

The Margerison-McCann Team Management Wheel

**Cynthia McCarthy**



**Profile  
Assessments**

IN PARTNERSHIP WITH **CorporateTeams**

888-508-9943

[www.ProfileAssessments.com](http://www.ProfileAssessments.com) [info@ProfileAssessments.com](mailto:info@ProfileAssessments.com)  
[www.CorporateTeams.com](http://www.CorporateTeams.com) [info@CorporateTeams.com](mailto:info@CorporateTeams.com)



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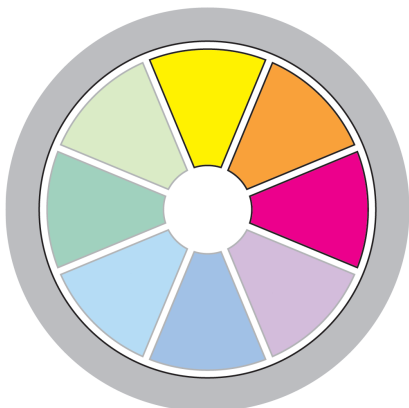
Name

**Cynthia McCarthy**

Organization

Key Preference Areas

**Exploring, Organizing**



Major Role  
**Thruster-Organizer**

1st Related Role  
**Assessor-Developer**

2nd Related Role  
**Explorer-Promoter**

Your personal Team Management Profile provides you with information about your work preferences. It is a starting point for consideration and discussion of how you approach your work and your interactions with others in the workplace.

All work teams need to consider eight key activities essential for high-performance:

|                    |   |
|--------------------|---|
| <b>Advising</b>    | Gathering and reporting information                       |
| <b>Innovating</b>  | Creating and experimenting with ideas                     |
| <b>Promoting</b>   | Exploring and presenting opportunities                    |
| <b>Developing</b>  | Assessing and testing the applicability of new approaches |
| <b>Organizing</b>  | Establishing and implementing ways of making things work  |
| <b>Producing</b>   | Concluding and delivering outputs                         |
| <b>Inspecting</b>  | Controlling and auditing the working of systems           |
| <b>Maintaining</b> | Upholding and safeguarding standards and processes        |





Your own work preferences have been derived from your responses to the Team Management Profile Questionnaire. While you may work in any of the areas of the Wheel, your highest preference area, or Major Role, has been identified together with two Related Roles which indicate your next highest preference areas. All the roles are displayed on the Team Management Wheel shown at the front of this Profile. The Linker role at the center is the responsibility of all team members.

Note that the Team Management Profile Questionnaire does not measure skill or experience - you may have good abilities in areas of work where you have low preferences. However, where there is a good match between your preferences and the demands of your job, you are more likely to enjoy work, develop skills and perform well. Where a group is made up of individuals with complementary work preferences, it has a higher chance of being effective.

Your roles on the Team Management Wheel arise from your preferred approaches to work in four different areas:

- how you relate with others
- how you gather and use information
- how you make decisions
- how you organize yourself and others.

These four work preference measures are shown on the next page as bipolar scales ranging from 0 to 30 either side of a center point.

For example, on the first work preference measure, the length of the bar to the left shows the extent to which you relate to others at work in an extroverted way. The bar to the right indicates the extent to which you relate to others at work in an introverted way.

Similarly the second measure indicates the extent to which you gather and use information in either a practical or creative way. The third measure looks at the extent to which you make decisions in either an analytical way or according to your beliefs, and the fourth measure determines whether you like to organize yourself and others in a structured or flexible way.

By subtracting the lower score from the higher one for each measure, a net score is obtained. This is indicated by a black vertical line. These are E: 16; P: 12; A: 29; S: 2 and are the foundation of your major role preference.

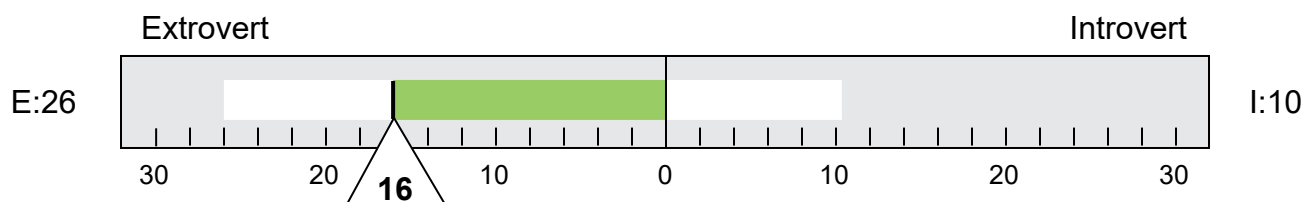




## WORK PREFERENCE MEASURES

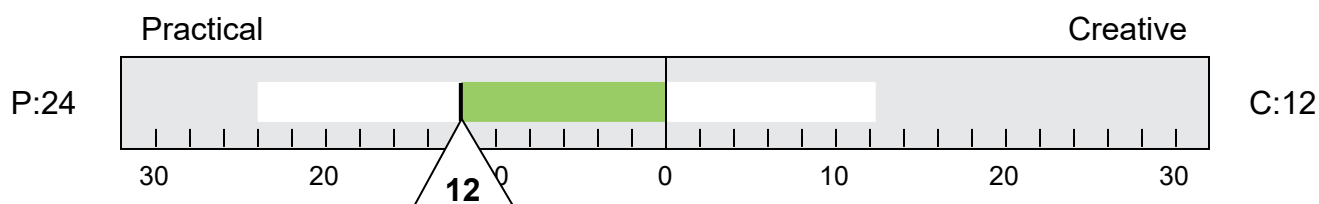
### RELATIONSHIPS

How you Relate to others



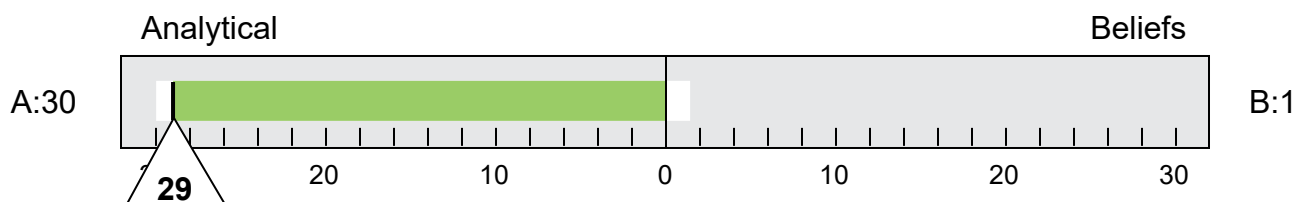
### INFORMATION

How you gather and use Information



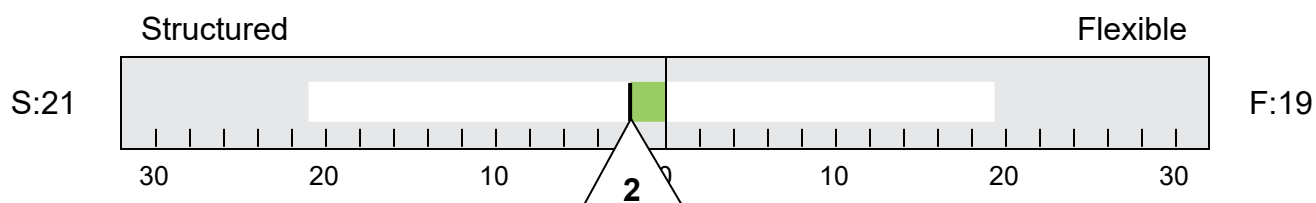
### DECISIONS

How you make Decisions



### ORGANIZATION

How you Organize yourself and others



Raw Scores



Net Scores





## OVERVIEW

Thruster-Organizers are outgoing types who make things happen by organizing people and resources so ideas, discussions, and experiments are turned into action. They are important people to have on a team to ensure attention is focused on results. They enjoy meeting with others and discussing issues, but will do so primarily on the basis of facts. They will usually analyze in detail any information they have to hand and then make their decision, based on what is necessary to ensure the satisfactory completion of the task. They put a heavy emphasis on getting the job done in an efficient and effective way. The term Thruster-Organizer is, therefore, appropriate as a description as they like to thrust forward into action by organizing people and tasks.

As a Thruster-Organizer, you will want to set objectives and take action. You do not like things to be in disarray and will strive, wherever possible, to try and reach the resolution and conclusion of a task, rather than leave it hanging in the air for too long. The motto of the Thruster-Organizer is 'let's do it now and get it finished'.

Thruster-Organizers are leaders of the way, not followers. They push forward to achieve objectives, despite the problems. Often their thrusting and energetic approach goes beyond the set plan. It is usually the Thruster-Organizer who strides forward, with others scrambling to keep up with the pace.

While you enjoy meeting with others, you may not always listen carefully to what they have to say, unless it is specifically providing facts and information related to the task in hand. You often give your own opinion on how work projects should be carried out. You can be sociable on your own terms, but do not usually like spending a long period of time in small talk that gets in the way of completing work.

You are very much task-centered and like to get on with the job. Indeed, you can be a tough negotiator when required and make decisions which may affect people adversely, if you consider it is in the best interests of doing the job efficiently and properly.

You will probably find executive positions to your liking. If you value achievement, you will no doubt be ambitious, not only to get tasks completed, but to gain a position where you can have influence. You will very likely find the responsibility that comes from having a position of authority a positive challenge to which you respond well.

The kind of work you prefer is a specific task where you will be able to measure the results. You





like clear objectives and will work to them, often 'knocking down obstacles' if you have to, rather than going round them or waiting till they go away.

As you will probably have a number of practical interests and skills, you will look for jobs that involve organizing things, rather than playing with ideas. You will probably prefer dealing with tangible situations where you can see the results of your efforts. You will not relish sitting in an office for long periods working by yourself, but will prefer to get out and about using your five senses to keep you on track.

You will prefer your work situation to be reasonably structured and will probably like to work to a set of rules and regulations. You will respect routine, organizational systems and roles and if such procedures don't exist, you will set them up. You will take pride in meeting deadlines and being punctual. You discipline yourself and expect others to also conform to the organizational systems you lay down. If they do not, you can become impatient and your frustrations may well show at times in a lost temper. You consider it is important for people to do their duty and earn their keep.

Within the terms of the Team Management Wheel, you are capable of both Exploring and Controlling. Because of your concern for structure, you will be interested in the Controlling aspects of work, such as getting the job done. As a result, you may focus on areas such as production scheduling, time deadlines and the quality and quantity of output, even though you won't necessarily want to manage these things in detail on a day-to-day basis. Your strength lies in pushing for systems to be set up and showing how they can be implemented, even if it means making some drastic changes.

Your ability to stand back and analyze a situation is also strong and, as you find it relatively easy to meet with others and discuss new challenges, you will also be interested in Exploring. You are one of the few people who is capable of operating in both the Exploring and Controlling areas of the Team Management Wheel.





## LEADERSHIP STRENGTHS

It is your practical thinking and desire to make things happen that is the key to the way you work. You believe in setting objectives and working to a plan which is based, wherever possible, on experience and well-tested procedures. You will bring reason, logic, and analytical systems to bear on a job, and will consider emotional matters, such as people's feelings about work allocation and so on, as secondary to getting the work done. You admire commonsense and straight-talking in others.

As a leader, you take responsibility and expect others to respect and follow your leadership once you have committed yourself. You can allocate work to people, assess their performance and be direct with them in your evaluation. Sometimes others may feel you can be critical, although when they do well you will usually arrange a way of showing recognition.

As a Thruster-Organizer, you can be counted on to get projects underway. You will 'cut-and-thrust' and drive forward endlessly until your objectives are met. Thruster-Organizers look for leadership roles. In particular, they are excellent in areas such as project management, where time and schedules are of utmost importance.

You will tend to enjoy jobs where there is a specific end to be met, with time and cost constraints that demand decisive leadership. You will then be able to develop a plan, and guide and direct others to do their part. You can become impatient if team members don't comply with the plan.

Thruster-Organizers don't easily let obstacles get in their way. In the jungle of work, they clear a path which is as quick and straight as possible, even if it means overcoming resistance from others.

Although you probably don't like long meetings, you will take pride in running efficient meetings where people are expected to speak to the point. You will be most comfortable with a well-ordered, well-planned agenda. You demand action from discussion and look for quick feedback.

You are usually a painstaking worker, loyal to the organization and its purpose. While you like to be briefed in detail, the pace at which you tackle projects often means you have to make decisions without sufficient information. Whereas data is vital, you never let too much of it stand in the way of action.







## DECISION-MAKING

Decision-making is important to you. It paves the way for action. Rather than sit around for long periods considering, theorizing and discussing, you prefer to weigh the pros and cons, make a decision, take action and if it does not work try again. You may see decisions as a series of negotiations with trade-offs to get things done. The cut and thrust of negotiations can be an exciting challenge where you can see the wins and losses that emerge. This may be appropriate with other groups, but with your own team you may need to take time to get commitment and consensus.

However, on occasions the strength of your ideas tends to run away with you and you can become somewhat impetuous. Because you are always pushing for outputs and action, a possible weakness is your tendency to jump to conclusions and rush into decisions before getting sufficient information. You may tend to feel 'bogged down' by the slowness of others. As a result, you should continually monitor this side of your leadership style to ensure you are not making decisions on weak foundations. Doing things and seeing the results are important to you, but success depends equally on listening to other people's ideas and careful planning.

In your keenness to get into action, you may sometimes overlook other people's views which may need consideration. A useful skill for you here is to develop the knack of summarizing the opinions of others and reflecting their feelings before indicating your position, especially if it differs from theirs. In this way, you acknowledge people's feelings even if you do not always accept them.

In reaching decisions, you like to see some stability being established. You will tend to dislike situations which are unstable and confusing. However, you may need to spend more time gathering information when the problem is not a standard one. You may feel that time is being wasted and inefficiency creeping in if too long is being spent on playing with ideas and gathering data. You will need to develop this side, particularly as you climb higher in the organization. It is important to have members of your team who can supply sufficient data for you to come to a sensible conclusion.





## INTERPERSONAL SKILLS

You tend to manage by spending a lot of time with other people, as you prefer an outgoing, sociable style. However you like your colleagues to get to the point and stick to it when discussing work matters. You will, therefore, prefer practical, down-to-earth people who will set challenging objectives and work at achieving them. You believe you are a realist, and indeed are when you are dealing with work and systems. However, with people your business-like, goal-oriented, factual manner can sometimes create an unintended effect. Unless you have developed good Linking Skills, you could be seen by others as impatient and pushy. Such people may become demotivated and prevent you from achieving your objectives if they have a chance.

You are usually clear-cut in your dealings with colleagues and both sides will know where they stand. Wherever possible, you move in straight lines towards your objectives. In doing so, you can be outspoken if other people don't do as required. Where your comments on other people's weaknesses, rather than strengths, become a regular activity, uneasy and adverse relationships can develop with your staff. If, however, such criticism is positive, deserved, and taken in the right spirit, then personal relationships at work will not suffer. Try to reinforce people's successes and give positive guidance when errors occur.

For you, the occasional count to ten when people do things that make you angry or annoyed can be useful, although your direct approach often gets through to them. Also the skill of asking a question, rather than making another Thrusting-Organizing statement, is valuable, particularly in delicate situations.

Your major concern will be to get things done by mobilizing the talents of others. You can do this through your ability to see what action is required. However, remember to allocate enough time to talk and listen to your team members and openly recognize their contributions as you forge ahead.

You find it easier than others to meet all sorts of people because of your outgoing approach. However, because of the pressure of work and the deadlines you set, you may feel you don't have enough time to talk through in depth the issues with your own team. You may therefore need to set aside time 'off site' with your own staff to do this.

You tend to speak your mind rather than hold back, just to please people. Others, therefore, usually know where they stand with you, for good or bad.

Your best ideas are often generated by talking them out with others, rather than by working alone





or writing. Conversation is a way of moving forward. It means influencing others and reacting to the here and now of what they are thinking, saying and doing. You will, therefore, seek out the company of other people on a regular basis to talk over work matters and this may well continue into social situations.





## TEAMBUILDING

You will enjoy working at the 'sharp end' of the team where the action is taking place. You will need to build a team around you that enables you to concentrate on the things you are strong at and delegate the other key jobs. You are good at organizing and planning work, and pushing forward towards the target.

The most important thing, however, is to ensure that the projects and activities you 'get off the ground' are then passed over to Concluder-Producers, who will take a pride in continuing the output while you move to another start-up project.

People in your team will usually respect your Thrusting-Organizing capability to get things done. It is, after all, your key combination. However, be careful to ensure that your team members know what you are doing, by holding regular meetings to inform them of developments. Thruster-Organizers can often get too far ahead of the team and then complain that they are not given support. Where people do support you, they admire your go-getting spirit, willingness to take risks, and your direct style.

A danger might be that team members don't challenge you because of your tendency to thrust forward towards an objective. However, you should set up situations, for example at a meeting, where people can constructively criticize your plans prior to action. This will then ensure that all possible ideas have been incorporated.

You may have a tendency to choose Concluder-Producers or Assessor-Developers as your team members because you get on best with these people. However, it is possible that an effective complementary role for you is the Reporter-Adviser who makes an excellent support person. They will usually provide the detailed information you need. In a team, someone from the Creator-Innovator or the Upholder-Maintainer sector can also provide an equally good balance. The Creator-Innovators can provide the new ideas and intuitive understanding, and the Upholder-Maintainers the social support and bonding of people as you push forward. However, because of their less thrusting approach, whereby they require more time to come to a conclusion, you may find such people move more slowly than you want to go. Nevertheless, in order to build an effective team, you need to develop patience and encourage others accordingly.





## AREAS FOR SELF-ASSESSMENT

The following points could be helpful in reviewing your approach to teamwork:-

- At times, you need to analyze things carefully before taking action. There is a tendency on occasions for you to want to push forward before all the planning has been done. Doing things and seeing the results are important to you, but success depends equally on listening to other people's ideas and careful planning. Be aware of the signs that your team members may not be following you and ask them how they can improve things rather than tell them yet again.
- Having people around to think through creative and innovative problems and provide ideas to positively challenge your own analysis is important. Your strength is in making systems work. You can get things organized and translate ideas into practical output. You should make time to meet the Creator-Innovators, even though they may disturb the *status quo*. Either that or you may get left behind with an outmoded system. Schedule such meetings rather than leave them to chance. Indeed, provide your team with an opportunity to be constructively creative each year by having a one-day or two-day workshop on new ideas where Thrusting and Organizing takes second place to future options.
- It is useful to develop the skill of summarizing the views of others and reflecting their feelings before indicating your position if it differs from theirs. In this way, people's beliefs are acknowledged, even if they are not always accepted. You will also get a wider perspective on the problem, even though it may slow down the initial move to action. However, the commitment of others can more than make up for this.
- You may need to spend more time gathering information when the problem is not a standard one. You may feel that time is being wasted and inefficiency is creeping in if too long is spent playing with ideas and collecting data. However, the higher you go in the organization, the more you will need accurate information. You will, therefore, need to build a team of people who can support you by supplying the data you need to come to a sensible decision.

Thruster-Organizers push for what they consider is required. Their matter-of-fact approach to work and life means instructions can be given in an impersonal way, even if they are not always received as such. You like life to be organized and will establish orderly systems and procedures to make sure things get done. Overall, Thruster-Organizers can make excellent executives,





particularly in getting projects completed on time, providing they take the trouble to keep their team members informed and involved.





## KEY POINTS OF NOTE FOR THRUSTER-ORGANIZERS

- You are likely to be more outgoing and enjoy meeting others.
- You like to work to systems and procedures.
- You are concerned to see outputs finished on time and to a standard.
- You prefer to use an impersonal, analytical approach to decision-making after you have heard people's opinions.
- You can be impatient and impulsive on occasions.
- You are usually practical, factual and realistic.
- You rely heavily on technical skills and past experiences.
- You place emphasis on accepting responsibility and being punctual.
- You work to objectives and look for logical approaches.
- You like jobs that have variety and a fast action atmosphere.
- You often get your best thoughts when talking rather than sitting in your office thinking or writing.
- You may need to work with a Concluder-Producer to ensure continuity of the tasks.
- You like to take a direct route.
- You prefer tangible facts to theoretical ideas.
- You like to work to a schedule and timetable.
- You take pride in doing a job in an efficient manner.





- You like to be organized and to organize others.
- Your willingness to take on commitments can lead to time-allocation problems.
- You can enjoy the challenge of negotiation.
- You prefer to reach a decision, take action, then change if necessary, rather than have long discussions.
- You tend to speak your mind and indicate what you want.
- You prefer to take a commonsense approach and expect others to do the same.
- You prefer to converge rather than diverge.
- You can bring stability to work operations.
- You welcome the challenge of leadership and developing an effective team.







## RELATED ROLES

In the constructs of the Team Management Profile Questionnaire, you scored strongest in the areas of analytical decision-making and extroversion. These two factors have combined to give you a major role in the Thruster-Organizer sector. However, you also scored equally strongly in the Assessor-Developer sector and there are many times when you can adopt this role with ease.

While on balance you prefer a down-to-earth approach in your dealings with people, there are times when you can be quite creative. You may not always think up ideas for yourself but, because of your extroversion, will interact a lot with others working around you. In these situations, you are quick to recognize the value of a new idea or approach, and will move to implement it, provided it has a practical application, allowing you to achieve your goals more efficiently. On these occasions, you are likely to act in a more Exploring manner, perhaps wearing your Assessor-Developer 'hat' for a while.

It is when you generate ideas you really believe in, that your strength in influencing others reaches its peak. At these times, you can be quite lively and eloquent, supporting a new look at the way work is being done. However, your ideas have usually been well thought through and you will never let go of the practical aspects of what you are doing. You will have an open mind and be quite receptive to change, but will usually want to assess new schemes in an analytical fashion before you push them into action. You will not, however, leave things 'hanging in the air' for too long, but will want to push on and see how the idea will turn out in practice.

You will always try to put some structure into the way you work, by setting deadlines and outputs, even if from time to time you do miss them or have to rearrange them. It is your concern for having an efficient and effective organization that can make you impatient with others when they do not fulfill your plans. At these times you will speak your mind, but once said you will usually bear no grudges.

While your basic preference lies in the area of Organizing, the pattern of your scoring indicates your related roles lie more in the area of Exploring, that is directly above the Thruster-Organizer in the sectors of Assessor-Developer and Explorer-Promoter, rather than on either side as is more common.

In your Explorer-Promoter role, you will definitely enjoy the challenge of new projects and go out of your way to see you are involved. If an idea captures your imagination, you will be able to convince others to pursue it, even if at times you may have little hard evidence. You will probably





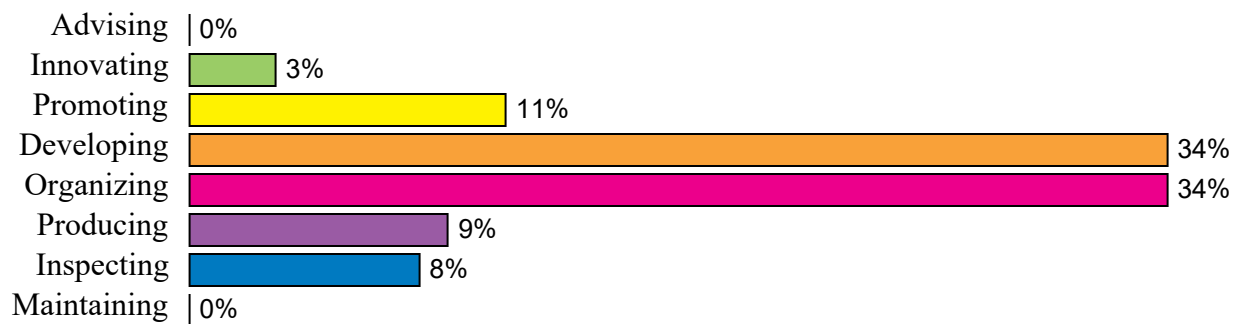
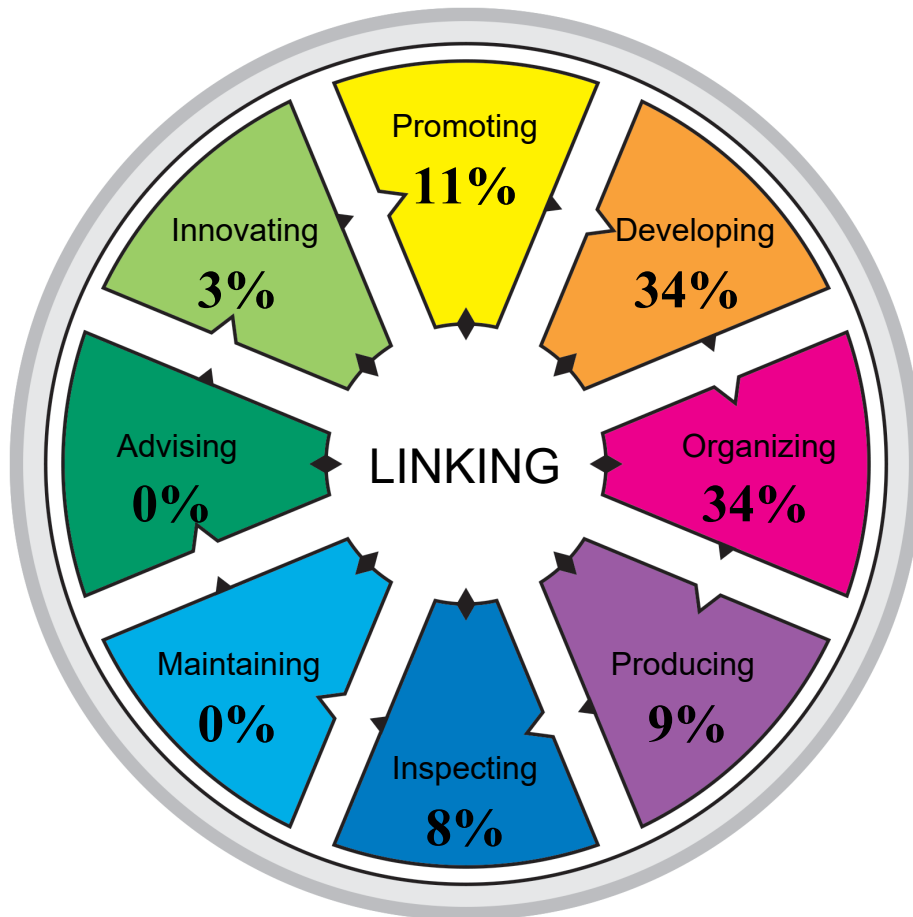
have a network of colleagues and make it your business to find out what is going on in the organization. Unlike some Thruster-Organizers, you have an ability to see the 'big picture' and are the one person who can make dreams a reality.

Many people with this pattern of scoring enjoy marketing, selling or project work. It is the combination of your ability to make things happen, combined with an interest in implementing new approaches, products or services, that can make you a force in these areas.





## WORK PREFERENCE DISTRIBUTION



The Team Management Wheel highlights your major role preference and two related roles. In





terms of the eight Types of Work that define the critical tasks of a team, these roles indicate the top three task areas that you prefer to work in.

It is possible to extend your scores on the Team Management Wheel beyond the top three task areas to produce a work preference distribution that indicates your level of preference for all eight Types of Work. This information is valuable when it comes to allocating work among team members, as Team Management Systems theory states that all eight Types of Work are critical to the success of a team. If several team members have the same major and related roles, it is worth looking at the individual work preference distributions to determine whether there is a significant difference among team members in the less preferred work areas.

Your work preference distribution is shown with 100 percentage points distributed across all eight Types of Work, indicating those tasks that you like best and those that you like least. If the percentages are similar, you will be relatively comfortable working on any task. If there is a gap of more than 15 percentage points between the highest and lowest scores, there may be some tasks that you definitely like and others that you dislike.

When allocating tasks, it seems sensible for there to be some overlap between your work preferences and the team tasks that need to be undertaken. If you are spending a lot of time in areas that are not your preference, it may affect your enjoyment and wellbeing at work. Likewise if you are working solely in Types of Work that strongly match your work preferences, you may be ignoring important personal development opportunities in areas of lower preference.

It is important to remember that work preferences and competence are unrelated, and you may perform well in Types of Work for which you have a low preference. However, it is important to get the right balance between working to your preferences and working against them. Our research shows that a two-thirds/one-third balance works well for many people, and that problems with dissatisfaction can occur when the ratio moves significantly in the opposite direction. Working to your preferences will help establish conditions at work where your mental and psychic energy can flow freely.





## LINKING

At the center of the Team Management Wheel is the Linker role, defined not by preferences, but by the skills that all team members need to develop. Linking Skills comprise people linking, task linking and leadership linking.

Of importance to all team members are the People Linking Skills, particularly the skill of Communication. A useful technique to try here is Pacing - varying your communication style so that it matches other people's role preferences. The successful implementation of Pacing skills helps avoid conflict and leads to more productive interactions.

Below are some key points that team members should consider when interacting with a Thruster-Organizer major role preference like yours. Read each point and consider whether you would like the other person to act like this when they are communicating with you. Highlight those pacing points that you definitely agree with and share them with your team members. This may help them understand 'what makes you tick' and how they can better meet your needs.

*In order to link more effectively with you, the person you are interacting with could:*

- Engage with you in a professional manner.
- Suggest practical rather than theoretical solutions.
- Try to converge in their discussions rather than diverge into areas you may consider irrelevant.
- Talk things through with you before forcing a decision.
- Not impose their own beliefs and opinions unless they are backed up by facts.
- Speed up their speech delivery (if necessary) to match yours and try to talk with 'color' in their voice rather than in a monotone.
- Be punctual to meetings.
- Stick where possible to agendas.





- Use a whiteboard to record the details discussed; this will help you to capture key points and keep on top of the details.
- Not overload you with too much information.
- Realize that your mind may wander onto more important things and so learn techniques that make you want to listen to them.
- Help you to see the 'big picture', where necessary.
- Summarize the content of conversations, making sure the summaries are succinct and factual, rather than their opinions.
- Give you one or two options rather than a long list, when wanting a decision from you.

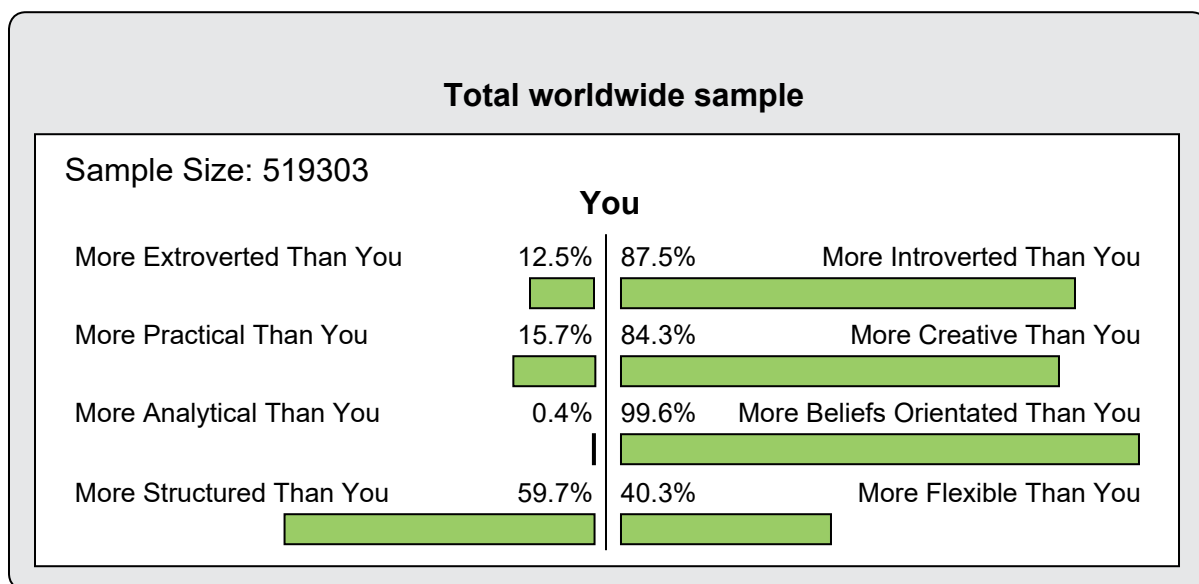




## NORM DATA

In the table(s) below you can see how your scores compare with others in specific groups of people from our database.

For example, in the first table 12.5% of people prefer a more extroverted approach to work than you; 87.5% have a more introverted preference.





## MEDIAN DATA

What is a Median?

The median score is the point where 50% of people within the sample have a higher net score and 50% have a lower net score.

Take a look at your own scores and compare them with the medians for the groups shown below.

### Your Scores

E:16

P:12

A:29

S:2

### Median Scores for Other Groups

Total worldwide sample

E: 3

P: 2

A: 12

S: 5







## DISCLAIMER

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The Profile descriptions given here relate to the information provided in the Team Management Profile Questionnaire. While utmost care and attention have been taken, the authors and publishers stress that each Profile is based on general observations and they cannot be held responsible for any decisions arising from the use of the data, nor any specific inferences or interpretations arising therefrom.

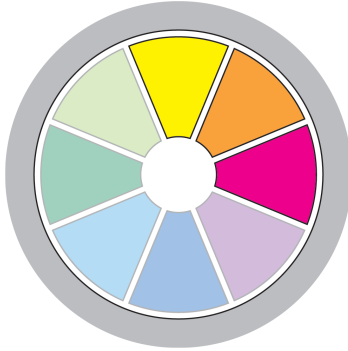


# Individual Summary

Name

Cynthia McCarthy

Organization



Major Role

Thruster-Organizer



1st Related Role

Assessor-Developer



2nd Related Role

Explorer-Promoter

**E:16**

E:

**26**

I:

**10**

**P:12**

P:

**24**

C:

**12**

**A:29**

A:

**30**

B:

**1**

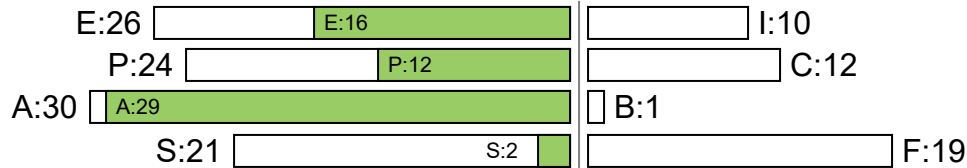
**S:2**

S:

**21**

F:

**19**



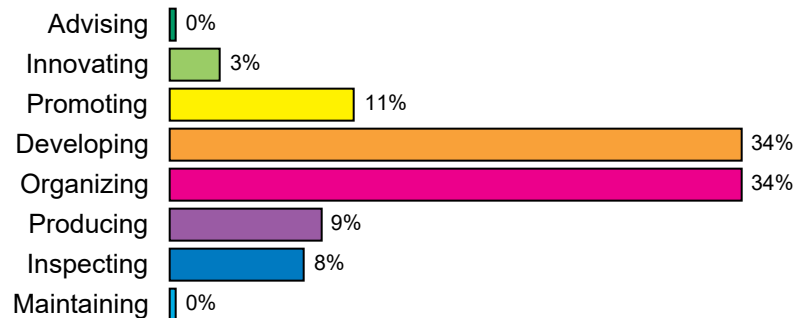
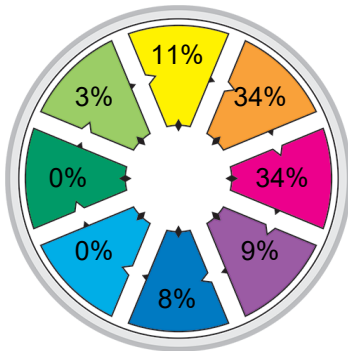
Raw Scores



Net Scores



## WORK PREFERENCE DISTRIBUTION



### Software Details

Report Type

Managerial

Language

English (American)

Version

8.110

Printed Date

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