

Leaders Leading Teams through the TMP

Leadership is a crucial factor in the modern world of work. When authentic, inspirational leadership is in place, it can have a positive impact on individuals, teams and the entire organisation. Leadership styles have significantly changed throughout the years. Until recently, an autocratic approach to leadership was often the norm in many organisations, whereby leaders expected obedience. Decisions tended to be made based on a leader's views, expertise and experience — a case of their words were law.

However, organisations today tend to favour a more collaborative than authoritarian view of leadership. The focus is on influencing staff to perform to their optimum rather than forcing them into submission. Creating a vision for the future and inspiring individuals and teams to achieve that vision are part of the transformational leadership skills that have been shown to promote better results.

While many managers want to effectively lead their team, acquiring these crucial transformational leadership skills can be difficult without personal development. Frequently, the newly promoted believe that in order to be successful, they must micro-manage team members daily by asking questions, offering advice, solving problems and generally being proactive. However, people have different needs, abilities and a preference to approach tasks in their own way. Micro-managing can cause resentment while limiting an individual's opportunity to be responsible and accountable for their contributions to the team.

So, how can leaders understand their own and their team's preferred way of working? Application of the Team Management Profile (TMP) will provide leaders with a better understanding of themselves and their teams in the context of people at work.

Team Management Profile

The TMP is considered one of the world's leading psychometric profiling tools for personal, team and leadership development. The TMP is about learning and personal self-development. It identifies eight core work activities (Types of Work Wheel), mapped against four work preference measures (RIDO Scale). The two combine to create an individual's unique TMP.

Advantages of understanding a team member's unique Profile include:

1. Being able to identify a person's strengths and work preferences
2. Greater self-awareness and strategies to improve performance
3. Helping people understand why they work the way they do
4. Providing a common language for teams to communicate with
5. Enabling leaders to successfully and confidently assign people to projects and tasks
6. Delivering objective, constructive and work-focused insights





Through understanding their own and their team's work preferences, a leader can then leverage off their team's unique diversity profile to optimise performance and team cohesion. This in turn will ensure that the eight Types of Work activities executed consistently by high performing teams are covered — and the team's work preferences are embraced and utilised. As a result, there is no need for unhelpful micro-management.

In the 1990's TMS founders Dr Charles Margerison and Dr Dick McCann began to view leadership more as a skillset, that is primarily about relationship-building. Their research showed that excellent leaders monitor, develop and emphasise the importance of relationships throughout an organisation. Drs Margerison and McCann developed the term "Linking" to describe behaviour which, through acquired skills, connects and unifies teams with a clear direction and shared knowledge of how to achieve identified goals.

Linking is at the core of the Types of Work Wheel

Linking is an activity that pulls a team together. Effective Linking can be the difference between a group of individuals performing tasks and a highly effective, efficient team. High performing teams value diversity and different approaches to work are respected and harnessed for the team's overall benefit. Margerison and McCann identified a total of 13 different teamwork competencies that are the rudiments of effective collaboration. There are six basic People Linking Skills, which are essential for all team members. A further five Task Linking Skills

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are relevant to more senior members. Two more Leadership Linking Skills are considered necessary for team leaders. One of the fundamental People Linking Skills is communication.

The TMP provides learners with specific feedback on their opportunity for better Linking with a strong focus on communication. This in-turn provides individuals and leaders with practical development insights to optimise team effectiveness and operational performance.

Conclusion

Leadership determines organisation performance. The ability to understand people's work preferences, create diverse high-performing teams and avoid and resolve conflict will have positive impacts on organisational culture and performance. For more than 30 years, TMS has been researching and working with organisations worldwide to generate a deeper understanding of how people work. Their suite of four practical workplace Profiles is recognised as the most reliable and extensively researched set of psychometrics on the market. Investing in developing the skills of leaders and creating teams which work better together has become essential for any modern organisation.



Want to know more? Contact **Team Management Systems**

P: +61 (0)7 3368 2041 | **E:** info@tmsoz.com | **W:** www.tmsoz.com