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CULTURE CHANGE IN TOKYO

We often hear of accredited Network Members using the Team Management Profile (TMP) in company off-sites, but we think this particular IT group in Tokyo might be the biggest yet!

Using the TMP

This technology team in Japan learned how to improve client relationships – and team relationships – using the Team Management Profile.

Mary Murray's diverse IT team in Japan had begun to lose sight of its goals. Part of a major international investment bank in Japan, the team had to be very client-focused to stay on top of its game and ahead of competitors.

However, the Tokyo-based division was facing some big challenges – moving into a business growth and investment phase; finding a way to ensure communication among its 300 staff; and addressing overall low self-awareness levels in the group. “I'd found that staff had become very inwardly focused on the day-to-day work that needed to be done rather than on our clients' needs,” Murray says. “We realised that to become more strategic and outwardly focused the organisation needed to undergo a major change in culture.”

A time for action

As the department's head, Murray decided action should be taken to improve the team's performance and

self-knowledge to ensure it was befitting of a premier global investment firm. She called in the professional help of Cathy Bernatt, President of Creating... , a firm that specialises in leadership training, conflict facilitation and organisational development.

Peeling back the layers

Identifying that the team came from diverse backgrounds and shared more than 20 nationalities between them, Murray and Bernatt initially set about changing the culture and strategies from within. They decided the best way to change the culture and help the team become more strategic and outward-focused, would be to run an IT division 'offsite' – that is, a team session outside their office environment – to focus on improving their personal and professional relationships as well as exploring ways to enhance client service. This would also help the senior team members learn how IT could partner with the broader business to help the organisation achieve its goals.

Murray and Bernatt determined that the TMP would provide a common language and path to deeper understanding for staff and their co-workers. This tool combined with skilful facilitation and interactive team challenges, would be a winning formula in achieving the offsite goals. “We felt that the TMP could act as a catalyst for staff to begin to develop strategies to be able to leverage their strengths, and to provide a common language and a path to deeper understanding of self and others” Murray says.



“ The offsite was instrumental in starting the change process. Over time we started to create a shared culture of accountability and to create an environment and culture you want to live within. ”

Murray says the two main aims of the offsite training day were:

- to raise awareness of a shared responsibility to clients;
- to raise awareness of team members' shared responsibility to each other.

In the afternoon the focus shifted to:

- raising awareness of the responsibility of staff to each other;
- providing an opportunity for staff to get to know each other better in a highly interactive, relevant and playful environment;
- gaining awareness of one another's communication preferences and implications; and
- brainstorming strategies on how to leverage knowledge gained of one another's strengths and preferences to enhance the performance of the team and organisation.

Bernatt says it was important to explain how all sections of the company were critical to the final delivery of its product. "We also looked at the work functions each team does well, and the ones that they currently didn't do so well." She found that the team plots of the IT division reflected the norm data collected by Team

Management Systems from different industries, professions, countries and regions. "We looked at a whole division and then sub-group analysis, for example, in the management team, there was no one with a major role in the Upholder-Maintainer (conservative, loyal, supportive) or Controller-Inspector (detail oriented, introverted, practical) Team Management Wheel roles... but this doesn't mean there is no competency."

The results

Across the organisation, the results showed that the Advising (dark green) function was the least represented. "I asked for examples and stories about what happens every day and the response was 'we jump in with minimal information, don't engage the client'. I could see that a lot of resources were wasted and that staff really needed to stop and ask questions," Bernatt says.

The next step

At the offsite, the next step was getting people to understand their differences and interact in a healthier way, which involved individuals examining their own strengths and liabilities, then looking at these collectively in groups and discussing how successful communication could occur. "We followed with an exercise where people gave feedback to their colleagues on how to improve or do something better – for every complaint they made, they had to come up with a concrete suggestion on how to improve things," Bernatt says.





WHAT'S OUR POINT OF DIFFERENCE?

Extensively researched and proven

When you use our Profiles, you and your learners can be assured that you are using an internationally tried and tested tool. The TMS suite of Profiles are all reliable instruments with data gathered around the world to validate the results.

When we asked the British Psychological Society to review the Team Management Profile, they also confirmed the validity of the instrument:

"The strength of the test, from a practitioner viewpoint, is that the Team Management Profile Questionnaire has high face validity with managers, the narrative Profile is easy to read and understand, and the information and feedback guidance material is excellent."

Practical and Simple

A key strength of our Profiles is that they are so easy to use and apply in the workplace. The frameworks are simple, memorable and visual and starts with a model of work. This enables anyone to translate the feedback to the "what-next" action. Plus, we provide accredited facilitators with a host of free resources (such as session plans and presentation materials) to help make your work a lot easier.

Versatile

We don't know any other tools that are so useful to a number of situations. For example, while the Team Management Profile is commonly used in corporate team development and leadership development workshops, you can extend its application to innovation, change, and sales effectiveness programmes. Our tools have even been used to help put the largest ever number of Australian Army mountaineers on top of the Himalayas!

Additionally the TMS Profiles are not job-specific so the feedback is relevant to anyone regardless of the position they hold.

Positive

Our Profiles are written in positive, down-to-earth language. So your learners can relax and soak in the results rather than feel as if they are being judged.

Beautifully presented

We produce professional looking reports that will make you look good in front of your learners. Our reports are presented beautifully and come with a workbook containing extra background information and guidance.

Next steps

TMS has developed a suite of integrated instruments that enable facilitators and learners to explore themselves at greater levels of depth (for example, looking at risk-orientation and work values, or gaining 360-degree feedback about individual or team performance). The advantage of this is that it enables facilitators to design and deliver 'next steps' for their learners, and further their programmes by integrating additional models and tools.

Technology to support learning objectives

Feedback and learning doesn't stop after a learner receives their Profile report. Learners can gain access to their personal online learning centre, giving them access to online interactive activities, instant snapshot data on work priorities, global trends and special videos. All these extra advanced features ensure learners get the most from their Profile.

A lifetime of support (for free!)

When you become accredited, you remain accredited for life. This means as long as you are accredited, you will always have access to our support team and trainers who are happy to guide you and help you with your development programmes.

Membership to the TMS Network

As a member of the TMS Network, you will have exclusive access to our Network Member's Intranet which is filled with downloadable training templates, slidedecks as well as marketing materials to help you promote your accreditation. You will also be joining a community of practice that shares thoughts, ideas and best practice in developing high-performing teams and leaders.