



TMS Team Adventure Challenge

Situation

A cross-functional product development leadership team in the medical device industry was brought together to launch a new product offering across global markets. The team's objectives were to:

1. Incorporate product improvements identified during the beta test period into the initial commercial launch.
2. Coordinate with global field offices to schedule and implement product installation and client training.
3. Train the client sales and marketing team in addressing customer needs across country markets.
4. Manage support from U.S. headquarters to the first site installation location in Barcelona, Spain.
5. Provide a seamless transition from the pre-existing technology to the new product technology

The team worked well together but was constantly challenged by the demands of coordinating a cross-functional team. Each team member represented a different constituent within the organization that caused overall team objectives to be challenged during critical installation timeframes.

Action Taken

The team was committed to increasing team performance and developing ways to balance the needs of the differing cross-functional objectives. They made the decision to address the development of these needs using the TMS Adventure Challenge program.

The first half day was spent analyzing the results of the Team Management Profile and examining where the strengths were within the team and identifying gap areas that needed to be addressed. The team discovered that they were skewed towards a strong northwest and northeast wheel preference. They noticed that although they had significant strengths in the areas of innovation, promotion and development, there was a noticeable gap area when it came to organizing, inspecting and maintaining. This was directly impacting the team in the roll-out of the new product technology. The team was fiercely dedicated to the continued innovation and analysis of continued enhancements to the product, but this was interfering with the need to get the product launched into multiple markets.

Overview

Client - Medical device industry - Product development leadership team

Team Size - 12

TMS Products Used - TMS Team Adventure Challenge

The team was able to experience this in 'real-time' during the second half of the day as they worked through the three activities of the TMS Adventure Challenge. Working under the pressure of time, the teams were challenged to innovate, analyze and implement solutions within a set time period. The team found that they spent far too much time thinking of ways to solve the problem and analyzing which would be the best alternative to move forward with. As the time clock ticked down, they found themselves hurrying through an implementation with no time left for critical improvements. The result was that they were not able to maximize the potential revenues earned because time was not managed well.

The light bulbs lit up as team members realized that what was discussed in the morning session is exactly what played out in the afternoon. Their natural preferences had taken over and now they could actually 'experience' what this felt and looked like while in action.

Results

The team decided to develop an action plan that provided for agreed upon timelines. Associated team members took charge of each action area identified. Individual accountability was taken by these team members to ensure that the project plan was moving forward within the timeframes needed to meet the objectives of the overall organization. The leadership team was responsible for driving this process through to their associated functional organizations with consistent communications back to the leadership team on a weekly basis.

Over the course of the next several months, the team was able to effectively implement their initial product launch in Barcelona, make improvements to the process from lessons learned during the implementation and adjust accordingly for global implementation. By establishing critical timelines ahead of time, the team was able to effectively plan backwards by establishing key milestones necessary to ensure successful product implementation by the critical delivery dates. The team's increased accountability provided for the time needed to make adjustments as needed proactively but without holding up the overall project timeline. This awareness of moving into action at a more efficient pace provided the team with a new method of managing product innovations. Any new enhancements would be incorporated in the next product update once the existing revision was in motion. This process of continual improvement is critical to the ability of the company to keep on the edge of innovation while providing continued product improvements.

Team Management Profile

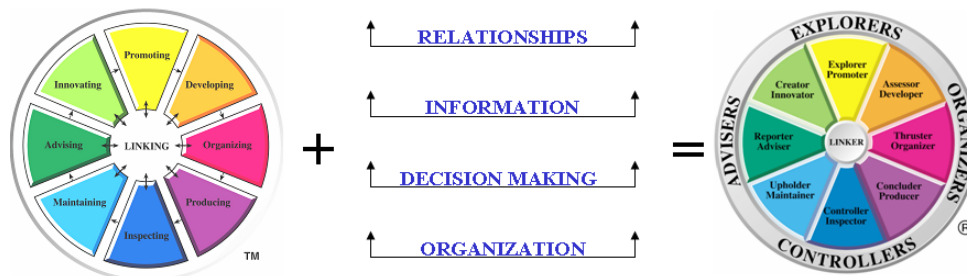
The Team Management Profile (TMP) is a researched, work based preference assessment that is used world wide to help teams and individuals improve their performance. The 4000 + word profile is created from the participants responses to 60 questions focused on 4 measures of work preference. The on-line questionnaire takes about 15 - 20 minutes to complete and a hard copy profile is provided to the end user. The profile is debriefed with the end user by an Accredited TMS Network Member either one on one or in a team session such as the TMS Team Adventure Challenge. The profile contains data concerning the individuals work preferences relating to:



- Primary Areas of Work Preference
- Related Areas of Work Preference
- Leadership
- Decision Making
- Interpersonal Skills
- Team Building
- Areas for Self Assessment and Improvement
- How Others Can Effectively Interact With You

The TMP is actually a combination of two distinct, yet related models. The first is the Types of Work Model which focuses on the work that high performing teams and individuals regularly must perform. The second is the 4 Measures of Work Preference, which focuses on how we prefer to do our work. When combined, a third model emerges, the Team Management Wheel, which is the basis of the profile.

The Types of Work Model + The Measures of Work Preference = The Team Management Wheel



This focus on work, plus preference is critical since for high performance to occur, the work must be performed regardless of preference. Once it is determined what work needs to be done then the preference information can help us to understand the diversity of ways people may go about performing that work, both individually and with others. When skill in both these areas is developed the potential for high performance is enhanced.

The above also illustrates why the TMP works well with experiential exercises such as the TMS Team Adventure Challenge. Participants must first determine the work needed to complete the exercises and then can truly experience and observe their preferences as they do the work needed. The transfer of learning back to the real work environment by participants is made much more readily since the models focus on both work **and** preference which is how work happens every day.