Welcome

Earlier this year, the CIPD’s UK Working Lives Survey* illuminated the changing nature of careers, seeking to question our very concept of work. Social support, relationships at work, wellbeing and work/life balance all emerged as important factors that are currently contributing to how we perceive our working lives and the jobs that shape them.

As ever, it’s the conversations we have about these themes that take centre stage, and it’s here where the Team Management Systems (TMS) approach can truly add value. By focusing on our foundations of research, reliability and results, our profiling tools can help ensure that the future of work is underpinned not only by rich discussion, but led by evidence and rigour.

Our 2018 Network Forum, Autumn meet-up and special Discovery Events in Oslo and Helsinki were successful in bringing together the knowledge, experience and sheer diversity that the TMSDI Network offers and, we hope, creating some new connections.

Elsewhere, the TMSDI learning & development team have worked hard to consolidate the classic Team Management Profile accreditation into a new one-day design for ‘on-the-ground’ programmes reflecting the changing nature of such events. And after introducing the Leadership Behaviours Profile to our extended suite of tools, it’s proving popular with both emerging and experienced leaders in a wide range of businesses, opening up new opportunities to extend these all important conversations.

Looking ahead to 2019, we’ll be hosting more in-person opportunities to connect with other members of our Network and develop your TMS practice. Whether it’s enhancing your toolkit on another of our accreditation programmes, attending our next Network Forum, or simply arranging a day to visit our office in York, we hope to see you again soon.

In this issue of TMSDI News our team have curated a number of success stories to inspire and inform: developing resilience in the Jersey Fire & Rescue Service, playing a key role in leadership development in an innovative business; improving teamwork in a world-leading ocular science business, and much more. We’re also excited to announce the arrival of the latest TMS research - an increase of 70% to our Team Management Profile norm data with plenty of interesting updates to explore. Don’t forget to get in touch if you have an interesting story to tell and you may well feature in our next issue!

With very best wishes from all the team,

Mark Gilroy
Managing Director

* Published by CIPD April 2018

2019 dates

Team Management Profile accreditation

**On-the-ground**
- 22 January - York
- 13 February - London
- 21 February - Oslo
- 6 March - Manchester
- 3 April - London
- 2 May - Helsinki
- 22 May - York
- 11 June - London
- 4 July - Manchester
- 7 August - London
- 11 September - York
- 2 October - Oslo
- 10 October - London
- 14 November - Manchester
- 5 December - London

**Webinar**
- 9 & 10 January
- 5 & 6 February
- 13 & 14 March
- 9 & 10 April
- 8 & 9 May
- 18 & 19 June
- 17 & 18 July
- 20 & 21 August
- 24 & 25 September
- 23 & 24 October
- 19 & 20 November
- 17 & 18 December

* Four 90-minute modules over 2 days

Linking Skills Profile accreditation

- 27 February
- 14 June
- 17 October

Team Performance Profile accreditation

- 12 April
- 14 August
- 3 December

Opportunity Orientation Profile accreditation

- 24 January
- 16 May
- 20 September

Window on Work Values Profile accreditation

- 21 March
- 2 July
- 27 November

Leadership Behaviours Profile accreditation

**On-the-ground**
- 28 March - London
- 23 May - York
- 18 September - London
- 12 November - York

**Webinar**
- 15 February
- 30 April
- 27 June
- 1 August
- 8 October
- 12 December

Tailored in-company options are available

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or email info@tmsdi.com

www.tmsdi.com
Future success is in the bag at Calbee UK

The Team Management Profile is playing a key role in a leadership development programme designed to help snacks producer Calbee UK hit its ambitious growth targets.

Calbee UK has been producing innovative savoury snacks from its factory in Deeside, North Wales, since June 2015. With 80 staff, it’s still a small company, but it’s growing fast and has big ambitions. It already supplies Aldi, Lidl, Marks & Spencer and Tesco, but its vision is to be recognised and respected as the UK’s leading savoury snacks supplier.

With rapid and ambitious growth plans on the agenda for 2018 and beyond, the leadership and management team needs to transform itself from a collection of talented and experienced food-industry individuals into a cohesive team that is flexible, adaptable, and able to take the company from its start-up phase into a period of sustainable growth in both sales and market share in the UK and Europe.

Managing director Richard Robinson and Head of HR Mags Kerns created a bespoke development programme designed to increase the leadership and management capability in the business, and called in leadership development expert Neil Dixon to help.

Neil, a long-time advocate of the Team Management Profile, felt that it would be the ideal tool to help Calbee UK’s management team realise its ambitions. Since he started working with Calbee UK in November 2017 the Profile has “run like a red thread through the programme,” he says.

When people got their feedback from their Profiles, it was delivered in ‘two-to-ones’, comprising Neil, the individual and their line manager. “People would summarise their strengths and areas for development, and this led to a really rich discussion about their accountabilities, core objectives and wider contribution to Calbee UK outside their functional specialism,” says Neil. “This, in turn, led to a development plan. The sessions gave everyone real clarity. One of the things I love about the Team Management Profile is that people are willing to take ‘areas for self-assessment’ because everything is framed so positively.”

Mags says: “Your Profile is not about what you’re good or bad at, but your behavioural preferences - and you have to find ways to compensate for things that aren’t your preferences.”

“we are definitely working better and more closely as a team, and we’ve got to this point quicker than we would have done otherwise"

And this is particularly so in a small, fast-growing, business. “We’re a tight-knit team. Many departments comprise just one or two colleagues. We all have to understand each other, get on and be prepared to step out of our functional box to support the wider interests of the team.”

Mags describes the development programme as “a continuous adventure,” adding: “We’re happy and proud to have got as far as we have in such a short time. We are definitely working better and more closely as a team, and the work we’re doing with Neil, including the Team Management Profile work, has helped us get to this point quicker than we would have done otherwise.”
Realising a vision

The newly established Moorfields Eye Charity has a big mountain to climb: raising £100m to help fund a new state-of-the-art facility for the Moorfields Eye Hospital and its research partner, the UCL Institute of Ophthalmology. To help establish a balanced team from the outset it chose the Team Management Profile.

When a long and complex merger to create the Moorfields Eye Charity was legally completed on 1 April 2017, new chief executive Robert Dufton grasped the opportunity to turn its 22 employees - including himself - into a team right from the word go.

"I wanted people to feel as though they were one organisation," he recalls, because not only would staff have to adapt to a new legal entity and a new boss, but they also came from different organisational cultures, including other charities and the world-renowned Moorfields Eye Hospital.

Moorfields Eye Charity was established to support the work of the hospital and its research partner, the UCL Institute of Ophthalmology, by raising funds for the crucial research, education and patient experience that will keep the two organisations at the forefront of eye health and research.

It was crucial that the new team was as effective as possible, as quickly as possible, because it faces a considerable challenge - to raise £100m to build a new world-leading centre for advancing eye health. The current ageing infrastructure is increasingly difficult and costly to maintain (the hospital buildings on London's City Road are nearly 120 years old). The new state-of-the-art facility will allow even closer integration between the clinical, research and teaching elements of the organisations’ respective work.

Robert and the hospital’s head of learning and organisational development, Ruth Ball, planned an away-day for all the charity’s employees soon after the merger was finalised. The focus would be on team building, and when Robert said he wanted to use a psychometric test with ‘colours’, Ruth knew that the Team Management Profile would fit the bill exactly.

"I've had experience of psychometric profiling in various capacities in different organisations - as a member of staff and as a trustee - and I really like tests that express things in a very visual and emotive way," says Robert. "They seem to make it easier for people to talk about preferences, and are also much more
memorable, than some of the psychometrics that use letters. I have a very clear sense of colours in our organisation now - and the Team Map looks great on the wall!"

"tests that express things in a very visual way seem to make it easier for people to talk about things, and are much more memorable"

Seeing the Profiles and Team Map before the away-day was particularly helpful for Robert and Ruth. "Lots of people had come into the new team with 'jobs', but Robert hadn't worked out whether he had the 'full team' in terms of the required roles being filled by the right people," comments Ruth. "Being able to see the spread around the Wheel beforehand allowed us to structure the team exercises on the day in such a way that people could really see the differences and similarities between them, and the implications for their relationships, as well as highlight where the gaps and strengths were."

The spread of people around the Wheel was "very right-handed," she says. There was a high concentration of Explorer-Promoters, Assessor-Developers and Thruster-Organisers (yellows, oranges and reds) and fewer Controller-Inspectors, Upholder-Maintainers and Reporter-Advisers (blues and greens.) "We need these people for relationship management and getting things done," she says. However, points out Robert, the gap in the light green sector - Creator-Innovator - was significant and needed to be addressed.

Being mindful of the gap is valuable in itself, says Robert. "We're also working hard to remove silos within the organisation, which includes having cross-team projects, and this allows us to cover gaps by bringing secondary preferences into play."

Ruth says: "We're building on a strong foundation of core strengths, so that people understand each other better now and everyone is clear about what's expected of them in their roles and the part they play in the charity's overall mission."

"we're building on a strong foundation of core strengths"

Robert explains: "We want to support even more research when the new facility opens to enable the hospital and the research institute to make more discoveries and turn new knowledge into treatments to inspire eye health and the wellbeing of patients at Moorfields , across the UK and around the world."

"We have a big mountain to climb to raise the £100m. But it's very exciting. This new facility has been long talked about, and it's one of the reasons for the merger of the charities. And the new hospital is only part of the task. We want to be able to transform people's lives at scale."
The culmination of over 35 years’ research, our new Research Manual (RM5) provides fascinating insights into the work preferences of over half a million people around the world working in a variety of industries, professions and teams...

Controller-Inspectors are most likely to have a split Wheel

52% 2-way
11% 3-way

The highest Creator-Innovator role preference distribution of 18% can be seen in both the Psychologist and Geophysicist profession samples.

Denmark at 20% has a much greater percentage of Explorer-Promoters than the other country samples.

No measurable differences in how millennials, gen-xers and baby boomers prefer to work.

3 times more Top Managers & Leaders are represented in the data.

295 profession areas analysed

65 industry groups

Team Management Profile data has increased by 70%.

Watch Dr Dick McCann talking about RM5 and the importance of research

www.vimeo.com/tmsdi

email network@tmsdi.com for more details about RM5

www.tmsdi.com Executive summaries available in My Library on www.tmsdionline.com
Bringing teamwork into focus

A major European acquisition, which added 1500 employees, prompted global contact lens maker CooperVision to review its European manufacturing and logistics operation. The new management team is using the Team Management Profile throughout the business to foster the teamworking required to sustain its reputation for excellent customer service.

CooperVision, headquartered in California, has a long heritage of designing and manufacturing contact lenses, and sells them to customers in over 100 countries. The acquisition of UK rival Sauflon Pharmaceuticals in 2014, along with a large production facility in Budapest, created the need to review the European manufacturing and logistics operation, which has its headquarters in Fareham, Hampshire.

"Before 2014 everything was centralised in the UK so we essentially had to build up the European manufacturing function from scratch," says Willem Lammertink, Senior HR Director Manufacturing and Logistics Europe. "That meant looking at who we were, how our management team could best support our internal and external customers, and what we needed to do to achieve our strategic goals."

The Team Management Profile has played a critical role. When Willem received his own Profile he immediately saw its potential for teambuilding and identifying the ‘development areas’ people needed to focus on. His advocacy of the Profile means it’s been used, and will continue to be used, in many team building sessions throughout the company.

Amanda Harrison, a chartered occupational psychologist and TMSDI associate, has worked closely with Willem to deliver these sessions. "We ran the first teambuilding session in early 2016 for the European senior leaders - and, of course, everyone was so taken with the Team Management Profile that they wanted their own teams to experience it too," recalls Amanda.

The Profile is making a practical difference day-to-day because people are living and breathing the knowledge gained.

She has since run sessions for many of the functional teams within the business - including distribution and logistics, European marketing, supply chain and Quality Assurance. Sometimes there have been two sessions in each function - one for the senior team and one for the wider team. The sessions are interspersed with one-to-one coaching.

Session objectives are determined in advance after consultation with team leaders and members. She explains: "I have 'design calls' in advance of a session, where I discuss with Willem what he and the team want to achieve, how that links with the business model, the key challenges in the team, how long we have, and this allows us to tailor and structure the day to ensure maximum value and outputs for the team."

Amanda adds even more value by putting together a follow-up pack of material to reinforce the learning gained in the sessions, and to sustain the Team Management Profile thinking.

Learning is also reinforced by regular follow-up sessions - as frequently as every two months in the manufacturing management team. "We might look at our progress against the objectives we set in the last session, or update our Team Map if we have a new team member," says Willem. Simply gathering teams together on awaydays provides a useful focus that sustains momentum, he adds. "Every time we follow up it helps to reinforce the alignment between what we’re doing and thinking and how we’re behaving, with what we need to do and achieve going forward."

Around 200 people have done the Team Management Profile so far, and further sessions are planned, both in the UK and Europe. "Two years on the road," as Willem puts it, "and people are definitely working better within and between teams. The Profile is making a practical difference day-to-day because people are living and breathing the knowledge gained."

www.coopervision.co.uk
Read the full case study at www.tmsdi.com

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In Conversation ....
with Mikaela Nyström

The Team Management Profile has been a constant factor in the work of Scandinavian leadership coach and TMSDI network member Mikaela Nyström for the past 15 years. The business climate may have changed, she says, but the appeal of the tool remains evergreen.

Companies’ priorities have shifted over these years, but the appeal and value of the Team Management Profile has endured, explains Mikaela, a leadership coach with over 25 years’ experience in HR, leadership & organisation development in her home country of Finland and across Scandinavia. She spent 15 formative years at Nokia, and for the past eight years has been providing coaching and consultancy through her own company, 4L.com, to many of the top 50 global companies listed on the Helsinki Stock Exchange, as well as many growth businesses.

“There is more interest in team purpose and values today than there was ten years ago,” says Mikaela. “That’s been driven by factors including the entry into the workforce of younger, more community- and world-aware people, who typically have a more ‘socially responsible’ and ‘sustainability’ mindset and want work to be ‘meaningful’.

What’s more, political upheavals and scandals at several high-profile companies have highlighted a number of ethical issues in leadership, and I think people want to ensure they are clear about their own moral compass.”

The Team Management Profile really helps in that it allows people to understand who they are, and think about who they aspire to be, as individuals and a team, she suggests.

Finding balance
Another trend is our quest to find balance in our lives: Mikaela dislikes the term ‘work-life’ balance because, as she says, “we only have one life - work is part of life”. Because we’re all apparently trying to cram more into our days, we need to understand what energises us and what saps our energy, and here again the Profile helps - in terms both of trying to maximise our own energy and that of the team as a whole. “You need energetic, purpose-driven and passionate team members if you’re to be a high-performing team,” she says.

In this way, the Profile also taps into our current (rightful) preoccupation with wellbeing.

Making changes
Mikaela feels the changing business climate has been reflected in changes round the Team Management Wheel. For example, she seems to see more Reporter-Advisers, the result, she believes, of companies reorganising and transforming themselves, and taking more of an ‘outside-in’ view, after the 2008 financial crash and global recession. Likewise, she’s noticed an increase in those with an Upholder-Maintainer preference, which she feels could be a reflection of the increased emphasis on the ‘inside-out’ aspects of leadership.

Mikaela believes the Team Management Profile is probably more powerful today than it’s ever been, given the focus on openness, transparency and authenticity at work - it’s even acceptable to admit to your own vulnerabilities these days. Scandinavia may have a reputation for egalitarian business practice, but she says she’s worked in some very hierarchical organisations. “It’s all changed - and very rapidly - and this is just the start,” she says. “In our increasingly transparent, technology-enabled society we require the entire workforce to bring their whole selves to work if we are to be agile competitors in the global marketplace.”

Nevertheless, she finds it always helps to hold the Profile feedback sessions in a climate that is conducive to people being calm, relaxed and receptive. “One of the most memorable was a session we held with an executive team on the beach, surrounded by the sound of birds and the sea, in the beautiful Finnish Archipelago,” she recalls. "In that sort of environment people really listen properly.

‘Active listening’ is, for me, such an important part of the Profile sessions, which is why I use the Chinese character for ‘listening’ to remind people of the need to be very present and respectful when they’re sharing their stories with each other. Being able to draw their ‘shield’ in the sand made the session even more memorable for people.”
In recent years, the role of the States of Jersey Fire and Rescue Service has expanded beyond its traditional role to include a duty to respond to a wide range of other emergencies and humanitarian situations both on land and at sea.

The nature of the job means stressful events are experienced regularly by firefighters. As well as incident-related stress, they’re susceptible to other organisational stressors such as interpersonal relations and lean resourcing.

Undergoing significant change whilst still being required to maintain optimal performance, the service recognised it needed to further develop leadership, maintain critical decision-making, reduce stress and increase wellbeing. Marc Le Cornu, Group Commander & Head of Operations invited Jersey-based Resilience Development Company (ResDev) to put together a programme using the McCann Opportunity Orientation Profile.

Favouring a pro-active approach to resilience, ResDev helped the team members to develop skills for handling challenging situations, both incident-related and day-to-day.

David Ogilvie, ResDev Managing Director, explains: "Using the Profile we were able to provide the team with a unique insight into their colleagues’ approach and how they explore critical issues around the management of unknowns for the whole team. We then designed and delivered a set of modules, each with its own tools and strategies."

Combined with digital support and skills-based challenges, the modules meant that senior officers measurably improved their ability to think accurately in challenging times, understand and deal with disengagement, and positively deal with pressure and stress. This helped them to adjust their approach to get the best from each other, their people and the programme.

Results showed that on completion of the modules average resilience levels across the team increased by 40%, whilst stress both in and out of work reduced by up to 66%. And this was reflected in participants’ feedback: “I’m far more productive. It’s helped me both physically and mentally to deal with the pressures and stress that we get as firefighters and leaders.” Another commented: “We’re much calmer. It’s a nicer place to work and easier to see how much everyone has to offer. Decision making’s improved … it’s more inclusive.”

Marc concludes "Stress and strains become much more manageable. The time that you spend you reap back in planning, preparation and what you need to achieve".

Resilience to the Rescue!

Module 1 Understand how you perceive change and risk at work
Module 2 How to deal with pressure and reduce stress
Module 3 Thinking styles, optimism and balance
Module 4 Managing energy in times of change and uncertainty
Module 5 Character and authenticity
Module 6 Avoiding psychological bias in decision-making
Module 7 Connecting with others when uncertainty is high
Module 8 Maintaining drive and direction

www.resilencedevelopmentcompany.com
info@tmssi.com
Teaching the teachers

When it comes down to buying books for the pupils or investing in learning & development for the teachers, schools have little choice. But TMSDI network member Anna Callaghan has come up with an innovative approach that benefits everyone.

When Clare Baron was promoted to head teacher at Holy Catholic Primary School in Salford in September 2017, her role as deputy head was filled by another member of the senior leadership team. Their different working styles meant they approached things in a different way and as a result it was taking longer than usual to get things done, as she confided to her friend Anna Callaghan, a senior HR adviser at Exxon Mobil and accredited TMS facilitator.

Anna immediately saw how a teambuilding session using the Team Management Profile could help, but was acutely aware of the budgetary constraints in schools. Feeling strongly that the private sector, which benefits from a great deal of learning and development, should give back to the community, she asked her employer if it would release her for a day to deliver a Team Management Profile workshop to Clare and her colleagues. Exxon Mobil, which prides itself on being a good corporate citizen, agreed and TMSDI provided the Profiles.

Anna ran the session on a school training day just before the February half-term. None of the team had done much, if any, management training before. As a result the value they gained from the day was, says Anna, even greater than that among the private sector teams she's accustomed to working with.

The senior leadership team saw not becoming complacent after their recent ‘Outstanding’ Ofsted report as their main challenge. Anna knew that key to this was better teamworking - "they needed to get the most out of the finite energy and time they had left after a hectic day of teaching" - and Clare’s ability to adapt her leadership style when necessary. "For example, she needed to know when to use the team as a sounding board and when to make unilateral decisions."

Most of the team were Thruster-Organisers, yet were widely dispersed along the extrovert - introvert scale, in terms of how they prefer to relate to others. "You could see the difference in their energy and willingness to express their opinions, and it was really interesting for the team to suddenly understand why other people behave as they do," says Anna. "For instance, some people like quiet preparation time when they come into work in the morning, while others like walking around and talking to people, and they could see how they might adapt their behaviour accordingly. Similarly, some people like lots of time to prepare for staff meetings, and others are happy to do it on the fly. They agreed therefore that the agenda should be sent out two days in advance."

Anna also helped the team recognise the importance of making time outside work to socialise, bond, vent their frustrations and so on, rather than using precious time in a staff meeting to do this.

And she framed everything in the context of the purpose of the school, getting the senior leadership team to understand the positive impact that being a more effective group of leaders would have on the pupils.

Clare herself points out that most head teachers are former teachers who are promoted into leadership positions with no training and, as such, "often struggle to find the skills for the adults they manage."

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"In all the years I’ve been in education, it was one of the most purposeful and impactful days. We all felt very privileged to experience the day, and there’s still a buzz about the place on the back of it."
Throughout 2018 we’ve hosted several opportunities for our network to meet up with both members of the TMSDI team and each other, forging those all important personal connections. With half-day events overlooking the fjords in Oslo, in the heart of Helsinki and in a rooftop lounge in central Manchester, plus our ever-popular one-day Network Forum next to the iconic London Eye and palace of Westminster, we’ve been able to share some of the fascinating ways in which the Profiles are used to enhance everything from virtual team working to coaching to cultural strengths.

We’ve also had a number of guest webinars, covering topics including Coaching Questions with Impact, the Future of Leadership Development, From Conflict to Constructive Dialogue and the Story of a Leadership Team in Crisis. Most can now be viewed on our Vimeo channel, so visit www.vimeo.com/tmsdi if there are any you missed or would like to see again.

2019 Network Forum

We’re currently finalising the speakers for our 2019 Network Forum, which will feature sessions on agile teams, onboarding, teams in change and how the Team Management Profile has helped two transatlantic rowers achieve their goals.

Date: 19 March 2019
Time: 10.00am – 4.30pm
Venue: London Marriott County Hall, Westminster, Central London
Cost: only £125 + VAT including a networking lunch

Book your place
email events@tmsdi.com
call +44 (0)1904 641640
visit www.tmsdi.com/network-forum

Free refresher webinars……

If you feel now is the time to refresh your knowledge in the Team Management Profile, we regularly run one-hour webinars for our network members. Perhaps it’s a while since you ran a team event using the Profile and would like to re-immerses yourself in the models and language, or maybe you need to promote the Profile to clients/colleagues and would like an overview of its many applications. Refresher webinars are hosted live by our learning & development team who are on hand to answer your questions.

Upcoming dates:
18 December
30 January
19 February
26 March
25 April

To register
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- 9 & 10 January
- 5 & 6 February
- 13 & 14 March
- 9 & 10 April
- 8 & 9 May
- 18 & 19 June
- 17 & 18 July
- 20 & 21 August
- 24 & 25 September
- 23 & 24 October
- 19 & 20 November
- 17 & 18 December

**Open on-the-ground programmes**

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<tr>
<th>Location</th>
<th>Dates</th>
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<tr>
<td>St Pancras Renaissance Hotel, London</td>
<td>13 February 13th to 14th, 7th August 7th to 8th, 3rd April 3rd to 4th, 11th June 11th to 12th</td>
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<tr>
<td>Radisson Blu Hotel Manchester Airport</td>
<td>6 March 6th to 7th, 4th July 4th to 5th, 14 November 14th to 15th</td>
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<tr>
<td>TMSDI office, York</td>
<td>22 January 22nd to 23rd, 22nd May 22nd to 23rd, 11th September 11th to 12th</td>
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<td>Crowne Plaza Helsinki</td>
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<tr>
<td>Radisson Blu Scandinavia Hotel, Oslo</td>
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**Webinar Accreditation**

£495 + VAT per person per profile

**Linking Skills Profile**

- 27 February
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- 24 January
- 16 May
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**Window on Work Values Profile**

- 21 March
- 2 July
- 27 November

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