

OVERVIEW

Since the company's foundation by Drs Charles Margerison and Dick McCann in 1985, Team Management Systems has become a world leader in the research, development and creation of team based assessment and organisational development psychometrics.

Though Australian owned and operated, Team Management Systems is a company that has global reach, with offices and representatives around the world including New Zealand, North and South America, UK and Europe, the Middle East, South East Asia, Japan, China and South Africa.

The success of Team Management Systems is a combination of many things including our commitment to independent and ongoing research, high ethical standards, continuous improvement in production and service technology and our relentless pursuit of excellence in customer service.

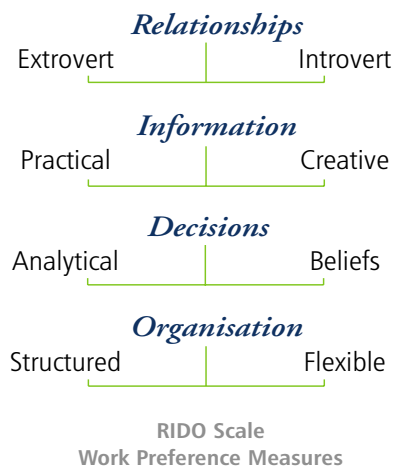
However, the key factor in our success and the organisations that choose Team Management Systems, is the quality of our products. The TMS Profile Suite is one of the most extensively researched and reliable set of psychometrics available on the market today. Team Management Systems has been applied in over 119 countries and our research and translation programs are ongoing.

WHAT MAKES TEAMS SUCCESSFUL?

Working with teams all over the world, Margerison and McCann recognised that some teams were highly successful, whereas others, with similar experience, skills and abilities, failed. Problems such as conflict, mistrust and poor communication prevented some teams from reaching their full potential. Margerison and McCann's research examined the nature of work carried out in teams and identified eight core 'work functions' or different types of work, plus one central activity that integrated the work functions. These nine key success factors formed the basis for the Types of Work Wheel.

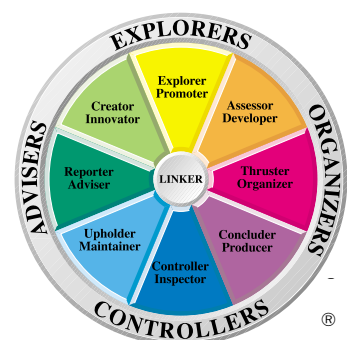


Types of Work Wheel



Margerison and McCann found that at work, people who are 'Extroverted' and 'Creative', for example, preferred the 'Promoting' work function. They also found that people who are 'Introverted' and 'Practical' for example, preferred 'Inspecting' work. They found a correlation between the RIDO Scale and the 'Types of Work' functions people liked to do. This led them to develop the Team Management Wheel, which forms the basis of the Team Management Profile. Together, the Team Management Wheel, RIDO and the Types of Work Wheel provide the theoretical foundation for the TMS suite of Profiles.

Margerison and McCann set about developing a way to predict which, if any, of the Types of Work functions individuals preferred to do at work. They looked at the work of popular personality theorist, Carl Jung and re-interpreted it within the workplace. From there, Margerison and McCann developed the Four Measures of Work Preference, which they refer to as the RIDO Scale.



Team Management Wheel

THE TMS FRAMEWORK

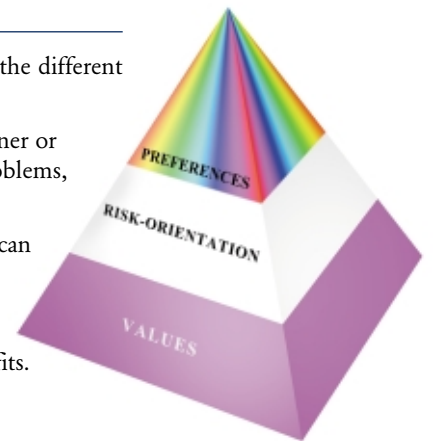
“Understanding and harnessing diversity in people is the key to developing high performing teams and organisations. One of the greatest challenges facing managers and leaders today is to understand people’s motives”.

THE PYRAMID OF WORKPLACE BEHAVIOUR

The Pyramid of Workplace Behaviour shows the three levels that build a complete picture of the different ways that people approach work. It helps to explain why people at work “do what they do”.

By identifying where team members map into the three levels of the pyramid, a HR practitioner or team leader can unleash a powerful set of techniques to deal with potential conflict, solve problems, motivate team members, assign tasks, and develop the team to a high level of performance.

The flexibility of the TMS models and concepts means that HR practitioners and team leaders can use the Profiles with individuals and teams across multi-functional, multi-industry and multi-cultural boundaries. This system provides organisations with the formula for developing greater understanding, better relationships at work, a happier environment and improved individual, team and organisational performance, which of course, leads to bottom line benefits.



WORK PREFERENCES



- Understanding the nature of work and the work preferences of people is the first step towards capitalising on the team’s strengths and managing its weaknesses. At the apex of the TMS Pyramid is the Team Management Wheel, which describes:
- The eight different roles that people like to adopt when working in a team.
 - The eight work functions teams must do in order to be successful.
 - The Linking Skills required to coordinate and lead a team.

The role each person prefers to play on the Team Management Wheel reflects the work areas where they are most likely to help their organisation succeed. The model helps us understand how key work areas fit together and the critical need for all activities to be linked together effectively. This is a universal model of effective, balanced teamwork that shows how all tasks in any work situation can be described in terms of nine key factors: Advising, Innovating, Promoting, Developing, Organising, Producing, Inspecting, Maintaining and Linking. This model provides a valuable business tool that can be used in every aspect of planning and organisation.

RISK ORIENTATION

The Risk Orientation Model provides us with five subscales that can predict the percentage of energy a person will put into seeing opportunities or obstacles. This gives us a greater appreciation of people’s approach to risk and how this will affect the way they innovate and cope with change. In today’s fast paced and often chaotic business environment, it is more important now than ever to know how your team will handle different opportunities and ongoing uncertainty. In order for a team to be successful, its members must be aware of possible pitfalls while at the same time, seizing opportunities.



VALUES

Values are deeply-held concepts or beliefs that drive people’s decisions and behaviour. They influence our views about people, situations and events and often override other issues. Conflict and disillusionment in the workplace is often due to clashes between individual work values and organisational values. Therefore, understanding the team’s core values is vital to achieve effective teamwork. Using the Window on Work Values Model, the team can develop an ideal set of team values and ground rule behaviours for all team members.

