

Improving Communication with the Team Management Profile

THE PROBLEM

An issue with communication had arisen with a Senior Divisional Management team of a mid-sized manufacturing company. Specifically, tensions had been growing between several of the regional managers and the two corporate services managers from head office. The problem had existed for several years although due to recent structural changes, it had become increasingly critical to ensure the smooth flow of information between head office and the regions.

ACTION TAKEN

In conjunction with the Learning and Development Manager, the regional managers allocated two, 3-hour sessions within their quarterly meeting to use the **Team Management Profile (TMP)** to look at their differences and to generate discussion on possible solutions.

The purpose of the first 3-hour session was to overview the theories and models behind Team Management Systems and to give back the Profiles with some time to read and discuss. At the end of this session, the group plotted their results on the Team Management Wheel. This activity led to some lively discussion over the lunch break with many of the team members swapping and comparing their Profiles.

The second 3-hour session was arranged to discuss the implications of the group composition on both the processes and the communications within the team.

Two further activities were implemented to assist in furthering this program. Firstly, the Learning & Development Manager spent around an hour with each Regional Manager within two weeks of the Profile feedback session, to clarify learnings and discuss individual next steps and action plans. Additionally, the team scheduled a 1/2 hour component at all subsequent monthly meetings to check on progress with their development.

OUTCOMES

Two key outcomes came out of using the Team Management Profile:

- Firstly, the managers developed an appreciation of the very different styles team members preferred to work in, and how this had impacted on interactions and attitudes in the past. The team was able to formulate guidelines to improve communication between the managers.
- Secondly, the composition of the group showed clearly why information flow had been neglected. A lack of preference in both the Advising and Promoting tasks helped the team focus their review of past processes and formulate strategies for sharing information more efficiently.

Fourteen months after the first introduction of the Team Management Profile at the monthly meeting, the team performance has improved markedly. A number of initiatives have been introduced as a direct result of improved relations between managers – programs that would not have even been considered two years ago. Finally, following the success of their own program, several of the managers have also run similar programs for their teams and TMS is starting to provide a common language for appreciating individual differences within the division.

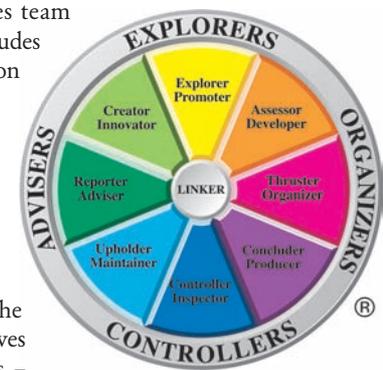
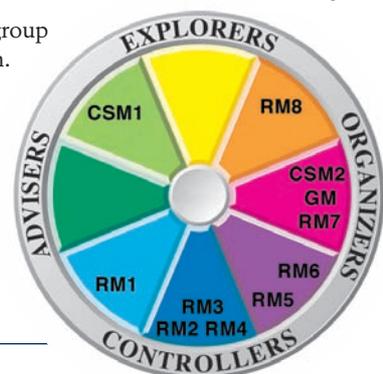
Industry: Manufacturing

TMS Product:
Team Management Profile

Total Staff Number: 400

Organisational Challenge:
Conflict management
and organisational change

Manufacturing Company
GM General Manager
RM Regional Manager
CSM Corporate Services Manager



Team Management Wheel

tms - case study

THE TEAM MANAGEMENT PROFILE

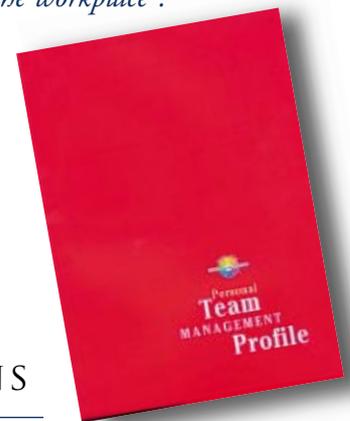
“By enhancing their knowledge and understanding of the world of work and giving them a simple language with which to communicate, you can help teams to achieve peak performance in the workplace”.

Assigning the wrong person to a task, ignoring important tasks or failing to resolve conflict can have costly consequences. The Team Management Profile is a personalised report, which gives individuals valuable insights into the way they prefer to work and their preferred role within a team. This feedback will help to improve team processes and performance, which will in turn improve motivation and job satisfaction.

The Team Management Profile highlights an individual's major and related areas of work preference, including

information focused on:

- Work Preferences
- Decision Making
- Leadership Strengths
- Interpersonal Skills
- Team Building
- Management Style



THE QUESTIONNAIRE

- 60 Items
- Takes approximately 15 minutes to complete
- Available electronically or paper based
- High face validity
- Written in straightforward, positive language
- Reviewed by the British Psychological Society

The Team Management Profile was adapted for the workplace from the original work of Carl Jung. Unlike other psychometric instruments, which look at an individual's total behaviour, including their home life, the Team Management Profile Questionnaire reflects research that shows that people often behave very differently at work.

BENEFITS

- Provides a practical model for effective teamwork in any context
- Gives an overview of how balanced the team is
- Promotes mutual understanding and respect
- Provides an opportunity for more open communication
- Gives guidance for personal and career development
- Highlights the importance of understanding and managing diversity
- Gives insights into how to resolve conflict
- Provides a complete approach to building and maintaining balanced, high-energy teams

APPLICATIONS

- Team Building and Development
- Executive Team Coaching
- Conflict Resolution
- Team Analysis
- Improving Team Processes
- Leadership Development Programs
- Graduate Programs

“The Personal Team Management Profile is easy to use, easy to interpret, and has lasting value for our teams. Our team members and leaders use the Team Management Profile to help solve real issues with team mates and key stakeholders.”

Joan Guilkey
Senior OD Consultant GlaxoSmithKline Inc.

The Personal Discovery Workbook is a standard inclusion with every Team Management Profile. Designed to take individuals through the concepts of TMS, the workbook contains theory, activities and a learning log to foster a greater understanding of work preferences and how they impact individuals and teams.

*For further information please contact Team Management Systems on Phone 519-631-2501
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