



HIGH-PERFORMING TEAMS

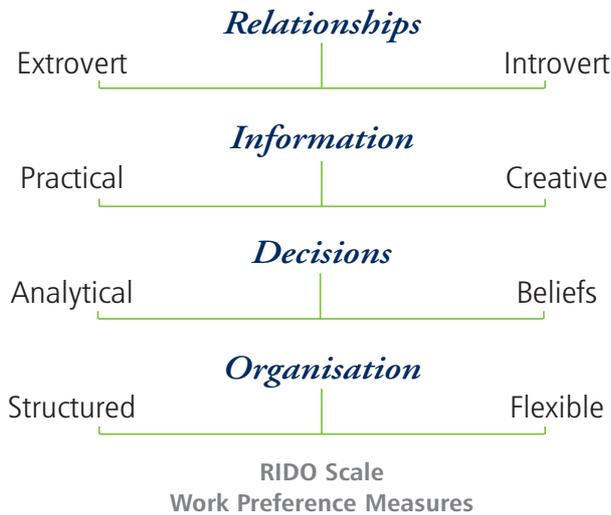
WHAT MAKES TEAMS SUCCESSFUL?

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. Problems 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. These nine key success factors formed the basis of the Types of Work Wheel.

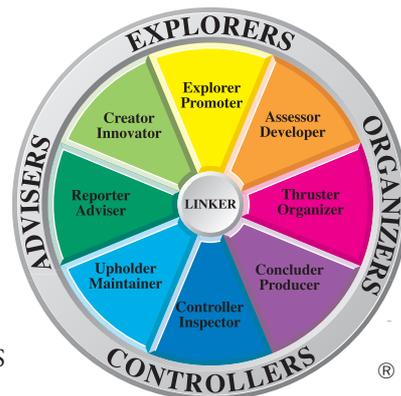


Types of Work Wheel



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 Scale.

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 Scale 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.



Team Management Wheel

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