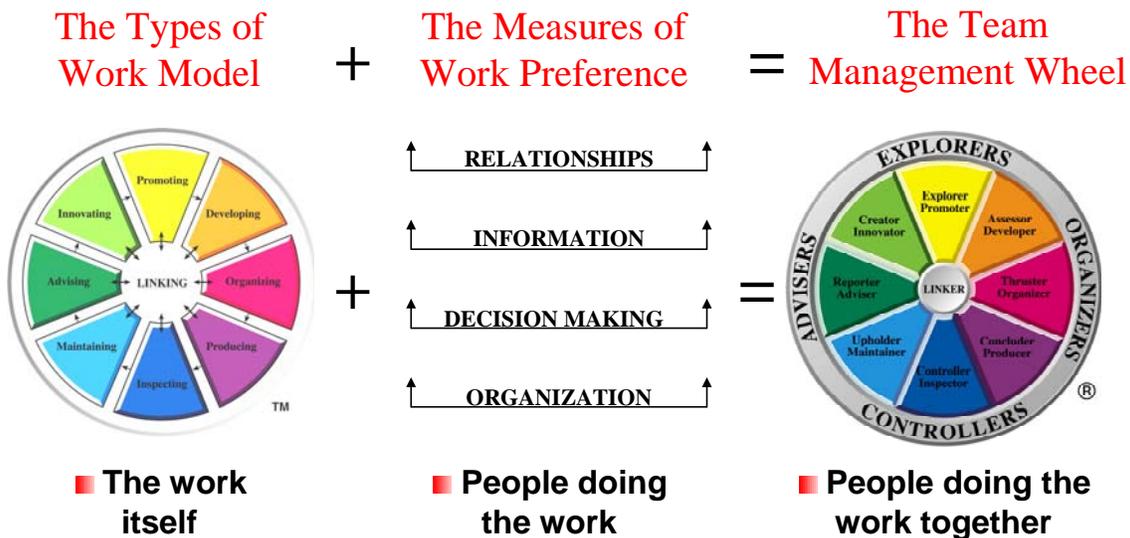


Dealing with Interpersonal Challenges

Provide A Solution Using The TMP....

Interpersonal challenges can take numerous forms but basically it boils down to people not liking each other. This tends to compromise how people interact together and since work happens through interaction, the work suffers, and this is the real problem. There is however a strong tendency to deal with interpersonal challenges by starting with the problem that people don't like each other. When using the TMP for such issues this would typically mean starting with the work preference roles and/or the 4 Measures of Work Preference. We actually find it more useful and sustainable to start by focusing on the work first and with the TMP this means the Types of Work Model.



The Work Itself – The Types of Work Model

Most interpersonal challenges do not simply pop up out of nowhere; they have a history and tend to be quite complex. Often that history is rooted in the work that people do together and it certainly plays out in the present work that is being done. Quite often if issues with the work people are doing together can be worked out, interpersonal challenges become far less problematic and sometimes disappear completely. This is why we find it most effective to initially use the Types of Work Model to address interpersonal challenges.

Some suggestions

- Introduce or review the Types of Work Model depending on whether it is a new use of the TMP or if you are coming back to use it more deeply.
- We often find an experiential exercise works well here for interpersonal challenge issues.
- Debrief the exercise to 'teach' the work functions and Linking and then ask the group in which functions they are facing challenges. In almost all cases we find that some work functions will be identified as problematic and then the group spends time on working to solve these problems. You may find you can spend up to half a day on this problem solving.
- We find that it is often good to now let some time pass so the group can implement their solutions and see what impact those solutions might have on the interpersonal challenges they have been facing.

People Doing the Work – The Measures of Work Preference

One of the reasons we suggest providing some time for the group to work on the solutions generated above is that it provides a specific work focus in which not only will good work be done, but a specific context is now available to look at the 4 Measures where interpersonal challenges may be showing up.

Some Suggestions

- After a review of progress regarding their problem solving work you can use the human continuum exercise to illustrate the 4 Measures.
- When discussing each measure it is good to make sure that you keep a focus on the actual construct (i.e.: Relationships, Information, Decision Making and Information) as well as the general descriptions. You can focus discussion on how the various preferences played out as the group went about their work on solving the challenges in the work functions they had identified.
- You may find it best not to push too hard on the actual interpersonal challenges that are evident. Often participants will identify these themselves and it is good to give that a chance to happen. You can always surface them later in the discussions if you think it needs to be directly addressed.
- At the end of discussion around each measure you can ask if there are any actions that need to be acted on to emphasize preference strength or weakness and these can then be incorporated into their continuing work on solving their work challenges.

People Doing the Work Together – The Team Management Wheel

The Team Management Wheel often plays a less significant role when using the TMP with interpersonal challenges.

Some Suggestions

- Typically the best use of the Team Management Wheel is simply to illustrate each member of the group's preferences and then use this to make sense of breaking people into smaller groups for discussion regarding their profiles. You want these smaller groups to have preference diversity and if possible to put the people together that are struggling the most with each other.
- A good start point for the small group discussion is to use the Linking pages in the profile. If each person highlights no more than three of the bullet points from these pages as important to them and shares them, often good progress can be made in dealing with interpersonal challenges.
- Another good thing to do is to have people exchange profiles and then set up another meeting on their own to talk about what they've learned about the other person and how they can best work together.
- The Team Mapping Chart is not often used when using the TMP to address interpersonal challenges

A Key Point

When using the TMP in this type of application as outlined above it is assumed that the group and individuals wants to, or see the need to address their interpersonal challenges and are willing to do the work necessary to make improvements. If not, then this issue should be addressed initially and this is typically a discussion driven by the manager of the people involved.

Contact Us! We are happy to talk through this solution for your specific team or individual.