

# Unlocking the potential of Team Management Systems

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Strategic Discovery – Customer Insights



# Executive Summary

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Guided by the growth hypothesis of Workshop 1 we interviewed 9 Australian-based managers to new teams. The purpose of these interviews was to gather customer insights that would inform the exploration of product development of the TeamOS concept.

There is strong validation for the TeamOS concept, with managers showing high interest (average 8.2/10 willingness to try) and clear unmet needs around understanding team dynamics, managing diverse personalities, and reducing administrative burden while improving team performance.

## Key Validation Points:

- **Growth Hypothesis:** Managers leading new teams face significant challenges understanding individual motivations, managing diverse personalities, and building trust - exactly what TeamOS aims to address
- **Strong Market Interest:** 8 out of 9 participants rated their likelihood to try TeamOS as 6-10, with an average of 8.2/10
- **Clear Value Proposition:** Participants consistently valued tools that help them understand their team members better and provide actionable guidance for management decisions
- **Budget Availability:** Most participants have allocated budgets ranging from \$1,500-\$25,000+ for team tools and development

## Primary Concerns to Address:

- Privacy and data security (especially for larger organizations)
- Team buy-in and avoiding perception of surveillance
- Integration complexity and time investment
- Proving ROI and credibility compared to existing solutions





# The Opportunity

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Explore an **evolution of TMS' business model** that **leverages AI** to create a new product layer that **drives new revenue opportunities and unlocks new markets.**

***Codename: TeamOS***





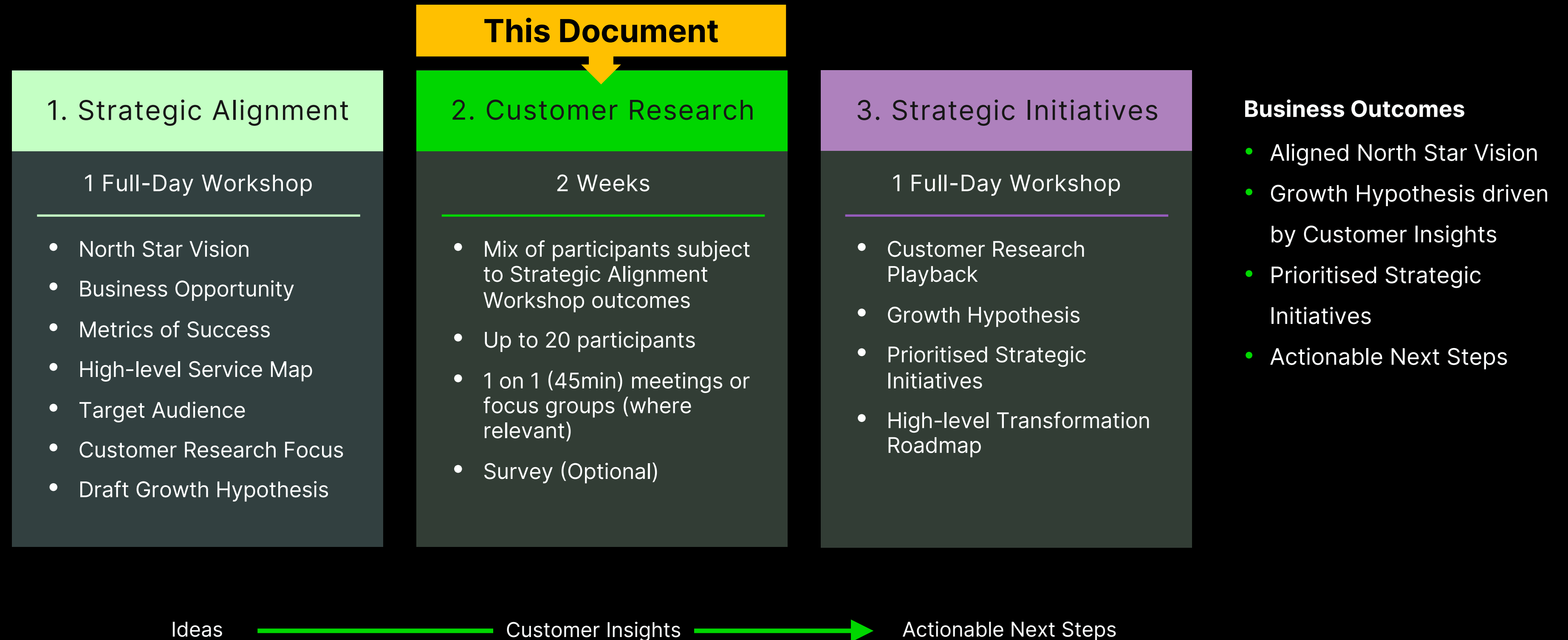


# Strategic Discovery Objectives

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- Align on a north star vision
- Unlock customer insights
- Define a Growth Hypothesis
- Identify Strategic Initiatives
- Shape up a high-level transformation roadmap

# Proposed Approach



# Growth Hypothesis



Anchored in the purpose statement, business opportunity, and target audience, we developed a **Growth Hypothesis** to guide the evolution of TMS's business model leveraging AI to create a new product layer that generates revenue and opens access to new markets.

## Growth Hypothesis

**We believe that by** combining an agentic approach to team management with ongoing, team-driven productivity coaching, TMS can create a valuable new offering **for** early-career managers leading teams for the first time.

This solution **aims to** help them build high-performing, cohesive teams by surfacing blind spots and providing insights into team context and character.

**In doing so,** it opens a new B2C revenue stream and strengthens the broader TMS product ecosystem by increasing product stickiness, driving awareness of other IP, and creating an impetus for action.

**If executed well,** it could support distributors and APs by funnelling more demand through them. However, there are **potential risks** to consider, including cannibalisation of existing licence sales, disruption to current operations, brand dilution, and resistance from distributors. Managing these trade-offs will be key to unlocking growth.

<b>1. We believe that...</b> Describe the plan  <div>Agentic approach to team management that brings together TMS Tools</div> <div>Team driven, ongoing productivity coaching</div>	<b>2. For...</b> Target audience  <div>New Managers to a team early in their career</div>	<b>3. To achieve...</b> Expected results  <div>Help them lead a cohesive team towards high-performance</div> <div>Identify blind spots</div> <div>Team context</div> <div>Team Character</div>
<b>4. Will lead to...</b> Business outcome  <div>New B2C revenue stream</div>	<b>5. And positively impact...</b> Secondary effects <div>Integrating AI into TMS' product suite</div> <div>Increase awareness and use of other TMS IP</div> <div>Turning a questionnaire into a system</div> <div>Product stickiness</div> <div>Impetus to action</div> <div>Separate teamOS from TMS brands</div> <div>If done right, drive business to APs and Distributors</div>	<b>6. Or negatively impact...</b> Side effects <div>Cannibalising existing license sales</div> <div>Brand impact</div> <div>Distributors not looking favourably upon this</div> <div>Disruption to TMS IP's operations</div> <div>Negatively impact balance sheet</div>

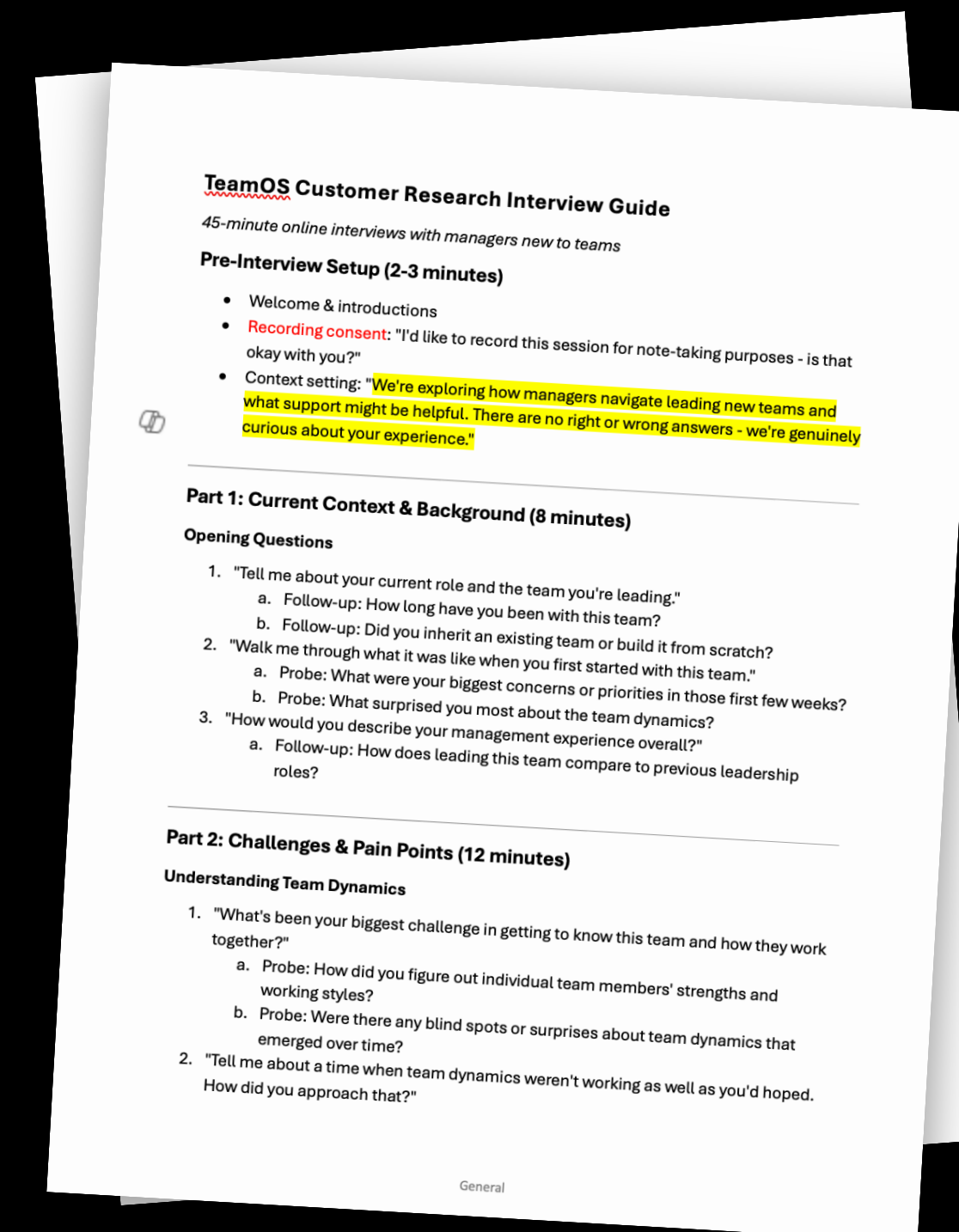


# Target Audience – What we'd like to learn

## Customer questions identified from Workshop 1

1. Tell me about the tools you and your team use regularly.
2. How do you currently approach personal or team growth?
3. What kinds of resources do you turn to when you're looking to grow in your role?
4. Can you describe your experience when you first stepped into a management or leadership role?
5. What was the biggest challenge you faced early on as a manager or team lead?
6. Was there anything that could have made that transition easier for you?
7. What does success look like for you in your role, particularly in the first few months?
8. Have you ever explored or thought about team dynamics? If so, when and why?
9. If you had a magic wand, what kind of tool or support would you create to help you in your role?
10. Do you currently have a budget for tools or support for you and your team?
11. How open would you be to trying a new tool to support your team's performance?
12. What might stop you from using a new tool or framework, even if it seemed helpful?

We created a **Customer Research Template** to guide our interviews





# Participant Overview

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 **9x** Australia-based managers to new teams.

## Management Experience

- Mix of first-time managers and experienced managers new to teams

## Team Formation

- **Inherited Teams:** 6 participants (Angeline, Brad, Kevin, Maya, Zahid, Sherrie)
- **New/Built Teams:** 3 participants (Krishna, Lachlan, Nikhil)

## Company Types

- Startups (2), SMEs (4), Large Corporations (3)
- Mix of remote, hybrid, and in-person teams

## Industries:

- Civil Engineering
- Financial Services
- Government IT
- Cloud Engineering
- Recruitment
- Sales
- Finance
- Manufacturing





# Persona Insights

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## Core Attributes

- Have management experience but face new team dynamics
- Inherit teams with established cultures and relationships
- Must earn trust and credibility with existing team members
- Balance individual contributor work with management responsibilities
- Lean on mentors for support, development and guidance



## Primary Motivations

- Building high-performing, cohesive teams
- Understanding individual team member needs and motivations
- Reducing conflicts and improving team dynamics
- Achieving business objectives through effective people management



## Key Frustrations

- Lack of visibility into team dynamics and individual motivations
- Time constraints limiting quality team interactions
- Limited frameworks or tools for systematic team management
- Difficulty adapting management style to diverse personalities



## Success Metrics

- Team trust and engagement levels
  - Achievement of business objectives and KPIs
  - Low team turnover and high satisfaction
  - Smooth conflict resolution and minimal escalations
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# Key Themes

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9 of 9 participants

## 1. Building Trust & Relationships

The overwhelming priority for managers is establishing trust and personal connections with their team members. This theme appeared in every single interview.



*"Priorities for my team for the first few weeks was to get to know them and earn their trust." - Angeline*



*"When you inherit a team, people need to accept you as their manager. You need to earn the respect." - Zahid*

### Sub-themes

- Need to "blend in" before implementing changes
- Importance of one-on-one conversations and personal understanding
- Challenge of remote/hybrid work reducing natural relationship building
- Age and cultural differences creating additional barriers



# Key Themes

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8 of 9 participants

## 2. Understanding Individual Motivations & Working Styles

Managers consistently struggle to understand what makes each team member tick and how to motivate them effectively.



*"The biggest thing for me has been to understand what makes each individual tick and how to motivate them."*

– Lachlan



*"People are motivated in different ways; you need to find the right ways to motivate them. Everybody is different in stages of their life." – Zahid*

### Sub-themes

- Difficulty identifying individual strengths and weaknesses
- Challenge of adapting management style to different personalities
- Need for better ways to understand team member preferences and communication styles



# Key Themes

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7 of 9 participants

## 3. Managing Administrative Burden

Heavy administrative workload prevents managers from focusing on people management and team development.



*"Amount of admin work required to manage a team of 3. Weekly catchups, guiding through projects, setting up profiles in system, approving leave, is consuming in addition to my day-to-day work."- Brad*

### Sub-themes

- Balancing individual contributor work with management responsibilities
- 
- Time constraints limiting quality team interactions
- Need for streamlined tools and processes

# Key Themes

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6 of 9 participants

## 4. Conflict Resolution & Team Dynamics

Managers frequently deal with personality clashes, generational gaps, and team tensions.



*"Senior team members trying to assert dominance on more junior people, even if they had great ideas."* - Nikhil

### Sub-themes

- Generational and cultural differences creating friction
- Difficulty spotting conflicts early
- Need for frameworks to address team tensions

# Pain Points

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## 1. Invisible Team Dynamics

6/9

Managers struggle to detect underlying tensions, conflicts, or disengagement until they become major problems.

## 2. Lack of Frameworks for People Management

7/9

Most managers rely on intuition rather than structured approaches to understand and manage their teams.

## 3. Lack of time for Team Development

5/9

Managers want to invest in their teams but lack time due to competing priorities, even when leadership and business support it.

## 4. Remote/Hybrid Communication Challenges

4/9

Virtual work environments make it harder to build relationships and understand team dynamics.

## 5. Inconsistent Tool Ecosystem

4/9

Multiple disconnected tools create inefficiencies and data silos.



*"The most important thing is to make time to do it. Workplaces are evolving, and you need to know what kind of person you are working with." - Angeline*





# Unmet Needs & Opportunities

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## 1. Personalized Team Member Insights

Managers want to understand individual personalities, motivations, and working preferences to tailor their approach.

## 4. Streamlined Team Management

All-in-one solutions that reduce administrative burden while providing insights.

## 2. Actionable Management Guidance

Rather than generic advice, managers seek specific, contextual recommendations for their unique situations.

## 5. Professional Development Integration

Connecting team insights with targeted development opportunities for both managers and team members.

## 3. Early Warning Systems

Tools that help identify potential issues before they escalate into major problems.

## 6. Communication & Cultural Bridge-Building

Understanding and improving how team members prefer to communicate and collaborate to navigate generational, cultural, and personality differences.

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# Team Dynamics

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## When do they think about team dynamics?

- During conflicts
- Performance issues
- Team building events
- Regular check-ins

## How do they identify team dynamics?

- Observation
- One-on-One Conversations
- Team Meetings
- Performance Data

## Top desired solutions (Magic Wand)

- All-in-one Management Platform
- Deep Team Member Personality Insights
- Contextual AI-Powered Guidance
- Administrative Streamlining
- Trust & Relationship Building Tools



*""Conflicts between the team were also tricky to spot because the team won't tell you." - Krishna*



# Psychometric Profiles

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## Limited Understanding

- Most see psychometrics as **hiring tools** rather than ongoing management aids
- **Surface-level awareness** of what they measure
- **Confusion about different types** (personality vs. cognitive vs. behavioral assessments)

## Barriers to Adoption

- Cost sensitivity
- Implementation concerns
- Generalisation skepticism
- Timing and pressure issues

## Current Usage Patterns

- Pre-employment screening (most common)
- Leadership Development (limited)
- Team Management (rare)



*"They are interesting, but more often than not, they come back and they seem to make sense. Could be unconscious bias. A little bit like a star-sign write up makes sense"- Lachlan*

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# Go-to-Market Insights



## Budget Availability

### Small Teams (2-6 people):

- \$1,500+ per person annually (Brad)
- Company-specific approval processes (Maya, Sherrie)

### Medium Teams (7-15 people):

- \$25k+ experimentation budget (Krishna)
- Innovation budgets available (Nikhil)
- Allocated management tools budget (Lachlan)

### Large Teams (15+ people):

- Six-figure training budgets (Kevin)
- Per-project team budgets (Angeline)



## Approval Process

### Startup/SME Context:

- Direct owner approval required
- Focus on ROI and immediate benefits
- Less formal procurement processes

### Corporate Context:

- Multiple stakeholder approval (procurement, cyber security, HR)
- Need for compliance and privacy assurance
- Preference for established vendors (Microsoft mentioned)



## Primary Drivers

### Primary Drivers

- Proven ROI and case studies
- Privacy and security assurance
- Ease of implementation
- Team acceptance

### Secondary Drivers

- Relatable Case Studies
- Integration capabilities
- Vendor credibility
- Customization options
- Support and training



## Trust Barriers

- Privacy & Data Security concerns
- Team Surveillance Perception
- AI Accuracy and Reliability
- Generic/Irrelevant recommendations
- Ease of implementation
- Team acceptance



# Conclusion

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The research provides **strong validation for the TeamOS concept** with clear evidence of market need, purchase intent, and feature requirements. Managers consistently struggle with understanding team dynamics and individual motivations, exactly what TeamOS aims to address.

## Market Opportunity

With high interest levels (8.2/10 average), available budgets (\$1,500-\$25,000+ range), and clear unmet needs, there is **significant opportunity for TeamOS** to capture market share in the team management space, and **drive awareness of the use of psychometric profiles** in management.

## Next Steps

Explore MVP design & development focused on core features while simultaneously building the privacy frameworks and pilot customer base to establish market credibility

## Key Success Factors

- Lead with individual insights and actionable recommendations
- Prioritize privacy and team member buy-in from day one
- Focus on time-saving and admin reduction alongside team insights
- Build credibility through case studies and proven ROI
- Ensure seamless integration with existing workflows



# Next Steps

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01

## Customer Research

Guided by the insights of Workshop 1 we will conduct customer research activities to source insights from them.

02

## Workshop 2 Shape up MVP

Driven by outcomes of Workshop 1 and customer insights we will come together to shape up a Minimum Viable Product, define actionable initiatives and a high-level execution plan.

03

## Execute on Initiatives

Once we have an agreement on what we want to achieve and how, we can put together a plan and estimates for delivery.





That's a wrap. For now...