

Team Alignment

Situation

Using more than one of the TMS products within an initiative really illustrates the power of the 'TMS system' plus it amplifies the data provided from any one of the single products. It also enables more effective application of the data to achieve the results needed. This was critical in this application with a senior management team since we needed to have excellent and relevant data that they could make use of immediately plus continue to use over time.

Their business was going through some dramatic market changes and the company had done some restructuring which had resulted in downsizing and relocation for the first time in its history. The management team had decided it needed to take a look at its own functioning to be able to lead the organization through these difficult times.

Action Taken

It was decided that the best way to design this Team Alignment session was to ground it well in the core Types of Work Model using the Team Working Wheel, use the Team Performance Profile to provide data on the perspectives of team members regarding the team's performance and then bring in the Team Management Profile to add the work preference data to the mix and make connections at these three different levels. The ordering of the use of the TMS products was important to this design as the group was highly technical and did not put a lot of value in "personality fluff".

This is one of the great strengths in pairing up the TPP with the TMP. You will always get a relationship between the two sets of data and the participants will see these relationships and validate both sets of data as meaningful.

This particular Team Alignment session was designed as follows:

1. A meeting with the group to overview the process to be used and the results needed.
2. Completion of the Team Performance Profile Questionnaire.
3. A half day session using the Team Working Wheel to introduce the Types of Work Model plus discuss the data from the Team Performance Profile.
4. Completion of the Team Management Profile Questionnaire.
5. A half day session to discuss the data from the TMP's, make connections to the other data and decide on the next action steps.

Overview

Client - Professional Services Firm

Team Size - 16

TMS Products Used - Team Management Profile, Team Performance Profile and Team Working Wheel job aid

The Team Working Wheel was used up front and working with the key words, phrases and questions from the wheel itself the group analyzed their activity over the past number of months, identified at a somewhat subjective level where they might have strengths or weaknesses plus learned about the model. In effect, they were discovering the model by working with it plus in some ways doing a short and subjective exercise similar to the TPP.

The participants had copies of the TPP prior to the session, as we wanted to spend as much time as possible in the session dealing with the implications of the data rather than analyzing it. This was a highly technical group so they had done some good preparation work with the TPP. We did not disclose participant names in the TPP so that the group would need to look initially for themes and trends in the data prior to the session. It was understood that during the session, individual names would be disclosed and we would work with this additional information then.

Results

Overall there was moderate alignment among group members in their perceptions of what was important in terms of the work functions and their ranking of the group's performance in these functions. It also provided concrete validation of where they thought they needed to focus to achieve the result of defining activities that would enable them to lead their organization through these difficult times. There was one participant who seemed to see the team quite differently and this was the boss. When names were linked with responses this made a good impact and the group took some valuable time to discuss what this meant. In summary the differences were as follows:

- The group was moderately aligned that the *Producing* function was of number one importance and that they did this quite well. There was also alignment that the second most important function was *Developing* and this was scored lower in terms of satisfaction rates.
- The boss ranked *Innovating* as the most important function and rated the team lowest in terms of satisfaction in this function as well.

We had designed the initiative so that concrete decisions about activity would not be made until after the second half day session. This would allow the data to sink in a bit more plus allow the TMP data to influence decisions. Introducing the TMP was quite easy given the work already done and we did use the human continuum exercise to illustrate net score distribution with the measures of work preference. The most impactful data coming forward from the TMP's was as follows:

- The group was strongly east wheel oriented.
- The boss was the only one with preferences in the *Innovating* function.

The connection between work preference as illustrated in the TMP and perception as illustrated in the TPP was obvious. The group began making numerous connections in terms of what needed to be done to produce the results they needed. It is important to note here that many of the connections they were making were not at all obvious, but made sense to them, and that was what was most important. The critical point here is that if you use more than one of the TMS products, people will make the connections on their own, and in ways you cannot possibly predict, and this makes the data theirs to own and use.

The group decided on 3 short term activities which they effectively pursued:

1. Discuss at length, how the boss and subsequently the team define *Innovation* within their business context and how it should be played out and measured.
2. Communicate in person with staff regarding the overall vision of the organization and how this would be activated in light of the current business environment.
3. Review the group's internal communication processes and act to streamline it.

This was a successful initiative and the group did well in moving toward the results they wanted. You may think that the connections between the TPP and the TMP were just a lucky coincidence and although in this case it was highly obvious, we have found that when you use 2 or more of the TMS products in conjunction with each other, connections emerge. You might have to look a little harder than illustrated above, but they are there, and people see them.

One of the important differentiators of the TMS products is the ability to use them as a system, grounded in a common model. When used in this way, the data generated by these products can be used in highly effective ways.

See the next page for a brief overview of the profiles used in this case study.

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 Alignment Workshop. The profile contains data concerning the individuals work preferences relating to:



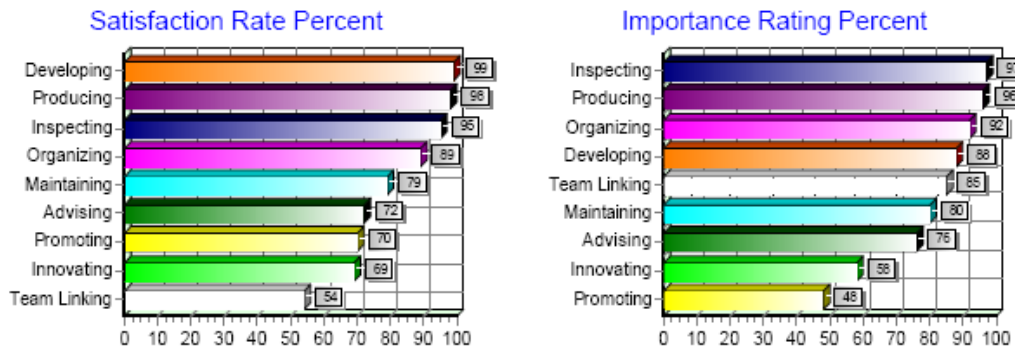
- Primary Areas of Work Preference
- Related Areas of Work Preference
- Leadership
- Decision Making
- Interpersonal Skills
- Team Building
- Areas for Self Assessment and Improvement
- How Others Can Effectively Interact With You

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.

The Team Performance Profile is a team multi rater assessment that measures the team's and possibly other stakeholder groups perceptions of the importance of each the work functions to the team's performance and how satisfied these groups are in the team's performance in the work functions.

Team Members



(Sample data from the Team Performance Profile)

Packed with practical information, the Team Performance Profile provides data to enable groups to have valuable discussions about where they need to focus their efforts to produce the most effective performance for themselves and their stakeholder groups.