



## Enhancing Team Performance

### Situation

A new leader was being moved into an existing team that had been stable for a number of years and was performing well. The group knew how to work with one another quite well and was concerned that with a new leader coming on board, the dynamics of the team would change. They wanted to make the transition for the new leader as effective as possible and ensure that they remained effective as a group.

### Action Taken

The group decided to do the Enhancing Team Performance session within a week of the new leader coming on board. They had also done some pre work using the Team Working Wheel to identify which work functions they thought were most important to the team's performance. They also outlined some of the strengths they thought the team had and some of their concerns both with their performance in the organization and with a new leader coming on board. This pre work was then incorporated into the half day session.

### Results

During the session the group had a valuable discussion regarding which types of work they felt were most important to the effectiveness of the team and heard the perspectives of the new leader which were brought in some new ideas and directions that she thought the group needed to act on. It was also discovered that the new leader was considerable more extroverted than the prior one and this produced good discussion of what this would mean to the day to day operations and interactions that would occur. While it was noted that this could mean some significant change for the group they left the session with a good understanding of what to expect and a few key action items that would keep them on track with these changes. It was also agreed that for the first months of the new leader's tenure they would spend a few minutes at the end of each management meeting reviewing their team preference wheel and how the different preferences were being leveraged for higher levels of performance.

### Overview

**Client** - Professional Services Firm

**Team Size** - 8

**TMS Products Used** - Team Management Profile and Team Working Wheel job aid

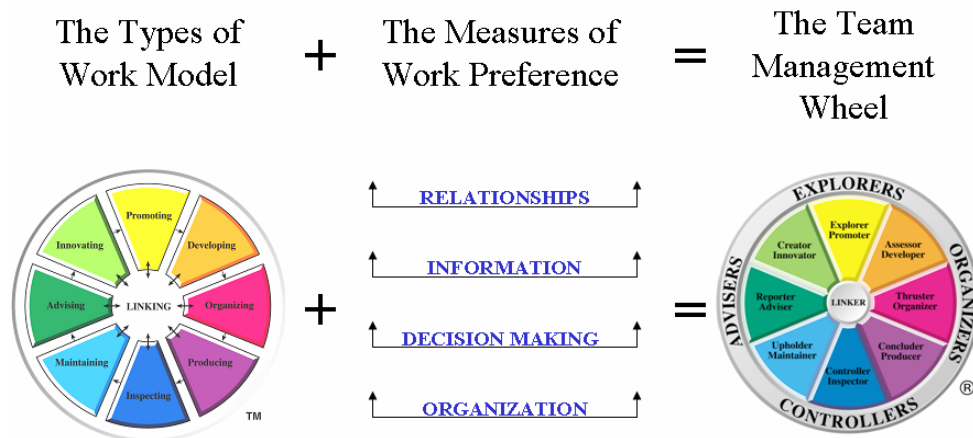
## Team Management Profile

The Team Management Profile (TMP) is a researched, work based preference assessment that is used world wide to help teams and individuals improve their performance. The 4000 + word profile is created from the participants responses to 60 questions focused on 4 measures of work preference. The on-line questionnaire takes about 15 - 20 minutes to complete and a hard copy profile is provided to the end user. The profile is debriefed with the end user by an Accredited TMS Network Member either one on one or in a team session such as the Enhancing Team Performance workshop. The profile contains data concerning the individuals work preferences relating to:



- Primary Areas of Work Preference
- Related Areas of Work Preference
- Leadership
- Decision Making
- Interpersonal Skills
- Team Building
- Areas for Self Assessment and Improvement
- How Others Can Effectively Interact With You

The TMP is actually a combination of two distinct, yet related models. The first is the Types of Work Model which focuses on the work that high performing teams and individuals regularly must perform. The second is the 4 Measures of Work Preference, which focuses on how we prefer to do our work. When combined, a third model emerges, the Team Management Wheel, which is the basis of the profile.



This focus on work, plus preference is critical since for high performance to occur, the work must be performed regardless of preference. Once it is determined what work needs to be done then the preference information can help us to understand the diversity of ways people may go about performing that work, both individually and with others. When skill in both these areas is developed the potential for high performance is enhanced.