



The TMP in Conjunction with *The Five Dysfunctions of a Team**
by Carrie Clausen

Situation

After my accreditation in the TMP instrument, I began using it as a stand alone workshop within the organization. As a result of the success of the profile and workshops, I began to have more requests. A couple of the teams that requested the workshop were also struggling with internal issues especially around trust and communication and wanted to hold all day offsite workshops in hopes of bonding as a more cohesive and functional team.

Previously, I had successfully used principles and concepts from the book *The Five Dysfunctions of a Team* by Patrick Lencioni as a basis for working with teams that were either struggling or forming. *The Five Dysfunctions of a Team* had also been used at Corporate Express by another facilitator with success as well.

Action Taken:

We decided to do the all-day offsite starting in the morning with TMP and after lunch continue with *The Five Dysfunctions of a Team*. The design was to build a discovery path that would lead from learning about oneself to learning about each other to learning about the team to finally taking an in-depth look at how well the team was functioning along the dimensions of Trust, Healthy Conflict, Commitment, Accountability and Attention to Results (the model from *The Five Dysfunctions of a Team*).

The pre-work for the day was taking the TMP profile and also having the team take the survey that is provided in *The Five Dysfunctions of a Team* book. *The Five Dysfunctions of a Team* survey asks questions to determine where the team may possibly be suffering from a particular dysfunction.

The offsite included in-depth discussion of why particular dysfunctions may exist and tangible actions the team could take to overcome them. Again, the connection with TMP was often referenced during these discussions.

* Lencioni, Patrick. *The Five Dysfunctions of a Team: A Leadership Fable*, San Francisco: Jossey-Bass, 2002

Overview

Client: Corporate Express US Inc.,

Team Size: 16

TMS Products: Team Management Profile

Case Study: The TMP in Conjunction with The Five Dysfunctions of a Team (cont'd)

Results:

During the TMP portion, several group activities were conducted to solidify the comprehension of the TMP. We conducted the Human Continuum, did a Pacing Dos and Don't exercise in which in pairs of different types discussed their top do's and don'ts with each other and how those differed according to type. The do's and don't were then discussed with the entire group to build better understanding of each other. We also used a parachute which I modified to be the TMS Wheel. The team then held the parachute at the point where their major role was on the parachute so they could visually see where the missing roles were on the team. While holding the parachute we discussed the implications of not having the missing roles represented in the group.

The Five Dysfunction portion of the day consisted of reviewing the team's survey results and discussing in both small groups as well as large group each dimension bringing forth actionable items the team can do to solidify or repair certain dysfunctions. The final exercise of the day was a fun, creative exercise called Building Bridges in which the group is divided up into teams of 3-4 and have to build a bridge out of the materials provided within the given time frame and it had to meet given specifications (see instructions attached). The teams were made up utilizing their TMP roles. Some teams were all one role and some were a variety. Following we discussed whether the roles were evident or not.

The flow was seamless and both concepts built upon and supported one another. Throughout the afternoon, the team often referred back to TMP either referencing individual styles or the team makeup as a possible variable for the various dysfunctions the team was suffering from.

Revisiting the group after the offsite confirmed the power of the workshop with reports of the team being much more understanding, upfront, tolerant and communicative. The team has propelled forward making great strides in improving their business results along with a more functionally working team. Many said it was one of the best off sites they had ever attended!!!

Carrie Clausen has 13 years experience in training and organizational development. Her passion is focusing on employee development and growth with the goal of improving performance and the workplace environment. She has worked in the metals manufacturing and software development industries and is currently with Corporate Express, a Staples Company. She holds a Master of Arts in Information and Learning Technology from the University of Colorado at Denver. You can reach Carrie at carrie.clausen@cexp.com

