The Team Management Profile became the vehicle for exploring team identity at global leadership think tank Xynteo.

Vulnerability is about allowing ourselves to be seen - a willingness to let go of who you think you should be, in order to be who you are.

Using an interactive smartphone voting system, Mark invited everyone to contribute three words to capture their identity at work, pulling out consistent patterns as the results came in. “Caring, passionate, honest and curious all came through as key themes, and we had an open discussion about how the company vision might be translated through each of these statements of identity.”

The day moved on to look at the current focus of the business, using the Types of Work Model as a framework to help the group capture their perspectives. “The interactive voting system was useful to help collate the results of such a large group in real time,” says Mark “and a clear picture quickly emerged, with Innovating, Promoting and Developing scoring high, and Inspecting and Maintaining scoring low.” This information was useful to reflect back on later in the day once people had received their Team Management Profiles.

After reading their Profiles, the group were then invited to produce a Linking ‘gallery’. Each person produced a flipchart to showcase aspects of their workplace identity using the language of the Profiles, in particular the communication tips for improving Linking. "With a large group, this information can be difficult to condense," says Mark "so we created clusters of individuals with the same Major Role preference in each area of the room to present back. This allowed everyone to spend time exploring the gallery as well as noticing patterns and trends among those with similar work preferences."

In the final session of the day, the group divided into working teams to explore their Team Management Profile results using information from the Dynamic Team Maps. "This was a crucial aspect of the design," Mark concluded "to enable each ‘tribe’ to consider their tendencies, strengths, identity and development areas." Each group then presented the output of the discussions in plenary, including how they were going to act on this information over the coming months.

Enabling people to understand their own ‘story’ at work helps to develop their self-awareness and this can have a positive impact on the ‘tribe’ to which they belong. Each person becomes accountable for the contributions they make which helps define both the tribe’s identity and its role in helping achieve the company’s strategic vision.