

GETTING TO KNOW YOU

Using the TMP in a newly formed management team

>> **Darren Priest, from the British Council in Azerbaijan, recently ran a one day team-building session with the Australian Embassy in Beirut. Darren describes his experience running his first programme with the TMP...**

HR provides Managers with the strategic advice and frameworks to help them develop their skills in achieving excellence through people. Furthermore, Denis pointed out that achieving outcomes is dependant on the willingness of the team to take responsibility for their performance, and on action plans that are implemented immediately after the workshop.

TMS would again like to thank Mandy and Denis for their terrific presentations along with our Network Members for their positive feedback on the sessions. TMS will be hosting several events next year so that our network members and associated clients can learn more about the applications of the TMS Profiles and keep up to date on our new products and initiatives. Stay tuned for event dates in 2006.

For further information



Australian Growth Coaching provides coaching, facilitation and training services specialising in executive and team development and coach training. Clients include leaders and teams from medium to large private and public sector organisations including National Australia Bank, Institute of Chartered Accountants Australia, ABN AMRO, Sydney Catchment Authority and NSW Department of Education & Training. **Website:** www.australiangrowthcoaching.com



Insurance Australia Group Limited (IAG) is Australasia's leading general insurance group. It owns some of the region's most respected insurance brands including NRMA Insurance, SGIO, SGIC, CGU and Swann Insurance in Australia, and State Insurance and NZI in New Zealand. **Website:** www.iag.com.au

How I became TMS Accredited

I first learnt of TMS at the British Council Teachers' Conference in Glasgow 2004. One of their trainers, Fiona O'Shaughnessy, gave a presentation on how the Business Development Unit of the British Council in Singapore was using the Team Management Profile (TMP) to develop teams, both in their own organisation and with their external corporate clients. The results relating to improvements in productivity and work satisfaction were impressive. I began to read the work of the TMS founders, Charles Margerison and Dick McCann, and within a few months, I became an accredited facilitator through the online TMP self-accreditation programme.

Putting TMS into practice

I ran my first TMP session with the Immigration section of the Australian Embassy (DFAT) in Beirut in July this year. Under the leadership of Greg Wallis, who championed process re-engineering, this department had achieved significant productivity gains. This success meant that it was to become a hub for the region and the team would double in size over a twelve-month period. This change presented its own challenges, and the newly formed management team of 8 were looking to create cohesiveness by fast-tracking the 'forming' and minimising the 'storming' stages of development. I developed a one-day session using the TMP to facilitate this process.

The morning of the session

I began the workshop by explaining the programme was based on TMS's research into what makes effective teams; and that we were applying the TMP to identify the team's likely strengths, as well as their development priorities.

The TMP measures work preferences, and I wanted to convey to the group that there is 'no right or wrong', just different ways of doing things. The Games TMS People Play CD-Rom was an excellent resource for such activities. A recurring theme throughout the training was Cialdini's theory of reciprocity: the idea that any resource shared amongst a team is never lost. We also assessed the team's development to ascertain if they were at the 'Forming', 'Storming', 'Norming', or 'Performing' stage.

Before giving out their personal Team Management Profiles for reading and discussion over lunch, we prepared the ground by reviewing the TMS framework using the Magnetic Wheel Set and the Personal Discovery workbook (which accompanies the Profile).

The afternoon of the session

I made myself available to the group as they read and discussed their Profiles. Immediately, the response was positive and participants marveled at the accuracy of their Profile. The most revealing comment came from the Immigration Section Manager, Greg Wallis, who said, "This



GETTING TO KNOW YOU

Using the TMP in a newly formed management team

tells me exactly what my wife has been saying for years." Greg's wife also worked with DFAT, and she had described how he came across to colleagues and subordinates. The Profile confirmed what she had been telling him about his work preferences. The team were overwhelmingly 'Thruster-Organisers' and 'Concluder-Producers'. Using an A0 sized poster, I plotted the team into their corresponding roles on the Team Management Wheel. This kinesthetic approach allowed the group to easily evaluate where their strengths and weaknesses lay. I then changed the emphasis by placing each participant's name onto the opposite side of the wheel, asking them to reflect on how, for example, a 'Reporter-Adviser' may perceive their 'Thruster-Organiser' preferences. This allowed them to appreciate that others with different



preferences may find them difficult to work with, which meant they could immediately identify solutions that involved changes in their own ways of operating.

Often when teams have work preferences in one particular area of the Wheel, they tend to give other

areas less attention, which can lead to problems. To address this, I showed them how to run 'coloured meetings'. To end on a positive note, we closed the day with a 'Gold Star' activity that was an appreciation of the attributes each individual brings to the team. In terms of feedback on the session, I will leave you with a quote from one of the participants, Sandra Akouri:

"We are having more meetings than before. We told everyone about the meeting colours and what they meant. We have so far had one green meeting and one yellow meeting. Reading the Profile highlighted to me what a Thruster-Organiser I am in terms of decision-making. I realised that I usually have a fixed idea of how I like things to be and I base my decisions upon them. Moreover, I realised that I am a quick decision maker. As a result of the session, we got to know and understand each other and we know how to get the best out of everyone."

For further information, please contact: Darren Priest Member of the European Academy of Occupational Health Psychologists Masters students at I-WHO (Institute of Work, Health and Organisation) at Nottingham University The British Council Baku, C/O FCO (Azerbaijan), King Charles Street, London SW1A 2AH website: www.buildingteams.biz email: darren@buildingteams.biz Tel: 00994 50 5455096

JOIN the TMS Network

Accreditation will enable you to access the internationally recognised TMS Profiles used in applications such as leadership development, new managers programmes, executive coaching, change management, conflict resolution and team development. You will also be joining a prestigious network of professionals who facilitate the sharing of experience, issues and ideas for cross organisational collaboration.

For accreditation options see the TMS Calendar (right) or visit our website www.tms.com.au

| TYPE OF WORKSHOP | DAYS | LOCATION | JAN | FEB | MAR | APR | MAY | JUN |
|---|------|-----------|---------|---------|---------|-----|---------|---------|
| Team Management Profile Team Building, Leadership & Management Development, Executive & Team Coaching, Personal & Career Development, New Teams, Conflict Resolution and Project Management. | 2 | Brisbane | 16 & 17 | | 6 & 7 | | | 19 & 20 |
| | | Sydney | | 27 & 28 | | | 8 & 9 | |
| | | Melbourne | | 13 & 14 | | | 15 & 16 | |
| | | Canberra | | | 13 & 14 | | | 6 & 7 |
| | | Hobart | | | | | | |
| | | Adelaide | | | 20 & 21 | | | |
| | | Perth | | | 30 & 31 | | | |
| Linking Skills Profiles Leadership & Management Development. | 1 | Brisbane | 18 | | 8 | | | |
| | | Sydney | | | 1 | | 10 | |
| | | Melbourne | | 15 | | | 17 | |
| | | Canberra | | | 15 | | | |
| QO ₂ Profile Change Management, Personal and Leadership Development, Executive Coaching and Risk Analysis. | 1 | Brisbane | 20 | | 23 | | | 21 |
| | | Sydney | | | | | 11 | |
| | | Melbourne | | | | | 18 | |
| | | Canberra | | | | | | 8 |
| Window on Work Values Personal, Team and Organisational Development, Establishing Team Charters and Mission Statements. | 1 | Brisbane | | | 24 | | | 22 |
| | | Sydney | | | | | 12 | |
| | | Melbourne | | | | | 19 | |
| | | Canberra | | | | | | 9 |
| Strategic Team Development Profile Pinpointing Strategic Issues and providing a team health check on internal processes. | 1 | Brisbane | 19 | | | | 25 | |
| | | Sydney | | | | | 29 | |
| | | Melbourne | | | | | 31 | |
| | | Canberra | | | | | 30 | |
| Team Performance Profile Benchmarking Team Performance. | 1 | Brisbane | | | | 28 | | |
| Influencing Skills Profile Designing influencing and communication skills programmes. | 1 | Brisbane | | | | | 26 | |

TMS Public Workshops Calendar

Accreditation is also available online or via inhouse workshops. For more information phone +61 7 3368 2333 or download our e-solutions brochures at www.tmslearnonline.com