

Line Up!¹ . . . *the Human Continuum*

Line Up! is an excellent activity to introduce the four measures of work preference. It is particularly valuable if the group is working on improving interpersonal communication, team relationships and/or conflict issues.

Objectives

- To introduce the Four Measures of Work Preference.
- To work at the level of each measure to develop individual self awareness around work preferences and the implications for the team.
- To work at the level of each measure to develop individual capacity to acknowledge, appreciate and leverage the diversity of skills and perspectives associated with differing work preferences.
- To begin discussions regarding practical applications for the information regarding individual work preferences.

Facilitators' Instructions

Length of Exercise: 20 to 90 minutes depending on the depth of discussion.

Number of Participants: Limited by the size of the room.

Materials:

- ✓ Team Management Profiles (TMP) – specifically the individual net scores
- ✓ Masking Tape or something to delineate a line on the floor/rug
- ✓ Handout of four Work Preference Measures

Note: This exercise assumes you have covered the confidentiality concerns – having checked that everyone is fine to reveal their profile results. Also, because it uses net scores you run the risk of losing the benefit of the TMP range of preference. You can point this out right up front.

¹ From Exercising with TMS: The Top Ten TMS Workshop Exercises

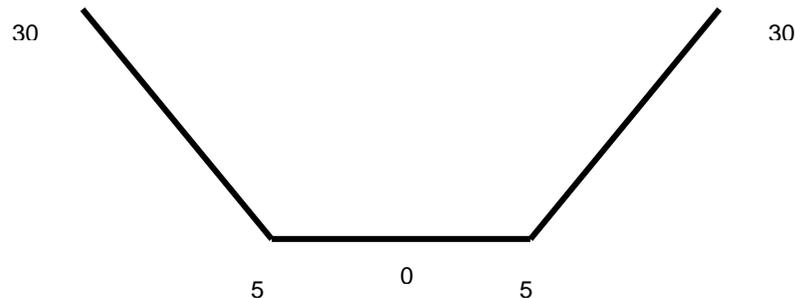
Line Up! (cont'd)

Level of Knowledge Req'd:

Works best after a presentation/definition of the Four Measures of Work Preference. You could include the presentation as part of the exercise. If you do this you will need to keep it moving and make the discussion of each measure highly interactive in order to keep the interest high.

Exercise Process:

- Place masking tape or rope on the floor with 5 markers as pictured:



- Ask everyone to make a note of their net scores on each of the four Work Preference Measures on their handout.
- Tell the group the line/tape on the floor and markers represent a Work Preference Measure, with a middle point of 0, the two end points of 30 and another marker for a net score of 5.
- Taking each of the four measures in turn, ask the group to place themselves on the scale according to their net scores. Point out their net scores represent a central point in their range or continuum of work preference. Have them spread their arms to get a visual of this concept. Point out that, although they are standing on a particular point, most of them in fact also have preferences on the 'other side' of the continuum. (Page 2 of their TMP)
- Taking each scale individually, start with the person standing closest to one of the end points and ask everyone in turn to call out their score.

Line Up! (cont'd)

- Ask if anyone has any observations or comments on the line-up; for example, whether the team is balanced across the dimension, or whether the positions of team members on the scale reflects how easy they find it to work together.
- Discuss any issues that emerge and identify what the team might do about them. It can be helpful to discuss the following:
 - ✓ The relatively of the scores. For example, someone with an Extrovert score of 30 may see an Extrovert score of 15 as introverted;
 - ✓ Who each participant regularly stands near to and those they don't;
 - ✓ If there is a consistent individual 'outlyer' and whether that plays out in team discussions or dynamics in any way;
 - ✓ If the team is actively leveraging the capacity of the group in the middle (with net scores of less than 5) to be pretty comfortable with both ends of preference.
- Allow time between the discussion of each measure for individuals to reflect/ make notes or share their key learnings within small groups.
- It may be interesting to focus discussions of each preference on a specific context: for example, the implications of the E/I Relationship continuum for meetings; the implications of the P/C Information continuum for approaching new projects; the implications of the A/B Decision Making continuum for sorting out conflict; the implications of the S/F Organization continuum for managing projects and deliverables, etc.

Facilitator Note:

- It may be helpful to review the team results before the session to have a heads up on how individual team members are positioned and to prepare discussion questions accordingly – particularly effective to bring known team dynamics into the discussion.

Debriefing/Closure:

- As a wrap up, you can distribute the handout that depicts where individuals are on each continuum and/or have individuals meet in small groups to discuss key take-aways, and debrief major themes and actions as a large group.