

## Teams In Change

### Situation

This internal support team needed to establish stronger ties to their internal customers as they were both introducing new services plus there was a growing trend of some of their customers going outside the organization to access similar services. They were considering creating a new role for a member of the team to be the primary point person for this change and then back fill that role with a new person.

### Action Taken

The team had already done some extensive information gathering from their customer group and knew they needed to change how they interacted with these stakeholders. They had received positive reaction to the idea of establishing a new role to drive these more focused interactions. They decided to do the Teams In Change session to specifically focus on the needs of this new role and how the team would incorporate this role and the changes it would create for them while increasing their profile in the organization. It was decided to do the session in 2 half days so they had some time to consider the learning from the first half day into the second.

### Results

The first half day focused on the Team Management Profile as well as considering which Type of Work would be critical to the new role they were creating. They discovered that no one had work preferences that were considered important to this new role plus they were concerned that the function of Inspecting, being able to prove that the role was making a difference, would be a challenge for them.

During the two week gap between sessions they held numerous discussions and decided that it would be best to have two of the existing people on the team share the new role rather than assign a single person to it. During the second half day session they focused specifically on the Types of Work Model to narrow down the activities each person would focus on and how they would both support each other in performing the Inspecting function. It was also decided that the Inspecting function would be important for the entire team and developed plans for each member to support this function.

Over the course of the next 6 months, their efforts created a number of internal presentations requested by stakeholders to better understand the services provided by the group resulting in a greater uptake of their services as well as a number of unexpected requests to be involved in stakeholder planning session where the group's value could be accessed more strategically.

### Overview

**Client** - Professional Services Firm

**Team Size** - 10

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

## 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 In Change 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 Working Wheel booklet and job aid provides a deeper perspective on the Types of Work Model and allows participants to focus down on which functions are critical to moving through the change at hand. The Types of Work Model is a researched high performance model focusing on 8 work functions and the skills of linking. It has been found that high performing teams know when and then how to focus on the appropriate work function.

### Work Functions

**Maintaining** - Upholding and safeguarding standards and processes

**Advising** - Gathering and reporting information

**Innovating** - Creating and experimenting with ideas

**Promoting** - Exploring and presenting opportunities

**Developing** - Assessing and testing the applicability of new approaches

**Organizing** - Establishing and implementing ways of making things work

**Producing** - Concluding and delivering outputs

**Inspecting** - Controlling and auditing the working of systems

**Linking** - Integration and coordination of the work

