

Totally Teamwork

Summer 2013





Activating high performing teams

Pharmaceutical company Bristol-Myers Squibb introduced the **Team Management Profile** to all its 340 employees in the UK & Ireland at its 2012 national conference – and it's already reaping the benefits.

A year earlier it had undergone a major restructuring designed to make the business more responsive to the increasingly challenging industry environment. The leadership team knew it needed to build on the new model by ensuring every individual and team was as effective as possible, and the theme of the conference 'activate' was used to get the message across.

The highlight of day one was a giant Team Management Wheel projected on the floor, with people standing in their 'role' wearing the appropriate-coloured baseball cap. The overwhelming bias towards Thruster-Organisers and Concluder-Producers was, explains TMSDI, fairly typical of a sales-oriented business. However, says Siobhan Halewood, director of field training & events: "We had to counter the Thruster-Organisers' belief that they were 'the best', stressing the importance of our only two Upholder-Maintainers and emphasising that successful teams need a balance. It's not

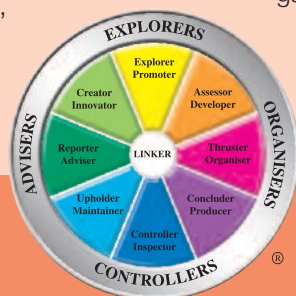
about being 'right' or 'wrong', but about gaining insights into our own and others' preferred ways of working and figuring out how to harness those differences and fill any gaps to create more effective teams."

On day two, delegates put their 'team activation' principles into practice in an Apprentice-style challenge. Over 3½ hours, 30 teams of ten people competed to build 'the most profitable' stall in Belfast's famous St George's Market.

Maria Hall, senior director business effectiveness & planning, and business unit director neuroscience & immunology, explains: "The Profile has definitely helped people to co-operate and collaborate, which is important in a business like ours, organised as it is around different disease-area silos."

A series of half-day workshops is now reinforcing what people learnt by helping them apply it to their daily jobs. Maria believes the conference was the ideal environment in which to gain acceptance for the team thinking embodied in the Team Management Profile. "Not only was it a safe, non-threatening environment, but it was also fun," she concludes.

Read the full case-study at www.tmsdi.com



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A winning combination

Advances in technology and increasing competition from independent online games and lottery providers means that Norsk Tipping, a state-owned company operating Norway's National Lottery, is continuously transforming itself in a bid to keep its number one place in the Norwegian market.

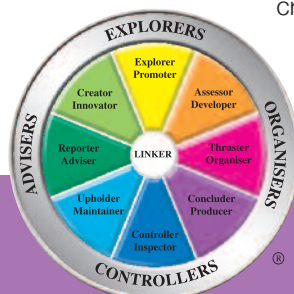
To help focus on organisational development within this fast-paced changing environment, Norsk Tipping has been working with Right Management Norway since 2007. A key priority has been to establish a robust and supportive company culture, and within this create high-performing teams willing to handle rapid change and create innovative products.

The **Team Management Profile** has been used extensively throughout Norsk Tipping with leaders and team members. Facilitated group activities have enabled people to share their Profiles and plan for further team development. And alongside other organisational developmental activities such as competence development, engagement survey follow up and individual coaching, the Profile language has served as the 'glue' holding everything together by creating a common platform for all.

Results in the Norwegian Lottery are significant: they are still number one in the market, they donate the majority of their revenue to good causes and they are continuously looking into new platforms through which to offer their games.

"Such a comprehensive leadership and team development practice over an extensive period of time has set footprints within the organisation," says Cecilie Grendar, Operations Manager & Senior Consultant at Right Management Norway.

"When talking to people in Norsk Tipping, it's evident that TMS has become part of their 'tribal language'. Words such as *extrovert*, *creative*, *flexible* and *beliefs*, and the Team Management Wheel colours, are a common part of everyday conversations about differences in people's style and approaches," continues Cecilie. "These insights and practices have created a more open and trusting organisation, where differing voices and new ideas are more easily brought forward. This has helped Norsk Tipping succeed in creating a culture which is innovative, inclusive and competitive."



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Opportunity knocks for private-equity firm

Five years after switching from industry into private-equity investment, a team of six semi-conductor technology specialists asked John Sutherland, director of consultancy firm Strategic Resource, to help them with two problems. Their limited liability partnership status was being compromised by poor teamwork and they had made no recent significant investments.

John, who specialises in assessing and developing senior teams and boards, first used the Team Management Profile with the team. He found a fairly even spread of preferences around the Team Management Wheel – except for a slight weighting towards the north, indicating a low preference for ‘Producing’ that tallied with their poor investment performance.

“Further probing pointed to a never-ending circle of justification for deals not happening,” says John. To try and identify the cause, he decided to use the **Opportunity Orientation Profile (QO₂[®])**, which measures the balance of energy individuals put into seeing opportunities and obstacles at work.

“It was very clear from the combined scores

that while the team’s propensity to see opportunities was very close to the worldwide median, they had a heightened awareness of risk. That was highly appropriate for the industry they had come from, but far less appropriate for a team working in private equity investment.”

The results proved a ‘light bulb moment’ for the team but, as John says, while awareness is the first stage in addressing a problem, you also need to make practical changes. When he examined how the team worked together, he identified “self-fulfilling loops of doubt” – in other words, a concern led to a process being developed which, in turn, led to another concern and another process, the upshot being a culture of procrastination.

To remedy the problem, the team agreed to dispense with the ‘straw man’ approach, whereby everyone ripped apart someone else’s idea, almost on principle, in favour of an approach where people formed their views independently before the discussion. They also simplified the process for approving deals. Not surprisingly, the firm is now enjoying a much healthier level of deal activity.



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Assessing the collective impact of leadership

The senior leadership team in a business unit of a major blue chip organisation recently assessed its collective impact using the **Team Performance Profile**.

The team was mid-way through an 18-month leadership development programme run by Chris Pote from Devote consultancy. Team members had already received their Team Management Profile which helped them understand their own and others' work preferences. They had also discussed the strategy they wanted to pursue.

"The next obvious step was to assess how effective they were," says Chris, and he selected the Team Performance Profile because it highlights specific areas where a team is performing well and where it falls short of others' expectations. The results didn't surprise anyone because they reflected what their Team Management Profiles had revealed – scantily-populated in the Inspecting and Maintaining types of work and well-populated in Developing and Organising – a distribution pattern typical of senior leadership teams.

What's "really great" about the Team Performance Profile, says Chris, is that the specific and direct feedback it produces is action-oriented, inspiring

the team to address any mismatch between its own and others' perception of its performance. This, as he says, "is perfect for action-oriented teams."

While much of the feedback from bosses, peers and subordinates was positive and reinforcing, the exercise also revealed that subordinates felt undervalued and disengaged from the direction the business unit was heading in, and that peers in other business units were unclear about the team's work priorities.

The team took the feedback very seriously. "360-degree tools are often used in isolation," points out Chris, "but in this case, the combination of the Team Management Profile and the Team Performance Profile made the link between cause (people's behaviour) and effect (how it makes their colleagues feel) very explicit."

The team quickly took steps to address problem areas, and Chris anticipates the next stage of the development journey will be to use the reinforcing feedback to accelerate progress towards strategic objectives while trying to ingrain a stronger Maintaining and Advising mentality to head off future potential problems.





Learning the language of teamwork

As well as delivering workshops and courses to help university and college staff in the development of their careers, Oxford University's Learning Institute uses the **Team Management Profile** to help students work more effectively with one another.

The Profile is part of the training given to each year's student union officers who represent students in negotiations with the University and help them with welfare issues. "Before their arrival," says Jonathan Wyatt, the Institute's head of professional development, "students have not been through management or other training, and have no formal awareness of group dynamics. Very quickly they have to find a way of functioning well together."

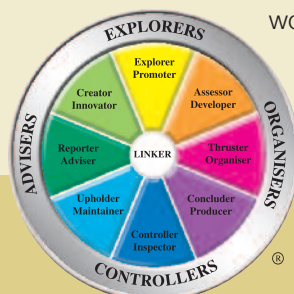
Profiles are shared, roles are mapped on the Team Management Wheel, and gaps are identified and addressed. "It forms the basis of everything else that follows," adds Jonathan. "They love doing it and find it enlightening. They're surprised at what it reveals in terms of balance of preferences, and find it a useful language for talking about how they might adapt or work differently to compensate for any gaps."

"It's definitely useful," says 21-year old Daniel Stone, outgoing Vice President (Charities & Community). "You tend to lean towards your strengths rather thinking, 'Is there another way we could tackle this?'. The Profile helps me understand my preferred learning style and that of others in the team, and how this affects negotiating style."

Another way the Profile is used is to introduce the concept of teams and team dynamics to final-year medical students. "Although the students are not a team", explains Bill Dunn, professional development adviser at the University's Learning Institute, "the Profile takes them through the notion of difference, and explores issues around managing people and teams before they become managers themselves."

"Introducing the idea and mechanics of team working is very important. In some workplaces, if team working breaks down, the outcome could be a report is late. In a medical situation it's different – the stakes are more serious – and good team working is vital; it can be an issue of life and death," concludes Bill.

Read the full case-study at www.tmsdi.com



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Achieving the ‘best for all’

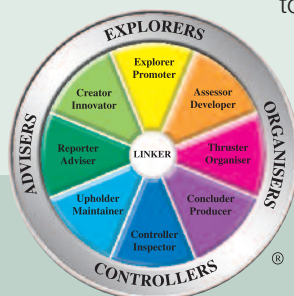
In September 2012, Cobham Free School opened its doors for the very first time. Hired to make an ambitious educational vision a reality, the teaching staff only came together as an intact team two weeks before the start of term.

To make the school work like clockwork, the newly formed team really needed to understand one another and work together seamlessly. Consultant Helen Hambleton, People Untapped Ltd, saw the opportunity to accelerate how the team worked together by using the **Team Management Profile**.

Headteacher Michaela Khatib comments: “Unless we took time out early on in our development as a group, we could get so caught up in the practicalities of opening day and forget about working together as effectively as we could.” As well as having to establish new relationships, the team also had to work together in quite challenging conditions where tensions could easily arise over all sorts of practical issues, including a school still full of workmen and resources waiting to be delivered.

Helen introduced the team to the concepts around types of work and work preferences, and then Profiles were read and shared. “There was a significant Assessor-Developer skew, perhaps not surprising given the team were hired for their enthusiasm in making this project a reality. We discussed the inherent risks – how would they really ensure things were embedded before embarking on the next change?”

Helen helped give the team a clear understanding of their individual and collective preferences. Even more importantly they understood the profile of the group and where, in the long-term, there could be risks. “In the midst of getting the practicalities sorted out, the depth of conversations between people were refreshing and really helped initiate good working relationships at a personal level,” concludes Helen. “People seemed to be operating as equals from the start – without one person’s opinions’ being more important or valued than another. The team really seem to be in it together, with one vision in mind – to create The Best for All which reflects the school motto *Optimum Omnibus*”.



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Making connections

In the beautiful German town of Kassel, where brothers Jacob and Wilhelm Grimm wrote their famous fairy tales, the TMS Conference for our German-speaking region took place in November. Hosted by Marc Tscheuschner and Karin Aurer from Team Management Services GmbH, the event gave TMS practitioners the opportunity to get together and share ideas around key themes including coaching, active learning and interactive ways to introduce the TMS models.

Attending from TMSDI, Janet Leonard delivered a presentation on change management with a key focus on the Opportunity Orientation Profile. “Delegates enjoyed learning more about how this tool complements the Team Management Profile by offering a ‘fifth dimension’ of understanding about what drives our individual and team energies. And, as well as catching up with lots of familiar faces, it was a pleasure to meet new members of the German-speaking network. A superb, well-organised event held in a stunning location.”

During November we also had the opportunity to welcome our Norwegian agents, Right Management Norway to our headquarters in York, UK. We shared ideas with senior

consultants Erling Chr. Nøttaasen, Cecilie Grendar and Erik Næss and discussed plans to continue to grow the use of TMS in Norway.

At HRD 2013 the TMSDI learning & development team observed the key trends and developments within HR. “Values, leadership and innovation were high on the agenda with companies looking to maximise potential in a VUCA world,” comments Mark Gilroy. Attending Dr Amanda Potter’s session on her research into the ‘The Future of Talent Management in the UK’, Janet Leonard and Sue Marwood learnt that only 28% of organisations have a comprehensive talent strategy and that the key to nurturing talent is the development of values, capabilities and strengths.

With other sessions such as Creating Successful Virtual Teams, Developing a Winning Team, and Nourishing Your Workforce, it was great to see that the use of the full range of TMS Profiles can be applied to so many current challenges. And fantastic to bump into some of our TMSDI Network Members on the day.

Lunch and Learn



Applications



What Next?



Lunch and Learn



Free webinars for Network Members

We offer short "Lunch and Learn" refresher events, applications webinars about putting the Profiles into action and "What Next?" sessions for those seeking something new and different. Our summer line-up includes:

What's the deal with split wheels?

How unusual are people with split wheels? What does it mean? Are they harder to work with? Unpredictable? More versatile? More likely to change their work preferences? Join us for a quick tour that will explain how split wheels happen, what it means in practice and why it may be on the increase!

Open your Window on Work Values

Values have a profound effect on performance. The McCann Window on Work Values Profile explores the personal and team values that sit at the very deepest energy level. This taster webinar explains how understanding people's values can give a further layer of understanding about our energy and behaviour at work.

Building Blocks for High Energy Teams

Learn about the Margerison-McCann model for High Energy Teamworking and the eight questions you should be asking on your journey to accelerated performance. Focusing on how to manage teams and projects in an ongoing way,

explore how this dynamic model takes an overarching view of the complete TMS approach.

Stretch your teams and stretch your performance!

Learn about "stretchy" teams and the role they can play in helping organisations to maximise performance in tough times. Using the Types of Work Model and the four Work Preference Measures, we explore how you can build "stretch capability" by taking a broader and more creative view of task areas, and also look at how individuals can stretch their personal energies to give more impact.

To register visit www.tmsdiwebinars.com

New customisation options

Our short network member webinars can also be offered on a customised basis for network members within a single organisation. Contact us for details on how we can schedule an **in-company "Lunch and Learn" or applications webinar** to meet your needs. And if you want to spread the word about TMS within your organisation, we also offer **in-company Discovery webinars**. Call our learning & development team on **+44 (0)1904 464515** for more details.

Interested in attending a webinar?
Visit www.tmsdiwebinars.com



A day to remember!

First there was silence. Then came the roar of ‘the call’ as a traditional Maori warrior stormed into the room and performed the enthralling Haka in front of network members at our recent Network Forum.

Surprise, astonishment, intrigue ... just a few of the words to describe people’s reaction during our post-lunch energiser. And what a powerful energiser it turned out to be! People were on their feet learning the traditional Haka words and actions, culminating in an amazing finale in which everyone performed the ancient Maori tribal ritual.

The Haka’s powerful message of uniting people and its links to change, leadership and team motivation fitted perfectly with the themes of the day’s presentations.

Jan Emerton, WW Consulting, started the day providing us with key insights into a global senior leader development programme. The audience valued her generosity in sharing how the whole company has benefited from using the Team Management Profile and Linking Skills Profile when coaching its leaders to embrace the organisation’s strategic objectives and values.

Marc Tscheuschner, Team Management Services GmbH, gave us some of his top tips when using the Types of Work Model and 16-Fold Model with teams. His fun and lively session ended with a fresh approach to understanding and communicating effectively with people who have different team roles.

James Gairdner and Rachel Holmes, The People Development Consultancy, demonstrated how they use the Team Management Profile with Integrative Thinking™ to leverage team strengths. Their thought-provoking session highlighted how difference can be a source of creativity to help achieve superior decisions and outcomes.

Julian Read, Easy Revolution, explored how he used the Team Management Profile as part of an extensive leadership development programme to develop strategic initiatives at a FTSE100 bank. In his participative session he asked the audience to consider the opportunities and challenges when designing a leadership programme combining commercial and cultural development.

For information on our next Network Forum please contact Susan Mowse at smowse@tmsdi.com



Interested in joining our Network Forum?
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Inspired to learn more?

Perhaps the articles in Totally Teamwork have sparked your interest in our **full range** of Margerison-McCann Profiles. Here's how you can learn more and become accredited in the complete TMS approach.

Take a closer look!

Join our **free Discovery webinars** and **What Next? taster webinars** designed to give you an overview of all our Profiles and their different applications. Visit www.tmsdiwebinars.com or see page 10 of this newsletter.

Extend your portfolio!

Join one of our **accreditation programmes** designed to give you the competence and confidence to use the complete TMS approach in your work. We offer on-the-ground or live webinar options. Learn in-company with colleagues, one-to-one at your own pace, or share the experience with other professionals. For full details visit www.tmsdi.com

Book your accreditation in 2013

Team Management Profile Accreditation

| | |
|-----------------------------|----------------------------|
| 22 & 23 May - webinar | 25 & 26 September - London |
| 12 & 13 June - London | 8 & 9 October - webinar |
| 25 & 26 June - webinar | 30 & 31 October - York |
| 17 & 18 July - webinar | 13 & 14 November - webinar |
| 13 & 14 August - webinar | 4 & 5 December - London |
| 11 & 12 September - webinar | 17 & 18 December - webinar |

Accreditation is also available on a customised in-company basis

Linking Skills Profile Accreditation - webinar

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| 19 June | 29 October |
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Opportunity Orientation Profile Accreditation - webinar

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| 3 July | 3 December |
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Team Performance Profile Accreditation - webinar

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| 27 September | 3 December |
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Window on Work Values Profile Accreditation - webinar **NEW!**

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| 8 August | 6 November |
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Telephone us on +44 (0)1904 464515 for full details.



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