



Winning work with the Team Management Systems Profiles

General tips

Answering the tricky questions

Features and benefits summary

Useful resources

Profile snapshot



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General Tips

1 Know your product. Refer to *Answering the Tricky Questions* and/or your accreditation handbooks, Research Manual and the Case Studies Collection. There is a wealth of information for you to draw on.

2 Most know the old adage, 'sell the problem, not the solution'. Before describing the solution, describe the problem it will solve. Diagnose your client's situation by asking some of questions below:

Sample Client Meeting Questions

- What are the main challenges facing the team over the next 12 - 18 months?
- To what extent is the team currently equipped to meet these challenges?
- What sort of team do you want to be? How would you like your customers to see you?
- Are there any opportunities in the current or future business environment that you would like to see the organisation taking advantage of?
- What do you see as the main objectives of the project? What would success look like, ie. following a successful assignment, what things would be happening differently? In what way?
- When you have a problem at work, is it mainly a people problem or task problem?
- Would it help if your team had clear and agreed goals to work toward?
- Are you often at a loss as to how to lead your team?

3 Have a success story ready regarding how you have used the Profiles previously, so your client can realise what you can achieve for them. If you don't have a success story to share, refer to the TMS Case Study Collection for many inspiring examples of what others have achieved.

4 Carry some sample Profiles with you. This can be your own personal Profile or some sample Profiles which are available for download on the TMS Network Member Intranet.

Walk your client through the Profile - they will see the report is nicely bound and professionally presented. They will also notice how personalised and comprehensive the report is. Your client can also see how easy it will be to transfer this learning back to the workplace, as the Profile is work-focused and written in simple language that people can understand.

Another tip is to email relevant TMS information prior to the meeting if required, so your client knows you are considering using a TMS solution. They may then have some questions prepared, making your meeting more focused and productive.

General Tips

5 Share your success story at a TMS event. This is a great way to advertise your expertise.

6 Develop a newsletter for your client and prospect database in which you can refer to the TMS workshops you have delivered and the outcomes you have achieved.

7 Ensure you have the TMS logos and product information on your website and other marketing materials, so people are aware of your accreditation status. Contact the TMS marketing team for ideas on how to promote the Profiles.

8 Consider writing a blog as a way to share news and insights. Follow the TMS blog by contributing comments and joining in on the discussions.

9 Submit your TMS application case study to be published in Roundabout - the TMS newsletter.

10 Get your happy TMS clients to write testimonials for you. Once you have completed a successful TMS workshop/programme, ask for a referral, if appropriate. The best advertising is word of mouth.

11 Attend TMS events for networking and learning.

12 List your company profile on the TMS Network Member Directory.

13 Always follow up after the workshop, as this often leads to more work and therefore more opportunities to use your TMS credentials.

Answering the tricky questions

Why have a workshop/ programme?

Operational issues, such as low sales or process inefficiencies, are often symptoms of people issues within the organisation. Commonly, they are the result of inadequate communication channels, ineffective teamwork and/or a lack of succession planning or leadership development.

Daniel Goleman, author of *Emotional Intelligence – Why it matters more than IQ*, found in his groundbreaking research, that 2 out of the 3 abilities vital for company success were emotional intelligence capabilities such as trustworthiness, adaptability and collaboration. According to another study, on what corporations look for when they hire MBA graduates, communication, people skills and initiative came out on top. All people issues.

These capabilities are becoming pivotal as many organisations are under pressure to rationalise middle management and increase customer service and competitiveness in the marketplace.

Corporations now have more horizontal than vertical command structures, often where people move from team to team and project to project. In these conditions, people have to communicate and collaborate effectively to get the work done effectively. Increasingly, the bottom line is becoming more dependent on people working well together.

Luckily these soft skills can be taught. Programmes aimed to develop leadership skills and teamwork, help organisations

attract and retain the best talent while simultaneously addressing issues regarding:

- High turnover
- Absenteeism
- Inefficient teamwork
- Unproductive communication and processes
- Low morale and low productivity
- Succession planning

The results of such programmes have been shown to enhance organisational:

- Flexibility
- Innovation
- Communication and collaboration
- Networking
- Problem solving skills, and as a result of these outcomes,
- Profit

Why use a Profile at all?

A valid and reliable psychometric Profile, like the Team Management Profile (TMP):

- Saves time and guesswork, by gathering relevant information that would otherwise take a long time to collect.

Answering the tricky questions



- Provides you with work-focused and objective data which you can base your training action plans on.
- Provides you with a comprehensive report to which both management and the learner can refer to when required over time. It therefore aids the transfer of learning back to the workplace, thus minimising the risk of your workshop being a "one off event".
- Provides a common business language for people to use, to reduce misunderstandings and misinterpretations at work. This also aids the transfer of learning back to the workplace.

What Profile should I use for what application?

You should use a Profile that has been specifically designed for your purpose.

The TMP has been designed for use in the workplace. It takes into account situational leadership theory which suggests that people are different at work than they are at home or at a party. Thus, the TMP is not a general label of behaviour. Within an organisational setting, it makes sense to use an instrument that was developed specifically for the workplace, links individual differences back to work activities and is the starting point for work-focused ongoing and integrated development programmes.

Answering the tricky questions

How does the TMP differ from other Profiling tools in the market?

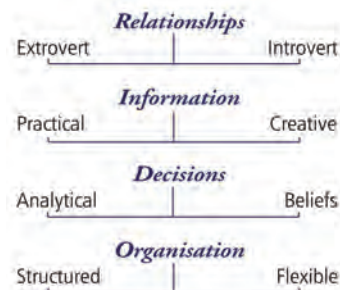
The Team Management Profile:

- Has two different models which underpin it – a *model of work* and a *model of people*. So we look at the work context in total – not just the people side and not just the process side, but both. The result is a holistic description of an individual's preferred approach to work. It concretely explores who we are and what we like to do – not the ethereal construct of personality. From there you can very easily link to what we need to do to improve.
- Is thoroughly researched and validated.
- Is written in a language that people can easily understand.
- Is Australian owned and operated, so much of the research and normative data has been completed in Australia on Australians. The research has since then expanded to incorporate a global database.
- Focuses on learning and not assessment.
- Easily transfers back to the workplace as it only focuses on your preferences at work.



WORK

+



PEOPLE

=



PEOPLE AT WORK

Answering the tricky questions

How has this been used before?

The Profiles have been used in many situations. Some of the applications include:

- Team development
- Leadership development
- Executive coaching
- Personal development
- Career planning
- Communication programmes
- Graduate and induction programmes

An excellent resource to refer to is the Team Management Systems Case Studies Collection. The Case Studies Collection contains over 100 articles, written by TMS Network Members about how they have applied the Profiles and the results they have achieved.

How is it going to make a difference?

A key to organisational success lies in the ability of people to work effectively together. This only occurs when individuals understand their unique contribution and use these insights to implement change.

The TMP gives individuals the self-knowledge and strategies required to improve their performance at work. So, as a personal development tool, it is extremely informative and helpful.

From a team perspective, once everyone's individual TMP is pooled, a map of a team's collective strengths and areas for improvement can be easily created. From this data, a team can strategise on maximising their strengths and minimising the gaps regarding:

- What tasks team members prefer to do – are we working to our strengths? Am I in the right job?
- Your team dynamics - how do the members of the team work together and improve teamwork, collaboration and efficiency and in interactions outside the team?
- The likely impact of the least represented roles in the team - how might the team 'plug the gaps'? Do we have to upskill someone in the team? Is it better to outsource this type of work to a professional, given that it is not the team's strength? Shall the team delegate the work to someone who would do it well?
- How can the team sustain and maintain high performance at work?

The TMP provides the knowledge required to improve work performance at an individual and team level. If team members achieve a higher level of congruence between their work preferences and job demands, then you have a team where people are undertaking work they enjoy. Energy, enthusiasm, commitment and motivation rise astronomically. Then you are on the way to becoming a high-performing team.

Answering the tricky questions

What is the TMP going to tell me?

The TMP comprehensively comments on your:

- Leadership strengths
- Decision making style
- Interpersonal skills
- Team building approach

The Profile recommends strategies that you can use to improve these competencies to be happier and more productive at work. It is a 5000 word report, which includes normative data, so you can compare yourself to others across different categories including your industry and/or profession.

Which organisations have used the TMS Profiles?

The TMS Profiles have been used successfully by over 1.25 million people from 160 countries in leading organisations worldwide and are available in 16 different languages. An extensive client list includes organisations such as ANZ, Sony, PricewaterhouseCoopers, Mobil Oil and American Express.

The Team Management Profile has been favourably reviewed by the British Psychological Society and is rigorously tested.

Once we have completed the workshop or programme, what then?

The TMP does not explain all aspects of behaviour in the workplace. Work Preferences (as measured by the Team Management Profile) sit at the apex of the Pyramid of Workplace Behaviour. The Pyramid of Workplace Behaviour shows three levels that build a complete picture of the different ways that people approach work. The Pyramid helps explain why people at work “do what they do”.

The next level of the Pyramid of Workplace Behaviour is concerned with Risk-Orientation, which is measured by the Opportunities-Obstacles (QO₂TM) Profile. This gives us a greater appreciation of people’s approach to risk and how this will affect the way they make decisions, innovate and cope with change.

The third level and the base of the Pyramid of Workplace Behaviour focuses on values. Values are deeply-held concepts or beliefs that drive people’s decisions and behaviour. Understanding the core values that drive the behaviour of individuals, teams and organisations, through the Window on Work Values Profile and Organisational Values Profile is another step closer to achieving synergy in the workplace. By identifying where team members map into the three levels of the Pyramid of Workplace Behaviour, a practitioner has a powerful set of techniques to deal with potential conflict, solve problems, motivate team members and develop the team to high levels of performance.

Answering the tricky questions

Once you have completed your initial workshop, you may feel the need to dig deeper, to harness the knowledge you have already unearthed with the TMP.

Team Management Systems has come up with a suite of integrated Profiles to help you with these next steps. Therefore, if your focus is on:

- Team issues - the Strategic Team Development Profile is great for those identifying big picture team issues, or use the Team Performance Profile to accurately and effectively identify the most important areas to focus on within the team.
- Values - the Window on Work Values Profile and Organisational Values Profile are your best options for defining and contracting values at both the individual and organisational level.
- Communication and leadership – the Linking Skills Profiles measures performance against 13 different leadership competencies.
- Change Management – the Opportunities-Obstacles Profile (OO₂TM) tells you whether you are risk adverse or risk embracing, and how this impacts your decisions and behaviours at work.



Pyramid of Workplace Behaviour

Features and benefit summary

Feature	Benefit
Written in a positive language people can easily understand	<ul style="list-style-type: none"> ■ Enhanced transfer of learning back to the workplace ■ Non- threatening ■ Focused on 'learning' compared to 'assessment'
Practical / Operational	<ul style="list-style-type: none"> ■ Addresses what effective teams do ■ Logical flow for operational issues ■ Can be used as a checklist for project management ■ Can be used as a Think Plan Do Review team process ■ Focus is directly on the work
Proven / Reliable	<ul style="list-style-type: none"> ■ Confidence of use ■ Extensive normative data to refer to ■ Research Manual for more depth of knowledge
Integrated Suite of Profiles	<ul style="list-style-type: none"> ■ Easy to deliver next steps ■ Easy to look at several work related issues
Australian	<ul style="list-style-type: none"> ■ Researched and developed in Australia

Useful resources

Resource	Link
TMS sample Profiles	The full suite of TMS Sample Profiles is available for download at: http://www.tms.com.au/tms03samp.html
Case studies and success stories	Refer to your Case Study Collection for many inspiring examples of what others have achieved: http://www.tms.com.au/shop/ebsc.html
TMS logos and models	To request high resolution copies of TMS logos and models, please contact the TMS marketing team at marketing@tms.com.au
TMS Blog	http://www.tms.com.au/blog
Network Member Directory	Request your company profile to be listed on the Network Member Directory: http://www.tms.com.au/netmem.html
Network Member Intranet	http://www.tms.com.au/intranet.html#login

Profile snapshot

Profile	Questionnaire	Feedback type	Description	Applications	Outcomes	Next steps
TMP: Team Management Profile	<ul style="list-style-type: none"> ■ 60 items ■ 15 minutes 	<ul style="list-style-type: none"> ■ Self-report ■ Work Preference Measure 	Predicts and describes your preferences at work	<ul style="list-style-type: none"> ■ Any course that leverages off self-awareness to develop individuals, teams and/or organisations 	Improved: <ul style="list-style-type: none"> ■ Team effectiveness ■ Communication ■ Productivity ■ Morale ■ Retention ■ Career development 	<ul style="list-style-type: none"> ■ Ongoing team development ■ LSP ■ TPP ■ QO₂TM
QO ₂ TM : Opportunities-Obstacles Profile	<ul style="list-style-type: none"> ■ 50 items ■ 10 minutes 	<ul style="list-style-type: none"> ■ Self-report ■ Risk Orientation feedback 	Describes how your risk orientation impacts your behaviour, decision making & ability to accept change	<ul style="list-style-type: none"> ■ Motivation ■ Risk ■ Change ■ More in-depth team or leadership development 	Improved: <ul style="list-style-type: none"> ■ Decision-making ■ Strategising regarding change ■ Motivation 	<ul style="list-style-type: none"> ■ LSP ■ STDP
WoVW: Window on Work Values Profile	<ul style="list-style-type: none"> ■ 64 items ■ 15 minutes 	<ul style="list-style-type: none"> ■ Self-report ■ Work Values 	Identifying and analysing the core values that determine your behaviour at work	<ul style="list-style-type: none"> ■ Team charters ■ Culture programmes ■ Leadership development ■ Change programmes 	Improved: <ul style="list-style-type: none"> ■ Individual/job/organisational values alignment ■ Team cohesion and direction 	<ul style="list-style-type: none"> ■ QO₂TM ■ OVP ■ STDP
OVP: Organisational Values Profile	<ul style="list-style-type: none"> ■ 32 items ■ 10 minutes 	<ul style="list-style-type: none"> ■ Multi-rater analysis of organisational Values 	Identifying and analysing stakeholders' perceptions of core organisational values	<ul style="list-style-type: none"> ■ Organisational cultural and values programmes 	Improved: <ul style="list-style-type: none"> ■ Organisational understanding and direction ■ Relevance/commitment to team/organisational charter ■ Values alignment 	<ul style="list-style-type: none"> ■ STDP ■ WOW
LSP: Linking Skills Profiles	<ul style="list-style-type: none"> ■ 78 items ■ 20 minutes 	<ul style="list-style-type: none"> ■ Multi-rater analysis of an individual's team and leadership competencies 	Identifying and analysing stakeholders perceptions of 13 competencies fundamental to optimal team and organisational performance	<ul style="list-style-type: none"> ■ Team development ■ Leadership development ■ Career development ■ Communication and influencing skills programmes 	Improved: <ul style="list-style-type: none"> ■ Leadership ■ Communication ■ Career development ■ Productivity ■ Morale 	<ul style="list-style-type: none"> ■ TMP ■ Leadership training ■ Executive coaching
TPP: Team Performance Profile	<ul style="list-style-type: none"> ■ 54 items ■ 15 minutes 	<ul style="list-style-type: none"> ■ Multi-rater analysis of team operational effectiveness 	Identifying and analysing stakeholder perceptions of team performance on the 9 critical success factors	<ul style="list-style-type: none"> ■ Team SWOT ■ Team goals and objectives 	Improved team: <ul style="list-style-type: none"> ■ Effectiveness ■ Efficiency ■ Productivity 	<ul style="list-style-type: none"> ■ Business planning ■ TMP ■ STDP
STDP: Strategic Team Development Profile	<ul style="list-style-type: none"> ■ 48 items ■ 15 minutes 	<ul style="list-style-type: none"> ■ Multi-rater analysis of team issues and direction 	Identifying and analysing stakeholder perceptions of the team's issues, developmental needs and direction	<ul style="list-style-type: none"> ■ Team development, Culture programmes ■ Leadership development ■ Strategic planning 	Improved team: <ul style="list-style-type: none"> ■ Strategic Planning ■ Goal setting 	<ul style="list-style-type: none"> ■ Strategic Planning ■ TMP ■ QO₂TM ■ OVP