



Team Development (Linking Skills)

Situation

A management team that had recently finished some strategic planning work wanted to make sure the implementation of their strategy was successful and thought they needed to look at their own dynamics and performance to effectively lead the organization in the strategic direction they had set. They worked together effectively but needed to take another step forward in their own performance to make this happen.

Action Taken

The group decided to do the Team Development session shortly after completing their strategic planning work. The first half day of the session was spent working with the Types of Work Model and the Team Management Profiles. One of the key things that was discovered was that the group had a strong south and east wheel preference, they liked to get things done and did not focus much on Promoting what needed to get done. This was seen as important in that their strategic work needed to be 'sold' to those in the organization that would be responsible for implementing it. The second half day was spent focusing on the Linking Skills and what skills they, as a management team needed to focus on. It was decided that as a leadership group they needed to focus on the Linking Skills of Interface Management and Team Relationships to promote their strategic work and cross the organizational silos that were inhibiting groups working more closely together to accomplish important goals.

Results

The team decided it would be best to communicate the strategy they had set for the organization through in person employee meetings and that this would be done by pairs of team members representing leaders of functions that needed to work together closely in order to implement the strategy. These meetings were also used to get the employees of the various functions together to discuss and problem solve how they could work together more effectively on a day to day basis to implement the strategy in their own areas. Over the course of the next six months key elements of the strategy were producing results. Employees were also putting additional pressure on the management team to continue communicating how the overall organization was doing and while this was a challenge for a strongly Introverted management team they found by continuing to work in cross functional pairs, this Promoting work became easier.

Overview

Client - Professional Services Firm

Team Size - 12

TMS Products Used - Team Management Profile, Linking Skills job aid and Linking Skills Workbook



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 TMS Team Development 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.

During the development of the Types of Work Model it was found that a number of skill areas surfaced that were important to high performance but could not be considered to fall into any of the 8 work functions. These skills are referred to as Linking Skills and are placed at the center of the Types of Work Model.

- **Active Listening**
- **Communication**
- **Team Relationships**
- **Problem Solving and Counseling**
- **Participative Decision Making**
- **Interface Management**
- **Work Allocation**
- **Team Development**
- **Delegation**
- **Objectives Setting**
- **Quality Standards**
- **Motivation**
- **Strategy**

These skills are grouped into **People Linking**, **Task Linking**, and **Leadership Linking**. During the workshop participants determine which skills are most important for them to work on and short skill building exercises are engaged in.

By the end of the session the team has identified improvement opportunities in the work functions, team dynamics and has built capacity in the Linking Skills.