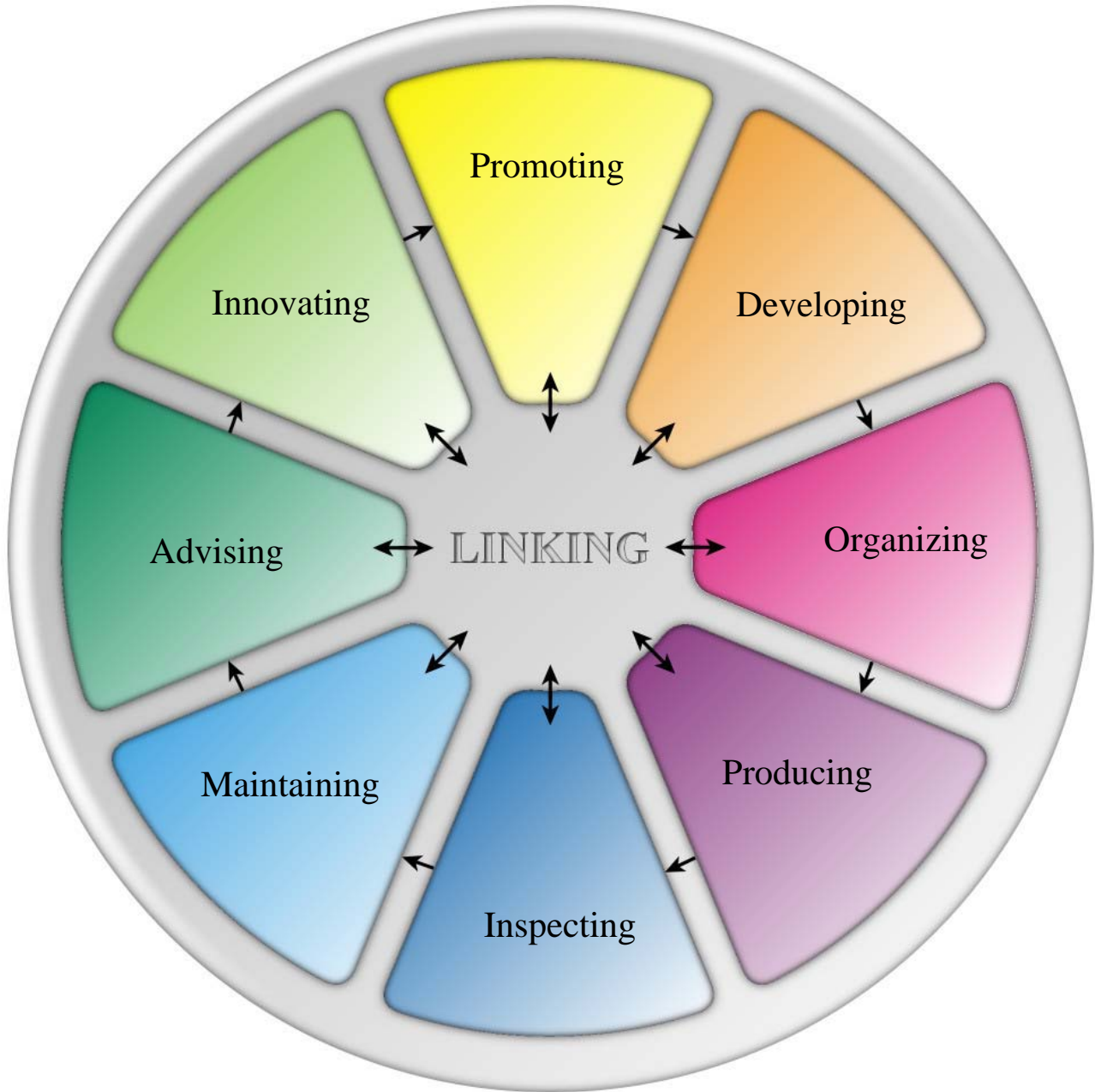


# Types of Work Profile Report



The Margerison-McCann Types of Work Wheel

TM

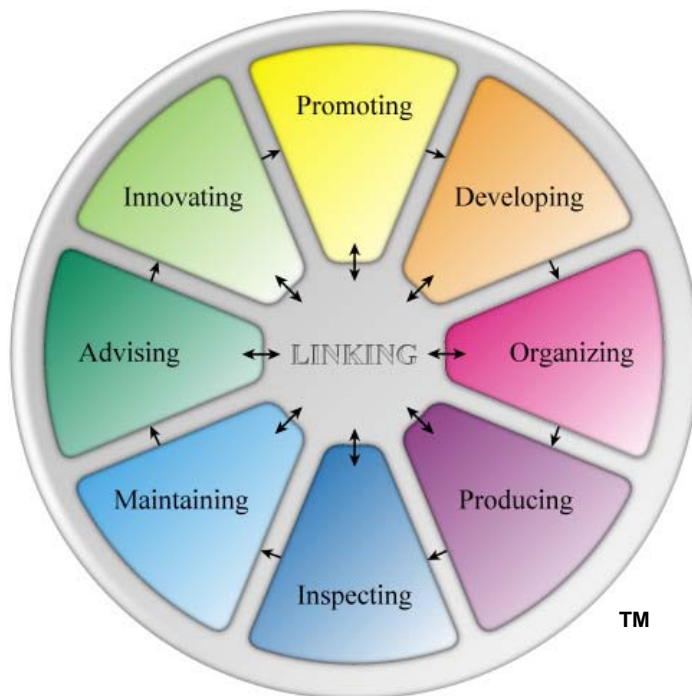
## Project Manager Sample Company



## 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 centre 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:

### **Supervisors:**

Those supervising the job holder(s).

JM  
JS  
BW  
KG  
BF  
GR  
EB  
JA

### **Group A:**

Group 1

HM  
BM

### **Group B:**

Group 2

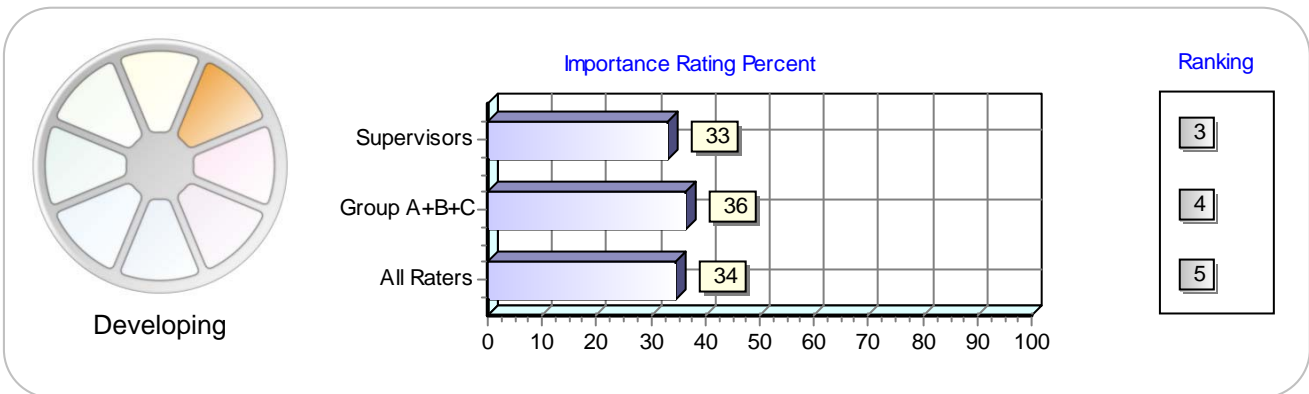
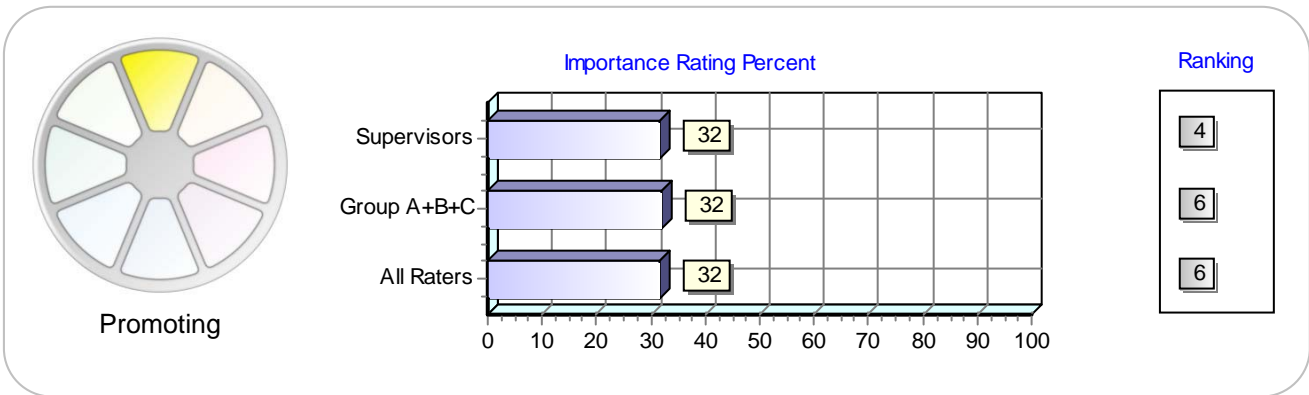
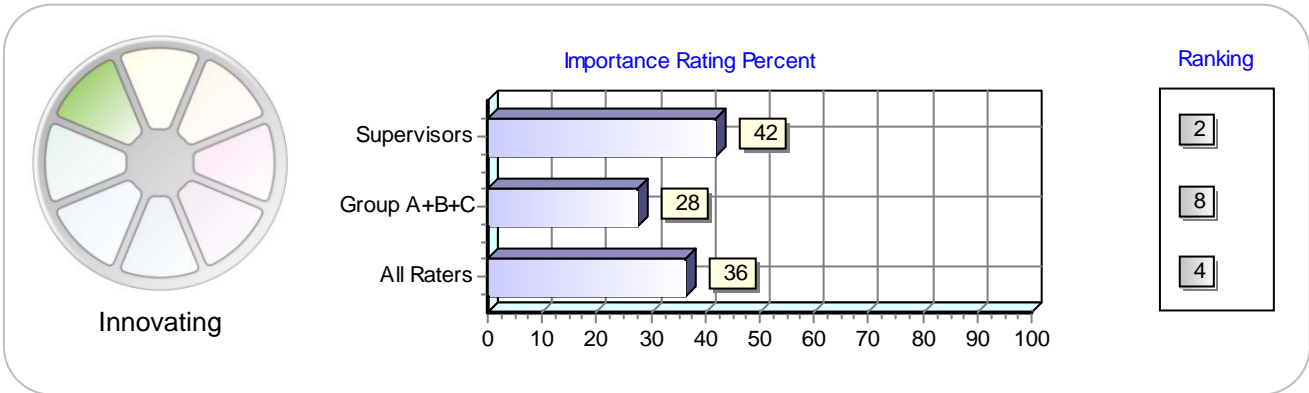
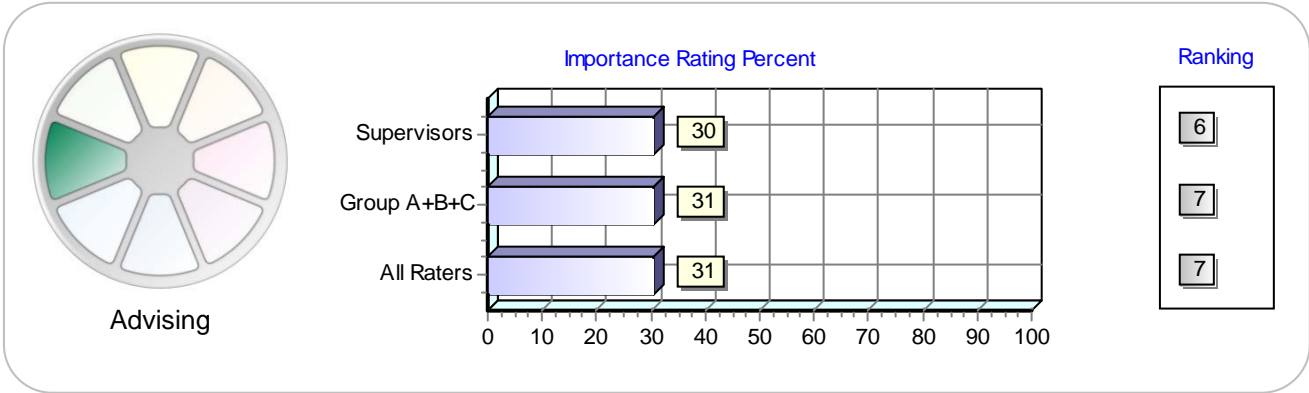
JM

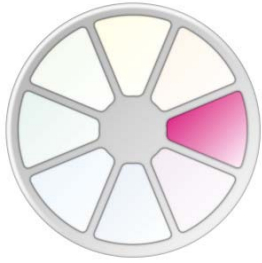
### **Group C:**

Group 3

CM  
CS

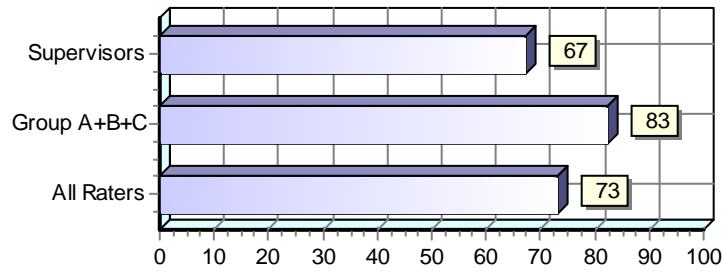
# TYPES OF WORK IMPORTANCE RATINGS AND RANKINGS ALL RESPONDENT GROUPS



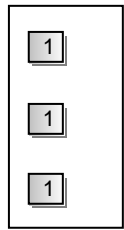


Organizing

Importance Rating Percent

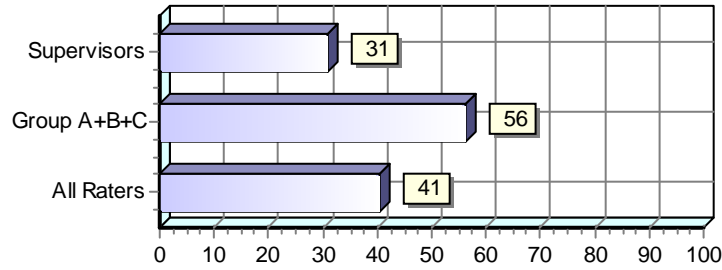


Ranking

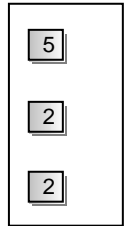


Producing

Importance Rating Percent

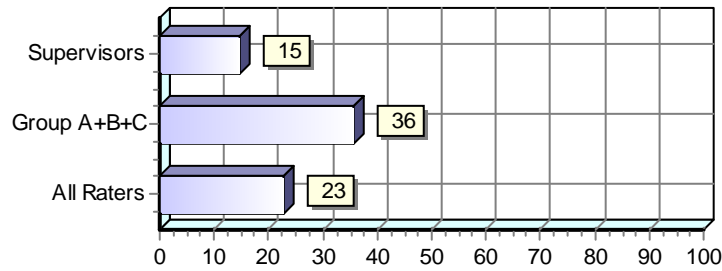


Ranking

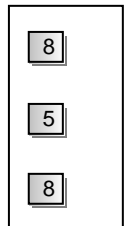


Inspecting

Importance Rating Percent

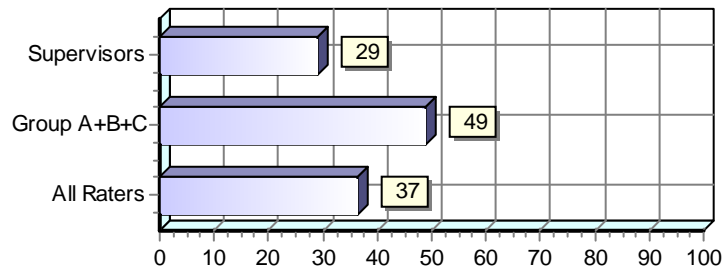


Ranking

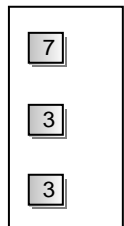


Maintaining

Importance Rating Percent



Ranking



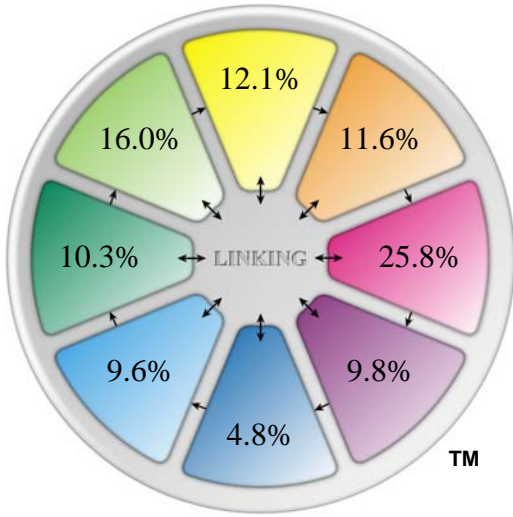
## **JOB PROFILE NET SCORE PERCENTAGE DISTRIBUTION**

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.

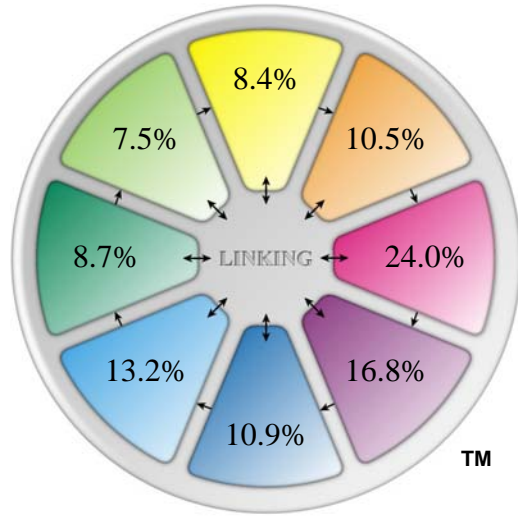
Equal raw scores in each of the eight work functions would result in a 12.5% loading for each function. This may indicate an 'all rounder' job where the total work content of the job would be divided into eight equal portions. This would be unusual, as in most cases the demands of a job will be higher 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.

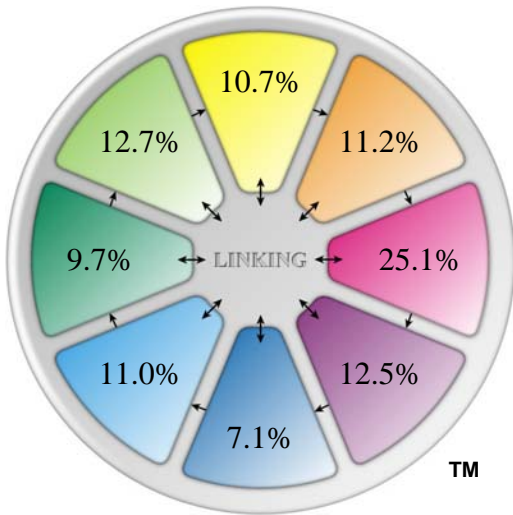
On subsequent pages the job profile hierarchy is shown for each rating group. This orders the work functions from highest to lowest, enabling the critical work functions to be readily identified.



Supervisors



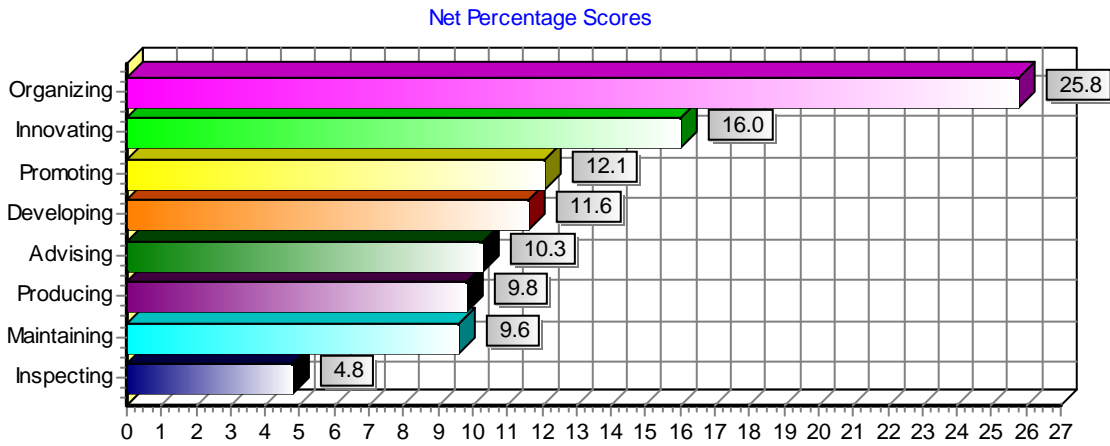
Group A+B+C



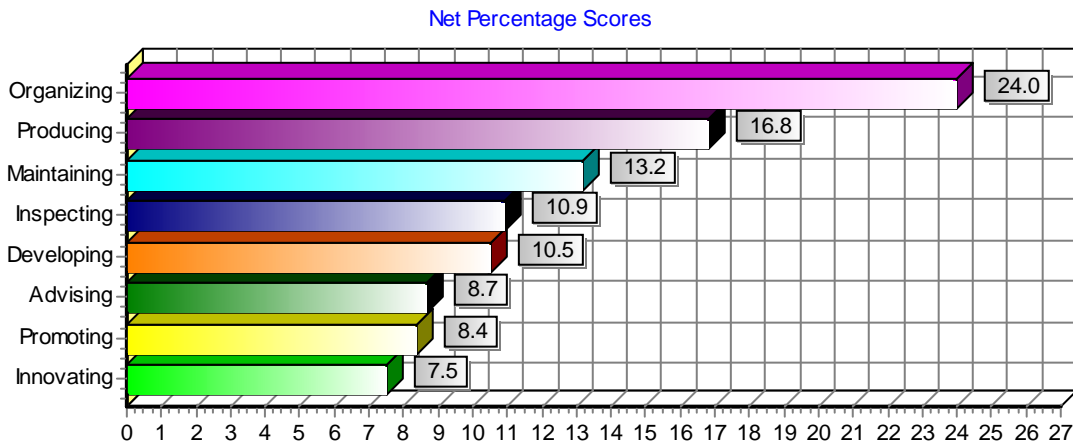
All Raters

# JOB DEMANDS - HIERARCHY OF NET PERCENTAGE SCORES

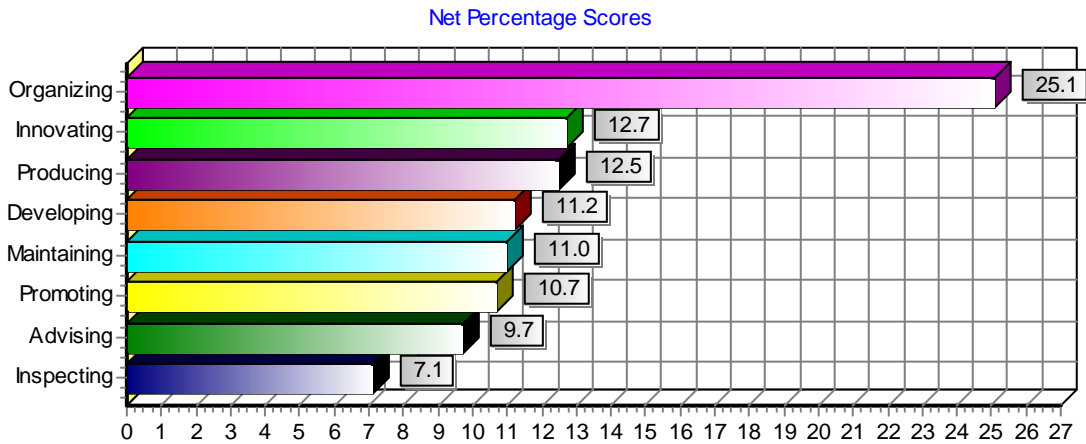
## Supervisors



## Group A + B + C



## All Raters



## 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 totalled 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.

Supervisors	8	1.13	<input type="text"/>					4	1	2	1
Group A + B + C	5	0.80	<input type="text"/>					3	2		

## Question 9: Knowing what other similar organizations are doing.

Supervisors	8	0.88	<input type="text"/>					5	2	1
Group A + B + C	5	0.00	<input type="text"/>					5		

## Question 14: Providing advice.

Supervisors	8	1.38	<input type="text"/>					5	1	2
Group A + B + C	5	1.80	<input type="text"/>					2	3	

## Question 27: Gathering information.

Supervisors	8	1.50	<input type="text"/>					3	3	2
Group A + B + C	5	1.80	<input type="text"/>					2	3	

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

Supervisors	8	0.63	<input type="text"/>					6	1	1
Group A + B + C	5	0.60	<input type="text"/>					4	1	

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

Supervisors	8	1.38	<input type="text"/>					3	4	1
Group A + B + C	5	2.00	<input type="text"/>					2	2	1

## Question 53: Keeping abreast of recent developments.

Supervisors	8	1.13	<input type="text"/>					4	1	1	2
Group A + B + C	5	0.00	<input type="text"/>					5			

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

Supervisors	8	1.75	<input type="text"/>					3	1	4	
Group A + B + C	5	2.80	<input type="text"/>						2	2	1

# 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

## Average Scores for all Eight Items.

Supervisors	8	1.22	<input type="text"/>					
Group A + B + C	5	1.23	<input type="text"/>					

# 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.

Supervisors	8	2.38						2	1	3	2
Group A + B + C	5	1.20						3		2	

## Question 15: Producing innovative ideas.

Supervisors	8	1.88						3	2	1	2
Group A + B + C	5	1.60						2	1	2	

## Question 21: Idea generation.

Supervisors	8	1.13						4	3	1	
Group A + B + C	5	1.20						2	3		

## Question 30: Innovating.

Supervisors	8	1.25						5	1	2	
Group A + B + C	5	0.40						4	1		

## Question 39: Creating new ideas.

Supervisors	8	1.00						5	1	2	
Group A + B + C	5	0.60						4		1	

## Question 48: Generating ideas by divergent thinking.

Supervisors	8	1.88						3	1	2	2
Group A + B + C	5	1.60						2	2	1	

## Question 52: Using imagination.

Supervisors	8	1.88						3	2	1	2
Group A + B + C	5	0.00						5			

## Question 60: Original thinking.

Supervisors	8	2.00						3		4	1
Group A + B + C	5	2.20						1	1	3	

# 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

**Average Scores for all Eight Items.**

Supervisors	8	1.67										
Group A + B + C	5	1.10										

# 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.

Supervisors	8	1.38						4	1	2	1
Group A + B + C	5	0.40						4		1	

## Question 8: Persuading others.

Supervisors	8	2.13						2	1	5	
Group A + B + C	5	2.60						1		3	1

## Question 22: High visibility throughout the organization.

Supervisors	8	0.75						6		2	
Group A + B + C	5	1.00						3	1	1	

## Question 28: Communicating the organizational 'vision'.

Supervisors	8	1.25						5	1	2	
Group A + B + C	5	0.80						4			1

## Question 34: Future planning.

Supervisors	8	2.13						1	1	3	2	1
Group A + B + C	5	2.20						2		1	2	

## Question 47: Promoting.

Supervisors	8	0.38						7		1	
Group A + B + C	5	0.80						4			1

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

Supervisors	8	0.88						5	2	1	
Group A + B + C	5	1.80						2	1	1	1

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

Supervisors	8	1.25						4	2	2	
Group A + B + C	5	0.60						4		1	

# 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

**Average Scores for all Eight Items.**

Supervisors	8	1.27	<input type="text"/>					
Group A + B + C	5	1.28	<input type="text"/>					

# 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.

Supervisors	8	1.63						2	1	3	2	
Group A + B + C	5	2.20						2			1	2

## Question 12: Developing practical products or services.

Supervisors	8	0.25						7	1		
Group A + B + C	5	0.00						5			

## Question 16: Turning concepts into reality.

Supervisors	8	2.25						2	1	4	1
Group A + B + C	5	1.60						3			2

## Question 26: Testing out ideas.

Supervisors	8	1.25						4	2	2	
Group A + B + C	5	0.00						5			

## Question 33: Developing.

Supervisors	8	1.00						5	2		1
Group A + B + C	5	1.00						3	1	1	

## Question 35: Assessing viability of projects.

Supervisors	8	1.13						5	1	1	1
Group A + B + C	5	1.20						2	3		

## Question 50: Evaluating and developing a project.

Supervisors	8	1.50						4	1	2	1
Group A + B + C	5	2.80						1		2	2

## Question 58: Developing workable and practical solutions.

Supervisors	8	1.63						4		3	1
Group A + B + C	5	2.80						1		2	2

# 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

**Average Scores for all Eight Items.**

Supervisors	8	1.33	<input type="text"/>							
Group A + B + C	5	1.45	<input type="text"/>							

# 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.

Supervisors	8	2.63						1	1	5	1
Group A + B + C	5	2.80						1		2	2

## Question 11: Organizing people and resources efficiently.

Supervisors	8	3.00						1		4	3
Group A + B + C	5	4.00									5

## Question 18: Making quick decisions to ensure fast action.

Supervisors	8	1.88						3	1	2	2
Group A + B + C	5	2.40						2			3

## Question 23: Setting objectives.

Supervisors	8	2.75						1	1	4	2
Group A + B + C	5	2.40						2			3

## Question 38: Establishing clear goals.

Supervisors	8	3.38								1	3	4
Group A + B + C	5	3.80									1	4

## Question 44: Establishing clear areas of responsibility and accuracy.

Supervisors	8	2.38						3		1	4
Group A + B + C	5	3.00						1		1	3

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

Supervisors	8	2.50						2	1	2	3
Group A + B + C	5	4.00									5

## Question 57: Achieving targets by organizing people and resources.

Supervisors	8	3.00						1		4	3
Group A + B + C	5	4.00									5

# 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

## Average Scores for all Eight Items.

Supervisors	8	2.69										
Group A + B + C	5	3.30										

# 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.

Supervisors	8	0.75	<input type="text" value=""/>					6	2
Group A + B + C	5	0.60	<input type="text" value=""/>					4	1

## Question 20: Regular delivery of products and services.

Supervisors	8	1.75	<input type="text" value=""/>					4	2	2
Group A + B + C	5	1.60	<input type="text" value=""/>					3		2

## Question 29: Ensuring tasks are completed.

Supervisors	8	1.75	<input type="text" value=""/>					3	2	2	1
Group A + B + C	5	3.80	<input type="text" value=""/>							1	4

## Question 31: Completing (rather than initiating) tasks.

Supervisors	8	1.13	<input type="text" value=""/>					5	1	1	1
Group A + B + C	5	1.80	<input type="text" value=""/>					2	1	1	1

## Question 40: Routine production of outputs.

Supervisors	8	0.75	<input type="text" value=""/>					6	2
Group A + B + C	5	0.00	<input type="text" value=""/>					5	

## Question 42: Delivery of outputs on time.

Supervisors	8	2.00	<input type="text" value=""/>					3	1	2	2
Group A + B + C	5	3.20	<input type="text" value=""/>					1			4

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

Supervisors	8	1.25	<input type="text" value=""/>					5	2	1
Group A + B + C	5	3.60	<input type="text" value=""/>						2	3

## Question 63: Producing.

Supervisors	8	0.50	<input type="text" value=""/>					7		1	
Group A + B + C	5	3.40	<input type="text" value=""/>						1	1	3

# 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

## Average Scores for all Eight Items.

Supervisors	8	1.23	<input type="text"/>					<input type="text"/>				
Group A + B + C	5	2.25	<input type="text"/>					<input type="text"/>				

# 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.

Supervisors	8	1.50	<input type="text"/>					3	1	2	1	1
Group A + B + C	5	2.60	<input type="text"/>					1		3	1	

## Question 17: Checking accuracy of work outputs.

Supervisors	8	0.50	<input type="text"/>					6	1		1	
Group A + B + C	5	0.80	<input type="text"/>					4				1

## Question 25: Inspecting.

Supervisors	8	0.25	<input type="text"/>					7		1		
Group A + B + C	5	0.60	<input type="text"/>					4				1

## Question 32: Monitoring accuracy.

Supervisors	8	0.63	<input type="text"/>					6		1	1	
Group A + B + C	5	2.00	<input type="text"/>					1	1	1	1	1

## Question 37: Checking details.

Supervisors	8	0.00	<input type="text"/>					8				
Group A + B + C	5	1.60	<input type="text"/>					2		1	2	

## Question 43: Monitoring systems and outputs.

Supervisors	8	0.00	<input type="text"/>					8				
Group A + B + C	5	0.20	<input type="text"/>					4	1			

## Question 51: Controlling procedures.

Supervisors	8	0.00	<input type="text"/>					8				
Group A + B + C	5	1.40	<input type="text"/>					3			1	1

## Question 61: Attention to detail.

Supervisors	8	1.88	<input type="text"/>					3	1	3	1	
Group A + B + C	5	2.20	<input type="text"/>					2		1	2	

# 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

**Average Scores for all Eight Items.**

Supervisors	8	0.59	<input type="text"/>					
Group A + B + C	5	1.43	<input type="text"/>					

# 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.

Supervisors	8	1.00						5	1	2		
Group A + B + C	5	1.80						2	1	1	1	

## Question 13: Facilitating existing procedures.

Supervisors	8	0.88						5	2	1		
Group A + B + C	5	2.00						2	1		2	

## Question 19: Ensuring corporate values are upheld.

Supervisors	8	1.38						4	1	3		
Group A + B + C	5	2.00						2		2	1	

## Question 24: Upholding values.

Supervisors	8	1.63						4		3	1	
Group A + B + C	5	2.00						2		2	1	

## Question 36: Preserving corporate standards.

Supervisors	8	1.13						5		3		
Group A + B + C	5	1.40						3		1	1	

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

Supervisors	8	1.13						5	1	1	1	
Group A + B + C	5	1.40						3		1	1	

## Question 56: Quality control.

Supervisors	8	1.00						5	1	2		
Group A + B + C	5	2.00						2		2	1	

## Question 59: Maintaining quality.

Supervisors	8	1.13						5		3		
Group A + B + C	5	3.00							2	1	2	

# 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

## Average Scores for all Eight Items.

Supervisors	8	1.16	<input type="text"/>									
Group A + B + C	5	1.95	<input type="text"/>									

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