Difference is on trend at John Lewis Partnership

Putting teamwork at the HELM

A higher degree of impact and influence at AHUA

eYe-ing up success with Circular Society
2016 was an eventful year in many ways and 2017 shows every sign of continuing surprises and challenges. Arguably there’s never been a more important or exciting time to be working in the learning and development arena and we’re delighted that the Team Management Systems (TMS) Profiles remain as popular as ever - we’re always thrilled to hear so many stories of success from our practitioners.

For this issue we’ve gathered together stories from across Europe, Middle East and Africa where the Profiles are being used to develop teams and individuals in a variety of different organisations and sectors to achieve remarkable results.

2017 sees us introducing a new Profile developed by Dr Paul Robinson and colleagues at Team Leadership Services in New Zealand - the Leadership Behaviours Profile. We’re also extending our range of programmes to include a brand new three-day premium accreditation programme that takes TMS knowledge to a deeper level.

We continue to expand the features on TMSDI Online with My Library offering a collection of resources to help you maximise the impact of your TMS programmes. Read more about all these new developments on page 7.

We very much look forward to seeing you at our events, both face-to-face and virtually, through the coming months.

Very best wishes from all the TMSDI team.

Welcome

Mark Gilroy  Catherine Hick  Susan Ayres
Joint Managing Director  Managing Director  Director

2017 dates

Team Management Profile accreditation

On-the-ground
22 & 23 February - London
22 & 23 March - Helsinki
4 & 5 April - York
14 & 15 June - London
2 & 3 August - York
5 & 6 December - York

Fast Track
18 January - London
14 March - York
17 May - Manchester
12 July - York
20 September - London
2 November - Manchester

Webinar*
10 & 11 January
9 & 10 February
29 & 30 March
2 & 3 May
22 & 23 June
27 & 28 July
6 & 7 September
24 & 25 October
13 & 14 December

* Four 90-minute modules over 2 days

Linking Skills Profile webinar accreditation

26 January  18 July
19 April  13 October

Opportunity Orientation Profile webinar accreditation

7 March  21 September
7 June  8 December

Window on Work Values Profile webinar accreditation

26 January  18 July
19 April  13 October

Team Performance Profile webinar accreditation

7 March  21 September
7 June  8 December

Leadership Behaviours Profile accreditation

28 February - London
25 May - York
13 September - London
22 November - York

Premium accreditation

31 Jan-2 Feb - London
25-27 April - York
4-6 July - London
4-6 October - York

Tailored in-company options are available

To book call +44 (0)1904 464515 or email info@tmsdi.com
The Team Management Profile highlighted to the procurement leadership team at John Lewis Partnership the dangers of ‘getting on too well’.

In January 2016, the head of procurement at the John Lewis Partnership asked consultant Andy Scoble to lead a Team Management Profile session as part of a two-day strategy planning workshop he was running with his leadership team.

“This was a really insightful, productive two days,” recalls Andy. “The team were nearly all Creator-Innovators. They got on fantastically well, buzzed with ideas, were very strategic and thought they had productive meetings. But they didn’t actually achieve very much. What’s more, they were struggling to connect with the wider procurement team - they were running ahead with their blue-sky ideas but there was little detail or follow through and the team below were frustrated.”

The Team Management Profile “shone a light on what they already knew,” but it identified six strategic priorities and decided to form working parties around each of them. But first, so that everyone in procurement could gain and share the same insights, the head of procurement pulled his 70-strong team together for a day-long workshop at Ascot race course.

The day focused on strategy and team building and was underpinned by the Profile - including mapping everyone on a giant Team Management Wheel and getting them to wear colourful caps to reflect their major role.

“[The Team Management Profile work was] very powerful,” says Andy. “There was lots of discussion among participants about where they ‘sat’ on the Four Work Preference Measures, how it felt and how to get the best out of people if they were elsewhere on the scales.”

There have been benefits at individual, team and organisational levels. “Big boards in the office display all the summary data from Team Management Profile exercises and everyone has access to each other’s Profiles. They use this as a quick aide memoir when they are communicating with others, and they sometimes deliberately take an issue to someone with a different preference in order to get a different perspective.”

At a team level, the working parties established to address the strategic priorities have a wider representation of members and meetings are more effective now that teams understand the need to operationalise and embed ideas. And at an organisational level, the group has worked on how to tackle gaps and inherent weaknesses - for example the leadership team has a ‘meetings manager’ who creates an agenda, an action plan and holds everyone to account for following through on their objectives.

“I’ve worked with the Team Management Profile for more than 20 years and I’ve never seen a group run with it like this one has,” concludes Andy.
A programme run by Circular Society uses the Team Management Profile to help young people become more employable.

Receiving your Team Management Profile can be a life-changing experience, and people often comment that they wish they had done it at the beginning of their career. Participants in the European Youth Employment (eYe) programme get exactly that opportunity.

The goal of the programme, run by the Switzerland-based Circular Society, is to provide employers with the skills they need and to increase the employability of young people. eYe brings together employers, associations, universities and individuals to fight youth unemployment in a radically new collaborative way.

Carsten Sudhoff, founder of Circular Society, and Elena Och, an executive coach and facilitator, piloted the programme in Portugal. Most of the participants, aged 19 to 27, had little work experience other than internships and projects. What they did have, though, was personality, energy and the motivation to improve their skills in order to secure a good job.

The programme comprised a blend of classroom and virtual learning, with a coaching approach designed to build self-awareness and interpersonal skills. The Team Management Profile was the focus of the first module.

“We ran the exercise as you would for any professional group or corporate team,” says Elena. “Knowing that ‘collaboration’ is the number one competency European employers are looking for, we put a lot of emphasis on developing that through challenging team tasks.”

The results, she says, were “amazing”. As the Profile allows people to focus on the skills and strengths they have, rather than those they don’t have, it gave the young cohort the confidence to ‘market’ those to potential employers. She adds that, despite their lack of work experience, the young people displayed a very high degree of self-reflection: “When they completed their Profiles and got the feedback, the ‘aha’ moment was even more pronounced.”

The pilot was very successful: all participants got jobs at the end of it. Now that it has proved it can turn ‘unemployable’ young people into eminently employable ones, Carsten has applied for funding to run the programme in Spain, Italy and Romania.

The employment skills gap is well chronicled. Carsten says: “Organisations could grow much faster if they could find more young people with the right ‘soft’ skills and attitudes. Once you get the right ‘raw’ material you can add technical training relatively easily.”

What the eYe programme has demonstrated is that catching young people at an early stage when they are desperate to learn pays big dividends. Carsten concludes: “Getting clarity about who they are and what they are good at helps them orient themselves towards careers where they are likely to be happy and excel.”

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www.newturn.ch www.circularsociety.com

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The Team Management Profile is at the heart of executive development programmes run by Chapel House Training & Consultancy for clients in the Middle East.

"The Team Management Profile crosses cultural boundaries very effectively," says David Collins, CEO of training and development, executive coaching and consulting firm Chapel House, which works extensively with clients throughout the Middle East.

"We also work in Africa, the Balkans and the Far East, and the Profile resonates brilliantly with people everywhere," he says. "We have built it into our executive development programme. It is the one tool that bridges different cultures and we use it in industry, finance and banking, telecoms and higher education."

The Team Management Profile has three distinct advantages over other psychometric tools, says David. "It is highly accurate - we get amazing feedback about its resonance with individuals. It is highly effective in a short space of time, very important when clients are so busy. And we gain a lot of material from the Profiles to use as the basis of our coaching."

He recently used the Profile to great effect across the board of directors of one Middle Eastern client. He recalls: "The board was highly dysfunctional with a lot of silo working. Having received their Profiles, I followed up with one-to-one coaching sessions before bringing the team together into a group session to share the results. "They all gained a real insight into each other’s preferences, which immediately reduced the tension in the group. This led to improved productivity in the organisation within a matter of weeks, even days in some places, because working practices changed at a values and beliefs level as a result of the Team Management Profile work and subsequent coaching."

This experience is typical, says David: "We look for quick wins and sustainable solutions wherever we work, and the Team Management Profile really helps. The immediate 'aha' moment is reinforced by honest conversations, but people have to commit to change and take ownership of that for the coaching to be effective."

"Everyone is different, and the whole essence of the Profile is about understanding and embracing that difference," he points out.

Relationships with Middle Eastern clients are ongoing, says David. "Relationships there are based on building mutual trust and confidence. The Profile is invaluable because it is such a great conversation starter and, therefore, a great basis - in fact a delight - to coach from."

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Putting teamwork at the

By combining the Team Management Profile with a unique simulation experience called 'HELM Simulation', The Whole Thing, an international consulting and training organisation, gives managers and leadership teams a unique experience and the ability to learn in real-time scenarios, where delegation and communication are key to the success and failure of the task.

Fiona MacShannon-Hirst, sales director of The Whole Thing (UK) says the combination of the Team Management Profile along with the HELM Simulation is "like a marriage made in heaven. The complete experience helps the team understand themselves and each other much better; the HELM Simulation experience is unique and hugely impactful as it lets each team navigate a super-tanker through a range of challenges under pressure. Unfamiliar environments bring out true behaviours especially when the team is put under pressure and the heat is turned up! This gives participants a rare opportunity to have insight into how their behaviour affects others", says Fiona.

The Whole Thing, in partnership with City of Glasgow College, have devised a one day team building experience using technologically advanced shipping simulation suites within the Faculty of Nautical Studies at the College's new state of the art Riverside campus in Glasgow.

In the morning, people receive individual Team Management Profile feedback. During the afternoon’s simulation participants put their learning into practice. Each person has a specific role on the ship’s bridge deck including: a team leader or captain (in charge), someone on the wheel (steering), another on lookout, one on communication, with the last member on navigation (radar and chart). Together the team has to navigate the ship safely into port. They are given specific tasks, and every button they press has a direct impact on the outcome.

"It's a 360-degree experience," says Fiona. "And of course, we always throw in a crisis - such as 50-foot waves, or a fire on board, or a potential collision. The simulation is recorded and an expert in body language and NLP analyses people's performance throughout and gives post simulation feedback that reveals starkly to people how the behavioural preferences identified through the Team Management Profile play out in practice, and just how they are perceived in 'real life' by their team members.

"It can be quite a shock," says Fiona. A participant on one programme, for example, had been identified as very task orientated and a perfectionist, and was put in charge of the ship’s wheel. Their approach was very different to that of the 'captain' and other crew members who were good at communicating and engaging others. The result was the team became fragmented, with the participant at the wheel feeling increasingly isolated, and the situation confrontational. When this was analysed afterwards the level of self-awareness from all involved was a real insight into how they may be perceived back in the workplace.

Fiona recalls: "In the post-simulation feedback the group was made aware of what had happened and was then able
to plan practical action to avoid this behaviour back at work.”

The Whole Thing has also run the HELM Simulation for a board of directors in a rapidly growing business. “This particular team had not had time to discover how to work together effectively. HELM allowed them to see where to focus their development, how to communicate, delegate and work better as a leadership team. One-to-one coaching followed this event where the Team Management Profile helped again,” explains Fiona.

Fiona believes that ‘gamification’ will feature more and more in learning and development intervention and is excited to share the benefits of the HELM Simulation along with the Team Management Profile as an example of one of The Whole Thing’s many experiential experiences.

“People relate to this simulation because they are technologically adept, it is fun and memorable, and it makes a real impact,” she says. “Everyone who’s experienced the programme has been blown away by it.”

My Library

Now available on www.tmsdionline.com, a large collection of resources to help you maximise the impact of your TMS programmes. You will find various documents including session outlines and exercises, facilitator guidance, marketing brochures, case studies, sample Profiles and our Totally Teamwork newsletters.

Premium Accreditation in the TMS approach

A new event that extends and amplifies our classic Team Management Profile accreditation. It offers more time for a deeper exploration of the key concepts and models and sets these within the context of our ongoing research into team intelligence.

A well as accrediting you to use the Team Management Profile, the event also includes accreditation in the Team Performance Profile - a powerful 360-degree feedback tool. The Team Performance Profile perfectly complements the more individual focus of the Team Management Profile. There is an extended exploration of specific applications showing how the language of teamwork can be incorporated into a range of interventions including individual and team coaching, leadership and organisational development.

This three day event offers plenty of discussion time, active experimentation with personal and team feedback, and a deeper dive into the rich layers of information within the Profiles. It illustrates the versatility of TMS concepts and models when designing your own development events.

Facilitating a meaningful, structured conversation lies at the heart of the programme as we explore how Profile data, set within the conceptual context of the TMS approach to team intelligence, can open up difficult discussions, find new energies and create action plans that stick.

The new premium accreditation event is offered on an in-company basis, where it can be tailored to your own needs, and is also scheduled as an open event. Call us to discuss the options on +44 (0)1904 464515.

Leadership Behaviours Profile

A powerful and practical multi-rater tool developed by Dr Paul Robinson and colleagues at Team Leadership Services in New Zealand. Providing comprehensive and anecdotal feedback to improve and develop performance as a leader, the Profile is underpinned by research into modern leadership theories. It explores eight factors of effective leadership as well as a measure of emotional intelligence. The supplementary Pulse Report offers a snapshot of progress on the individual’s leadership development journey six months later. We are now offering one-day on-the-ground accreditation programmes with early booking recommended. Call us for more information on +44 (0)1904 464515.
What are the current people development trends in Norway?
Over the past two years, Norway has seen a period of economic decline with the large oil and gas industry experiencing intensive downsizing. Considering 415 of Norway’s 428 municipalities have links with the oil sector, the knock on effect has far reaching consequences - when the oil industry slows down, so does the rest of Norway.

We notice a stronger control on spending with many organisations increasingly taking a 70:20:10 approach - people gain 70% of their knowledge through work experience, 20% via collaboration and 10% from formal learning activities. Consequently, there are fewer generic training and development initiatives around ‘pure’ personal development.

Consequently, there are fewer generic training and development initiatives around ‘pure’ personal development. There is an increasing emphasis on organisational effectiveness, and development initiatives now focus on developing behaviours which prioritise more efficient leadership or employeesship.

Have you seen a shift towards a focus on managing talent and what do you think is driving this?
Many organisations claim to have a strong focus in managing talent and adopting talent strategies. But we often see challenges in bringing these to life. One company we worked with ran a High Potential Programme for a couple of years, but had to put it on hold as finding positions for participants to build their experience and enhance their development proved too challenging. Other organisations want to focus on talent but find it difficult to choose who they want to develop.

What is the impact of using a tool such as the Team Management Profile as part of a leadership coaching conversation?
I was recently coaching quite a new leader responsible for R&D activities in his organisation. He had received some criticism in a 360 and was struggling.

But when he received his Team Management Profile, things started to fall into place and he could see why certain aspects were proving challenging. His department was in the ‘innovating’ phase. As a Concluder-Producer he realised that his need for a structured, analytical and practical approach was challenged by his department’s ‘culture’ of flexibility, belief orientation and creativity.

I’m currently working on a very interesting project with the leaders of one of Norway’s largest unions and the collective picture of the group is providing lots of useful information to help address future challenges.

Einstein defines insanity as “doing the same thing over and over again and expecting different results.” So we use the Profile and the insights it gives to challenge and find new strategies to solve problems. The Profile helps make it possible for people to work together better with their differences.
Senior non-academic staff at universities are learning how to work more effectively with colleagues on a programme run by Rachel Holmes, programme director and a key associate of the Association of Heads of University Administration (AHUA).

Designed to increase the impact and influence of new directors within professional services in higher education, the programme commissioned by AHUA is proving understandably popular given that one of the biggest challenges they face is working with academic colleagues over whom they have no formal authority.

Rachel and her fellow programme director Tess Brooks have run the programme three times and explain that the Team Management Profile features prominently because of its strong focus not just on awareness of self and others, but also on teamwork.

The year-long Impact and Influence programme comprises a mix of 16 people from different universities and functions. Its objectives are to understand yourself better, understand others better in order to work more effectively with them, and navigate the wider political environment. There are four elements to the programme:

The first stage is for participants to complete the Team Management Profile in conjunction with a 360-degree exercise. Rachel and Tess conduct one-to-one sessions in which they discuss the results and use them to establish learning objectives.

The second stage, a month later, is a 2½-day residential for the whole group with input from senior professionals within the HE sector. Participants undertake individual skills work around the Team Management Profile - for instance, people are mapped around the Team Management Wheel according to their preferences and then encouraged to talk to others who have different preferences about how they would tackle a particular issue. Team exercises also focus on what a balanced and unbalanced team looks like and how differently they might approach challenges.

The third element is five action-learning days. Participants are split into two balanced groups, who meet for a full day every two months, with participating institutions taking turns to act as host.

Everybody has a 45-minute slot to discuss something they are currently dealing with, which might range from a challenging relationship with a colleague, to their own career development, to how to manage a change project - and the emphasis throughout is on increasing their impact and influence.

“There is a very structured process of talking and listening, with the group using a mixture of support and challenge to reflect back on what the individual has said,” says Rachel. Not only does this give individuals new insights from different perspectives about how to tackle issues, but it also helps to establish cross-functional, cross-sector networks that are sustained once the programme has ended.

The fourth element is a final one-to-one with the programme directors to assess progress.

“People acquire new skills, new confidence and good practical experience of managing what can be tricky relationships,” says Rachel, adding that “it’s a real luxury to be able to work with a group of people over such an extended period, and the opportunity to revisit the learning from the Team Management Profile at various stages over the year is invaluable.”
Knowledge of each other’s work preferences led two London School of Economics and Political Science (LSE) postgraduate students to agree different tasks and approaches for successfully completing a shared project about book sales forecasting.

“The students were enrolled on the LSE’s one-year Management Science (MSc) course,” explains Emeritus Professor of Decision Sciences Lawrence Phillips, “which ends with each student applying any aspect of their learning to a real-world project for a commercial or government client.”

A UK book publisher sponsoring the project was looking to improve sales forecasting for new books. Students Aleksandra Szczesna and Sergej Levich began by exploring the nature of the problem, asking the client questions, and filtering data to determine its adequacy and reliability for forecasting.

"Before my course at the LSE I had a general idea of my work preferences," comments Aleksandra. "However, only after learning more about Team Management Systems (TMS) and receiving my Team Management Profile did I realise that through having an awareness of my own - and my colleague’s - work preferences we could achieve synergy whilst working on the project. I was able to fully focus on my strengths, confident that the project would meet the highest standards. And because Sergej’s preferences significantly differed to mine, I knew that only by working together could we meet all the requirements of good consultancy."

"by having an awareness of our work preferences we could achieve synergy"

Taking an Explorer-Promoter perspective, Aleksandra had a broader, high-level approach and experimented a lot on which predictor variables could be used in the forecasting model. Sergej’s Thruster-Organiser focus was more results-driven and he tried to get the minimal configuration of variables that would still satisfy the statistical assumptions of the model. "This was especially efficient for the project," explains Professor Phillips, "as there was a trade-off between the goals of the project. Focusing on the task that best corresponded to their individual preferences, the students improved both the quality of their work and their motivation to do well on the project."

The client commented on how well the students worked together, organised meetings with stakeholders, required no supervision and how well-liked they were by all areas of the business. "This positive feedback reflects the importance of another set of skills - process consultancy - which means working with the client, not just for the client,” continues Professor Phillips. On the MSc course the students learn about the 10 basic process consultancy skills as outlined in Edgar Schein’s book, Process Consultation Revisited: Building the Helping Relationship. "The TMS principles, especially linking skills, fit well with Schein’s process consultancy principles, which is why both are taught on the course at LSE."

So pleased were they with the "excellent" results, the client asked Aleksandra and Sergej to present their findings to the Board. And both students were awarded distinctions on their individual final project reports.
Friends of African Nursing (FOAN) is a small UK-based charity which delivers education to nurses in Africa. Celebrating its 15th anniversary in 2016, the charity has already trained more than 1600 nurses in 10 countries.

"Many of the nurses we teach have had no continuing education and almost no leadership training," explains Kate Woodhead, co-founder of FOAN. "Hospitals are complex multidisciplinary areas and nurses have to be able to prioritise, manage a team of people and work closely with other professions. Leadership competence and personal confidence are essential elements of managing patient care effectively."

FOAN’s leadership programme aims to develop personal skills and enable team management development. The main outcomes are intended to give delegates the confidence and self-awareness to develop their own style of leadership, in what are often challenging healthcare systems with scarce resources.

Team Management Profiles have been part of the programmes since 2007 and used in countries such as Tanzania, Botswana, Ethiopia and Ghana. "When individuals start to read their Profiles they are totally amazed at the accurate reflection of themselves and their strengths and preferred ways of working," explains Kate. "It is a wondrous time for them."

"people are amazed at the accurate reflection of themselves"

On their most recent programme in April Kate was somewhat surprised to find 40 nurses awaiting them in Accra Ghana as they had only expected 25 participants, such is the popularity of the course. "The Profiles were extremely well received and nurses commented on how their new self-awareness means they will view people differently from now on and treat them as individuals. They will also use their knowledge of the Team Management Wheel to place their team members in areas where they can be effective and make a positive difference."

Each programme lasts only four days as it is too difficult to release nurses from clinical duties for longer. It is difficult to assess the long-term impact of the Profiles, Kate explains, as they don’t often see the individuals again as it is the turn of others to attend a programme. "However, I know that they are highly prized and I am sure they will be used for years. They have a huge impact on teams and individuals."
Team Intelligence

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