

Totally Teamwork

Winter 2015/16



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Welcome



Mark Gilroy
Director

Catherine Hick
Managing Director

Susan Ayres
Director

We're delighted to welcome you to the latest edition of our TMSDI newsletter. This issue has a truly international flavour with stories from across the globe and across a range of different industry sectors – reflecting the many different ways in which the Team Management Systems (TMS) Profiles are used to achieve personal, team and organisational success.

Our own developments this year have included a new feature within TMSDI Online – a series of visuals you can use with teams to explore their Team Management preferences and add value to your programmes. We hope to bring more new features to TMSDI Online during 2016 so watch this space.

We always look forward to meeting as many of you as possible at our various events throughout the year, so as well as our popular webinars we will be holding our annual network forum in London. We look forward to seeing you there!

Very best wishes from all the TMSDI team.



2016 dates

Team Management Profile accreditation

Webinar*

19 & 20 January
17 & 18 February
17 & 18 March
19 & 20 April
25 & 26 May
23 & 24 June

19 & 20 July
17 & 18 August
15 & 16 September
11 & 12 October
16 & 17 November
15 & 16 December

London

2 & 3 March
16 June (fast track)
6 & 7 July
7 & 8 December

York

7 April (fast track)
17 & 18 May
27 September (fast track)
18 & 19 October

Helsinki

6 & 7 September

Manchester

4 February (fast track)
24 November (fast track)

* Four 90-minute modules over 2 days

Linking Skills Profile webinar accreditation[‡]

19 February
21 April
28 June
19 August
13 October
20 December

Opportunity Orientation Profile webinar accreditation[‡]

19 February
21 April
28 June
19 August
13 October
20 December

Team Performance Profile webinar accreditation[‡]

21 January
22 March
27 May
21 July
20 September
18 November

Window on Work Values Profile webinar accreditation[‡]

21 January
22 March
27 May
21 July
20 September
18 November

[‡] Two 90-minute modules

Discounts available for early bookings. Please contact us for details.

To book call **+44 (0)1904 464515** or email info@tmsdi.com



Taking a fresh approach to careers at GSK

Global pharmaceuticals and healthcare giant GlaxoSmithKline (GSK) has used the Team Management Profile to help its employees develop more fulfilling career paths - and increased engagement as a result.

In 2012, the Consumer Healthcare division established a 'My Winning Career' programme designed to give employees greater knowledge and insight into the range of career options open to them within GSK. "We felt we needed to do a better job in helping people consider how to develop their careers and in providing support for them to do that," says James Hallatt, Global Head, Oral Health Category. "We had all sorts of tools and techniques and initiatives; what we needed was someone or something to bring those alive for people."

James turned to Helen Hambleton, head of consultancy People Untapped. She created a similar programme for two cohorts of people (70 in total) within Oral Health, including the category leadership team and their direct reports, R&D leadership team, supply chain leadership team and global design team.

To prepare for the programme, delegates identified where they'd got to in their careers, and what worked and didn't work in their current job. They completed a values-based self-reflection exercise, a 'career anchors' exercise (based on Edgar Schein's model) and the Team Management Profile Questionnaire. The purpose, explains Helen, was to give people insights about who they were, what was important to them, what they loved and hated doing, and the implications of all this for their future career choices.

“ we needed to do a better job helping people develop their careers ”

The programme consisted of four half-day workshops and covered: developing self-awareness; consolidating feedback; future career mapping and development planning. Participants also received a one-to-one coaching session. "The first workshop was really important," says Helen. "We spent time going through people's Team Management Profiles and getting them to look at the amount of time they spent doing the things they did and didn't like. Once we'd assessed their

current role and mapped it onto their 'work preference distribution' we used peer-to-peer coaching to explore the implications."

Based on such insights, Helen asked delegates to identify criteria their careers had to meet for them to feel successful in the future. "My goal was to move away from the 'I need to do this job next' mentality to 'Who am I? What makes me tick? What do I enjoy and am good at? What's important for my future career?' The programme gave people permission to think about what they wanted from life generally, and the kind of career which would allow them to achieve that." People now have individual career maps that present a range of different options rather than a rigid vertical structure, all underpinned by their personal career choice factors.

"The net benefit of the programme is that it's helping people take responsibility for thinking through and acting on how best they should manage their careers and make the most of the opportunities available to them," concludes James. "That's good for them and it's good for the company."

Read the full case study at www.tmsdi.com

www.peopleuntapped.com



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People & perceptions

Thoughts from Dr Charles Margerison

During a recent visit to the UK we asked TMS co-author Dr Charles Margerison whether he feels there's an innate human need to 'put people in boxes'...

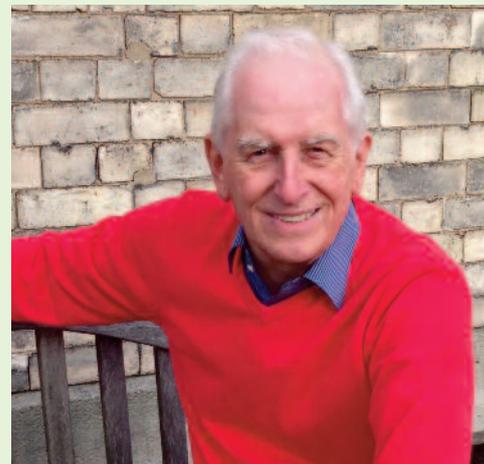
“ In reality the world is divided up into categories in many different ways. In our work at TMS we have 8 major categories around the Team Management Wheel. Why not more? The world is more complex than that, but everyone is trying to make sense of the world in a format that allows us to communicate. Research has found that most people can only cope with 5-9 things at a time – below 5 is too simple, over 9 too complex (itself another categorisation!).

We're in a situation where we're trying to establish meaning – what's meaningful for you, what's meaningful for me? –

then we can find differences or agreements. Underneath all the terminology is a vast array of meaning.

It's the psychology of attribution: there's no fixed reality, only the reality we impose upon it. As a result of which we adopt certain behaviours towards not only the categories, but the people who support those categories. Beneath these simple categories the meaning is very complex.

Coming back to the Team Management Wheel – if someone says to me “I really prefer to be creative & innovative” – that in itself is simple categorisation. But ask in what way, how do you interpret that? They may say they enjoy mechanical creativity, someone else may say artistic work, someone else means writing or



playing the piano. And so, even within the categories there are major differences – it's not a simple way to put people in boxes.

The important thing is not for us to try to categorise, but to provide a language where they can develop their understanding and share the rich meaning in their own lives so we can connect and have a conversation that is of benefit to both of us. It's all about the conversation. ”

Call on the TMSDI experts

If you need help with event facilitation or Profile feedback our expert learning & development team can help. Ideal if you are too busy to deliver a programme or need someone to co-tutor. Perhaps you require additional accredited facilitators for a large event or someone impartial to work with a team. Our L&D team will listen to your needs and customise an event to match the learning objectives of your audience.

We recently ran a team development event at the Joseph Rowntree Foundation. Learning & Development Adviser Penny Foster explains, “I was previously aware of the Team Management Profile and the credibility it has as a personal and team development tool. As we've had a few changes in our team I thought it would be really useful to use the tool to help us understand more

about our strengths and areas for development, individually and collectively. It was an ideal opportunity for us to do something different and talk not just about operational issues but how we like to work, giving us the chance to get to know each other better.

TMSDI delivered a useful and interesting session. Seeing our team profile plotted on screen - where collectively we have strengths, and where there are gaps - really made us think about how we communicate. Since the session we have all tried to be more sensitive to preferences - I have seen this noticeably within our team. It's given us the language to be able to talk about how we adapt the way we work to



support each other. The Profile is particularly helpful due to the breadth of the information you are provided with and the rigorous research behind it. The key now is to keep reflecting on it!”

To discuss your needs with our L&D team please call +44 (0)1904 464515 or email development@tmsdi.com



Fuelling teamwork in Norway

Once regarded as a 'treat' for senior managers, the Team Management Profile is now in demand from even the most junior employees, says Norwegian occupational psychologist Håvard Levang.

Håvard, an organisational psychologist based in Stavanger, the 'oil capital' of Norway, has been using the Team Management Profile for over 20 years. For the past ten years he has used it primarily in large leadership development programmes for the oil and gas companies, and related industries, that cluster around Stavanger. But he believes the primary benefits of the tool are its ability to create a common language and therefore facilitate communication and create trust, and to build more effective teams, which he sees as essential to good decision-making and management.

"The way we set up the leadership development programmes is almost always using a 'learning partner group' comprising people from across the company," explains Håvard. "Participants remain in those teams throughout the programme, which typically lasts for

between six and twelve months and comprises three or four sessions, sometimes interspersed with intermediate work on particular projects."

The thinking behind creating these lasting teams is to provide a place for participants to share their experiences, and to allow Håvard and his colleagues "to experiment a bit on team interventions designed to encourage people to help each other with development."

“ the Profile plays a crucial role in forming learning partner groups

The Team Management Profile plays a crucial role in forming the learning partner groups and in informing Håvard's distinct approach to leadership development. He explains: "We aim to put teams together very quickly - during the first meeting - using feedback from the Profiles, which participants complete before they arrive. We map the teams out in advance, and then give people the Team Management Profile exercises to speed up their trust and communications early on."

Different organisational challenges mean that Håvard uses the Profile in different contexts from when he first started working with the tool 20 years ago. One significant change, he points out, is that people's careers move faster - "or, at least, young people are more impatient for challenging tasks and positions these days." As such, while once the Profile was regarded as a sort of 'treat' for more senior people, "today, even very young people, whether they are in a leadership role or not, are very keen to develop their skills, including leadership skills," he says.

In countries like Norway and Sweden, where companies are typically more egalitarian than elsewhere in Europe, the UK and the US, effective teams (and, by extension, the Team Management Profile) are of paramount importance. "The 'power distance' here is quite short, and people expect to talk to their bosses regularly and participate in decision-making in order to feel 'engaged'," explains Håvard. "Of course, it can get messy if you have to discuss everything all the time, so the team is an important vehicle to have discussions in a disciplined way."



Capitalising on high performance at Octopus Investments

A fund management company with around 450 employees, Octopus Investments recently embarked on a major succession planning and leadership development drive. Learning and development managers Paul Tizzard and Kirstie Hawton are using the Team Management Profile and Opportunity Orientation Profile as a major plank of the programme.

"The Team Management Profile is really valuable in helping us and our high performers know people's work preferences and, from that, whether or not they are currently in the best role," says Kirstie. "And the Opportunity Orientation Profile, which helps people to understand their view of risk, is particularly important in our field, because it makes people aware of the need to counter the natural optimism, energy and passion that characterises our talent group with a degree of caution."

The Profiles immediately resonate with participants, from university professors to

golf course green keepers, says Paul, who has used the Team Management Profile in a variety of different companies and contexts for over 15 years. "People 'get' the simple messages that underpin it, like, for example, the '4Ps' - 'Practise what you Prefer and you can become more Proficient at it, which in turn gives you Pleasure from your work'," he says.

Kirstie adds: "We have one director here whom I thought would take some convincing, but he said it was the best psychometric profile report he'd ever had in his career. After the workshop he immediately booked sessions for his direct reports. The real epiphany for him was around team dynamics, and gaining a better understanding of the respective skills of his team members. It led him to reflect on the extent to which poor team dynamics might have influenced some investment deals that hadn't gone as well as they might have."

Paul and Kirstie recently ran a Team Management Profile workshop with the

relatively new L&D team itself. They also used the Dynamic Team Mapping feature within TMSDI online, which gives high-level overviews and detailed breakdowns of where a team sits on the TMS models. "It's brilliant - the level of detail that you can share adds real value," says Paul. "It is a sort of snapshot summary of where everyone sits on the models, both individually and as a team, and works very well for teams that work together on a daily basis."

“ one director ... said it was the best psychometric profile report he'd ever had in his career

The pair are seeing a shift in culture in the company as a result of using the Profiles. Paul explains: "As it all beds down people are starting to talk more about their preferences and talents rather than trying to fix their weaknesses. That's a good place to be."



Talent Planet puts peer-to-peer learning on the map

During December in Da Nang, Vietnam, Talent Planet celebrates 10 years of self-organised peer-to-peer learning and coaching. Created by Drew Watson during his time leading organisational development at Prudential UK and Europe, Talent Planet was taken forward in partnership with Graham Barkus of Cathay Pacific (now OD Head at Swire Properties, Hong Kong). Their first event was held in 2005 at The Shell HQ in The Hague with Prudential, Shell, Johnson & Johnson, Dell and Cathay Pacific each

sending between four and six senior leaders from around the globe. Subsequent gatherings have included Intel, L'Oréal and Standard Chartered Bank and have been held in destinations such as Dubai, Hong Kong, Bangkok and Beijing.

The Team Management Profile has been the chosen tool for the launch of each gathering. "Primarily Talent Planet is all about being able to step back, engage with peers from different companies,

surface thoughts about adaptive challenges and intent while engaging in conversation, fast consulting groups and feed-forward style coaching," explains Drew who is now Director of his own company www.dwiconsult.com

"Having the Team Management Profile at the heart of this has made it much easier for leaders to relate to each other with respect and openness while gaining valuable self insight at the same time."

www.dwiconsult.com

Case Study

Trelleborg's solution to global teamworking

Trelleborg Sealing Solutions is one of the world's leading developers, producers and suppliers of precision sealing solutions for all types of industrial applications. With eight research and development centres in three continents and 24 production sites across the world, the organisation has over 5300 employees.

Operating at such a global level in different markets means new challenges are constantly being faced. And as every project is different, standardised work practices are disappearing. Consequently, the ability of teams to organise themselves independently by clearly communicating their roles and preferences to each other is playing an increasingly important part in determining success. Read the full case study on how Germany-based Norbert Wartenberg, HR Director uses the Team Management Profile to bring international teams together at www.tmsdi.com



Branching out into collaborative working at Tilhill Forestry

The Team Management Profile helps forestry company Tilhill Forestry to work 'smarter' and 'achieve more with less'.

When Geraldine Buchanan first received her Team Management Profile nearly 20 years ago she emerged as a Concluder-Producer and was struck, she says, by the accuracy of the Profile.

Some 20 years and three companies later, she found herself as head of HR of the then named UPM Tilhill, who at the time, were the UK subsidiary of Finnish forestry company UPM. The UPM group was an enthusiastic user of the Profile in its management development and teambuilding activities, and Geraldine asked to become a trainer. She re-did her Profile and emerged with exactly the same roles as she had 20 years earlier, which, as she says, demonstrates the consistency and reliability of the tool.

In common with many boards over recent years, the executive board and senior teams at Tilhill Forestry were looking for ways to work more

cohesively. In a climate where 'achieving more with less' has become a necessary mantra, working 'smarter' is a way of achieving marginal gains, believes Geraldine. She finds the Team Management Profile to be a highly effective tool in facilitating smarter collaborative working because of the understanding of oneself and others that it fosters.

The workshops break down barriers between people from the word go, she says. "Suddenly seeing why you butt heads with someone so often, for example, can be a revelation. But being able to give and take what can be quite uncomfortable feedback in the 'safe' environment of the Team Management Profile workshop, with its practical exercises and sense of fun, is invaluable."

In late 2012 the company went through a radical restructure, shedding the landscaping and arboriculture parts of the business in order to focus on its core forestry and harvesting activities. The task then was to unite the streamlined

workforce behind the business's ambitious new growth strategy. Geraldine designed a three-month programme of workshops for senior managers, called 'Achieving Together', which focused on collaborative working and were underpinned by the Team Management Profile.

“ the Profile has really captured people's imagination

The Profile has become embedded in the Tilhill Forestry way of doing things. "It's so versatile and effective that when regional and senior managers need to do some development work or solve a particular problem, it's their 'go-to' tool," says Geraldine. "And the staff use the Profile language every day - often unconsciously. You'll hear people refer to a 'concluding' colleague or 'an ideas person', for instance. The Profile has really captured people's imagination."

Taking a Crash Course in Creativity



The Team Management Profile plays an important role in a course designed to get people to think more creatively at work.

An old oil rig in Amsterdam harbour must be one of the quirkiest venues where Team Management Profile workshops have been run, but when the workshops form part of a Crash Course in Creativity it seems entirely appropriate. Consultant Nigel Warwick co-developed the two-day course, which also features artistic performance and group trance, with the 'Open the Oyster' team in the Netherlands, with the aim of unleashing participants' creativity at work.

The course has been designed for audit, tax and consultancy teams within professional services firms, and the objective is to move them from one end of the 'innovation curve', which is characterised by rule pressure, external motivation, stress and survival thinking, to the other end, which is characterised by freedom, internal motivation, no stress and opportunity thinking.

Nigel explains: "We teach people that to solve a problem you might need to stop looking at it and look outside it instead, and introduce them to a range of tools and techniques to help them do that. How often do people have their best ideas at their desk?"

Delegates arrive at the venue and are given a business card by the 'host', which lists a series of problems that they have to solve over the two days. "From there the course unfolds like a plot, with the oil rig being the set. It is very participative," says Nigel.

He runs the Team Management Profile exercise towards the end of the first day to demonstrate how work preferences can affect people's approach to creativity and innovation. "We ask the question: 'Are you part of the problem?'" he says. "Under normal circumstances you might expect a defensive reaction, but the relative simplicity of the Profile and its high face validity means people are receptive to exploring different aspects of their work preferences that can help them

avoid getting stuck in problems. They don't have to bash their head against the wall harder and harder; there is another way."

“ we ask: 'are you part of the problem?'

Working more collaboratively is key. Each session features a Team Management Wheel cake and delegates feed a slice of cake to someone in the opposite segment to their own while telling them how much they appreciate the characteristics of their particular role.

Since it was launched in 2012 over 400 people from around Europe have attended the Crash Course in Creativity, which has now moved to a similarly quirky venue in Rotterdam. Clients say the course creates an innovation 'buzz' around their business, while participants often rate it as the best corporate learning event they have ever experienced.



Time to focus on team coaching

Professor David Clutterbuck, David Clutterbuck Partnership & Lis Merrick, Coach Mentoring Ltd, are developing a new team coaching programme which incorporates the Team Management Profile. Ahead of the launch, David shares his thoughts on the role of the team in coaching...

“Coaching one-to-one is a very powerful way to help someone reflect on issues affecting their performance and well-being. But that’s only part of the picture. Really effective coaching addresses not only the individual but the systems of which they are a part. Sustainable individual change can often only be achieved if those systems also change to support and reinforce new behaviours, priorities and ways of thinking.

Research shows that individual performance is far more dependent on the team environment than had previously been thought. Moreover, high individual performance by one or more people in a team doesn’t necessarily lead to high performance overall – sometimes the opposite may be the case.

Team coaching has emerged as a practical way to apply the principles of

coaching the team as a whole, enabling them to:

- have open dialogue, share concerns and fears, and work with constructive, empathetic challenge
- gain greater clarity, coherence and consistency around priorities
- better understand the team’s processes and identify ways to improve them
- manage task, process and relationship conflict constructively
- understand and value the contribution each member can make, and where they can play to their strengths
- explore the team culture and help it evolve in line with a changing environment
- increase the level of creativity and innovation
- manage its reputation within and outside the organisation
- improve the effectiveness of communication between team members and with external stakeholders
- have a stronger sense of shared purpose
- become more resilient to setbacks
- achieve a better balance between attention to the past, present, near future and long-term future

Because everyone in the team learns and reflects together, teams that embrace team coaching tend to demonstrate more focused, collective energy. As they learn together – and support each other’s learning – they can use real work issues to put the learning into practice, so embedding new skills. Typically, co-coaching becomes a routine activity.

Team coaching isn’t always transformational. Nor is it the answer for all team performance issues - if the team is actually just a bunch of people who work together, with no desire for collective improvement, then the impact may be very limited. Where team coaching does frequently deliver the goods is when:

- a new team is being formed and needs to hit the ground running
- a key team is not working as effectively as it could, and everyone agrees that they want to do better
- a long-established team has lost its sparkle and wants to regain it
- a top team wants to become a role model for the rest of the organisation

What team coaching can do in all these cases is re-energise, refocus and create collective habits of success. ”



Developing a formula for crisis management at Recticel

The power of the suite of Margerison-McCann Profiles to improve personal, team and organisational performance has been demonstrated over many years in many different contexts around the world. But Lee Weavers has started to use the Opportunity Orientation Profile to help save lives.

In 2014 the new management team at the UK subsidiary of Recticel, a Belgian multinational that manufactures foam, asked Lee Weavers and colleagues Mark East and Tim Woodfield of risk management consultancy Radar Consulting, to carry out a risk assessment.

Recticel makes foam for use in a range of products, including insulation, bedding and cars, and the chemicals involved are highly volatile. As such, Recticel has to comply with the COMAH Regulations, which aim to prevent and mitigate the effect on people and the environment of major accidents involving dangerous substances.

The risk assessment identified a number of existing deficiencies, and, with the help

of the Health & Safety Executive, an action plan to address them was designed. As part of the plan Radar Consulting was asked to create and train a crisis management team that would spring into action should a crisis occur.

Lee explains: "The first thing we did was to select a cross-section of people whom we thought had the key attributes and competencies, from a production and chemical point of view, to be part of such a team. We then used the Team Management Profile to find out about the individuals themselves, their work preferences and how they worked together."

“ it gets people to think more consciously about the way they make decisions in a crisis

They then chose people from this group to complete the Opportunity Orientation Profile, which assesses people's attitude to risk.

"We identified some individuals who were very risk-averse, and others who were likely to 'fire from the hip' with only the minimum of information, potentially putting their own and others' lives at risk," says Lee. "Fortunately, a few individuals had the right balance between good technical understanding, analytical skills and decisiveness, who would be able to assess situations before intervening."

They've since run a series of short exercises to prepare everyone for the roles they would perform. Lee says he has found the Opportunity Orientation Profile extremely useful in getting people to think more consciously about the way they make decisions in a crisis - and it's the kind of knowledge he believes will become more necessary in an increasingly insecure world.

He concludes: "We've reached the point where competencies traditionally used primarily in the military and emergency services are required in industry too, and we are teaching people new skills that they haven't previously needed in their line management role."

Enlightenment for teams

Ignite personal energies

Focus on dazzling teamwork



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