

USING THE TEAM MANAGEMENT PROFILE WITH A SENIOR MANAGEMENT TEAM IN CRISIS a TMP application



Industry: Insurance
TMS Profile: Team Management Profile
Total Staff Number: 24
Organisational Challenge:
 Build a new Senior Management Team.



TMS Network Member, Graham Nisbet, uses the Team Management Profile in his "Executive Fire Teams" workshop to help teams to work effectively in crisis situations. Here, Graham provides a case study from a senior management team of a large insurance company, who recently benefited from the program.

The Problem

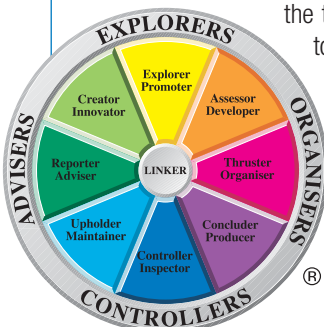
A newly formed sales and service division in a large insurance company needed to work efficiently together. The team consisted of a mixture of people; some team members were new to their positions, some had been with the company for quite a while and others were new recruits. The challenge was to build a strong, effective team, in a relatively short space of time.

Action Taken

The 24 Senior Managers were invited to a two-day team development program known as "the Executive Fire Team workshop". Conducted at the training facility of the NSW Fire Brigade, the workshop is a unique program, which uses the Team Management Profile (TMP) and a series of graduated team exercises that build rapport, trust and understanding amongst the members of the team.

Prior to the workshop, each participant completed the TMP questionnaire on-line. At the session, Graham plotted each individual's preferred roles in terms of the Team Management Wheel and debriefed the profile reports. Once in teams of 6, the groups were issued with the personal protective equipment worn by firefighters and then taken out onto the fire ground.

Learning the skills of real life fire fighters, the team members worked together to compete in seeing how fast they could connect up their hoses and get water on to a target.



Back in the training room they discussed their team performance and the approaches taken to the tasks in terms of the 8 work preferences on the Team Management Wheel. It quickly became apparent what the different communication needs and pacing skills of individual team members were.

Over the balance of the 2-day workshop, the teams completed a series of other exercises, followed by discussion about what had and hadn't worked. The culmination of the two days was an intense fire fighter exercise, where the teams worked to get water on to a full scale fire. (All under the expert supervision of fire instructors and conducted under strictly controlled conditions).

Outcomes

Back at their workplace, the group pinned up their Team Management Role Display and referred to it on a daily basis to recall the key things they had learnt about each others work preferences. The friendships formed during the short event lasted beyond the post workshop happiness period resulting in a well bonded team.

When interviewed 3 months after the workshop a number of positive comments were made such as:

"My observation within my own working team is that we understand each other better - why we are the way we are and where we are coming from. Some are more extroverted and talk about things as ideas come to mind and others have that more considered approach of only talking about an idea when it is well thought out. I think understanding that about each other has been a great tool."

For a short video containing interviews of the Senior Managers who completed the Executive Fire Team workshop, please phone Team Management Systems on +61 7 3368 2333 or email tms@tms.com.au or visit Graham's website: www.nisbetandassociates.com