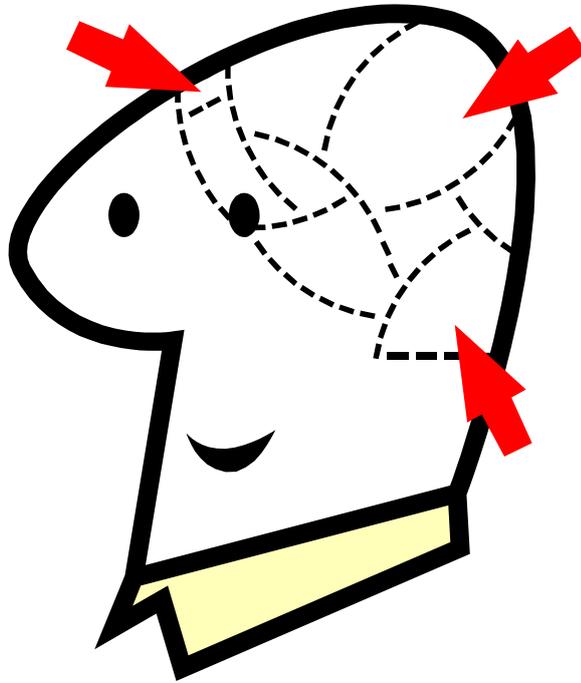




*SHAPING THE FUTURE - DRIVING CHANGE*



## *ICT FORENSICS*

*Introducing Consult Inc. TMP® (Team Member Profiling)*

The word **forensic** comes from Latin (*forensis* - meaning "before the forum") and refers to something "of, pertaining to, or used in a court of law." In today's day and age, it almost always refers to the use of science and technology to investigate and establish facts.

## ***The definition of profiling***

*The term profiling has been used (and abused) a lot. In the last few years with the help of movies like "Silence of the lambs", it has been closely linked with criminal profiling. The recent love affair from the public with serial killers has only strengthened the trend. The net result of this however, is that the public either sees this as voodoo or a clever sleight of hand.*

*Because it is very hard to give an accepted notion of profiling, I will use profiling in its narrowest sense. Profiling, for us, means using science and technology to investigate and establish facts related to human behavior. For example, if we tell you that kids who have been spanked are more likely to have behavior problems, we are not just saying it because it somehow makes sense to us. It is because somebody went into schools and interviewed the kids with behavior problems. From those interviews you gather data on which you can see correlations (a correlation is just to what extent percentage wise you can predict behaviors).*

## ***Profiling is about statistics***

*However, one cannot begin to obtain a profile based alone on high volumes of data, profiling, by its very nature, is much more a matter of observing than commentating. The natural tendency is to extrapolate on the observation to fill in the blanks. Be very careful about that urge because your analysis will be done through the set of values of your personal history and moral values. That is called a bias and after a while it gets presented as a fact and this, is not profiling.*

*As you can see Consult Inc. does not concern itself with classical psychology, while this side of psychology undoubtedly has its merits and usefulness, we feel it simply is not the goal of for the TMP tool case.*

*One last important thing to say is that profiling usually has a tremendous impact on us because you cannot argue with statistics (though you can argue about what actions to take about those same statistics).*

# *The Profiling core engine*

*MPA (Master Profiling Analysis) is the core software engine where we have built the TMP tier. MPA is a comprehensive, yet simple to use, software based personality test accredited by the BPS (British Psychological Society) for the recruitment and development of individuals, project groups and teams.*

*MPA measures preferred behaviors' against 9 basic properties that address:*

- ❖ Personal motivation*
- ❖ Relating to others*
- ❖ Preferred working style*

*It is used extensively in recruitment, career planning, personal development, team building, talent management and culture change initiatives or in other applications where an insight into personal preferences and potential strengths and development needs is important.*

*It is software based and constructed around a Person Profile and a Job Profile, and is appropriate for employees and managers at all levels. MPA can also be used to analyze teams and team composition, small and large autonomous groups, and entire departments or organizations.*

## *The Person Profile*

*The Person Profile is the cornerstone of the person analysis and contains a graphic representation of how a person has answered the MPA Person Questionnaire. The Person Profile consists of a number of Basic and Supplementary Properties, which together reveal what the typical behavior of a person at work will be.*

## *The Job Profile*

*The Job Profile is completed by the test user and their immediate manager and specifies the exact requirements of the job. The Job Profile is then compared with the Person Profile or number of profiles to find a person who provides the best match. The Job Profile can also be used in the development of existing employees who are looking to move into more senior roles....*

*A person's test should never stand alone, but be viewed in relation to a specific job. Tests used for recruitment are not a solution in themselves. They are a tool for gathering information about the individual to allow the formation of hypotheses about their behavior at work. The tests also add objectivity to the decision making process. As a personality profile in itself is not deemed "good" or "bad", to gain most from the insights the profile must be viewed relative to the job in question. In order to fully optimize the MPA in this regard, it is necessary to clarify the job requirements and behaviors' through the construction of a Job Profile. Recently a new key component profile has been added as a sub-layer to this profile dedicated to Information Technology Project Management, the Team Member Profile (TMP).*

## ***So what is TMP?***

*Through experience and various case studies, Consult Inc. identified that one area in ICT sector that has been constantly neglected in terms of enhancements and solutions is the human resource segment within Project Management. As this is a vital component to sustain the business competitive edge, Consult Inc. focused on this crucial part and consequently devised this solution to aid IT project and programme managers match their team members profiles to specific project endeavors, thus guaranteeing Motivation, Team spirit, Project Momentum and ultimately a successful project delivery.*

*Now is especially not the time to make the wrong choices. In challenging times like these the cost is too great. Making an investment in our product will help you make those right choices. It can also give you the edge over competitors by ensuring a workforce that knows what is needed of them for success.*

## ***How does it work?***

*To understand how TMP works and the benefits thereof, one must grasp the foundation where it was built upon.*

### ***History***

*The study of group dynamics began after the end of the Second World War. The terms teams and teamwork, although common in sport, did not become commonly used within organizations until the 1970s. Work Preferences has links to the theory of Carl Jung on Individuation and Peter Drucker on developing personal strengths in the work context. It is the alternate to Type Theory, where assessments tend to stereotype people. Work preferences reflect choices that people make, rather than being stereotyped.*

### ***Team Management Wheel***

*While the traditional unit of appraisal in an organization is the individual, increasingly the focus is on the team to get things done. The Team Management Wheel constitute a method particularly useful for assessing work preferences in team context, and can also be used for assessing individual and organizational preferences.*



In general 9 essential distinguished:

- ✚ **Advising.** Information. ® Gathering and reporting
- ✚ **Innovating.** with ideas. Creating and experimenting
- ✚ **Promoting.** Exploring and presenting opportunities.
- ✚ **Developing.** Assessing and testing the applicability of new approaches.
- ✚ **Organizing.** 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.

Work preferences are measured in four main ways. First, preferences for extroverted and introverted work. Second, the balance between practical and creative work. Next, the influence of analysis and beliefs in decisions. Fourth, the extent to which you want to work in a structured or flexible way. These factors combined have a powerful influence on job choice, job satisfaction, motivation, teamwork, learning and development, and career moves.

This provides 8 team role preferences that people can perform in the **Team Management Wheel**:

1. **Reporter / Adviser.** Supporter, helper, tolerant; a collector of information; he dislikes being rushed; knowledgeable; flexible.
2. **Creator / Innovator.** Imaginative; future-oriented; enjoys complexity; creative; likes research work.
3. **Explorer / Promoter.** Persuades, "seller"; likes varied, exciting, stimulating work; easily bored; influential and outgoing.
4. **Assessor / Developer.** Analytical and objective; developer of ideas; enjoys prototype or project work; experimenter.
5. **Thruster / Organizer.** Organizes and implements; quick to decide; results-oriented; sets up systems; analytical.
6. **Concluder / Producer.** Practical; production-oriented; likes schedules and plans; pride in reproducing goods and services; values effectiveness and efficiency.
7. **Controller / Inspector.** Strong on control; detail-oriented; low need for people contact; an inspector of standards and procedures.

8. **Upholder / Maintainer.** Conservative, loyal, supportive; personal values important; strong sense of right and wrong; work motivation based on purpose.

The **Linking Role** is shared by all team members. Work preferences reflect the psychology of the emotions and desires that you and others bring to the job. Whenever a low alignment or mismatch is identified, then people tend to either adapt the job to their preference or move to another job.

## ***Our new ICT profiling plug-in (TMP®)***

People tend to practice what they prefer and therefore perform better in those areas that match their work preference. Understanding work preferences is a critical component in developing individual, team, and organizational performance. Team Member Profile Questionnaire (TMPQ) is an assessment focused on enhancing understanding of an individual's approach to work. Based on the responses to the TMPQ, Consult Inc. provides constructive, work-based information outlining an individual's work key preferences, based on the Team Management Wheel, and the strengths that an individual brings to a team.

Specific to the ICT sector 2 new main roles have been pre-defined: **SUPPORT** and **DIAMETRIC**

### ***The SUPPORT role***

The following 8 characteristics have been associated with this role and they represent the type of individuals that should be assigned to implementation teams

1. ***The Initiators***
2. ***The Information seekers***
3. ***The Information givers***
4. ***The Encouragers***
5. ***The Clarifiers***
6. ***The Harmonizers***
7. ***The Consensus takers***
8. ***The Gate Keepers***

### ***The DIAMETRIC role***

Like with the supportive role there are also 8 characteristics have been associated with this role.

1. ***The Aggressor***
2. ***The Dominator***
3. ***The Devil's Advocate***
4. ***The Topic Jumper***
5. ***The Recognition seeker***
6. ***The Withdrawer***
7. ***The Blocker***

### **Usages of the Team Member Profile**

-  Teamwork improvement.
-  Project staffing and management. Work allocation.
-  Cross functional teamwork communication.

### **The Assessing Steps**

1. Self assessment via completion of the Team Member Questionnaire.
2. Receipt of personal Work Preferences Feedback Profile.
3. Reading and discussion on applications to work.
4. Action on the issues agreed.

### **Strengths of the Team Usages of the Team Member Profile**

-  Particularly useful for putting together and managing project teams.
-  Strengths of people are leveraged in teams.
-  While individuals should be encouraged to work in areas that match their preference, it is the responsibility of the team as a whole to make sure all types of work are covered.
-  What we prefer we tend to practice, and what we practice is where we tend to perform well.

### **Limitations of the Team Member Profile**

-  Focus is on working in teams, less on individual scores or organizational scores.
-  The dynamics of a group are constantly changing its relationships and influences that occur between the people within that group. Because of changing team composition and changing objectives, the dynamics of a team are rarely stable for very long.
-  Conflict can be the result of having diverse personalities in a group, but a team that is committed to diversity will use conflict and disagreement to their advantage.
-  Method is based on self-assessment. Not everybody is capable of making the right judgments and willing to be honest.