

Team Development (Linking Skills)

Building on the Enhancing Team Performance session, the Team Development workshop uses the data from the TMP and then adds in a focus on Linking Skills, the centre of the Team Management Wheel. Linking Skills looked at from an individual perspective comprise many of the skills necessary for general management development. At a team level they can focus the group on skills that need to be developed by the entire team to effectively promote the team within the organization.

This workshop can be a stand alone offering or a very effective next step in working at deeper levels with the Team Management Profile.



Delivery Details:

- One full day or 2 half days. The first half day is similar to the Enhancing Team Performance (TMP) workshop.
- This session is adaptable for use with participants that are not part of an intact team but require general management skill development
- Contact us for further information including pricing.

Accreditation Details:

- If you are Accredited in the use of the Team Management Profile you can access all the information and materials needed to facilitate this workshop.
- Accreditation in the Linking Skills Profile is recommended but not required.
- Contact us for further information regarding facilitator packages or Accreditation in the various TMS assessments.

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 Development Workshop. 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.

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.

During the development of the Types of Work Model it was found that a number of skill areas surfaced that were important to high performance but could not be considered to fall into any of the 8 work functions. These skills are referred to as Linking Skills and are placed at the center of the Types of Work Model.

- **Active Listening**
- **Communication**
- **Team Relationships**
- **Problem Solving and Counseling**
- **Participative Decision Making**
- **Interface Management**
- **Work Allocation**
- **Team Development**
- **Delegation**
- **Objectives Setting**
- **Quality Standards**
- **Motivation**
- **Strategy**

These skills are grouped into **People Linking**, **Task Linking**, and **Leadership Linking**. During the workshop participants determine which skills are most important for them to work on and short skill building exercises are engaged in.

By the end of the session the team has identified improvement opportunities in the work functions, team dynamics and has built capacity in the Linking Skills.