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"Growth and the associated jump in staff numbers mean that one of the biggest challenges is ensuring a strong depth of management skills."



Niki de Jager, Global Development and Training Manager at Melbourne IT

TEAM SOLUTIONS COME ONLINE AT MELBOURNE IT

The day-to-day scale of operations at global IT services company Melbourne IT is daunting.

There are 500 terabytes of storage to manage, 6 million domain names to administer, 2500 daily customer calls to answer, and 2200 servers to control. Add to the mix 660 staff in 10 countries and the complexity of the business becomes clear.

As global development and training manager at Melbourne IT, Niki de Jager is one of the managers in the business entrusted with the task of ensuring managerial skills stay up to date in a business that is experiencing rapid growth.

"Melbourne IT has experienced double digit growth in revenue and profit each year for the past 5 years. This type of growth and the associated jump in staff numbers mean that one of the biggest challenges is ensuring a strong depth of management skills," Niki says.

Identifying key challenges

Over the past five years, Melbourne IT has been riding a steep growth curve, making five business acquisitions during the same period. Its most recent move is a joint venture with Fairfax Digital to create Advantate, a company that provides SMEs with cost-effective access to search engine marketing services.

As an IT services firm with 18 offices in 10 countries, Melbourne IT operates under a global matrix structure, with shared services supporting five business units. Niki says the business faces a number of key challenges, including:

- managing complexity and change;
- supervising virtual teams;
- coordinating leadership across geographically disparate offices;
- driving innovation; and
- retaining talent in an era of skills shortages.

In such an environment, effective teamwork is essential. Mid-way through the Melbourne IT leadership programme, it became imperative to identify what staff had learnt and how they had applied any lessons within their workplace. Group members highlighted strengths from each other's presentations.

"The Team Management Profile (TMP) featured significantly in these presentations, the focus being on the assistance it provided in managing their teams, their manager and peers," Niki says.

Participants further developed their people skills in a teamwork module using the Margerison-McCann High-Energy Teams Model, which addresses eight fundamental strategic issues:

- Who are we?
- Where are we now?
- Where are we going?
- How will we get there?
- What is expected of us?
- What support do we need?
- How effective are we?
- What recognition do we get?

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TEAM SOLUTIONS COME ONLINE AT MELBOURNE IT CONT.

Discussion and review of these questions through regular team learning processes provides the basis for collaboration and to ensure that 'high-energy' teamworking is a result.

Throughout the programme, Niki says teams typically concentrated on the first four components of the Margerison-McCann High-Energy Teams Model.

"There was a tendency to focus on the 'who are we, where are we now, where are we going and how will we get there?' rather than looking at what is expected of us, what support do we need, how effective we are and what recognition do we get?"

The Margerison-McCann High-Energy Teams Model helped group members broaden their perspectives and address a wider range of issues.

Plotting a future path

Since running the Confident Managers Programme, Niki has come to realise that Melbourne IT needs to put in place measures to assess the success of the initiative. "Using a 360-degree assessment at the beginning of the course and at the end will really assist us to get a concrete measurement of change," she says. Anecdotal evidence, however, indicates that the programme has been well received.

"We've had some really positive responses from staff."

In fact, she is planning another programme which already has 51 applications from employees who are eager to participate. Niki hopes to expand the programme to include other TMS Profiles and believes the Opportunities-Obstacles (QO₂TM) Profile (assessing people's approach to risk), Influencing Skills Profile (highlighting successful communication strategies for working with others) and



The Margerison-McCann High-Energy Teams Model helped group members broaden their perspectives and address a wider range of issues.

Window on Work Values Profile (helping individuals understand how their values influence behaviour) are all likely to assist Melbourne IT.

Niki has no doubt that the combination of the Confident Managers Programme and the use of TMS instruments has been beneficial for Melbourne IT. "The programme has been very successful - 70 per cent of participants have given feedback that they would like to run the TMP with their own teams."



Drs. Dick McCann and Charles Margerison

LISTEN AND DISCOVER!



The **TMS Podcast Series** is a brand new way of discovering new ideas, information and inspiration to help you get the best results from your TMS workshops. You can listen in, anytime, and hear directly from the TMS authors and accredited Network Members around the world as they share tips and best practice.

Team Management Systems Author Podcast Series

The Author Podcast Series features Drs. Charles Margerison and Dick McCann in a series of interviews which explore the origins and underpinnings of Team Management Systems.

Team Management Systems Network Member Podcast Series

This podcast series contains observations from human resource professionals from around the world who have extensive experience of using Team Management Systems products and concepts. These network members offer advice based on their work with the Profiles for both personal and team development, in a wide range of organisations. The series reflects six basic steps that take you from initial preparation to final action plans.

Tune in now at www.tmsworldwide.com/podcasts/



FROM DICK'S DESK

BY DICK McCANN, MANAGING DIRECTOR

AGILE TEAMWORK

Just when we think that the rate of change is about to stabilise, events seem to conspire to bring about even more (and unexpected) change. Very few people were predicting the Global Financial Crisis and many organisations were left 'flat-footed' in their ability to adapt quickly.

In addition we are now entering the age of the real 'dot-com' boom which was illusionary some 10 years ago but is now impacting just about every business. As fibre-optic communication traverses the world, the way business is being done is changing at an alarming rate. Traditional management methodologies need constant revising if organisations are to become 'agile'.

Agile methods were initiated some 8 years ago in software project management where traditional 'waterfall' approaches were found to be cumbersome and failed to adapt to changing specifications, with the result that many large IT developments were obsolete before they were implemented. Agile IT principles value individuals and interactions over processes and tools; working software over comprehensive documentation; customer collaboration over contract negotiation; and responding to change over following a plan. Agile methods have now moved beyond the IT world to project management in general - spawning the age of Agile Teamwork, which embraces many of the Team Management Systems concepts.

Agile Teamwork is a valuable concept where teams are comprised mainly of knowledge workers. In the software industry skilled developers and testers are often worth more to their organisations than their managers and in these teams Agile Leadership is required to make them successful. In terms of the Window on Work Values many IT professionals hold strong values of Independence and Empowerment. With such teams, Agile Leadership seeks to strike a balance between the structure required to achieve high performance and the leadership control to effect it.

Old-style leadership seeks to prepare complex end-to-end plans that will cater for all eventualities but the real world is defined by probabilities not certainties and such an approach trades order for agility. Agile Leadership allows order to emerge from the team dynamics and this is aided by the Team Management Profiles. With the help of TMS tools a fair degree of self-organisation is possible; control processes implemented by the leader are then secondary to the emerging team order.

Agile teams need to readily adapt to changing circumstances and a pre-requisite for this is open and free-flowing information. Traditional hierarchy teams impede the flow of information, as power is often correlated with controlling information and releasing it on a 'need-to-know' basis. Agile IT teams are often geographically dispersed and use a web 2.0 Requirements Management System to ensure rapid

response and updates to changing situations. Many of these approaches are easily adapted to non-IT teams.

Good 'agile leaders' need to be Linking Leaders, implementing the six People Linking Skills, the five Task Linking Skills and the two Leadership Linking skills. In particular such a leader needs to implement the skill of Motivation. They need to:

- Inspire team members to perform
- Articulate a compelling vision of the team's future
- Focus unwaveringly on clear end goals
- Take a stand on controversial issues affecting the team
- Make others feel optimistic about the future

Leaders of agile teams inspire team members to give extra effort towards achieving outputs and outcomes. This is particularly important when setbacks occur. At these times it is important to understand how everyone is feeling and use the skills of Pacing and Leading to encourage team members to put the past behind them and look to a prosperous future.

If team members are to give of their best they need to have a clear picture of what lies ahead. In addition they need to be persuaded that this vision is worth pursuing. Along with the vision there needs to be a set of clear end goals that act as beacons to follow. These goals need to be outcome based and generic rather than specific.

Linking Leaders take a stand when controversial issues arise affecting the team. Team members need to know that someone is out there 'fighting' for them and being an advocate for the team. If team members feel justifiably ill-treated by some issue or situation, then it's important for the leader to put the case strongly to senior people in the organisation.

Another key component of the Motivational Linking Skill is making others feel optimistic about the future. The execution of this needs a good understanding of the behaviour associated with optimism and pessimism. Team members will follow an optimistic leader, so long as they don't neglect the obstacles, which are always present!





TRAINING TIPS

WITH CLIO ROBERTSON

SPLIT WHEELS

A number of our Network Members have recently been in touch with questions about Split Wheels. Here are some of the common questions that came up, along with how to answer them!

Q. What is a Split Wheel?

A. The majority of Team Management Profiles (TMPs) result in major and related role preferences that are adjacent on the Team Management Wheel. In the left hand picture below, the major role is Assessor - Developer, with the related roles of Explorer - Promoter and Thruster - Organiser falling either side.

However, on some occasions the TMP results in a 2 -way Split Wheel (where there are 2 adjacent roles and one non-adjacent) or a 3 -way Split Wheel (where all roles are non-adjacent).



Adjacent Role Preferences



2-way Split Wheel



3-way Split Wheel

Q. How should I explain a Split Wheel to my client?

A. A simple way of explaining a Split Wheel is that the respondent likes to work in different parts of the Wheel.

For example, if someone has an Assessor - Developer major role with related roles in Reporter - Adviser and Explorer - Promoter, it could be explained in terms of: 'The main thing you like to do is assess and develop ideas, however, you like to make sure the ideas are based on gathering plenty of information and that you spend time exploring the ideas with others'.

Q. Why do Split Wheels occur?

A. Split Wheels can only occur when one or more of the RIDO net scores are below 9. (Remember, if all four RIDO net scores are above 9, the two related roles automatically fall either side of the major role).

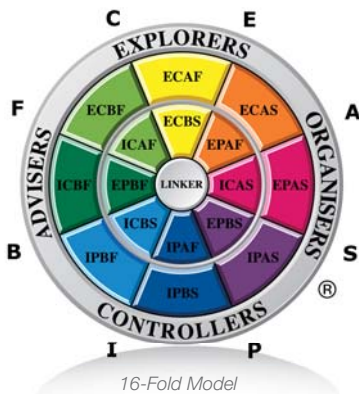
Additionally, Split Wheels will only occur when the major role is in the inner part of the Wheel, so when a person has a Split Wheel, the first thing you know is that their major role is in the inner part of the 16 - Fold Model.

A person with an outer Wheel role preference will never have a Split Wheel. This is because the outer sectors of the Wheel are composed of work preference measures that reinforce one another by pulling in the same direction. Inner Wheel sectors consist of letter codes that pull in different directions and this can cause a Split Wheel.

For example, an Outer - Wheel Thruster - Organiser (EPAS) has all four constructs of E, A, S and P pulling towards the Organising part of the Wheel. Whereas the Inner - Wheel Thruster - Organiser (ICAS) has the A and S pulling towards the Organising sector but the I and the C pulling back towards the Advising side of the Wheel.

Continued over page

...did you know that over 60% of Controller-Inspectors have a Split Wheel? At the other end of the spectrum, only 7% of Concluder - Producers have a Split Wheel.



Example:

Let's consider a person with the following set of net scores:

I:20 C:7 A:12 S:2

Their major role is Thruster - Organiser. To obtain their related roles, we firstly change the lowest net score, which is for the S-F continuum, to the opposite preference measure (i.e. from S to F). The first related role is, therefore, ICAF, which is Creator - Innovator.

To obtain the second related role, it's necessary to change the second lowest score which is on the P-C continuum, which will give a second related role of IPAS, which is Concluder - Producer. This Split Wheel is common in R & D people who have a preference for Innovating, but have also learnt through experience that they have to do some Organising to get their ideas into action.

Another interesting aspect is that you can only get a Split Wheel where one or both of the defining constructs has a score of below 9. (Each sector of the Team Management Wheel has two defining constructs.

For example the Thruster - Organiser sector is defined by the Analytical and Structured construct. That is, Analytical decision-making and Structured organisation are common to both the inner and outer wheel Thruster - Organiser).

Back to our previous example, in the case of our I:20 C:7 A:12 S:2 Thruster - Organiser. If they had the following set of scores:

I:2 C:7 A:12 S:20

The related roles would fall either side of the major role - ECAS, Assessor - Developer, and IPAS, Concluder - Producer, since neither of the defining constructs has a score below 9.

In summary, Split Wheels occur when the following two conditions happen:

- The person's major role is in the inner part of the 16-Fold Model; and
- One or both of the defining constructs has a score of below 9.

Q. How common are Split Wheels?

A. In the current worldwide database 19% of people have a 2-way Split Wheel and 3% have a 3-way Split Wheel.

Q. Where can I find further information?

A. If you'd like some further information on the breakdown of Split Wheels, please refer to Team Management Systems Research Manual: Third Edition. The article TMPQ: Worldwide Database Split Wheel Analysis shows some interesting facts on Split Wheels. For example, did you know that over 60% of Controller-Inspectors have a Split Wheel? At the other end of the spectrum, only 7% of Concluder - Producers have a Split Wheel.



We have had another great addition to the TMS family to support our growing Network Member base.

MEET OUR NEW TRAINER!

Sarah Eqbal joined the training team earlier this year and is tackling her new role with much gusto. You only have to spend one minute with Sarah, and her energy and enthusiasm will rub off on you!

Sarah is no stranger to psychometrics and HR having used feedback tools in a variety of organisational settings. She also has a double degree in Psychology and Business to complement her experience.

Already, Sarah has settled into a hectic schedule of accreditation workshops having co-facilitated public workshops in Brisbane and Melbourne as well as in-house accreditation programmes for Ergon Energy, Queensland Health and Department of Child Safety.

Having Sarah with us will boost TMS' capacity to provide even more accreditation workshops and support for our Network Members!

WELCOME SARAH!



中国 - 案例分析

CHINA CASE STUDY

SPENDING MONEY TO MAKE MONEY AN INVESTMENT IN TRAINING DELIVERS ROI FOR A MAJOR BANK

SITUATION

A Large Emerging Markets Bank "LEM Bank" had successfully upgraded its procurement and vendor management "PVM" department, achieving significant cost efficiencies and supply improvements. However, the business required further efficiencies in line with its successful growth strategy, and a more advanced approach was needed to take advantage of opportunities in mainland China, Hong Kong and Taiwan. On the basis of the successful two-day Star Negotiator Procurement Workshops co-presented by Potential Dialogue and senior management from LEM Bank, Peter Nixon, Potential Dialogue Director and TMS Network Member, was asked for ideas to address this situation.

SOLUTION

In response to the situation, Peter facilitated a short session for PVM's global management committee during their annual meeting in Hong Kong. This session highlighted the key areas requiring focus for the year, one of which was to improve dialogue internally, in order to generate solutions to the tough questions, negotiate the changes required and optimise success. Working with PVM senior management, Potential designed a one-day workshop combining financial analysis, dialogue skills and team management skills. These bilingual workshops were run in Hong Kong (English and Cantonese), Shanghai and Taipei (English and Mandarin). Peter says: "It was good to be able to administer the Team Management Profile Questionnaire in Simplified and Traditional Mandarin, as it was easier for the Mandarin-speaking participants to respond in their own language". Potential provided the trainers and continuity from previous work with PVM. The financial analysis was high level financial statement analysis designed to help the procurement professionals spot vendor issues and opportunities for dialogue. Dialogue skills were developed using live issues, exercises and assessments aimed at providing feedback on both what to say and how to say it when talking to internal clients and teammates throughout mainland China, Hong Kong and Taiwan. The team management skills were enhanced using the Team Management Profile.



Peter Nixon has had good results using the Team Management Profile in Asia.

RESULT

As a result of this intervention the Procurement and Vendor Management teams across the region have become considerably stronger and more aligned in this fast growing market. Thanks to the bilingual facilitation, opportunity for dialogue, insights as to how their teams compare across the region and the value of the workshop content presented, the participants were motivated throughout the workshop and have already implemented most of the recommendations arising from the workshop. While it has only been a few months since completion of these workshops the PVM teams are more cohesive and in demand than ever before. The recession has actually given PVM members a boost because other LEM Bank departments are now calling upon them to assist with cost reductions and find ways to negotiate savings on existing contracts. Their dialogue skills are being put to the test and opportunities for cost improvements are surfacing as a result. The use and transparency of the Team Management Profile has facilitated management's response to the team's strengths and weaknesses in the region.

According to Peter, "My work with this bank's international procurement teams has focused primarily on negotiating supply contracts and has extended to include teamwork and dialogue. The negotiation advice has led to material savings far in excess of the cost of the training. The teamwork and dialogue facilitation has led to efficiencies in project teams - the results of which also surpass the cost of the training. TMS has been an integral part of the team members' awareness leading to improved efficiencies on the projects and a more collaborative teamwork environment."

The teamwork and dialogue facilitation has led to efficiencies in project teams - the results of which also surpass the cost of the training. TMS has been an integral part of the team members' awareness leading to improved efficiencies on the projects and a more collaborative teamwork environment.

LEAD LIKE ERNEST SHACKLETON

Paul Kessler, co-author of *Leading at the Edge: Leadership Lessons from the Extraordinary Saga of Shackleton's Antarctic Expedition*, and Managing Director of America-based consultancy The Syncretics Group, touched down in Australia in May to deliver an Australian first seminar for Team Management Systems and Business Ascents. The response to the events was overwhelming with waiting lists at each venue.

Paul, a man who is no stranger to adventure himself, having travelled to Antarctica to retrace the footsteps of famed explorer Ernest Shackleton, and to Australia, where he sailed with the crew of the AFR Midnight Rambler, presented an exhilarating story of Shackleton's legendary Antarctic expedition and how his leadership approach can be applied by leaders in the corporate world.

We caught up with Paul after the event to ask him what advice he could give to managers who are leading under challenging conditions and to also find out about the most challenging crisis he has ever helped a company go through.



Listen to the interview with Paul at www.tmsworldwide.com/podcasts



Paul Kessler presenting *Leadership at The Edge* in Brisbane

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WELCOME TO THE NETWORK

Congratulations to the following people who gained accreditation throughout the months March 2009 to June 2009.

Lynne Alldred
Melissa Black
Sheryl Brosnan
Tony Bywater
Birgitte Cahill
Miriam Capelli
Vicki Case
Nah Nah Chia
Kerry Day
Angela Deacon
Glenn Dobson
Melissa Donald
Sarah Eqbal
Vanessa Franzen
Louise Gardner
Phek Suan Goh
Dean Grant
Thomas Gregg
Alyson Groom
Stuart Harrison
Jude Harrison
Katie Healy
Katarina Heineback
Preeti Helena
Wendy Hiscoe
Barbara Hoare
Tim Ivins
Beth Jaques
Solei Kingston
Janet Kousal
Chris Lohse
Linda MacGregor
Joanne Malpas
Kelly Maniatis
Margaret Michael
Ee Ling Ng
Kieron Nicholls
Charlene Nichols
Kay O'Neill
Perng Yih Ong
Angela O'Shea
Sue Pager
Sze Min Pek
Simon Phin
Rosemarie Price
Leanne Rasmussen
Barry Rowland
Lucy Ryan
Ian Ryan
Annette Scott
Gayle Smerdon
Carolyn Spencer
Lindsay Springall
Joanne Stefan
Graham Stocks
Mally Strydom
Deb Tetley
Jenny Townsend
Tom Tyson
Justin Vakaci
Michelle Vandemortel
Kate Wallis
Heather White
David Wilson
Mark Winter

Bankwest
Dept of Defence
Brosnan Consulting
Livingstones Australia
Origin
Civil Service College
Dept of Defence

Skilled Group
Bankwest
Kona Group

Team Management Systems
Modal
Insurance Group Aust
Civil Service College
Sydney Water Corporation
Leighton Mining Services
Alyson Groom & Assoc
Leadership in Action
Dept of Child Safety
Queensland Health
Australian National University
Helena Consulting
GrainCorp Operations
Ergon Energy
Dept of Infrastructure
Dept of Child Safety
Parmalat Australia
EMD Workforce Development
Ergon Energy
Coaching People Australia
Joanne Malpas Consulting
Hudson Talent Management
Dept of Child Safety
Civil Service College
Dept of Justice, Victoria
Bankwest
Dept of Child Safety
Civil Service College
Queensland Health
Queensland Health
Civil Service College
Beyond The Break Aust
Ergon Energy
Ergon Energy
Dept of Child Safety
Dept of Justice, Victoria
Dept of Justice, Victoria
Queensland Health
Dept of Justice, Victoria
QUT
St George Bank

Queensland Health
Ergon Energy
University of Wollongong
Sanofi-aventis Consumer Healthcare
Dept of Child Safety
Ergon Energy
Hunter Institute of TAFE
Officeworks
Austrade
Attorney General's Dept
Flame Network

TEAM MANAGEMENT SYSTEMS ACCREDITATION WORKSHOPS



Type of Workshop	Days	Location	August	September	October	November
Team Management Profile (TMP)	2	Adelaide	24 & 25			
		Brisbane		14 & 15		16 & 17
		Canberra			19 & 20	
		Darwin			26 & 27	
		Melbourne	3 & 4			23 & 24
		Perth		7 & 8		
		Sydney	17 & 18		12 & 13	
		Hong Kong		21 & 22		
		Seoul				9 & 10
		Singapore			19 & 20	
		Tokyo				16 & 17
Linking Skills Profiles (LSP)	1	Brisbane		16		
		Canberra			22	
		Melbourne				26
		Sydney			15	
		Hong Kong		24		
		Seoul				12
		Tokyo				19
Opportunities-Obstacles (QO ₂) Profile	1	Brisbane		4		
		Canberra		1		
		Melbourne	31			
		Sydney		2		
		Hong Kong		25		
Window on Work Values Profile (WoWV) & Organisational Values Profile (OVP)	1	Adelaide	27			
		Canberra			23	
		Darwin			29	
		Melbourne	6			
		Perth		10		
		Singapore			23	
Strategic Team Development Profile (STDP)	1	Adelaide	28			
		Brisbane		17		
		Darwin			30	
		Melbourne	5			
		Perth		11		
		Sydney	20			
Types of Work Profile (TWP) & Team Performance Profile (TPP)	1	Adelaide	26			
		Brisbane				19
		Darwin			28	
		Perth		9		
		Sydney	21			
		Singapore			22	

To register on an accreditation programme or to engage a TMS-accredited facilitator in your area, please contact TMS on +61 (0) 7 3368 2333, email tms@tms.com.au or visit www.tms.com.au



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