

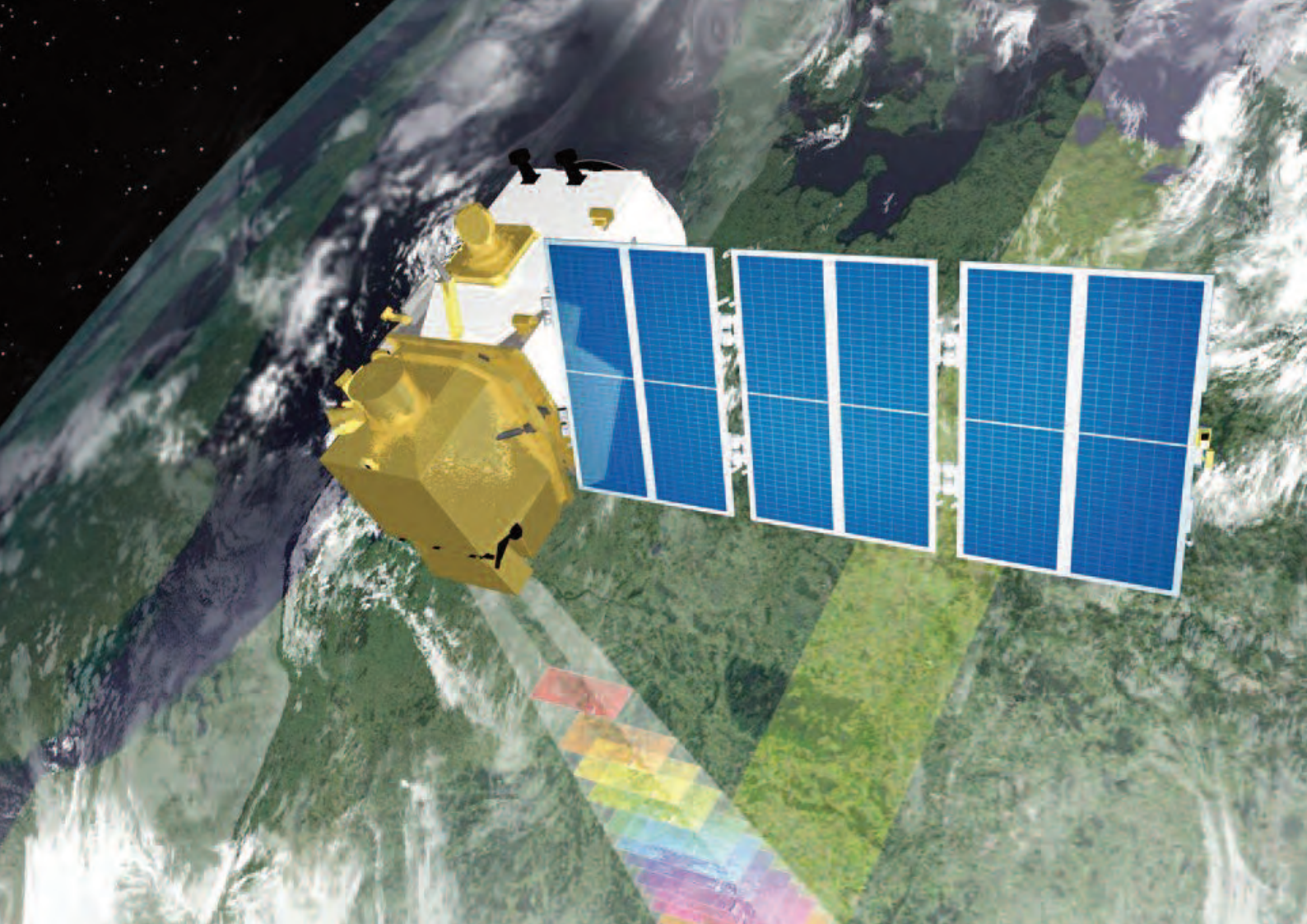


# Totally Teamwork

February 2010

Welcome to the latest issue of our newsletter for members of the TMSDI Network. Read how organisations ranging from the European Space Agency to the Isle of Man Government are using the Margerison-McCann Profiles and learn about our latest product developments. Catch up on all our recent events and discover how we have been networking with clients across Europe.





## Profiles in space!

Teams working on the high-profile Sentinel 2 and Sentinel 3 satellites for the Earth Observation Directorate of the European Space Agency are using the Team Management Profile to help them sustain their effectiveness and momentum as the projects move into different phases.

Katelijne Bleukx, from Brussels-based Adventus Management Consultancy, who is working with the teams explains: “It takes years to launch a satellite, and the skills required during the development cycle reflect the segments of the Team Management Wheel. The Team Management Profiles have proved a good way of enhancing the bonding between the different members of the team, as well as aiding communication and interpersonal effectiveness.”

In September, she ran a three-day teambuilding event, comprising a mix of indoor and outdoor activities, for each

Sentinel team at a remote location in the South of France. Armed with the results of their Profile, team members spent the first day analysing the results, the second day applying what they had learned in a series of challenging outdoor activities, and the final day identifying what they needed to do in practice to ensure they covered the full complement of required team behaviours.

“As you would expect from a group of highly intelligent, highly qualified engineers, there was a bit of initial scepticism about the validity and reliability of the tool. But once they saw how accurate their Profiles were, they were converted,” says Katelijne.





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## Renaissance in museum leadership

Leading museums in the West Midlands are using the Team Management Profile to improve the leadership skills of their most senior people.

As part of the Renaissance in the Regions initiative, which was established by the Museums, Libraries and Archives Council in 2003 to transform England's regional museums and galleries, 14 leaders from museum services in the region have just completed a pilot *Leading Change* programme, which included the Profile.

Bob McDermid, Skills Development Officer for Renaissance West Midlands (RWM), explains: "Several participants were board members of RWM, so are responsible for driving the initiative in the region as well as being accountable for the

success of their own organisations. *Leading Change* was designed to foster more collaborative working and the exchange of experience and ideas."

The programme includes a 360-degree assessment of participants' leadership skills, a Team Management Profile exercise, a development plan, action learning, mentoring and coaching.

Participants found the programme so useful that they have asked Bob to run it for senior people within their own teams. In addition, the Profile will be an important component in a series of *Developing Teamwork* programmes designed to address the preference gaps identified in the *Leading Change* programme.



# Management team healthchecks for NHS

Management teams at NHS Devon have had a very positive effect on the way they work after introducing the Team Management Profile into their training and development programmes.

Mark Robertson, Lead for Management and Leadership Development, and his colleagues have recently used the self-rater Profiles to improve teamworking among three groups of senior staff.

New 'cluster' management teams come from different professional backgrounds and organisations, but need to agree on joint goals then work together to get real results. "The Types of Work Model is helping them to start setting priorities and objectives and provides a framework for shaping their future direction," says Mark.

The Business Support Management Team is also new and comprises people from different parts of the organisation. Here the Profiles have been used to improve collective working and help people understand the value of different work preferences within the team.

The established Primary Care Management Team, meanwhile, faces significant staffing issues and tough financial targets. Mark is using the Team Management Profile to explore strengths and gaps in the team, in order to improve individual and team performance.

Mark is delighted with the results so far: "The Profile has given people a language to understand and appreciate difference within their team. Now, we're focusing on how teams can use it across the organisation to really drive up overall performance."



## Dynamic leadership in Isle of Man Government

The senior management team at the Isle of Man's Department of Trade and Industry (DTI) have been using the Team Management Profile and the Linking Skills Profile to help them develop their leadership skills.

Facilitated by business strategy consultant Caroline Bull of Chrysalis Ltd, the Profiles have given the eight-strong team a powerful insight into their potential to lead the DTI as a high-performing department of the Isle of Man Government.

Caroline has been working with the team, led by CEO Chris Corlett, since 2007 to help them develop their long-term business strategy. As part of that process, the team became keen to understand and develop their leadership skills and the particular roles individuals play within the team.

"I thought there was good scope to use the Team Management Profile and Linking Skills Profile together in order to obtain a really rounded view of the team," says Caroline.

Over 80 internal and external respondents contributed to the 360-degree Linking Skills Profiles, with online questionnaire

responses complemented by high-quality verbal feedback from short interviews. Caroline then used the results of the Profiles as the basis for one-to-one coaching sessions, leading to individual development action plans. A half-day team workshop focused on detailed analysis of the team's effectiveness, leading to constructive conclusions about how to make the team even more dynamic in the future.

Chris Corlett says "The Senior Management Team has worked hard in recent years to maximise the performance of our organisation. Like many organisations, expectations seem to rise each year while overall resources do not. We have had to ensure we get the most out of our people working as one team, flexibly deploying resources where needed. This is not only about good communication, processes and task management. It also requires a common sense of purpose and trust within the organisation, willingness to be self-critical, seek help, learn and change – and the Senior Management Team must lead by example. Caroline has played a valuable role in helping us to challenge ourselves as individuals and as a team and so become better leaders."



## Snapshots from our autumn Network Forum

The TMSDI autumn Network Forum started with a hands-on, high-octane session facilitated by Catch the Bug®'s Diane Coolican, around how to apply techniques for generating new ideas for the Team Management Systems (TMS) Profiles.

Nick Davies from Capstone International talked about the different ways in which he uses the Team Management Profile, adding that the tool's ability to provide an immediate view of someone is in keeping with the world of 'instant gratification' in which we now live.

A post-lunch 'chocolong' with Gerry Wilton of Chocolate Delight provided a teambuilding experience with a difference – and handmade chocolates to take home.

Julian Rizzello, Principal Development Consultant at the National School of Government, shared his approach to

strengths-based teambuilding, and explained why he believes the combination of Appreciative Inquiry and the Team Management Profile is set to become even more powerful.

Consultant Andy Bonito described vividly how the Profile can boost business improvement programmes, and tied everyone up in knots – literally – in the final exercise of the day.

### Book now for March

Our spring Network Forum will take place at the Radisson Edwardian Hampshire in London's Leicester Square on Wednesday 17 March 2010. Telephone Susan Mowse on +44 (0)1904 464506 or [smowse@tmsdi.com](mailto:smowse@tmsdi.com) to book your place.



Marc Tscheuschner & Karin Aurer



Dr Dick McCann

## Rockin' & rollin' at the German Network Forum

The 2009 Network Forum for the German-speaking region took place in September at the Hotel Dolce in the beautiful spa town of Bad-Nauheim, near Frankfurt – famed not only for its impressive list of royal bathers, but also as the place where Elvis Presley was stationed during the 1940s.

Local agent Marc Tscheuschner, with his Executive Trainer Support Karin Aurer, hosted a super action-packed two days attracting around 75 delegates, more than ever before.

The glorious autumn sunshine gave the opportunity for plenty of outdoor networking in between a wide range of different sessions and mini workshops. Keynote speakers included TMS co-author Dr Dick McCann, on the power of the complete TMS approach.

The audience switched with ease from German to English and were able to fully appreciate the drama of another lively presentation delivered by polar explorer Sean Chapple, known already to many in the UK for his work with 'extreme teams'.

From the UK, TMSDI Managing Director Catherine Hick and Development Consultant Janet Leonard had the opportunity to share the experiences of many delegates from the rapidly expanding German-speaking network, where the number of accreditations in the Team Management Profile has increased dramatically over the past two years.



## “Balanced teams more critical than ever ...”

In his keynote speech at the York Associates *High Performing International Teams* Conference, held at York University in September, TMS co-author Dr Dick McCann focused on the backdrop of the current financial crisis. He explained how teams need to be more aware so they can stay on the right side of the fine line between outstanding success and dismal failure.

The key, he said, is for team members and leaders to understand as much as possible about each other. They need to ensure that an action and results orientation is balanced by a focus on information, evaluation and new ideas, which are “crucial to long-term survival”.

For example, an unbalanced investment banking team with strong *Individualism* values and *Thruster-Organiser* preferences “can be outstanding in a bull market, but looking

for jobs when the bears appear,” Dr McCann explained. “The parameters of human interaction have to be constantly tweaked to cater for the vicissitudes of organisational, national and international markets.”

A wide selection of sessions covering the key themes of diversity and values, team competencies, language and trust, were on offer for the international delegates. Rounding off the final day, a lively panel discussion reviewed the learning outcomes of the conference. Taking part on the panel was Dr Fay Niewiadomski of ICTN, TMS agent for the Middle East.

To receive a copy of Dr McCann’s paper, contact Sue Marwood on +44 (0)1904 464532 or [smarwood@tmsdi.com](mailto:smarwood@tmsdi.com)





## Making a positive difference in Higher Education

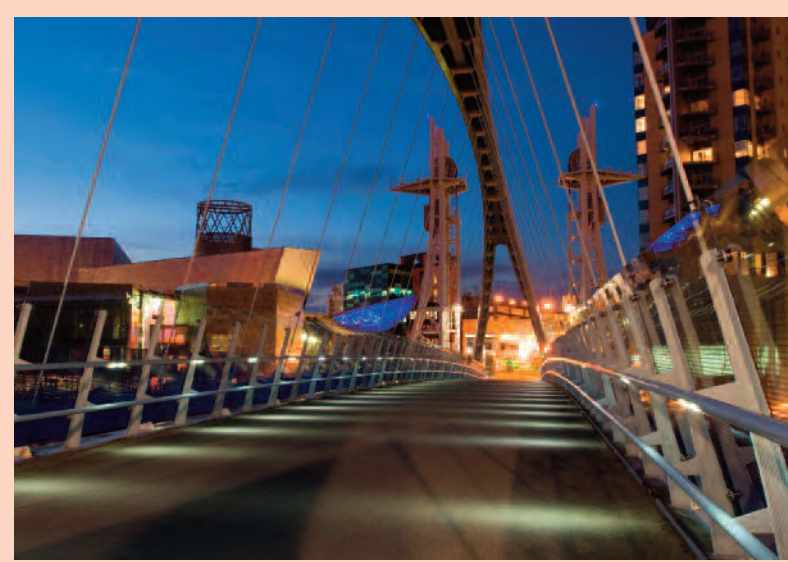
Positive future focus was the theme of the annual staff development conference in Cardiff held by the Leadership Foundation for Higher Education. For the third consecutive year TMSDI was a key sponsor at this event.

The main focus was on the challenges posed to staff and organisational developers by today's economic climate.

Congratulations to our clients at The University of Westminster who, during the conference, were crowned winners of the first ever Staff Development Impact Award. This award recognises, celebrates and rewards outstanding staff development projects and initiatives within higher education.

TMSDI network members Jean Harrison, HR Director, and Nick Kapoutzis, Leadership and Management Development Manager, were presented with the award for their Corporate Services Programme. Involving 180 professional services managers, this 6-month programme aims to develop management capability, improve performance and enable cultural change to allow better employee engagement. It is delivered through a mix of induction, taught modules, action-learning, research options and 360-degree review and feedback, and uses the Window on Work Values Profile.

Contact us for information on how TMS is helping to effect positive change in other leading universities - telephone +44 (0)1904 464515 or email [development@tmsdi.com](mailto:development@tmsdi.com)



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## Exciting new venue for annual CIPD conference

Although not exhibiting this time, we did take the opportunity to visit one of the UK's most vibrant, newly regenerated cities to hear the wide range of inspirational speakers at the CIPD Conference.

Jim Collins opened the event at Manchester Central with a motivational keynote on how to achieve greatness. He was joined by other leading experts and organisations including BBC, Home Office and Oxfam who all shared how they have successfully tackled key issues in the current economic climate.

During the three days, over 65 sessions provided innovative ideas, knowledge and practical tools to drive performance.

And bite-sized learning sessions, offering visitors updates and top tips, created a real buzz on the exhibition floor.

Leading suppliers showcased the latest HR solutions and gave tailored advice to delegates.





© Peter Smith/St Paul's Cathedral

## TMSDI charity support

Once again, TMSDI replaced traditional Christmas cards and calendar mailings with charity donations: this time to Mencap and Marie Curie Cancer Care. We also supported Breast Cancer Care by hosting tables at two seasonal celebrations in London.

At the On Leadership Gala Dinner, the host Allan Leighton was joined by Martha Lane Fox and Lord Digby Jones in a panel debate led by BBC presenter Declan Curry. Topics ranged from the current economic situation, to what the panel members would do if they woke up to discover they were running the country - all of which generated some passionate discussion with the audience.

In December, St Paul's Cathedral rejoiced with seasonal cheer as it played host to Breast Cancer Care's carol service. At this magical event, professional choirs gave breathtaking performances and renowned actors including Jeremy Irons, John Hurt, Timothy West and Sophie Okonedo delivered specially selected readings. A truly unforgettable evening.





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TMS co-authors Dr Charles Margerison and Dr Dick McCann



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## New Linking Skills Profile accreditation

The first of our new-format Linking Skills Profile accreditation programmes took place in York during November. The lively one-day event was packed with ideas and exercises for participants to take away.

“We had a fantastic group who were highly experienced in the use of 360-degree feedback tools, resulting in a great mix of discussion, debate and knowledge exchange,” comments joint programme leader Mark Gilroy. “Our new Facilitator resources and interactive feedback sessions were

well received and we’re very much looking forward to our next event in March.”

If you are interested in measuring key leadership and teamworking competencies, and want to add a multi-rater or 360-degree approach to your coaching toolkit, join us on one of our Linking Skills Profile accreditation programmes on 25 March in York or 18 May in London. For more information contact Mark Gilroy on +44 (0)1904 464515 or [mgilroy@tmsdi.com](mailto:mgilroy@tmsdi.com)

## Team Performance Profile update

We have enhanced the Team Performance Profile by adding an Activity Action Guide into the Profile report. It indicates which activities within the nine Types of Work a team needs to do more of, and which they need to do less of.

This 360-degree Profile is a simple way of providing a ‘before and after’ metric. Does the team really know how it is doing? Are some areas neglected? Are too many people focusing on a limited area of tasks? TMS co-author Dr Dick McCann comments, “Teams can use the Team Performance Profile concepts in a qualitative way when they are all in the

same room. The new enhancement means that the views of external raters can be taken into consideration which is important when trying to avoid team group think.”

Objective feedback from those who work with them helps a team build a blueprint for meeting the needs and expectations of customers, colleagues and key stakeholders. This is particularly important in today’s economic climate where a return on investment is of paramount importance, especially in HR and learning & development departments.



TMSDI's Richard Grayling (IT Manager) and Julia Carling (Client Services Executive) updating [www.tmsaccreditation.com](http://www.tmsaccreditation.com)

## Software encryption

Following the success of our special data encryption program for bureau users, we are now making it available to our software clients. The program means that the personal details people input when completing a TMS Questionnaire online have additional protection and only authorised people can use data files. You can choose to have your delegates' Questionnaire responses sent to you in an encrypted format then, using a specially developed application and a bespoke decryption key, you can easily translate the results back into a format readable by the TMS software. To take up this free service, contact +44 (0)1904 464526 or [support@tmsdi.com](mailto:support@tmsdi.com).

## Team role mapping

Contact us for the latest version of our team mapping software. We have made it easier to use and you can select which 'maps' are suitable depending on the size of team you are working with. There are 17 'maps' available and they really bring the Profile results to life. You can visually display the spread of roles in a team and identify any gaps, for example, or you can plot team members' scores on any of the four Work Preference Measures. To get your free copy of the team mapping program - email [support@tmsdi.com](mailto:support@tmsdi.com) or telephone +44 (0)1904 464526.

## Profile event manager

Further upgrades to our online Questionnaire site – [www.tmsquestionnaires.com](http://www.tmsquestionnaires.com) – have made it more user-friendly for programme facilitators. We have made it easier to send out instructions to participants and to also track completed Questionnaires. For more information contact +44 (0)1904 464526 or [support@tmsdi.com](mailto:support@tmsdi.com).





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