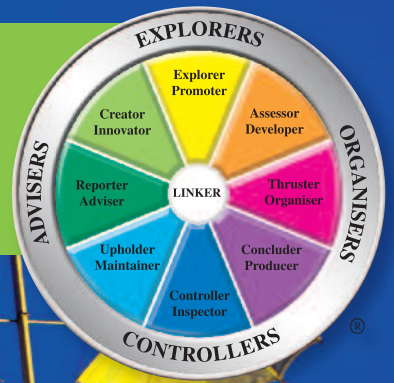


Totally Teamwork



Spring 2014

**A breath of fresh air at
EDF Energy**

**Team Management
Profile meets
Integrative Thinking™**

**Communicating for
scientific development
at TAP Biosystems**

**Window on Work
Values for Enlightened
Leadership**

Welcome



Welcome to your first TMSDI newsletter of 2014.

The Margerison-McCann Profiles are being used in ever more creative ways to enhance personal, team and organisational success. So we're delighted to bring you just a few of the stories from the TMSDI network that caught our attention.

Perhaps you have an interesting story of your own? If so, we'd love to hear from you!

Using the TMS Profiles around the world just got much easier too, with our new digital copy option available to all via the TMSDI cloud. Read our centre spread about the new BureauPlus service that became the top client choice in 2013. It makes Profile delivery and access as easy and flexible as possible, and gives great added value to your clients.

In 2014 we are reinforcing our commitment to creating a shared ongoing learning community for our clients. We have lined up a new series of webinars that will help you keep your knowledge up-to-date and, of course, we hope that you're already part of our active LinkedIn group aimed at increasing connectivity between TMSDI network members.

Our next London networking event is Tuesday 13 May. We hope to see you there.

Catherine Hick
Managing Director



Reputation, Reliability, Results

2014 dates

Team Management Profile accreditation

£1500 + VAT per person

Webinar*

19 & 20 March
29 & 30 April
14 & 15 May
10 & 11 June
9 & 10 July
12 & 13 August
10 & 11 September
7 & 8 October
5 & 6 November
16 & 17 December

London

25 & 26 June
24 & 25 September
2 & 3 December

York

20 & 21 May
21 & 22 October

* Four 90-minute modules over 2 days

Linking Skills Profile webinar accreditation[‡]

£495 + VAT per person

21 March
28 May
11 July
17 September
10 December

Opportunity Orientation Profile webinar accreditation[‡]

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21 March
9 June
11 July
6 October
13 November

Team Performance Profile webinar accreditation[‡]

£495 + VAT per person

24 April
9 June
6 August
6 October
13 November

Window on Work Values Profile webinar accreditation[‡]

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24 April
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[‡]Two 90-minute modules

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A breath of fresh air at EDF Energy



The first time Michael Fox participated in a Team Management Profile workshop, he was an immediate convert.

"I received my Profile two days after I got back from holiday," says Michael, senior training specialist at EDF Energy. "It stated: 'This person will enjoy doing dangerous sports'. I had just been bungee jumping and parachute jumping and I thought one of my team had stitched me up, but they hadn't. It was scarily accurate."

Since then he has used the Profile extensively in a wide range of training and development programmes within EDF Energy.

"The Team Management Profile workshops are like a breath of fresh air to our employees," he says. "The accuracy of the Profile reports is just the first of many 'wow' factors. And while the Profile itself is important because of

the (often quite uncomfortable) leap in self-awareness it prompts, the highly visual team activities that are part and parcel of a typical Team Management Profile workshop also help to make it compelling."

For example, Michael gets participants to stand in a line: those with an extrovert preference at one end and those with an introvert preference at the other so that everybody can identify differences within the team.

"These sort of exercises make it very obvious to people why they might find it difficult to work with certain people," he says.

And sometimes the Team Management Profile prompts an epiphany.

Michael explains: "One person read his Profile and realised there was a potential mismatch between his work preferences and current role. His

preferences lay on the left-hand side of the Team Management Wheel, with a major role of Creator-Innovator, whereas the job he was actually doing sat firmly on the opposite side of the Wheel. He's now one of the best trainers you'll ever meet, because in his new role he is using his preferences on a daily basis."

“ sometimes the Team Management Profile prompts an epiphany

And there is an even more pragmatic reason why the Team Management Profile is such an effective team development tool, concludes Michael: "When else do people get the chance to spend four hours together, in a safe environment, look each other in the eye and give each other honest feedback?"



Stepping up performance

A private-equity company investing in the oil, gas and mining sector asked executive and organisational coach Carissa Bub, to coach a young executive who had been brought in from the US head office to grow the London office. He was highly accomplished, but had little team or organisational leadership experience. The Team Management Profile was a central plank of Carissa's approach, at both individual and team level.

Carissa explains: "His major role was Assessor-Developer, and he was also doing more Thruster-Organiser type work. But he needed to augment his unquestioned ability at finding and closing deals by stepping back and reflecting on the longer term and doing a lot more consulting in order to win a loyal base of people who would trust him to lead them and the international business. I worked with him for the three years it took him to become global president of the business.

At the same time Carissa also created an organisational change programme to encourage a more collaborative and trusting culture within the London office. Again, the Team Management Profile was a critical tool: "It gave everyone a common language and represented a 'safe' environment in which they could become self-aware, explore their relationships with others and understand how they fitted into the bigger picture," she recalls.

Carissa believes that love and fear are our two main drivers and, as she says, "there is a lot of fear in business." But, she continues, curiosity can drive out fear – "and the Team Management Profile catalyses that process. People love finding out about themselves and how they compare with others, and they are often fascinated by the numbers: the Profile provides all of that. When what felt like a threat suddenly becomes interesting, you can really engage people."

“ there is a lot of fear in business ”

Having worked with many financial services organisations over the past 14 years, Carissa has seen the added value the Team Management Profile can give: "People are often aware of issues and problems, but seeing them set out in the Profile and brought to life through the very visual and interactive activities that these sessions typically comprise, really crystallises what they need. For example, they know they're always missing deadlines – but that's because they don't have a Controller-Inspector on the team."

She concludes: "You get a lot of laughter in these sessions – but it's interesting how quickly they move on to the 'so what are we going to do about it?' stage."



Smart people at Sure Start

The North Halifax Partnership (NHP), which runs six Sure Start Children's Centres, knew a period of change and uncertainty was looming when the council announced its intention to outsource the Centres to a third-party provider.

To continue running the Centres, NHP would have to win a formal tendering process. The area management team believed the best way to maximise its

chances was to become a more effective team and called in training & development company Smart People to help.

“ the Profile has helped to keep people positive and motivated

NHP senior manager Jill Webb recalls: “We wanted to make sure we were

working together as a fully functioning integrated team - the Team Management Profile was a real eye opener. We are now able to harness differences and use them to produce better results. The team has a greater mutual respect and the Profile has helped to keep people positive and motivated throughout a very difficult period.”

Valuing the difference

In January 2012 three different charities merged to form the UK's leading pan-disability organisation, Disability Rights UK. Chief executive Liz Sayce OBE enlisted Heidi Ashley-Hacker to run a half-day programme with the newly formed management team to help them work together in a more integrated fashion.

Despite some initial scepticism – “Some people wondered whether we should concentrate on getting on with things rather than talking about how we did them,” says Liz – the team were quickly won over by the accessibility of the Team Management

Profile and the way it immediately helped to foster mutual understanding. “The session helped us realise that differences which sometimes made it difficult to work together were in fact real strengths – if we could harness them properly,” recalls Liz.

Overall, the Profile has “changed the conversation,” she concludes. “It has given us a new language with which to talk to each other, and that has really helped the way we work together. We are more open and working well as a forward-looking team.”



NEW!

Access your digital copy TMS

Our new secure tmsdicloud.com website offers TMS accredited facilitators a simple and efficient way to access, print and share Profiles from their desktop, laptop, smartphone or tablet.

- View all the Profiles, facilitator summaries and team role maps currently available to you, grouped by event
- Download Profiles & related documents for offline viewing
- Print Profile copies with specially designed covers wherever you need them - or pre-purchase our high quality Profile packs to make up your own bound Profiles
- Choose from 12 different screen languages - just select your preferred one from the drop down list

Hard copy plus digital copy

Access to TMSDI cloud is included in our new enhanced Profile processing service: BureauPlus. Hard copy Profiles are sent to your chosen destination in our high quality Profile packs with supporting Discovery Workbook. Plus you also get access to online digital copies via the TMSDI cloud.

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Add company logos on Profile owner pages, plus give them access to the Discovery Workbook and selected support materials. You can even customise the message in the invitation emails for a more personal approach.

Programme sharing

Includes the option for you to share specific events with other TMS accredited facilitators who may be working on an event with you. And to 'un-share' at a later date if you wish.



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Profiles anytime, anywhere

For your clients...

A key feature of the new TMSDI cloud is the option for you to give your Profile owners access to their own personal homepage within tmsdicloud.com so they can view, print and share their digital Profiles.

As well as providing your clients with digital copies of their own Profiles, the TMSDI cloud:

- provides a platform for ongoing learning & reflection
- gives your clients a simple mechanism to share Profiles with peers and key stakeholders, putting them in control
- empowers your clients to manage their own learning
- complements your coaching offering by encouraging your clients to revisit their personal Profiles and associated materials again and again
- extends the service you offer to your clients by incorporating the Profile owner page into different elements of your programmes



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All the benefits of our bureau service plus the option to have your Profiles uploaded in digital form onto the TMSDI cloud. But what does that mean for you?

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- the full range of features available
- how to share Profiles with other facilitators
- the various ways in which the TMSDI cloud can complement and extend your existing programmes

2014 Webinar dates:

Tuesday 8 April 10:30-11:00 (UK time)

Friday 9 May 12:30-13:00 (UK time)

Tuesday 3 June 14:30-15:00 (UK time)

Book online at www.tmsdicloud.com/about

Out of Africa



On a recent trip to Zimbabwe Dr Tom Kennie, Ranmore Consulting, had an opportunity to use the Team Management Profile at Africa University (AU) at the invitation of Dean of Humanities & Social Sciences, Dr John Crowe.

AU is a small, pan African, private university established just over 20 years ago in Mutare, the third largest urban centre in Zimbabwe. The main need was to improve their work as an academic team, so Tom designed a workshop combining discussion around a framework he'd developed to help explain some of the concepts associated with effective academic leadership (the 6 Cs), together with the Team Management Profile.

Taking place in the Institute for Peace, Leadership and Governance the workshop attracted a very senior group of participants, including the Vice Chancellor and his Deputy, along with other Deans, Directors and senior

academics. Tom found that the Team Management Systems (TMS) part of the workshop proved of particular interest: "The Profile helped the group gain insights into their personal and collective team leadership styles. A new sense of respect and valuing of the team's diversity began to emerge. Combined with discussions into the nature of leadership in an academic context, a real buzz and high level of engagement was created within the team."

John found the Profile "a very useful tool for self-reflection" with the team exercise a highlight of the event: "One of the most thoroughly enjoyable elements ... where a model had to be replicated through teamwork and then through a filter of imposed constraints. The nature of teamwork emerged from this exercise much to the enjoyment of all."

During the same trip, Tom also worked with academics, clinicians and

researchers in the College of Medicine - University of Malawi (Blantyre), School of Medicine - University of Zambia (Lusaka) and College of Health Sciences - University of Zimbabwe (Harare). He was able to introduce over 60 academic leaders to the power and value of the Team Management Profile: "It really was very much appreciated and I'm sure will assist in ensuring more clinicians appreciate and see the value of effective teamwork - which ultimately will add to improved patient outcomes."

“ a new sense of respect and valuing of the team's diversity began to emerge

"The next step on the journey is to develop a cadre of leadership developers in each location who can carry on this work at a local level. A plan to run a 'train the trainer' programme is evolving and I'm sure TMS will form a central part of the development process."



Team Management Profile meets Integrative Thinking™

One of the UK's major pharmaceutical companies is meeting competitive, financial and cultural challenges with the help of the Team Management Profile in conjunction with another technique, Integrative Thinking™.

Getting a new drug to market depends on several different groups – scientists, clinical development and commercial people, for example – working together. Historically they have worked in silos, in a disparate and unintegrated fashion. But mounting commercial pressures mean they can no longer afford to do that, as the vice-president of a major therapeutic area in this particular drugs company realised.

“Everyone was sitting in their ivory towers, looking internally for solutions to our problems, and different departments were blaming each other for our collective shortcomings,” she says. “We needed to change the way we worked.”

She turned to The People Development Consultancy (The PDC), an organisational psychology and coaching firm, for help in fostering a more constructive team-based culture.

“**Integrative Thinking™ forces divergent decision-making**”

The approach The PDC used was to combine the Team Management Profile with a technique called Integrative Thinking™ – essentially the ability to hold in mind two opposing ideas simultaneously and use the tension between them to construct something new and superior.

James Gairdner, director of The PDC, explains that the two approaches are highly complementary: “Both are about understanding different perspectives – but Integrative Thinking™ takes the

insights the Team Management Profile gives people into their own and others’ perspectives and allows them to do something with the difference.”

Integrative Thinking™ forces divergent decision-making, he continues. “You have to consider lots of different features, and rather than trying to reduce those, understand instead that everything is relevant. You wade into the complexity rather than pretending that everything is very simplistic.”

In the pharmaceutical company, where the Team Management Profile and Integrative Thinking™ approach was rolled out across all 800 employees, decision making is now much more collaborative.

“The combination of the two tools is an excellent way of engaging people in finding new ways to solve long-standing problems,” concludes the vice-president.

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Communicating for scientific development at TAP Biosystems

Sarah Tilby, head of human resources at life sciences company TAP Biosystems, has been using the Team Management Profile with teams in the business for the past ten years, and appreciates the benefits.

So when she ran a development programme for a team of 12 technical leads, each of whom are involved in new development projects, she and the chief technical officer decided that incorporating the Team Management Profile would be helpful. They particularly wanted each technical lead to share information about how they prefer to be approached by others in their teams.

Sarah explains: "They all work with different teams as and when new development projects arise and we felt it was important that they understood each others' work preferences. We also wanted them to use the insights from the Team Management Profile in order to work more effectively within their development teams, which typically

include people from different disciplines, for example, manufacturing and design."

TMSDI's Mark Gilroy facilitated a one-day workshop around the Team Management Profile for the team, most of whom, perhaps unsurprisingly, fell into the same part of the Team Management Wheel: the Assessor-Developer, Explorer-Promoter and Creator-Innovator segments. But despite their similarities, they had different communication styles, and Mark helped them to produce their own personal pacing charter, which they shared with each other and subsequently with other teams.

“ **the insights into working preferences we gained will have big benefits for product development in the future**

Mark then ran additional workshops for project, product management and

manufacturing groups, all of whom work in the cross-functional development teams.

A further day brought representatives of all the different departments together to do a series of practical exercises in the kind of project development groups that the technical leads head up.

"All the work we'd done enabled everyone to see the different preferences in action and appreciate the role each person plays," says Sarah. "For example, technical leads tended to be Creator-Innovators, project managers were Thruster-Organisers and the manufacturing specialists were Concluder-Producers. The greatest value of the Profile lay in helping people understand where their colleagues are in terms of their communication styles. As a result, they know how to approach each other to achieve the best possible outcome. The insights into working preferences we gained will have big benefits for product development in the future."

Window on Work Values for Enlightened Leadership



How would you model the values in your organisation? This was the basis for a session run by TMSDI's Janet Leonard & TMS Master Trainer Sue O'Boyle at the 2013 SDF Conference for Staff Developers in Higher Education. And they used the power of Play-Doh® to do it! Amazing sculptures were created ranging from mountains with flags proudly flying from the top, as one interpretation of excellence at work, to sculpted hands representing collaboration. The exercise proved to be an interesting ice-breaker prompting much debate.

With "Developing Leadership For The Future – Coaching As a Catalyst For Success" being the title of the conference, Janet and Sue explored how the Window on Work Values Profile can assist staff developers when coaching their leaders. During the conference session, Janet and Sue encouraged groups to consider their personal values and explore:

- When leading projects and people at work, what role do your values play?

- What challenges do you face working within your values at work?
- What achievements have been made at work that were supported by your core values?
- What can you do to increase the fit between your values and the way you must act to fulfil your current role?

With all participants receiving their own Window on Work Values Profile, they left with a real insight into how an understanding of this key area can help in developing leadership for the future.

Whilst we all recognise the importance of values-driven leadership the challenge is often how to encourage this with the right amount of authenticity and, for those perhaps initially sceptical of the role of values at work, the right amount of practicality. With the Window on Work Values Profile people receive practical feedback they can apply to their work situation, plus a model that can be used at all levels to explore personal values, team values and organisational culture.

Window on Work Values Profile Accreditation

Do you want to be able to:

Coach an individual around the importance and impact of their **PERSONAL** values at work?

Create and embed **TEAM** values?

Explore **ORGANISATIONAL** values and culture?

Join one of our 3-hour live accreditation webinars for just £495 + VAT per person.

24 April 2014	17 September 2014
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6 August 2014	

Also available:
Values Resource Kit £350 + VAT
The ideal complement to the Profile, enabling you to facilitate meaningful discussions around perceptions of both team and organisational values.

Contains high-quality square model mat and 16 card packs (32 cards per pack).

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Whichever Margerison-McCann Profile you want to use, the first step is accreditation. With a variety of ways to become qualified, you can choose the Profile that best meets your needs or combine them for an even more personal solution.

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On-the-ground group accreditation at your chosen location over one or two days. Recommended for 6-14 participants. An excellent teambuilding experience for the group itself.

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"The tailored and personal approach to the in-house training made learning how to use the Team Management Profile highly effective and enjoyable."

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Team Management Profile 2014 accreditation dates

£1500 + VAT per person

Webinar*

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29 & 30 April
14 & 15 May
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9 & 10 July
12 & 13 August
10 & 11 September
7 & 8 October
5 & 6 November
16 & 17 December

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20 & 21 May
21 & 22 October

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"The webinar was easy to work with, communications were clear and the model suited my diary perfectly. It saved me a lot of costs in terms of time and travel. Welcome to the 21st century!"

On-the-Ground Accreditation

Two day open accreditation programmes for the Team Management Profile at our venues in London and York, UK. A great opportunity to network and get plenty of hands on experience with the Profile. Enjoy a high level of interactivity and discussion with people working in different scenarios and cultures.

"A great networking event and high-calibre exchange."

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