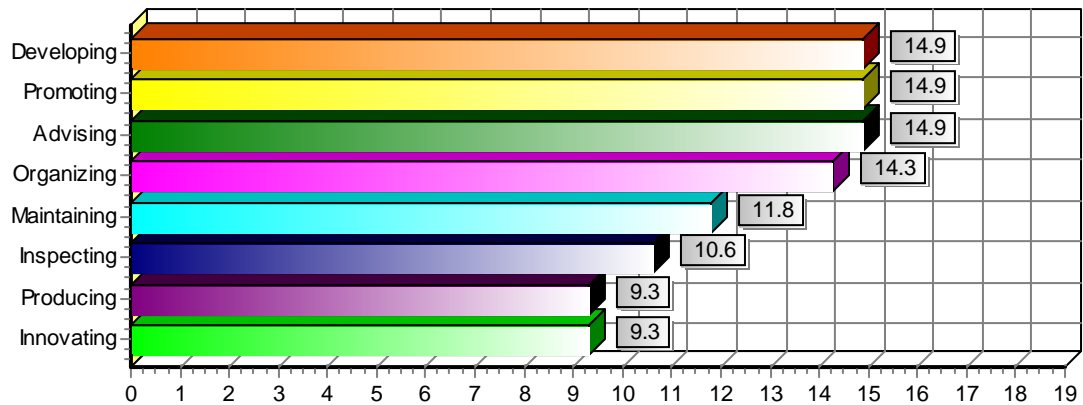
Group B

Net Percentage Scores



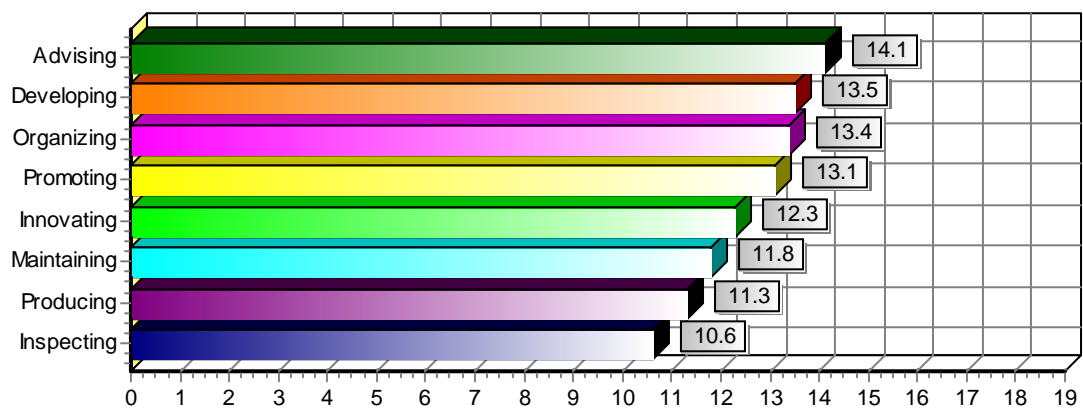
Group C

Net Percentage Scores



All Raters

Net Percentage Scores



QUANTITATIVE REPORT

In this section of the report you will see an analysis of the Types of Work Profile Questionnaire results, item by item. This information shows you how each respondent has answered the eight items that comprise each work function.

On the following pages is an analysis of the responses to the 64 items of the questionnaire. The column headed 'No.' shows the number of respondents in each group. If any line contains a zero in the 'No.' column it means that all respondents in that group have chosen not to answer that particular item.

The score column contains the average score for all respondents in a particular grouping. For comparison purposes these scores are also shown in a bar graph, the length of the bar representing the magnitude of the score.

Where there is more than one person in a group you will notice a column headed 'Range of Opinion'. This shows the number of respondents who have answered a particular item with the indicated score. For example, there may be ten people in a rating group who have responded with an average score of, say, 2.9. The 'Range of Opinion' indicates whether everyone in the group recorded similar results or whether there were differences of opinion. For example, an average gap of 2.9 could arise from three people scoring '2', five people scoring '3' and two people scoring '4'. Alternatively a distribution of five respondents scoring '2', one scoring '3' and four scoring '4' would lead to the same average score. By examining this information carefully you can see whether the individuals in a respondent group hold the same view or whether there are significant differences of opinion.

At the end of each work function section there is a summary of the average raw scores for all eight items, for each respondent grouping. The scores for each item are totaled and averaged to give the mean raw score for the relevant work function. This indicates any major differences across groupings.

Where differences between the job holder score and any other group score is greater than one, then both bars are highlighted in red.

Advising



Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
			0	1	2	3	4	0	1	2	3	4

Question 4: Locating information from inside and outside the organization.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion						
Job Holder	1	4.00												
Supervisor	1	3.00												
Group A	2	4.00											2	
Group B	1	3.00												
Group C	1	3.00												

Question 9: Knowing what other similar organizations are doing.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion						
Job Holder	1	3.00												
Supervisor	1	3.00												
Group A	2	3.00											2	
Group B	1	3.00												
Group C	1	3.00												

Question 14: Providing advice.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion						
Job Holder	1	3.00												
Supervisor	1	2.00												
Group A	2	3.00											2	
Group B	1	0.00												
Group C	1	2.00												

Question 27: Gathering information.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion						
Job Holder	1	2.00												
Supervisor	1	3.00												
Group A	2	1.50										1		1
Group B	1	3.00												
Group C	1	3.00												

Question 41: Keeping up-to-date with internal and external developments.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion						
Job Holder	1	4.00												
Supervisor	1	4.00												
Group A	2	4.00											2	
Group B	1	4.00												
Group C	1	4.00												

Advising



Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
			0	1	2	3	4	0	1	2	3	4

Question 46: Consulting others to gain information and provide reports.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion						
Job Holder	1	4.00												
Supervisor	1	3.00												
Group A	2	4.00												2
Group B	1	4.00												
Group C	1	3.00												

Question 53: Keeping abreast of recent developments.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion						
Job Holder	1	3.00												
Supervisor	1	2.00												
Group A	2	2.50											1	1
Group B	1	0.00												
Group C	1	3.00												

Question 62: Collecting and coordinating information from a number of different sources.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion						
Job Holder	1	3.00												
Supervisor	1	1.00												
Group A	2	2.50											1	1
Group B	1	1.00												
Group C	1	3.00												

Average Scores for all Eight Items.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion						
Job Holder	1	3.25												
Supervisor	1	2.63												
Group A	2	3.06												
Group B	1	2.25												
Group C	1	3.00												

Innovating



Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
			0	1	2	3	4	0	1	2	3	4

Question 10: Creative thinking.

Job Holder	1	4.00						2				
Supervisor	1	1.00										
Group A	2	3.00										
Group B	1	2.00										
Group C	1	1.00										

Question 15: Producing innovative ideas.

Job Holder	1	4.00						2				
Supervisor	1	1.00										
Group A	2	3.00										
Group B	1	0.00										
Group C	1	1.00										

Question 21: Idea generation.

Job Holder	1	3.00						2				
Supervisor	1	2.00										
Group A	2	3.00										
Group B	1	2.00										
Group C	1	3.00										

Question 30: Innovating.

Job Holder	1	3.00						2				
Supervisor	1	2.00										
Group A	2	3.00										
Group B	1	2.00										
Group C	1	2.00										

Question 39: Creating new ideas.

Job Holder	1	4.00						2				
Supervisor	1	1.00										
Group A	2	3.00										
Group B	1	0.00										
Group C	1	1.00										

Innovating



Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
			0	1	2	3	4	0	1	2	3	4

Question 48: Generating ideas by divergent thinking.

Types of Work Profile Question	No.	Score	0	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion						
Job Holder	1	4.00												
Supervisor	1	3.00												
Group A	2	3.50										1	1	
Group B	1	4.00												
Group C	1	2.00												

Question 52: Using imagination.

Types of Work Profile Question	No.	Score	0	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion						
Job Holder	1	3.00												
Supervisor	1	2.00												
Group A	2	3.00										2		
Group B	1	2.00												
Group C	1	2.00												

Question 60: Original thinking.

Types of Work Profile Question	No.	Score	0	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion						
Job Holder	1	3.00												
Supervisor	1	2.00												
Group A	2	3.00										2		
Group B	1	2.00												
Group C	1	3.00												

Average Scores for all Eight Items.

Types of Work Profile Question	No.	Score	0	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion						
Job Holder	1	3.50												
Supervisor	1	1.75												
Group A	2	3.06												
Group B	1	1.75												
Group C	1	1.88												

Promoting



Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
			0	1	2	3	4	0	1	2	3	4

Question 2: Selling new ideas to others in the organization.

Job Holder	1	2.00															
Supervisor	1	4.00															
Group A	2	2.50											1	1			
Group B	1	4.00															
Group C	1	4.00															

Question 8: Persuading others.

Job Holder	1	2.00															
Supervisor	1	3.00															
Group A	2	2.00											2				
Group B	1	3.00															
Group C	1	2.00															

Question 22: High visibility throughout the organization.

Job Holder	1	3.00															
Supervisor	1	3.00															
Group A	2	3.00											2				
Group B	1	3.00															
Group C	1	3.00															

Question 28: Communicating the organizational 'vision'.

Job Holder	1	2.00															
Supervisor	1	3.00															
Group A	2	2.50											1	1			
Group B	1	3.00															
Group C	1	3.00															

Question 34: Future planning.

Job Holder	1	2.00															
Supervisor	1	3.00															
Group A	2	2.50											1	1			
Group B	1	3.00															
Group C	1	2.00															

Promoting



Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
			0	1	2	3	4	0	1	2	3	4

Question 47: Promoting.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion				
Job Holder	1	1.00	[Bar from 0 to 1]									
Supervisor	1	3.00	[Bar from 0 to 3]									
Group A	2	0.00	[Bar from 0 to 0]					2				
Group B	1	4.00	[Bar from 0 to 4]									
Group C	1	4.00	[Bar from 0 to 4]									

Question 55: Making presentations to groups inside and/or outside the organization.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion				
Job Holder	1	3.00	[Bar from 0 to 3]									
Supervisor	1	4.00	[Bar from 0 to 4]									
Group A	2	2.50	[Bar from 0 to 2.5]					1 1				
Group B	1	4.00	[Bar from 0 to 4]									
Group C	1	4.00	[Bar from 0 to 4]									

Question 64: Convincing others of the viability of new products.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion				
Job Holder	1	2.00	[Bar from 0 to 2]									
Supervisor	1	3.00	[Bar from 0 to 3]									
Group A	2	2.50	[Bar from 0 to 2.5]					1 1				
Group B	1	3.00	[Bar from 0 to 3]									
Group C	1	2.00	[Bar from 0 to 2]									

Average Scores for all Eight Items.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion				
Job Holder	1	2.13	[Bar from 0 to 2.13]									
Supervisor	1	3.25	[Bar from 0 to 3.25]									
Group A	2	2.19	[Bar from 0 to 2.19]									
Group B	1	3.38	[Bar from 0 to 3.38]									
Group C	1	3.00	[Bar from 0 to 3.00]									

Developing



Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
			0	1	2	3	4	0	1	2	3	4

Question 5: Developing prototypes or plans.

Job Holder	1	3.00												
Supervisor	1	4.00												
Group A	2	3.50											1	1
Group B	1	3.00												
Group C	1	4.00												

Question 12: Developing practical products or services.

Job Holder	1	4.00												
Supervisor	1	4.00												
Group A	2	3.50											1	1
Group B	1	4.00												
Group C	1	4.00												

Question 16: Turning concepts into reality.

Job Holder	1	3.00												
Supervisor	1	3.00												
Group A	2	3.00											1	1
Group B	1	3.00												
Group C	1	3.00												

Question 26: Testing out ideas.

Job Holder	1	2.00												
Supervisor	1	3.00												
Group A	2	2.50											1	1
Group B	1	3.00												
Group C	1	3.00												

Question 33: Developing.

Job Holder	1	2.00												
Supervisor	1	3.00												
Group A	2	1.50											1	1
Group B	1	3.00												
Group C	1	2.00												

Developing



Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
			0	1	2	3	4	0	1	2	3	4

Question 35: Assessing viability of projects.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion						
Job Holder	1	3.00												
Supervisor	1	2.00												
Group A	2	1.50							1				1	
Group B	1	2.00												
Group C	1	2.00												

Question 50: Evaluating and developing a project.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion						
Job Holder	1	2.00												
Supervisor	1	2.00												
Group A	2	2.00									2			
Group B	1	2.00												
Group C	1	3.00												

Question 58: Developing workable and practical solutions.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion						
Job Holder	1	3.00												
Supervisor	1	3.00												
Group A	2	2.50									1		1	
Group B	1	3.00												
Group C	1	3.00												

Average Scores for all Eight Items.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion						
Job Holder	1	2.75												
Supervisor	1	3.00												
Group A	2	2.50												
Group B	1	2.88												
Group C	1	3.00												

Organizing



Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
			0	1	2	3	4	0	1	2	3	4

Question 1: Making people accountable.

Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion						
Job Holder	1	3.00												
Supervisor	1	3.00												
Group A	2	3.00									2			
Group B	1	3.00												
Group C	1	3.00												

Question 11: Organizing people and resources efficiently.

Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion						
Job Holder	1	3.00												
Supervisor	1	3.00												
Group A	2	3.50									1	1		
Group B	1	3.00												
Group C	1	3.00												

Question 18: Making quick decisions to ensure fast action.

Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion						
Job Holder	1	2.00												
Supervisor	1	2.00												
Group A	2	1.00									1	1		
Group B	1	2.00												
Group C	1	2.00												

Question 23: Setting objectives.

Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion						
Job Holder	1	2.00												
Supervisor	1	1.00												
Group A	2	2.00									2			
Group B	1	1.00												
Group C	1	2.00												

Question 38: Establishing clear goals.

Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion						
Job Holder	1	3.00												
Supervisor	1	3.00												
Group A	2	2.50									1	1		
Group B	1	3.00												
Group C	1	3.00												

Organizing



Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
			0	1	2	3	4	0	1	2	3	4

Question 44: Establishing clear areas of responsibility and accuracy.

Job Holder	1	3.00															
Supervisor	1	3.00															
Group A	2	2.50											1	1			
Group B	1	3.00															
Group C	1	3.00															

Question 54: Directing and organizing others so that tasks can be accomplished.

Job Holder	1	4.00															
Supervisor	1	4.00															
Group A	2	3.50											1	1			
Group B	1	4.00															
Group C	1	4.00															

Question 57: Achieving targets by organizing people and resources.

Job Holder	1	3.00															
Supervisor	1	3.00															
Group A	2	3.00															
Group B	1	3.00															
Group C	1	3.00															

Average Scores for all Eight Items.

Job Holder	1	2.88															
Supervisor	1	2.75															
Group A	2	2.63															
Group B	1	2.75															
Group C	1	2.88															

Producing



Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
			0	1	2	3	4	0	1	2	3	4

Question 6: Producing similar outputs regularly.

Job Holder	1	2.00						2				
Supervisor	1	3.00										
Group A	2	3.00										
Group B	1	4.00										
Group C	1	2.00										

Question 20: Regular delivery of products and services.

Job Holder	1	1.00						1 1				
Supervisor	1	3.00										
Group A	2	2.00										
Group B	1	3.00										
Group C	1	1.00										

Question 29: Ensuring tasks are completed.

Job Holder	1	1.00						1 1				
Supervisor	1	4.00										
Group A	2	2.00										
Group B	1	4.00										
Group C	1	4.00										

Question 31: Completing (rather than initiating) tasks.

Job Holder	1	2.00						2				
Supervisor	1	3.00										
Group A	2	3.00										
Group B	1	3.00										
Group C	1	2.00										

Question 40: Routine production of outputs.

Job Holder	1	1.00						1 1				
Supervisor	1	3.00										
Group A	2	2.50										
Group B	1	3.00										
Group C	1	3.00										

Producing



Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
			0	1	2	3	4	0	1	2	3	4

Question 42: Delivery of outputs on time.

Job Holder	1	0.00						2				
Supervisor	1	2.00										
Group A	2	2.00										
Group B	1	2.00										
Group C	1	0.00										

Question 49: Finishing tasks on time to a continuous high standard.

Job Holder	1	2.00						1 1				
Supervisor	1	4.00										
Group A	2	3.00										
Group B	1	2.00										
Group C	1	3.00										

Question 63: Producing.

Job Holder	1	0.00						1 1				
Supervisor	1	3.00										
Group A	2	2.50										
Group B	1	3.00										
Group C	1	0.00										

Average Scores for all Eight Items.

Job Holder	1	1.13										
Supervisor	1	3.13										
Group A	2	2.50										
Group B	1	3.00										
Group C	1	1.88										

Inspecting



Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
			0	1	2	3	4	0	1	2	3	4

Question 3: Responsibility for correctness of reports.

Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
Job Holder	1	2.00		[Bar]								
Supervisor	1	3.00		[Bar]								
Group A	2	2.50		[Bar]						1	1	
Group B	1	3.00		[Bar]								
Group C	1	2.00		[Bar]								

Question 17: Checking accuracy of work outputs.

Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
Job Holder	1	0.00		[Bar]								
Supervisor	1	3.00		[Bar]								
Group A	2	3.00		[Bar]							2	
Group B	1	3.00		[Bar]								
Group C	1	0.00		[Bar]								

Question 25: Inspecting.

Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
Job Holder	1	0.00		[Bar]								
Supervisor	1	3.00		[Bar]								
Group A	2	2.50		[Bar]						1	1	
Group B	1	3.00		[Bar]								
Group C	1	3.00		[Bar]								

Question 32: Monitoring accuracy.

Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
Job Holder	1	1.00		[Bar]								
Supervisor	1	2.00		[Bar]								
Group A	2	2.00		[Bar]							2	
Group B	1	2.00		[Bar]								
Group C	1	1.00		[Bar]								

Question 37: Checking details.

Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
Job Holder	1	0.00		[Bar]								
Supervisor	1	4.00		[Bar]								
Group A	2	2.50		[Bar]						1		1
Group B	1	3.00		[Bar]								
Group C	1	4.00		[Bar]								

Inspecting



Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
			0	1	2	3	4	0	1	2	3	4

Question 43: Monitoring systems and outputs.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion				
Job Holder	1	2.00	[Bar from 0 to 2]									
Supervisor	1	2.00	[Bar from 0 to 2]									
Group A	2	1.00	[Bar from 0 to 1]					1	1			
Group B	1	2.00	[Bar from 0 to 2]									
Group C	1	2.00	[Bar from 0 to 2]									

Question 51: Controlling procedures.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion				
Job Holder	1	2.00	[Bar from 0 to 2]									
Supervisor	1	3.00	[Bar from 0 to 3]									
Group A	2	3.00	[Bar from 0 to 3]									
Group B	1	3.00	[Bar from 0 to 3]									
Group C	1	4.00	[Bar from 0 to 4]									

Question 61: Attention to detail.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion				
Job Holder	1	1.00	[Bar from 0 to 1]									
Supervisor	1	3.00	[Bar from 0 to 3]									
Group A	2	1.50	[Bar from 0 to 1.5]					1	1			
Group B	1	3.00	[Bar from 0 to 3]									
Group C	1	1.00	[Bar from 0 to 1]									

Average Scores for all Eight Items.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion				
Job Holder	1	1.00	[Bar from 0 to 1]									
Supervisor	1	2.88	[Bar from 0 to 2.88]									
Group A	2	2.25	[Bar from 0 to 2.25]									
Group B	1	2.75	[Bar from 0 to 2.75]									
Group C	1	2.13	[Bar from 0 to 2.13]									

Maintaining



Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
			0	1	2	3	4	0	1	2	3	4

Question 7: Upholding standards of conduct.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion						
Job Holder	1	2.00												
Supervisor	1	2.00												
Group A	2	3.00											2	
Group B	1	2.00												
Group C	1	2.00												

Question 13: Facilitating existing procedures.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion						
Job Holder	1	3.00												
Supervisor	1	3.00												
Group A	2	2.50											1	1
Group B	1	3.00												
Group C	1	3.00												

Question 19: Ensuring corporate values are upheld.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion						
Job Holder	1	3.00												
Supervisor	1	3.00												
Group A	2	2.50											1	1
Group B	1	3.00												
Group C	1	3.00												

Question 24: Upholding values.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion						
Job Holder	1	2.00												
Supervisor	1	4.00												
Group A	2	2.00											1	1
Group B	1	4.00												
Group C	1	2.00												

Question 36: Preserving corporate standards.

Types of Work Profile Question	No.	Score	0	1	2	3	4	Range of Opinion						
Job Holder	1	1.00												
Supervisor	1	2.00												
Group A	2	0.00											2	
Group B	1	1.00												
Group C	1	2.00												

Maintaining



Types of Work Profile Question	No.	Score	No	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Range of Opinion				
			0	1	2	3	4	0	1	2	3	4

Question 45: Ensuring that the organization's stated aims and values are upheld in day-to-day activities.

Types of Work Profile Question	No.	Score	Response	Range of Opinion
Job Holder	1	3.00		2
Supervisor	1	2.00		
Group A	2	3.00		
Group B	1	2.00		
Group C	1	3.00		

Question 56: Quality control.

Types of Work Profile Question	No.	Score	Response	Range of Opinion
Job Holder	1	4.00		2
Supervisor	1	1.00		
Group A	2	3.00		
Group B	1	0.00		
Group C	1	1.00		

Question 59: Maintaining quality.

Types of Work Profile Question	No.	Score	Response	Range of Opinion
Job Holder	1	3.00		1 1
Supervisor	1	3.00		
Group A	2	3.00		
Group B	1	3.00		
Group C	1	3.00		

Average Scores for all Eight Items.

Types of Work Profile Question	No.	Score	Response	Range of Opinion
Job Holder	1	2.63		
Supervisor	1	2.50		
Group A	2	2.38		
Group B	1	2.25		
Group C	1	2.38		

JOB DEMAND / WORK PREFERENCE MATCH

The job demand ratings presented earlier in this Profile can be matched to an individual's Team Management Profile scores, to determine the extent of the match between job demands and work preferences. This information is presented in this section for one or more rating groups and the indicated individual(s).

Each sector of the three-dimensional Types of Work Wheel contains one of three colored flags.

A green flag indicates a high match (80% or greater) between the demand for that work function and the preference the individual has to perform it.

An amber flag indicates a moderate match (50-80%) between the demand for that work function and the preference the individual has to perform it.

A red flag indicates a low match (<50%) between the demand for that work function and the preference the individual has to perform it.

If there is no flag then both the job demand and the work preference for that sector are not significant.

In addition, the red and amber flags will contain a 'down-arrow' or an 'up-arrow'. A 'down-arrow' indicates that the preference for this work function is below the demand for it. In other words, the job demand for this work function would need to be lowered to increase the match.

An 'up-arrow' indicates that the preference for this work function is above the demand for it. In other words, the job demand for this work function would need to be raised to increase the match.

In interpreting the match data, pay particular attention to the red flags. A 'down-arrow' red flag suggests that the individual being matched may enjoy doing less of this work function than is currently required by the job. An 'up-arrow' suggests that the individual may enjoy doing more of this work function than is currently required by the job.

JOB DEMAND / WORK PREFERENCE MATCH DATA

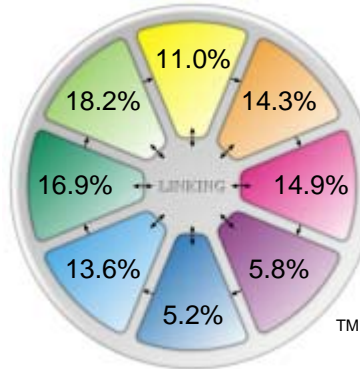
Name: Mary Johnson

Rating Group: Job Holder

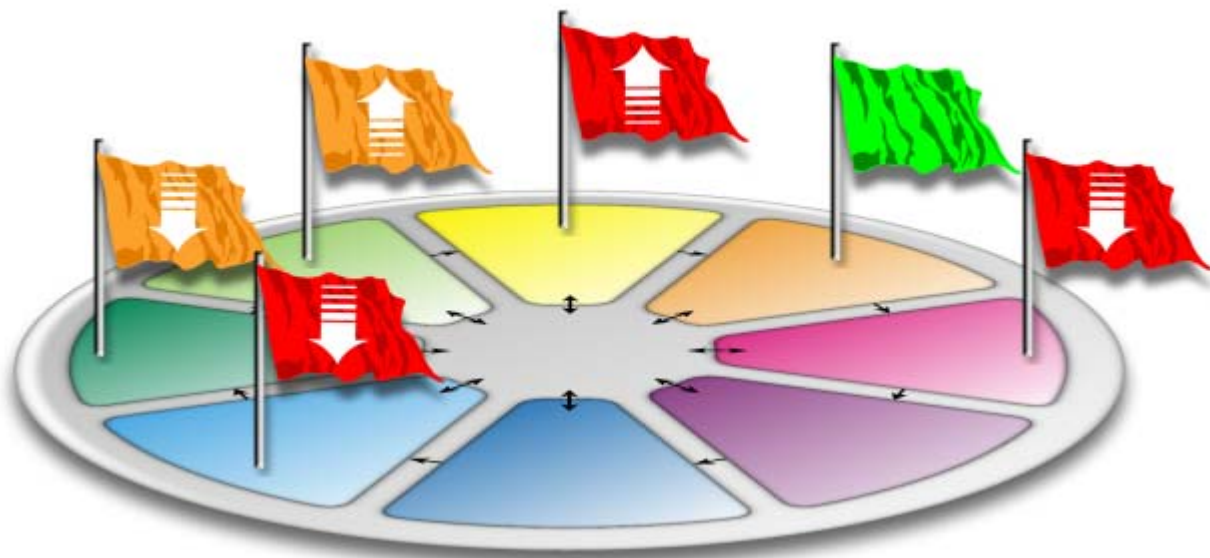
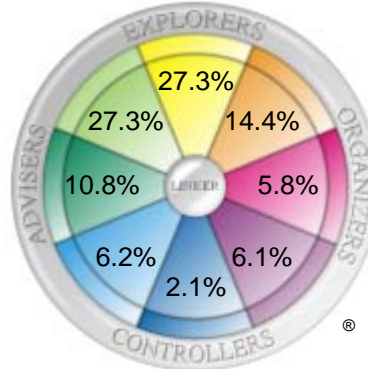
Job Title: Human Resources Manager

TMP Net Scores: E:18 C:17 B:8 F:1

Job Demand



Work Preference



Key:



High match between job demand and work preference (above 80%)



Moderate match between job demand and work preference (50% - 80%)



Low match between job demand and work preference (less than 50%)

No Flag: Job demand and work preference are not significant.



Preference for this work function is above the demand for it.



Preference for this work function is below the demand for it.

JOB DEMAND / WORK PREFERENCE MATCH DATA

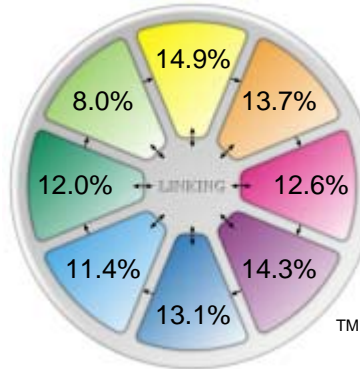
Name: Mary Johnson

Rating Group: Supervisor

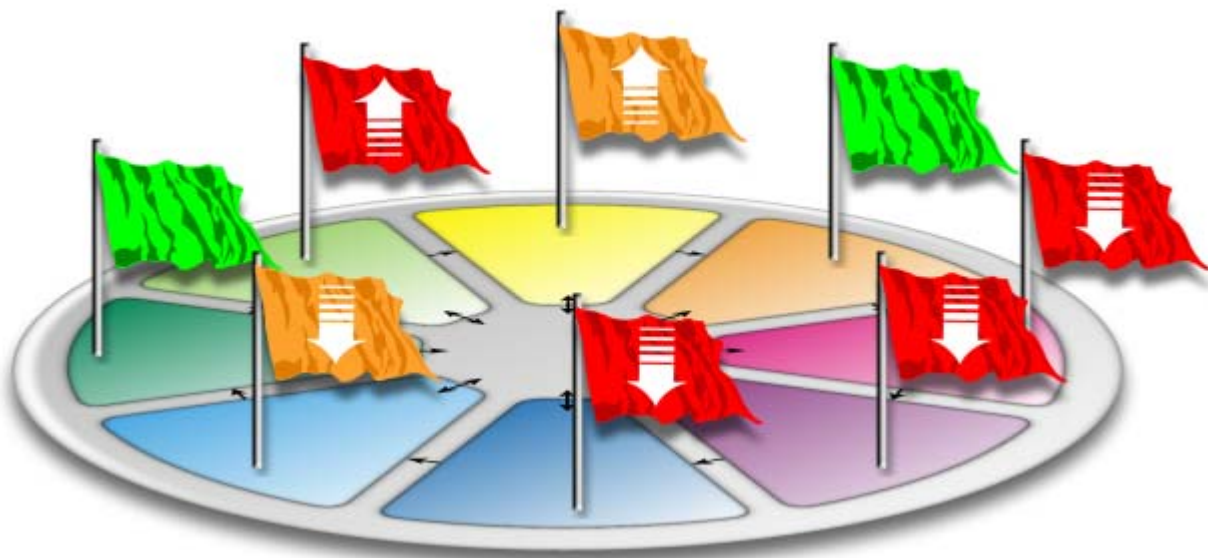
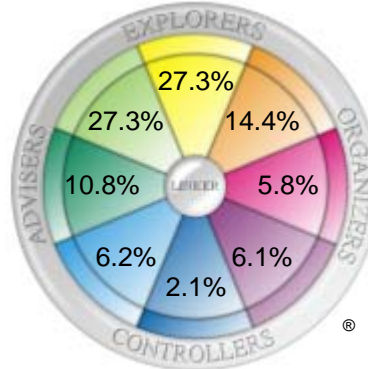
Job Title: Human Resources Manager

TMP Net Scores: E:18 C:17 B:8 F:1

Job Demand



Work Preference



Key:



High match between job demand and work preference (above 80%)



Moderate match between job demand and work preference (50% - 80%)



Low match between job demand and work preference (less than 50%)



Preference for this work function is above the demand for it.



Preference for this work function is below the demand for it.

No Flag: Job demand and work preference are not significant.

DISCLAIMER

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