



Taking a diverse approach to team building

Founded in 2002, BiGGAR Economics is an Edinburgh-based economic consultancy providing economic analysis and advice for governments, public, private and third-sector organisations across Europe. Areas of expertise include energy transition, universities and innovation systems, the rural economy and the wellbeing economy.

As a purpose-led business, the aim is to create meaningful impact for clients, employees and society.

Opportunity

The company has grown from a team of five in 2018 to 15 in 2023 and 20 in 2024.

The expansion resulted from a drive to increase meaningful impact and a growing expertise in key sectors, enabling them to help clients understand impacts beyond just economic, such as social and wellbeing.

With relatively rapid growth, it became important to introduce more structure and process to manage the numerous projects and clients. To support this, it was clear that there was a need to better understand their own ways of working and individual skills and preferences, as well as help colleagues develop personally and professionally.

Approach

In late 2022 and early 2023, with 15 employees, BiGGAR Economics worked with TMS-accredited consultant and coach, Lisa Blackett of Puzzle Fit Consulting Ltd, to undertake an individual and

organisational review and redesign 'ways of working', which included the Team Management Profile (TMP).

Everyone received their profile in advance and worked with Lisa to learn the concepts, consider the team map and explore the implications. The understanding gained about workplace strengths and preferences and how they might manifest was revelatory. It enhanced self-awareness and provided a better understanding and acceptance of others' ways of being and working. There were a lot of 'a-ha' moments!

18 months later, with eight new recruits, it made sense for the recently joined colleagues to complete their TMPs and, following an introductory session for them, conduct a whole company refresh.

Outcomes

There were many benefits, such as greater respect for ways of communicating and linking; better understanding and acceptance of strengths and preferences; and less conflict about ways of designing project processes. All important outcomes – but expected.

A less obvious but highly valuable outcome was a deeper awareness of diverse ways of thinking, working and being – along with a greater recognition of its benefits and importance to the company's success. This was seen through improved communication, collaboration, creativity, trust, support and deeper respect for each other. It was also evident in the recruitment of eight new colleagues.

When the team did their first 'team map' in 2023, there was a very strong skew to the right, with 60%



either Thruster-Organisers or Concluder-Producers and not all of the 'western hemisphere' roles covered. In late 2024, the 20-person map not only comprised all eight roles, but the east/west 'hemispheres' were considerably more balanced.

Of course, the TMP itself wasn't used for recruitment! So how did the distribution change so much over the 18 months?

BiGGAR Economics has a very robust and equitable recruitment process where several colleagues engage with candidates. With a greater appreciation and understanding of the benefits of diversity, colleagues have been more open to (and curious about) differences, more able to overcome inherent biases and look for, as well as appreciate, the strengths of an individual.

Another benefit has been an increased sense of enjoyment and a greater ability to learn when working on tasks outside their usual preferences. This is partly because they can (more easily) seek support where required, and partly because they recognise the value of spending some of their time in different roles, knowing they aren't confined to just one.

BiGGAR Economics looks forward to continuing to grow, and provide meaning and value to colleagues, clients and society.



Team Management Wheel *

“
The Team Management Profile
is the most valuable profiling
tool I have ever come across.
”

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