



# FREQUENTLY ASKED QUESTIONS AND BASELINE KNOWLEDGE

The purpose of this document is to provide guidance on how to respond to common client L&D enquiries. With cohesive communication, we can all become ambassadors of the TMS knowledge base.

Where possible, we encourage self-sufficiency when it comes to sourcing supporting documentation. In other words, we tend to refer clients to the Facilitator Resources section of the TMS Global website

<https://tms.global/Facilitator/Resources>.

Colour codes:

- **Green**: CST frequently asked question
- **Blue**: CST infrequently asked question
- **Yellow**: Escalate to L&D
- **Red**: Response needs to be revised
- **Highlighted Text Means it has been turned into a Knowledge Article**

## CONTENTS

<b>Theory and Research .....</b>	<b>5</b>
How much research went into this? .....	5
How does the British Psychology Society consider the TMP? .....	5
How is the TMP questionnaire validated? .....	5
What is the origin of the colours of the Team Management Wheel? .....	6
<b>Work Preferences .....</b>	<b>7</b>
How is the TMP work preference distribution calculated? .....	7
Does your job influence your work preferences? .....	7
Are my preferences the same at home and at work? .....	7
What is the difference between styles, preferences, behaviours and personality? .....	8
Are the eight Types of Work Wheel functions important in every job? .....	8
What is the significance of the related roles? .....	9
In simple terms, what is the difference between the 8-fold and 16-fold models? .....	9
<b>My Profile.....</b>	<b>10</b>
How accurate is my personal Team Management Profile? .....	10
If I'm a [x role] does that mean that I'm not good at an opposite role or opposite Types of Work? .....	10
Why are my TMP scores different from the ones I got 12 months ago? .....	10
How often should I do a TMP? .....	11
What does a Split Wheel mean? .....	11
How does the TMS software select a major role when I have a zero net score? .....	11
Why don't the percentages on the Work Preference Distribution section of my Profile add up to 100%? .....	12
On the Work Preference Distribution, I have tied scores. How did they determine which one was my major (or related roles)? .....	12
<b>My Team .....</b>	<b>13</b>
If we're an unbalanced team, is this a bad thing? .....	13
Is it better for people who are alike to work together? .....	13

How will leveraging TMS tools make us a better team? .....	13
<b>Facilitator .....</b>	<b>14</b>
My team is sceptical about the TMP. What can I do to get the tool over the line? .....	14
What if someone doesn't agree with the profile outcome? .....	15
What is the difference between the TMP Managerial and Team Member Report? .....	17
How do I debrief a team skewed towards Analytical? .....	17
After the TMP debrief, what should I do next to move from insight to action? .....	19
Does TMS offer refresher courses for Accredited Practitioners? .....	20
<b>Norm Data and TECHNICAL enQUIRIES .....</b>	<b>21</b>
How can I use the norm data in my workshops? .....	21
Do we have norm data for boards of directors? .....	21
Why don't the TMP Major Role Preference distributions add up to 100%? .....	22
<b>Inclusivity and Diversity .....</b>	<b>24</b>
How does the TMP work with people who are neurodiverse (Autism and ADHD)? .....	24
Is the TMP valid with First Nations people? .....	24
What steps would be involved to validate the TMP with First Nations people? .....	24
<b>Sales Questions .....</b>	<b>26</b>
I've used other feedback instruments - what's different about TMP? .....	26
How do people use Team Management profiles? .....	26
Which organisations have used TMS before? .....	27
Can the TMS profile be used to help people find the right career or role? .....	27
Can the TMP be used for recruitment? .....	28
<b>Technical .....</b>	<b>29</b>
How common is a Split Wheel and how do I explain what it means? .....	29
How do you get a net zero score? .....	29
What do "low scores" mean? .....	29
How was relationship between the four Work Preference scales and the Types of Work Wheel established? ..	30

How does the TMP algorithm create two different first related roles with very similar profiles? .....	30
<b>Comparison with other instruments .....</b>	<b>32</b>
What are the major differences between MBTI and TMP? .....	32
What is the difference between the DiSC framework and the TMP? .....	32
What is the difference between Insights Discovery (ID) and the TMP? .....	33
What is the difference between Hermann Brain Dominance Instrument (HBDI) and the TMP? .....	35
<b>The Leadership Linking Profile (LLP 360) report .....</b>	<b>36</b>
Are the LLP 360 reports customised and if so how many possible versions are there? .....	36
How can the LLP 360 reports be used for benchmarking? .....	36
Why is there sometimes less than 6 bullet points for a Linking Skill in the Narrative section of the LLP 360? (Short answer) .....	37
Why is there sometimes less than 6 bullet points for a Linking Skill in the Narrative section of the LLP 360? (Detailed answer) .....	37
<b>The Opportunities-Obstacles Quotient (QO<sub>2</sub>) Profile REport .....</b>	<b>39</b>
Why are there flags missing in some of the segments of the Values ALignment Diagnostic Tool Report? .....	39

## THEORY AND RESEARCH

### HOW MUCH RESEARCH WENT INTO THIS?

Two Australians, Dr Charles Margerison and Dr Dick McCann, developed Team Management Systems. Margerison and McCann researched the Team Management Systems models and instruments for over five years before the Team Management Profile Questionnaire (TMPQ) was commercially released in 1985.

Furthermore, there is a separate research arm of Team Management Systems, the Institute of Team Management Studies, that is committed to the ongoing research of TMS around the world, ensuring the highest levels of reliability and validity of all TMS products. The TMPQ has been approved by the British Psychological Society (BPS) as a valid and reliable occupational instrument.

### HOW DOES THE BRITISH PSYCHOLOGY SOCIETY CONSIDER THE TMP?

The BPS places the TMP in the 'Personality' category of psychometric instruments and concluded that,

"... the Team Management Profile has a high face validity with managers, the narrative profile is easy to read and understand, and the information feedback guidance is excellent ... The instrument has a wide range of applications: career counselling, training and personal development, project management, team building, and so on."

The high level of psychometric validity and reliability of all of the TMS instruments is attributed to many years of rigorous testing prior to commercial release, as well as the ongoing work of the Institute of Team Management Studies (ITMS).

Strictly speaking, our questionnaires are considered 'tests' and they do fall under the category of personality (as opposed to occupational or ability/performance). The British Psychological Society, a key industry body that has conducted an independent assessment of our products and research, files our review under the category of Personality Test.

Although our products do fall under the personality test category, **we do not refer to them in this way**, to ensure our messaging about the intent and design of our products is clear (ie. it is a market positioning decision).

### HOW IS THE TMP QUESTIONNAIRE VALIDATED?

There are three different ways questionnaires of this type are validated.

**Face validity** is the extent to which a scale or group of scales "makes sense" to observers and test users. In management development it is critical that any feedback based on an instrument has high face validity otherwise the data will be rejected and the instrument denounced. A confirmatory face validity study was conducted in 2009 with an international sampling of TMS network members. Results from this study confirmed mean face validity greater than 91% for all the Profile reports (n=109,843). Additionally, the British Psychological Society endorsed the validity of the TMP highlighting its strong face validity.

**Structural validity** is a form of validity that relates to the development of models or their scales and subscales – for the TMP that relates to the relationship between the four work preference scales (E-I, P-C, A-B, S-F) and the

Types of Work Wheel. The initial development sample was not large (n=275); however, two additional analyses were undertaken to examine the characteristics of the scales (n=623, and n=170) and the results were consistent across all three studies.

**Construct validity** measures the extent to which a test or scale relates to other theoretical concepts, which have proved by other studies to be valid. By studying the relationships of a test to many others, researchers can get a better feel for the “real” meaning of a scale. The TMP has been compared with 10 other related questionnaires confirming that it does in fact measure what it claims to measure. Some of these include MBTI, Belbin, 16pf, Emotional Intelligence and Learning Styles.

More details are available in the Accreditation Manual. page 91.

## WHAT IS THE ORIGIN OF THE COLOURS OF THE TEAM MANAGEMENT WHEEL?

When sunlight is passed through a prism, the white light disperses into the colours of the spectrum: from red through orange, yellow, green and blue to violet. This physics theory was adapted to the Team Management Wheel, where the colours of the wheel meet in the white Linking centre. The roles complement each other and together make a whole team. Working and Linking together unites the colours into white light. There are four main colours:

**Fresh Green:** Colour psychology suggests green is often associated with feelings of renewal, ambition and growth. The green section of the Team Management Wheel signifies the beginning stages of the development process, involving new ideas, learning and gathering information.

**Bright Yellow:** Yellow is the brightest colour of the visible spectrum, often associated with the sun. The colour signifies high energy and cheerfulness, regularly used in marketing to promote optimism and creativity. When the sun is out, we feel energised and ready to explore the world, which is why this colour spectrum was chosen to represent the promoting aspects of teamwork.

**Warm Red:** The colour red has established a universal meaning, representing action, energy and danger. This colour spectrum was chosen to represent the Organising section of the wheel where heat and action are generated within a team.

**Deep Blue:** Following the conclusion of an activity comes the ‘cool off’ period. Blue is often associated with feelings of control and clear thinking. This part of the wheel represents a period of reflection and evaluation within the team.

**White Linking Light:** When sunlight is passed through a prism the white light disperses into the colours of the spectrum. This physics theory was adapted to the Team Management Wheel: as the roles in the wheel come together in the white linking centre it signifies a balanced team.

## WORK PREFERENCES

### HOW IS THE TMP WORK PREFERENCE DISTRIBUTION CALCULATED?

Work preference distribution data shows to what degree an individual prefers to work in each of the eight areas of the Types of Work Wheel, based on their responses to the Team Management Profile Questionnaire.

Probability scores are calculated by distributing one hundred percentage points across all eight Types of Work to indicate the tasks the respondent likes best and least. Promoting, Inspecting, Maintaining and Advising are the least preferred tasks.

This section helps the respondent understand their preference levels for Types of Work outside their major and related roles. It's important to note that these preferences do not necessarily reflect the effort or level of performance that the individual puts into each Type of Work.

Work preference distribution data is derived from calculating a percentage for each sector of the 16-fold Model based on the Four Work Preference Measures (RIDO). Preferences of inner and outer sectors are combined to determine a percentage for each Type of Work.

The workplace preference distribution % data are based on the raw scores for each questionnaire items. If your net scores are low, then your percentage distribution will indicate that you are relatively comfortable working on any task. If your net scores are high the percentage distribution will vary significantly, indicating a high preference for some Types of Work and a low preference for others.

**More advanced explanation:** The probability score is calculated for all eight ends of the scales. So if someone has net scores of E30 P30 A30 S30, then the probability for the Organising TOW sector would be  $Pr(EPAS) + Pr(ICAS)$  ie.  $1+0 = 1$  or 100% in percentile value. All the other 8 sectors would have zero. More common would be raw scores of less than 30 on all of the 8 measures (E,I,P,C,A,B,S,F). So that means that the probability scores would be positive for all eight sectors but the sum of all the probabilities would add up to 1. In general the probability of, for example, the Creator-Innovator sector would be  $(PrE \times PrC \times PrB \times PrF) + (PrI \times PrC \times PrA \times PrF)$ .

### DOES YOUR JOB INFLUENCE YOUR WORK PREFERENCES?

Behaviour is very much influenced by job requirements and the expectations of others – driven by the prevailing culture. Rewards are often given to those who mirror characteristics demonstrated by senior management, which reinforces cultural influence. This external influence may modify behaviour, and, over time, this modified behaviour will have a slow feedback on work preferences.

There may be problems when the organisational expectations are substantially different to an individual's work preference and those who experience significant difficulty may well look for another job. Those who remain will often change their work preferences to align with organisational expectations.

### ARE MY PREFERENCES THE SAME AT HOME AND AT WORK?

Some people do have similar work preferences at home and at work whereas others have different preferences. For example, we have met many people who like being extroverted at work as that is the best way they can

achieve their goals. However, at home they prefer to be more introverted as they wind down to “recharge their batteries”. Likewise, people may be more introverted at work, particularly if the job demands high levels of individual skills such as accountancy or information technology. At home though, they enjoy the balance they create by being more outgoing and involved with social activities.

Interestingly, a TMS study of 99 managers showed 44% who rated themselves as Structured at work, preferred a more Flexible orientation outside of work. Similarly, 38% of Analytical decision-makers rated themselves as more Beliefs-oriented outside of work. 25% of Extroverts said they preferred a more Introverted approach in the non-work environment.

### WHAT IS THE DIFFERENCE BETWEEN STYLES, PREFERENCES, BEHAVIOURS AND PERSONALITY?

**Style** is an overarching umbrella term. An individual’s working style will include **preferences** as a subset, which contributes to their style at work. In other words, when referring to a team member in general, we may use the term *style*, but when referring to a team member's TMP specifically, we use the term 'preference'. If we are looking for interchangeable words to preference, we can also say what someone enjoys or likes to do at work.

Preferences and **behaviours** are closely related but distinctly different concepts. They are the “yin and yang”, or opposite sides of the same coin. Preferences are the inward, subjective likes; that often drive our behaviour and decision making. On the hand, behaviours are the outward, observable actions which may reflect our preferences.

Preferences are an integral part of the TMS brand, specifically, the TMP preferences at work, whilst we don't tend to use the term “behaviour” when referring specifically to our concepts.

**Personality** is not used within the context of TMP, as it implies a locked-in trait, regardless of being at work or home, or over time. (MBTI is more likely to refer to personality, but TMP never does).

There is a correlation between preferences and **skills** (remember the four Ps!), but they are not interchangeable terms. If somebody has a preference for a Type of Work, they are *more likely* to be proficient (skilled) at that Type of Work, but we can never assume this.

### ARE THE EIGHT TYPES OF WORK WHEEL FUNCTIONS IMPORTANT IN EVERY JOB?

In any job there may be several different activities that need to be carried out, but some of these activities can be performed by virtually anybody with the requisite qualifications. Whilst all the Types of Work functions need to be collectively covered by a team if it is to perform effectively, in every job there are just a few activities that are critical. These critical activities require people with particular abilities and preferences, and they make the difference between good and poor performance in the job.

For most jobs, we have found the critical activities typically cover two or three sectors of the Types of Work Wheel. For example, some jobs have an emphasis on Producing and Inspecting, whereas others are more oriented to Innovating and Promoting.

Although all jobs are likely to contain all elements of the Types of Work Wheel, only some of these functions are *critical*. **An understanding of these critical elements is important if job performance is to be improved.**



## WHAT IS THE SIGNIFICANCE OF THE RELATED ROLES?

In addition to your major role preference, two related roles will be shown in your personal Team Management Profile. These are the areas of the wheel where you also have preferences. Your profile will indicate how your preferences will change to those of your related roles in certain situations.

The related roles are calculated according to your scores on each of the Four Work Preference Measures. Many people will be allocated related roles on either side of their major role. It is easy to see how people can, on occasion, prefer to operate in these adjacent sectors of the wheel.

However, it is also possible to have a Skewed Wheel where the two related roles are on one side of the major role. Also, a Split Wheel is possible where the related roles are nonadjacent to the major role. These variations around the wheel simply reflect different approaches to work.

## IN SIMPLE TERMS, WHAT IS THE DIFFERENCE BETWEEN THE 8-FOLD AND 16-FOLD MODELS?

The 16-fold model goes deeper into understanding role preferences by dividing them into inner and outer segments, according to their RIDO scores. These segments share the same role preference but differ in how they like to approach this Type of Work.

The 8-fold model is a simpler way to look at role preferences and is a good starting point. However, the 16-fold may be useful to explore how respondents that share a mixture of inner and outer wheel combinations for the same role preference can better link with each other. For example, with a group of Explorer-Promoters, delve into how the respondents with outer wheel role preferences (ECAf) may like to approach tasks differently to those with inner wheel role preferences (ECBS).

In the above example, two people both with a preference for Promoting work will differ in the way they go about that work. They both have preferences for Extroversion and a Creative way of how they gather and use information. The first person will have more of an analytical way of making decisions, and a more flexible approach to organising. The second person will make decisions based on beliefs, and a more structured approach to organising. These differences should be taken into consideration when they pace with each other.

More information on the 16-fold model, including applications, can be found on pages 66-69 of the TMP Accreditation Handbook in the Facilitator Resources.

## MY PROFILE

### HOW ACCURATE IS MY PERSONAL TEAM MANAGEMENT PROFILE?

In most cases we would expect a profile to be over 85% correct, based upon the extensive research we have carried out. Therefore there may be some aspects of your profile which you may question or with which you may disagree. The important point to note is that the Profile is intended as a tool which will help you identify your strengths and enable you to assign your priorities. While your profile highlights the key points of importance to you in the work situation, the specific emphasis and weight attached to each issue is best judged by yourself.

A confirmatory face validity study was conducted in 2009 with an international sampling of TMS network members. Results from this study confirmed mean face validity greater than 91% for all the profile reports (n=109,843).

### IF I'M A [X ROLE] DOES THAT MEAN THAT I'M NOT GOOD AT AN OPPOSITE ROLE OR OPPOSITE TYPES OF WORK?

The Team Management Profile (TMP) indicates your work preferences. If you think about the rule of 4P's, we all tend to *practice* what we *prefer*, become more *proficient* doing it which makes it more *pleasurable*. Therefore, if you are a Creator-Innovator, the theory says the Innovating function is one you prefer, so you will probably tend to do more of it. Through practice, you will become better at performing this function.

This does not mean you are unable to perform the other work functions well – it simply means more energy may be required. Conversely, you might love working within the Innovating function, but may not perform exceptionally well in that space.

### WHY ARE MY TMP SCORES DIFFERENT FROM THE ONES I GOT 12 MONTHS AGO?

Work preferences are dynamic and, to varying degrees, could change depending on circumstances. We see evidence of this when scores change as people move into new roles.

If a net score is undifferentiated (e.g. Beliefs preference net score of '2'), it is more likely the TMP will change, as it would only take a slight difference in the questionnaire response to move the net score over to the other side of the scale.

However, some people have clear preferences for all four work preference measures, making their scores less likely to change. Due to the tool's sensitivity, even if the major and related roles remain the same, the work preference raw and net scores may alter, still providing valuable insights for the respondent.

Worth mentioning is the 'reliability of the instrument'. Here, we look at the 'test-retest' reliability of the TMP Questionnaire. By testing people and then comparing their scores after a few years, TMS has established that the TMP Questionnaire has strong reliability. For instance, 64% of participants returned the same overall profile after six years.

## HOW OFTEN SHOULD I DO A TMP?

We suggest there is value in completing a new TMP at least every two to three years.

## WHAT DOES A SPLIT WHEEL MEAN?

A Split Wheel means that you have work preferences in non-adjacent sectors of the wheel. Typically, people have preference for similar sorts of work. In Split Wheels, people like to work in different areas. Common examples are ICAF (Creator-Innovator), ICAS (Thruster-Organiser), and IPAF (Controller-Inspector). This may indicate that the individual likes to come up with new ideas or ways of doing things, enjoys seeking order and structure, and making things happen.

Individuals with a Split Wheel are often quite versatile and can more easily flex around the wheel. They may also find it easy to see and approach situations from different viewpoints. Conversely, they may also find it difficult to focus, experiencing internal conflict about where they want to spend their time.

## HOW DOES THE TMS SOFTWARE SELECT A MAJOR ROLE WHEN I HAVE A ZERO NET SCORE?

Consider this example: Net scores of E:9 P:3 A/B:0 S:12.

In the case where a net score is zero, the TMS algorithm decides which combination to choose as the major role (EPAS - a Thruster-Organiser or EPBS - a Concluder-Producer).

There are four key questions in the Team Management Profile Questionnaire which our research shows measure each of the Four Work Preference Measures the most reliably, these are questions 50-53. The TMS software uses these 'tie-breaker' questions when a respondent has a zero net score. These are shown below, along with the constructs they correspond to in brackets.

50. Talkative - Quiet	(Extrovert - Introvert)
51. Unplanned - Planned	(Flexible - Structured)
52. Feelings - Analysis	(Beliefs - Analytical)
53. Creative - Practical	(Creative - Practical)

The TMS software first looks at which of these items has a zero score - in our case the A-B scale, as measured by question 52. The respondent has a choice of responding using the 2-0 or 2-1 preference.

In the case above, if the respondent identified a higher preference on item 52 for the Beliefs option, the major role would be EPBS Concluder-Producer. Whereas, if the respondent gave the higher score to the Analytical option, the major role would be EPAS Thruster-Organiser.

If the participant has a zero net score on any of the four work preference measures, it's a good idea to show them the hard copy Team Management Profile Questionnaire, questions 50-53 and explain that we use these tie-breaker questions to calculate the major role when respondents have a zero net score.

Further information available in the Accreditation Handbook, page 87

#### **WHY DON'T THE PERCENTAGES ON THE WORK PREFERENCE DISTRIBUTION SECTION OF MY PROFILE ADD UP TO 100%?**

The Work Preference Distribution determines the probability of preference for working in each of the eight sectors of the Types of Work Wheel. This information is calculated from the net scores on the four work preference measures. If the percentages don't add-up to 100% this is a rounding effect as the scores are rounded to the nearest whole number.

#### **ON THE WORK PREFERENCE DISTRIBUTION, I HAVE TIED SCORES. HOW DID THEY DETERMINE WHICH ONE WAS MY MAJOR (OR RELATED ROLES)?**

The short answer is that we need to simplify things and, through rounding, we have worked out which is your major and related roles. That is, although the scores might be tied, if we were to take into account the decimal point, one of the Types of Work (i.e. your major role or reported related roles) would be higher.

For example, a respondent may have a tied score of 22% for Organising and 22% for Producing, and their Major role is Thruster-Organiser. In this case, Organising may have been 22.3% and Producing 21.9%.

## MY TEAM

### IF WE'RE AN UNBALANCED TEAM, IS THIS A BAD THING?

We have worked with a team comprised entirely of Concluder-Producers who thought that they would be assumed to be poor-performing because they were so *unbalanced*. Interestingly, this team was one of the best achievers in the organisation. They were superb at reaching any target that was set for them and were pretty much a model team. The way that they did this was by making sure they took the time to listen to their clients, find out what the best methods were for what they were doing, taking time to look at how they were doing things and if it was the best it could be. What they were doing was paying attention to the work functions outside their preference areas.

Being unbalanced is not necessarily a bad thing, in the same way, being balanced isn't automatically a good thing. If all members of a team plot into one area of the Team Management Wheel, all it means is that they should spend some time reviewing their process to ensure that all Types of Work are being covered. The next step is to agree on what action needs to be taken to plug the gaps in process.

### IS IT BETTER FOR PEOPLE WHO ARE ALIKE TO WORK TOGETHER?

It is probable that people who have similar interests will often prefer to work together. We know from research that certain jobs tend to attract particular kinds of people. For example, practical information-gatherers do tend to look for jobs that require a high degree of operational work. Creative information-gatherers, on the other hand, will tend to seek out jobs where they can exercise their ideas and innovations, such as in research and advertising. People who like detailed work will be more likely to look for jobs where they can exercise such preferences, for example in quality control or accountancy. Others with a more extroverted preference will search out jobs where there is a high degree of interaction with others, such as in sales and other promotional activities.

If too many people with the same preferences work together, an unbalanced team could result, unless an effort is made to focus on those role preferences on the other side of the wheel.

### HOW WILL LEVERAGING TMS TOOLS MAKE US A BETTER TEAM?

There are a few ways that using the Team Management Systems (TMS) tools, can help with your team dynamics. Firstly, you will find that by getting a better understanding of everyone's preferences, you will know more about the strengths and the differences that everyone brings to the team.

Secondly, TMS helps your team analyse the way you work so that you can develop action plans to ensure you focus on work functions that are critical to successful teamwork.

Thirdly, your team will have a common language to discuss not only individual differences but to talk about the work activities everyone does. The initial workshop can be considered as the first stage of what should be an ongoing process of improving the way a team works.

## FACILITATOR

### MY TEAM IS SCEPTICAL ABOUT THE TMP. WHAT CAN I DO TO GET THE TOOL OVER THE LINE?

#### Uncover the source

When it comes to team development in the workplace, scepticism often occurs because people have had poor experiences in the past and don't want to waste their time again. Start by asking them where their scepticism comes from. If it has to do with a past experience, take the time understand more specifically about that experience. What made it bad and how is the TMP different from it.

If their previous experience had a low relevance to their work situation, ask them questions about their current pain points with their team and show them how the TMP will address those issues directly.

Often the scepticism occurs simply because they have a lack of information about the process and what's involved. In this case it might be an opportunity to walk through the agenda for the session and what's expected of everyone. You could show them the three diagnostic tools (Pacing, Job Match and My Team – all found on TMS Global) that have been created to enhance the TMP learning experience.

If their scepticism relates to psychological assessments in general, then providing specific information related to TMS and the TMP could help make them feel more comfortable. Ensure that they are aware that the information is kept confidential and isn't going to be used as a tool to marginalise anyone, it does the opposite as it embraces diversity and inclusivity.

#### Address the pain points

Start by asking the leader questions related to their current team environment so they can see that the TMP will directly address their work challenges and enhance how the team works together.

- How would you describe the communication within the team? Does everyone feel included?
- Are there aspects of the work that are not done as well as you'd like, or as often as you'd like? (For example auditing, innovating, selling ideas etc)
- How well is your team set up for success for the work that needs to be done?
- How well are your team members suited to the work they are doing?
- How engaged is the team?

Using questions like these will help team leaders connect the value of the TMP tool and TMS process with the positive impact it will have on their team. The TMP is a great tool to set your teams up for success - to build and maintain a cohesive team environment, create awareness of self and others, and apply that info to better connect with your colleagues to enhance results.

As you know from using the TMP, it's easy to facilitate a process where the team themselves works out how to capitalise on its strengths and minimise blind spots. By providing useful information presented in simple visual models, the team can take charge of its own development in a way that they own the result.

#### About TMS and the TMP

Depending on how the individual likes to make decisions, it can also be useful to share some quick facts about the TMP:

- The TMP is based on 38 years of global research into high performing teams
- TMS is internationally recognised as the specialist in teamwork
- The TMP has been translated into 20 languages, there are over 24,000 accredited practitioners globally, who have used over 2 million profiles
- The TMP has been favourably reviewed by the British Psychological Society as a valid and reliable workplace tool
- The TMP is used by leading global organisations such as BHP, Qantas, NAB, Deloitte, Thiess, ExxonMobil, Johnson & Johnson, IBM, Siemens, and Boeing

### WHAT IF SOMEONE DOESN'T AGREE WITH THE PROFILE OUTCOME?

#### Talk it through

If someone feels their TMP doesn't reflect their way of working, it's important to let them talk it through. What were they expecting? Which part of the report do they agree with/not agree with? It is helpful for them to go through those parts of the report with a trusted colleague. Does that trusted colleague agree with the report? This is to determine whether these parts of the profile are a potential 'blind-spot'.

If someone disagrees with large sections of their Profile, sources of bias that you might check include:

- Were they considering their work role or career, as opposed to a 'whole of life' perspective? In varying degrees, some people are different when they're at work compared to when they're with their friends or family.
- Did they answer in terms of how they like to work as opposed to how they think they're expected to work? The TMP reports in terms of work preferences and if you are required to work in areas outside these preferences, the feedback will probably lack face validity.
- Has the respondent experienced any significant life-event recently? Changes in lifestyle (either positive or negative) may affect how accurate the Profile seems.
- The report may not seem a reasonable assessment from the respondent's perspective, but what do their colleagues think? Perhaps the respondent's self-awareness is skewed.
- Usually your first response to an item is the most accurate. Did the client answer the profile questionnaire quickly, or did they spend time vacillating over their responses?

#### Establish the face validity of the TMP

Face validity refers to how accurate the profile is to the respondent. This is critical, as you can have the most valid and reliable instrument but if the face validity is low people will reject it.

It may be helpful to ask learners, "On a scale of 1 – 10 (1 being least accurate, 10 most accurate), how accurate is your TMP?". Usually the group will say 8 to 10. Which is high face validity, as preferences are hard to measure due to multiple variables.



If someone feels their TMP doesn't reflect their way of working, let them talk it through. What were they expecting? Which part of the report do they agree with/not agree with? Were their scores high or low on the Work Preference Measure? It's also useful to ask them "What would your colleagues say? / How do others see you?" (often, colleagues agree with the profile and the item in question is actually a 'blind-spot').

### **Ticks and Crosses**

Ask the participant to place an 'X' next to any statements in their profile that they don't agree with or they feel does not accurately describe them.

Then ask them to give the profile to someone they trust, who will then write an 'X' next to the participant's 'X', if they also agree that the statement doesn't accurately describe the profile owner.

When you do this exercise, typically you don't see too many 'XX', which is a nice illustration of the high face validity of the TMP. Where the profile owner has written an 'X' and the colleague agrees with the profile, the profile owner has gained an insight into a blind spot.

In the rare case where the respondent and colleague concur that the statement does not seem accurate, this might be explained based on the strength of the client's scores. That is, if they have undifferentiated net scores (5 or below), it would be very likely that some parts of their feedback may not resonate strongly.

### **TMP Questionnaire Administration**

If after this, they still feel the report doesn't accurately describe them, it's a good idea to go back to the original set up of the process. Perhaps the person hasn't read instructions? Did they answer in terms of how 'they *like* to work as opposed to how they think they're *expected* to work' (they should be encouraged to focus on how they like to work).

### **Net Scores**

You will also want to check your client's net scores. This will help clarify the comparative difference between their major role and first related role. For example, if someone's net scores were I:15 P/C: 0 A:21 F:22, their major role may be identified as a Controller-Inspector or Creator-Innovator, depending on their response to item 53. In this case, let's assume they were identified as a Controller-Inspector. As borderline as it is, it may be that text doesn't quite seem to fit as well as it might have done if the respondent had received a Creator-Innovator profile.

If after all this, the person still feels the TMP isn't accurate, you could have them complete another TMPQ. If you'd like to do this, please let us know.

### **Research**

Finally, you may wish to have at the ready our 881 pages of research from our Research Manual 5<sup>th</sup> Edition.

<https://tms.global/Facilitator/Resources>



Example of email response:

- Confirm they have answered the questionnaire accurately
  - Most people have, but it is crucial they have answered the questions according to their preferences at work, not their preferences at home or what they think their workplace expects of them.
- Face Validity
  - For a psychometric profile to be considered reliable, it needs to score >80% face validity - the percentage of the report that resonates with the respondent. Our research indicates a 91.6% face validity. Which means that the report may not necessarily align 100% with the individual. We encourage respondents to go through the report and highlight the parts they strongly resonate with and mark the parts that surprised them. There can be various reasons for this, some of them are mentioned below, but they can also check these comments with a trusted colleague to confirm whether that part of the report does not resonate with them, or it could be a blind spot for the individual.
  - If you would like to know more about face validity, you can go to pages 6 and 852 of the Research Manual, available for download from the Facilitator Resources.
- Inner Wheel major role, Split Wheels and Undifferentiated scores
  - It is important to look at a person's report in context. For instance undifferentiated scores (5 or less) will indicate the person is more able to flex to either side of the scale.
  - Matt presents with an Inner Wheel Controller-Inspector major role, with a Split Wheel, suggesting he can flex between preferences more readily than others.
  - To read more about this, download the Digital Handbook for Facilitator Resources and refer to pages 69, 78 and 82.
- Work preference distribution percentages
  - Instead of putting too much weight to the percentage scores, it is more important to pay attention to the RIDO scores, major and related roles. You may like to view these as ranking, rather than absolute scores. In other words, what are the top three, what are the bottom three and see if they resonate with the individual.
  - There is a useful activity in the TMP Personal Discovery Workbook on page 4 - 'Personal Snapshot' - this will ask them to rate their effectiveness and enjoyment levels of the eight Types of Work- which can be a good conversation starter.

## WHAT IS THE DIFFERENCE BETWEEN THE TMP MANAGERIAL AND TEAM MEMBER REPORT?

There are two different versions of the TMP report – Managerial and Team Member. They are very similar, but the Leadership Strengths section is titled Individual Strengths in the Team Member report. Additionally, the language is simplified in the Team Member report.

## HOW DO I DEBRIEF A TEAM SKEWED TOWARDS ANALYTICAL?

People with a more analytical approach will favour information that is more objective and measurable. They will prefer facts and hard evidence.

In the workshop, be adaptable to their identified needs. Sometimes you come into a workshop and their needs are different to what you have anticipated – e.g. they prefer to focus on Linking according to their Four Work Preference Measures, as opposed to addressing gaps in their major role.

You could ask questions around their level of scepticism, and where they are specifically sceptical. Answering their questions with evidence around the validity of the questionnaire will help them.

- **Face validity** is the extent to which a scale or group of scales “makes sense” to observers and test users. Margerison and McCann aimed to have at least 80% of the TMP deemed “correct” by the recipient. A confirmatory face validity study was conducted in 2009 with an international sampling of TMS network members. Results from this study confirmed mean face validity greater than 91% for all the Profile reports (n=109,843).
- **Structural validity** is a form of validity that relates to the development of models or their scales and subscales – for the TMP that relates to the relationship between the four work preference scales (E-I, P-C, A-B, S-F) and the Types of Work Wheel. The initial development sample was not large (n=275); however, two additional analyses were undertaken to examine the characteristics of the scales (n=623, and n=170) and the results were consistent across all three studies.
- **Construct validity** measures the extent to which a test or scale relates to other theoretical concepts, which have proved by other studies to be valid. The TMP has been compared with 10 other related questionnaires confirming that it does in fact measure what it claims to measure.

More details are available in the Accreditation Manual. page 91.

If they need reassurance and positive encouragement, refer to the Worldwide Norm Data image (page 23 of the Personal Discovery Workbook), as they are quite reflective of this major role distribution.

The approach outlined in the Advanced Report User Guide (5 pages) will be handy, especially the suggested questions and facilitator tips.

In general, it’s preferable if you draw out the answers from them by asking questions. Once they identify their own improvement areas, build the need by asking what would happen (impact) if they didn’t address these gaps.

The first part of the TMP Team Action Plan is likely to be more relevant for them; if so, focus on that.

The Types of Work review questions can

Example of be used once they work out which areas they need to address (attached for your convenience)

There are a number of activities in Team Debrief Slide Deck, specifically for the Information scale (Practical/Creative):

- Design a pool complex (in slide deck)
- Ask the right questions (in slide deck)
- Step into RIDO
- Effective Decision Making according to RIDO

## AFTER THE TMP DEBRIEF, WHAT SHOULD I DO NEXT TO MOVE FROM INSIGHT TO ACTION?

We typically find teams really engage with their TMP. However, if nothing concrete happens, the following are **three** next steps to embed learning and move from insight to action. These are all available at

<https://tms.global/Facilitator/Resources>.

1. Gain instant performance feedback and develop a Team Action Plan with **My Team Diagnostic**
2. Build better relationships with our **Pacing Diagnostic**
3. Build rapport with the **Our Team in 3-2-1**

### My Team Diagnostic

My Team Diagnostic is a 28-item questionnaire based on the Types of Work Wheel. Each person fills out My Team individually and receives a **My Team** report showing % satisfaction rates and narrative advice for each Type of Work and Linking.

This report is one person's data. You can run a one- hour session to aggregate the data and get a team view with the worksheet.

1. Have each person complete My Team. Ask them to print or save a copy and bring it along.
2. Run a face-to-face session – we recommend 1 hour. Purpose: to review and fine-tune teamwork.
3. Aggregate team's results onto the poster
4. Use the worksheet to have each person:
  - Log their scores for each Types of Work
  - Get average % for each Types of Work
  - Choose the 3 Types of Work with the lowest %
  - Identify 1 or 2 actions to improve these Types of Work

My Team is our favourite tool for team reviews. Teams can deep-dive into what is working, and improvements needed in a short session.

### Pacing Diagnostic

One of the main benefits of the TMP is to use the profile information to better connect and communicate with others. You can use the **Pacing Diagnostic** to help people develop better working relationships.

1. Have each person log into their respondent site on TMS Global.
2. Click on Pacing Diagnostic.
3. Select a person you would like to communicate more effectively with, then watches the video presented by Dr Dick McCann. Select which RIDO constructs e.g. Extrovert or Introvert, which best describes them.
4. You will receive a 1-page Pacing Summary which includes your role preference, as well as the person they rated plus tips for better Linking and potential areas for conflict and how to minimise these. This helps team members plan the best way of interacting with their colleague and helps them build rapport.

### Our Team in 3-2-1



Complete the **Our Team in 3-2-1** document. Save the file somewhere central for easy access, and have each person type in their TMP highlights. Refer to this document before team interactions / meetings to adapt your style to best communicate with your colleague/s.

### **DOES TMS OFFER REFRESHER COURSES FOR ACCREDITED PRACTITIONERS?**

Once you are accredited with any of the TMS products you have a lifetime membership with no ongoing membership fees. Our support continues and your accreditation is transferable across regions.

However, TMS does encourage accredited practitioners to stay current as our tools and materials are regularly updated and currency can diminish if the tools are not being used.

If a practitioner would like a refresher on any of our four products TMS offers an accreditation update which includes a hardcopy kit (including handbook and mini magnetic wheel set) and access to an online learning module which covers the underpinning theory (of the TMP). Refresher course costs \$395 ex GST and requires approximately 3 hours of learning investment.

If a practitioner would prefer to attend a full accreditation workshop - a one-day virtual session which focuses on application design and debrief - this is also an option. For this we offer a discounted rate to accredited practitioners \$995 ex GST.

## NORM DATA AND TECHNICAL ENQUIRIES

### HOW CAN I USE THE NORM DATA IN MY WORKSHOPS?

Please find attached the Research Manual 5<sup>th</sup> edition, with several useful articles that speak to the norm data.

A summary of each article is outlined below:

**TMPQ Worldwide Database Sample Breakdown** (p. 60): This article highlights that while the worldwide sample is predominately UK, US and AU, also included are SE Asia, the Caribbean, Middle East, Europe and other regions. This article shows the distribution of major roles based on the 16-Fold model.

**TMPQ Worldwide Database Functional Area Analysis** (p. 74): Shows the distributions of major roles in various functional areas e.g. sales, finance, administration, and then goes on to look at each TMS major role and which functional area they would most likely be found. For example, 15% of Explorer-Promoters in our sample are found in consulting.

**TMPQ Worldwide Database Industry Analysis** (p. 113): As above, but this time for industry. Shows the mean score along RIDO for various industries, as well as the representation of major roles. The sort of interesting snippets you'll find here are insights like the fact that construction/building have the highest mean scores for Structure.

**TMPQ Worldwide Database Profession Analysis** (p. 83): As above, but this time for professions e.g. economists, scientists, psychologists etc. Interesting points of note from the data are explained first (e.g. teachers and psychologists record a high % of Reporter-Advisers - 10% against the global norm of 3%); and this is followed by data for each group.

**TMPQ Validity, TMPQ Reliability** (p. 30, 40): Both articles go through two main aspects of research: reliability and validity.

**TMPQ Development** (p. 19): Discusses the strategies and methodologies around the development of the TMP. A good companion reading to the Validity and Reliability papers.

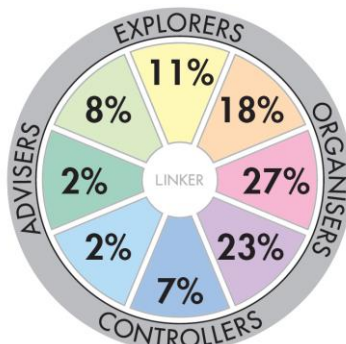
\*NOTE: either attach the 'Research Manual' or refer them to the *facilitator resources* section of the TMS Global website

### DO WE HAVE NORM DATA FOR BOARDS OF DIRECTORS?

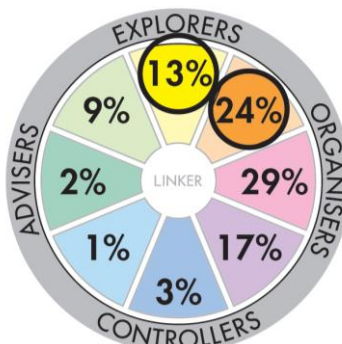
We do not have specific norm data for boards of directors, as we do not include that category in our questions to respondents. At the end of the questionnaire, we ask respondents about the following categories: Profession, Country, Organisational level & Functional area.

The closest sample in our current norm data that may be relevant is the Worldwide Organisational Levels: Top Manager/Leader (page 51). It is interesting to note some of the differences with this sample compared to the total worldwide sample (page 1). For instance, there is a shift in median Extroverted preference from two to

eight; and a change in the Information median from Practical: 2, to Creative:1, leading to a higher representation of Explorer-Promoters and Assessor-Developers.



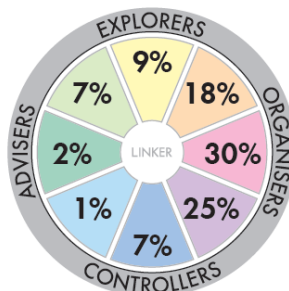
Major role preference distribution for total worldwide sample: (n=657,975)



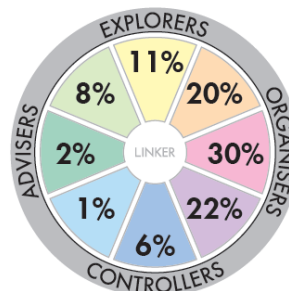
Top Manager/Leader (n=36,701)



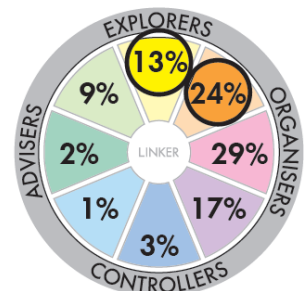
Team Member (n=88,899)



Front Line Manager/Leader (n=41,891)



Middle Manager/Leader (n=88,050)



Top Manager/Leader (n=36,701)

### WHY DON'T THE TMP MAJOR ROLE PREFERENCE DISTRIBUTIONS ADD UP TO 100%?

The short answer to this is related to rounding errors and the number of decimal places displayed. A more detailed explanation follows below.

#### Rounding errors:

This is an unfortunate issue but one that occurs when applying a rounding cut-off point. For data integrity this must be consistently applied across all MRPs. All eight roles are rounded up using the same measuring point to two decimal places and it has been, and needs to remain, consistent across all research manuals and reporting.

#### Less than 1% representations:

To put these into perspective, these occurred 20 times out of 2304 percentages in this analysis set so it is not common. In terms of rounding these up, please be assured that these have all already been rounded up before being represented as 0.x%. They cannot be rounded up further to 1% as this would destroy the integrity of the data to say that potentially two MRPs are equal when in actual fact, for example, one is 1% and the other is 0.4%. Equally to say that there is 0% when there are actually representations would also destroy the integrity of the current data and also contradict previous analysis sets.

**Decimal places:**

We don't go to one or two decimal places on the MRPs for a number of reasons that have consistently shown up and been proven repeatedly over the years:

- a) This doesn't eliminate rounding errors.
- b) This is a level of complexity that many don't want for the purposes of training and comparisons which in turn gives rise to incorrect and inconsistent rounding by individuals modifying the data as everyone chooses their own cut-off point(s) and how they are applied.
- c) Due to the previous point, this puts variants of the same MRPs out for distribution within and across TMS teams as well as facilitators and research documents.

The only time we report in decimal places is on the 16 Fold Model for this reason and it is only done for the worldwide sample in the research manuals or on specific organisation/facilitator sample request.

## INCLUSIVITY AND DIVERSITY

### HOW DOES THE TMP WORK WITH NEURODIVERGENCE?

While the Team Management Profile (TMP) is designed to enhance communication, collaboration, and performance by recognising and valuing individual work preferences, it's important to note that we have not specifically researched its validity and utility in the context of neurodiversity. As such, we refrain from making general statements about its application and impact in these cases.

Neurodiversity encompasses a wide spectrum, with each person's individual experience being unique. Personalised discussions are essential to ascertain if the TMP can be a constructive tool for a neurodiverse individual, ensuring they understand its purpose, methodology and how the information will be used. If desired and where appropriate, individuals may benefit from having a supporter present during the questionnaire to facilitate the process.

Our commitment is to foster inclusive cultures, honour diverse contributions, and ensure a psychologically safe environment for all participants. If the TMP does not meet the needs or resonate with the perspective a neurodivergent individual, we are not only open discussing alternative approaches but also prepared to refund the cost of the TMP in these instances to ensure satisfaction and value for all.

### IS THE TMP VALID WITH FIRST NATIONS PEOPLE?

In terms of demographics, our data collection is primarily organised by country, organisation level and industry. We do not specifically capture data for Indigenous populations within those countries.

Regarding the differentiation between responses of First Nations and other groups, we have conducted some preliminary analysis and have noticed differences in certain cases. However, it is important to note that our research has primarily focused on establishing general validity in a workplace environment, rather than specifically investigating minority groups.

While our psychometric tool provides general validity and has been used across various cultures, including some comparisons involving Asian cultures, we have not conducted extensive research on Indigenous populations or specific cultural groups outside of the Western context.

We recognise the limitations of our current approach and are open to working with interested parties to explore these areas further.

### WHAT STEPS WOULD BE INVOLVED TO VALIDATE THE TMP WITH FIRST NATIONS PEOPLE?

Validating a psychometric tool to ensure its appropriateness and cultural congruence with specific populations is crucial for accurate and meaningful assessment. Here are some considerations for addressing the validity of a psychometric tool for a First Nations group:

- **Cultural Adaptation:** Begin by acknowledging the unique cultural context and values of the First Nations group in question. Collaborate with community members, elders, cultural experts, and relevant



stakeholders to ensure that the tool is adapted and aligned with their specific cultural norms, beliefs, and experiences.

- **Consultation and Collaboration:** Engage in extensive consultation and collaboration with members of the First Nations community throughout the development and validation process. Involve them in decision-making, item selection, and linguistic adaptations to ensure cultural relevance and sensitivity.
- **Linguistic Appropriateness:** Pay careful attention to the language used in the tool. Ensure that it is appropriate, respectful, and inclusive of the linguistic nuances and dialects specific to the First Nations group. Collaborate with language experts within the community to ensure accurate translations and interpretations.
- **Content Validity:** Conduct a thorough review of the tool's content to assess its relevance and appropriateness for the specific cultural context. Ensure that the concepts, items, and response options are meaningful and aligned with the cultural experiences and worldview of the First Nations group.
- **Pilot Testing:** Conduct pilot testing of the adapted tool within the First Nations community. This allows for feedback and input from community members to further refine and validate the instrument. Pay attention to response patterns, item comprehension, and any cultural biases that may arise.
- **Concurrent and Construct Validity:** Evaluate the psychometric properties of the adapted tool by comparing its scores with established measures that are culturally appropriate and widely accepted within the First Nations context. This helps establish concurrent and construct validity by demonstrating the tool's ability to measure the intended constructs accurately.
- **Continuous Evaluation:** Establish a process for ongoing evaluation and refinement of the psychometric tool. Regularly seek feedback from the First Nations community to ensure that the tool remains culturally congruent and continues to capture the unique experiences and perspectives of the group.

It is important to note that the process of validating a psychometric tool for a specific cultural group requires collaboration, time, and resources. It should be approached with cultural humility, respect, and a commitment to ethical research practices.

## SALES QUESTIONS

### I'VE USED OTHER FEEDBACK INSTRUMENTS - WHAT'S DIFFERENT ABOUT TMP?

The Team Management Profile (TMP) differs from other profiling tools, in that it is based on a unique understanding of what makes a high performing team – **considering both what we like to do and how we approach work**. The research that underpins the TMP considers, not only the activities that are required for sustained high performance (what we call Types of Work), but also analyses the impact individual preferences have on how individuals approach work, communicate and build relationships.

The TMP helps to describe workplace behaviour and can help leaders to improve organisational effectiveness through building awareness into work processes. The personalised report provides individuals with an understanding of their preferences and key insights into how they can improve interaction at work.

A workshop using the TMP will help provide an understanding of what drives team behaviour. Whilst the individual profiles focus on maximising potential and engagement in one's own work, the combined team data illustrates team strengths, preferences and potential blind spots. That is, tasks that no one enjoys doing and are therefore likely to be neglected if left unchecked. Workshops help develop an understanding of the strengths each staff member brings to the organisation and improve collaboration by gaining an understanding of the team's communication style and approach to work.

Below are key highlights of TMS tools that differentiate them from other feedback instruments:

- Based on research into work teams
- Deals with work preference not personality (potentially less threatening)
- Work Specific (incorporating contextual factors like role, expectations, culture, etc.)
- Links to task and activities (Types of Work model)
- Integrated with a suite of development tools

If you would like to discuss options and 'best fit', or indeed any aspect of the profiles and applications, please don't hesitate to contact us.

### HOW DO PEOPLE USE TEAM MANAGEMENT PROFILES?

TMS provides a suite of simple, common sense, psychometric profiles, that can be used individually or as a fully integrated system. TMS Profiles are written in positive, work-focused language. They provide valuable feedback on areas such as leadership strengths, decision-making style, interpersonal and team building skills and job analysis.

On a high level, TMS Profiles deliver the following benefits:

- Proven framework to navigate change, manage projects and sustain high performance
- Enhance individual and team productivity
- Improve organisational communication and collaboration
- Build more engaged and resilient organisations

- Skilfully navigate conflict and difficult conversations
- Develop balanced, high-energy teams

Some of the many applications include:

- Team Development
- Leadership and Management Development
- Training and Development
- Self-development and Career Planning
- Negotiation and Communication
- Onboarding

The TMS approach provides a practical model of effective teamwork which helps teams to address the questions:

- What does each person bring to the team that adds value?
- How do we maximise motivation and performance?
- How can team members interact successfully with each person?
- How do we manage the inevitable stresses and conflict?

A resource that may be of interest is the TMP Profile Flyer, which can be found at: One Team Library/General/02.TMS External Documents/02. Current Marketing Collateral/01.Profile Flyers/TMP\_ProfileFlyer

### WHICH ORGANISATIONS HAVE USED TMS BEFORE?

TMS clients are broad based, spanning the corporate, government and not-for-profit sectors, and have been used by over two million people in leading organisations worldwide (including ANZ, Qantas, Sony, Price Waterhouse Coopers, Mobil Oil, and American Express). TMS models and concepts have been designed to ensure business success through the development of high-performing teams, regardless of industry.

Please refer to our website for client testimonials: <https://www.teammanagementsystems.com/work-with-tms/testimonials/>

### CAN THE TMS PROFILE BE USED TO HELP PEOPLE FIND THE RIGHT CAREER OR ROLE?

The TMS approach is grounded in the notion of work preferences, not proficiencies. Therefore, every team role preference type holds the potential to perform at a high level within any role. Further, most occupations demand all Types of Work by the team member, ensuring all eight key work functions are covered.

Looking at the TMS norm data, (found in our Research Manual) different role types will skew to different major preferences. For example, we can see that Explorer-Promoter major role preference increases by nearly 100% between those working in Finance/Accounting and those working in Marketing/PR or Design/R&D roles. However, it would be incorrect to assume that Explorer-Promoters make *better* workers in Finance/Accounting. It is more about *attractiveness* of certain jobs and sectors, rather than competence or performance. It makes sense that people tend to be attracted to and have the most enjoyment in roles/careers that provide them with opportunities to express their preferences.

The key point here is that we find all Team Management Wheel roles in all occupations, levels and industries. Work preferences are key factors that impact the way we do our jobs, the extent to which we search out certain types of work and avoid others, and how long people stay in a job. However, work preferences don't explain everything – other factors such as skills, experience, qualifications, maturity, IQ, EQ, work culture, etc. need to be considered.

[need to add something about the Job Match Dx tool – Toby 8/8/2023]

## CAN THE TMP BE USED FOR RECRUITMENT?

In general, we **do not recommend** the TMP as a tool for recruitment and selection. A respondent's Team Management Profile, their results, or their scores from the TMP questionnaire must never be used as the sole criteria for a recruitment, selection, placement, promotion or termination decision. If a Team Management Profile is to be used in an interview session for the purposes of selection, the agreement of the person being interviewed should first be obtained.

The Types of Work Wheel can be used to undertake a job analysis. That is, what are the job activities and which are critical for success in the role? These critical activities require people with particular abilities and preferences and they 'make the difference' between good and poor performance in the job. For most jobs we have found that the critical activities cover two or three sectors of the Types of Work Wheel. Although all jobs are likely to contain all elements of the Types of Work Wheel, only some of these functions are 'critical' in each job.

The TMP can also be useful to flag interview questions. For example, if a job has an emphasis on Organising, and the applicant's major role is Creator-Innovator, it would be useful to establish the applicant's previous experience undertaking the Organising Types of Work. In this case, you may ask for specific instances where the applicant has organised their work effectively, set objectives and clear goals for a project, achieved targets by organising people and resources etc.

Finally, the Team Management Profile can be used to excellent effect in the induction process, by providing a comprehensive approach to 'getting to know one another'. The new team member gains an insight into the way their new colleagues prefer to work and their preferred role within a team, and vice versa. Further, introducing the TMP and concepts at this early stage is valuable, as it's all about developing good habits and processes, and minimising what Tuckman would refer to as 'Storming'.

## TECHNICAL

### HOW COMMON IS A SPLIT WHEEL AND HOW DO I EXPLAIN WHAT IT MEANS?

According to the [Team Management Systems Research Manual](#) (Fifth Edition), 19% of the database have a 2-way Split Wheel and 3% have a 3-way Split Wheel (n= 519,303). Interestingly, 59% of all Controller-Inspectors have some sort of Split Wheel. Split Wheels simply indicate that people like to work in different parts of the wheel.

Another consideration is when a person has undifferentiated scores (below 5) on the Four Work Preference Measures (RIDO). This means if someone had answered just one or two questions differently, they could have been a different role on the Team Management Wheel. It may be that people with these types of scores will feel less connected with their profile, but this will not come as a surprise. They may say, "Sometimes I prefer to be this way but other times I prefer to be that way", reflecting a situational understanding of their preferences.

### HOW DO YOU GET A NET ZERO SCORE?

Consider the follow example: Net scores of E:9 P:3 A/B:0 S:12.

Where a net score is zero, the person's raw scores would be equal e.g. A:18 B:18. (We take the lowest score from the highest to give the net score). In this case: A:18 - B:18, so net is A/B:0.

### WHAT DO "LOW SCORES" MEAN?

If a person's scores on the Four Work Preference Measures (RIDO) are lower than 5, we refer to them as undifferentiated, for example E:3 P:4 A:2 S:1. In this case a slight change in preference could cause this person to move into any part of the wheel. It is unlikely that all Four Work Preference Measures will change simultaneously.

However, changes on two work preference measures could move this person from EPAS to EPBF - Thruster-Organiser to Reporter-Adviser. When scores such as this arise, there are a few possible interpretations:

- The person possesses genuinely balanced work preferences and can change them to suit the occasion.
- The person may be in a state where they do not really know where their preferences lie and swing according to the mood of the moment.
- The person may be in a situation that is causing them to change and seek clarification of where his/her preferences really lie.

It is likely that people with these types of scores feel less connected with their profile. They may say, 'Sometimes I prefer to be this way but other times I prefer to be that way'. This reflects either a mature understanding of their preferences or they may have not established any stable preferences.

The research confirms the probability of many undifferentiated scores is low, which demonstrates the Team Management Profile Questionnaire is a reliable instrument for accurately measuring work preferences.

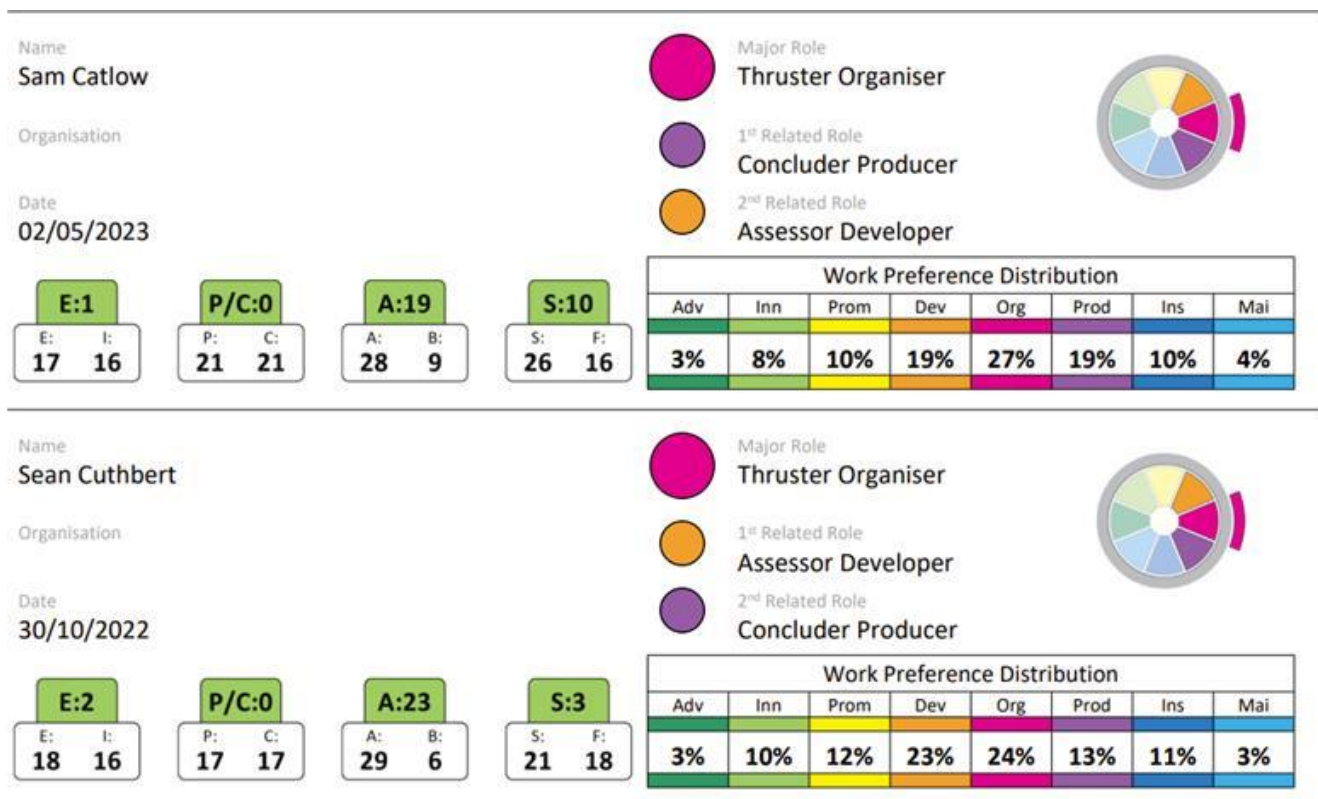
## HOW WAS RELATIONSHIP BETWEEN THE FOUR WORK PREFERENCE SCALES AND THE TYPES OF WORK WHEEL ESTABLISHED?

A study was conducted in 1988 to compare the TMP questionnaire scores with preferred and actual work areas. The aim of the study was to test whether the hypotheses arising from the Types of Work Wheel can be confirmed empirically. Are people who prefer Promoting type of work really more Extroverted and Creative than others in reality? Are people who prefer Inspecting work more Introverted and Practical.

Subjects were, "required to fill out a questionnaire that asked them to first rank the eight Types of Work from 1 to 8 in terms of their preferences. They were then asked to do the same thing again, but this time to reflect on the types of work they engaged in during their normal working day. Each subscale of the Team Management Profile Questionnaire was tested in its ability to discriminate between respondents' first major work preference and major work activity using analysis of variance. The results indicated a definite relationship between work preferences and all TMP questionnaire scales.

More information can be found in the Research Manual 5th Edition, pages 42-47.

## HOW DOES THE TMP ALGORITHM CREATE TWO DIFFERENT FIRST RELATED ROLES WITH VERY SIMILAR PROFILES?



### Answer to share externally:

The E/I scale is actually net score of zero in Sam's TMP, but we never want to put zero for Relationships scale as it is confusing, so it has been calibrated as '1', based on a complicated proprietary algorithm. When calculating related roles E/I is considered to be 0 and so this is the first variation giving IPAS as the first related role, and ECAS

as the second related role. In the second example, Sean, the net score is E2 and so the normal calculation is done.

**Internal answer (includes discussion of proprietary algorithms):**

The E/I scale is actually net score of zero in Sam's TMP, but we never want to put zero for Relationships scale as it is confusing, so it has been calibrated as '1', based on the tie-breaking questions. Therefore, that is the first measure to change when calculating the related role.

If the E-I net score is less than 5 (ie 0,1,2,3,4). then a search is made focusing on just the four most reliable measures of E-I that is Q9, Q23, Q38 and Q50. If that score comes out as zero then the E-I decision is based on just Q9. In the example above, the net score on Q9 would have been E=1. The E-I measure is probably the most important one and we didn't want the result here to ever be E/I=0. However when the net score on Q9 is only one then in calculating related roles E/I is considered to be 0 and so this is the first variation giving IPAS as the first related role. Second related role would be ECAS - Assessor Developer.

In the second example the net score is E2 and so the normal calculation is done. It's a situation that doesn't come up often....



## COMPARISON WITH OTHER INSTRUMENTS

### WHAT ARE THE MAJOR DIFFERENCES BETWEEN MBTI AND TMP?

Although the TMP and MBTI are helpful tools for building self-awareness and improving team performance, there are several key points of difference.

Firstly, although TMP and MBTI use Jungian psychology, the origins of the TMP are grounded in **work**, while the MBTI is focused on **whole-of-life**. The TMP recognises that people behave differently depending on circumstances – aka work vs home. This means that the results of the TMP are context-specific, which allows for a more targeted and meaningful work-based discussion.

Secondly, TMP focuses on **work preference** as opposed to **personality** (MBTI). Personality, by definition, is a stable set of constructs; whereas TMP views work preference as dynamic and likely to change over time as we experience different roles and organisations.

Thirdly, the TMS approach originated from research into group processes. That is, investigating the work that teams did, rather than personality theory or psychology. Consequently, the entire approach has a foundation in activities required for effective teamwork. Furthermore, TMP uses information about individual work preferences to explain why people focus on some tasks, often at the expense of others. The benefit of this is there is a much clearer link between discussions around ‘who I am’ and what it means for ‘the work I do’.

Finally, TMP tries to keep language as straightforward and work-focused as possible, using models based on words commonly used in the workplace. This approach contrasts with the MBTI, which leverages four-letter codes and 16 different ‘types’ – risking participant confusion. Our aim is to develop a shared and meaningful language in the workplace to help teams communicate better.

### WHAT IS THE DIFFERENCE BETWEEN THE DISC FRAMEWORK AND THE TMP?

#### VERSION 1

The TMP frames their discussion in terms of preference and opposed to DiSC which frames their discussion in terms of behaviours. Both are equally valid but can be used to address different workplace issues. Either model is beneficial for improving communication and reducing conflict.

However, there are several additional elements to the TMP that make it particularly useful for creating and maintaining high performance teams.

- The TMP can provide feedback on group communication preferences.
- The TMP identifies the type of work people prefer to do (and are often good at), which allows a group to allocate tasks, and play to their strengths accordingly.
- The TMP identifies gaps in a team that can be strategically accounted for ensuring optimal performance.
- The TMP explains different work styles and approaches so that diversity of thought can be maximised.

Both the TMP and DISC offer straight forward reporting, which is easy to understand and use for action planning. But when it comes to team performance the TMP is one of the most researched and applied models globally.



## VERSION 2

It's worth noting that, although these tools may seem similar on the surface, there are significant differences. Although both support personal and team development, the TMP offers distinct advantages, particularly in the context of creating and sustaining high-performance teams.

One key difference lies in the focus on work context. DiSC adopts a 'whole-of-life' perspective, assuming consistency across various life domains. In contrast, the TMP frames discussions in terms of workplace preferences, recognising they are situational, dynamic in nature, and can change over time. This nuanced approach allows for more in-depth exploration during group and individual sessions. What sets the TMP apart is its unique ability to connect work preferences with Types of Work, offering an added dimension for team activities such as gaps-analysis, task allocation, and leveraging differences within a team.

In summary, while both TMP and DiSC are useful tools employing uncomplicated and inclusive language, the TMP stands out with its research-backed foundation, focus on work preferences, and dynamic approach.

### WHAT IS THE DIFFERENCE BETWEEN INSIGHTS DISCOVERY (ID) AND THE TMP?

Essentially Insights uses the Jungian psychology methodology, but only measures three constructs: Introversion-Extroversion; Thinking-Feeling and Sensing-Intuition.

They represent their personalities through four different colour energies

- Red – Extrovert, Thinking
- Yellow – Extrovert, Feeling
- Green – Introvert, Feeling
- Blue – Introvert, Thinking

Sensing and Intuition are each within each of the four energies.

The Insights questionnaire asks participants 25 questions where you rank 4 pairs of words from most like you to least like you. Each pair of words represents a colour energy.

The Insights profile shows a person's energy levels as a percentage. Each colour energy has a percentage associated with it. This doesn't describe the Jungian constructs, but rolls them into an energy. So you might have: Red 83%, Yellow 67%, Green 7%, Blue 61%.

Insights measures whole of life personality and indicates that personality is fixed and rarely changes.

Insights measures your “conscious” and “less conscious” personality.

- Conscious = How you’d like to show up at work. How you’d like people to see you. What you think is required for your job.
- Less Conscious = Your instinctive self. How you act when you don’t think people are watching you.

So Insights measures the difference between the two (“conscious” and “less conscious”), which shows how much effort you’re putting in to show up at work. Large differences between the two could be an indication of having to work outside your preferences (ie be more extroverted), or you’re learning a lot. Small differences between the two scores could mean you’re well suited to a job, or could mean you’re bored in a job. The reason for the difference or similarity of scores is not known to a facilitator, it is through coaching questions.

Why Insights is a good tool:

- Simple to use with nice graphics. Your personality is represented as a wheel position. (one of 72 possible positions).
- Report is about 25 pages long.
- The report has high face validity (My experience was that 90% of people say it’s 90% accurate)
- Good for helping teams improve communication
- The four colours are easy to interpret and memorable.
- Insights will provide a Team Wheel that shows dots on a wheel so you can see where your team is from a personality perspective. This helps with adapting to different personalities.

As an individual coaching tool Insights and the TMP would be pretty equivalent tools.

Why the TMP is better:

- We have RIDO which is a more comprehensive measurement of preferences than Insights three measurements, especially because Sensing-Intuition is not really explicit in their profile. The TMP displays the RIDO scales, Insights hides theirs within the colours.
- We have Types of Work Wheel. This is our key differentiator because if the TMP is being used to better understand team dynamics, interactions and how work gets done, that is entirely out of scope for Insights. Insights provides no advice or guidance on teamwork.
- Insights only helps with one-on-one pacing based on personality differences, the TMP also shows how groups work together (not just around communication).
- The Team Management Wheel shows how work preferences connect to preferred work. With Insights you have to figure that out through coaching questions.

- Insights is really a tool to help with better communication, and is a very simple tool to use, but struggles when you want to dig beyond better anything that isn't centred around communication or is related to why a team may not function effectively. The simplicity of the four colours also means that stereotyping a person into one of four colours is a trap – and it happens very often.
- Our 16-fold model allows for much more sophisticated 1-1 coaching and for deeper conversations with someone who has a basic understanding of human psychology.
- The TMP would easily uncover the possibility of a team not resolving any of the Types of Work. With Insights it would be difficult to know whether a team was effective at Advising, Innovating, Developing, Producing or Maintaining. Using an Insights Team Wheel I could only confidently diagnose the possibility of a lack of Promoting, Organising and Inspecting – the rest would have to be done with coaching questions and the Insights profile would be of little assistance.

In a nutshell. Both follow Jungian psychology. Insights measures three preference scales and that's it. TMP measures four preference scales and has the Types of Work Wheel, which is the gateway to conversations about team performance as well as individual differences. The TMP is far more multi-dimensional because of the Types of Work.

#### WHAT IS THE DIFFERENCE BETWEEN HERMANN BRAIN DOMINANCE INSTRUMENT (HBDI) AND THE TMP?

In regards to TMP and HBDI, both are validated tools used for coaching individuals, improving communication and increasing team effectiveness.

While there are overlaps, the TMP is a psychology-based psychometric tool that focusses on workplace preferences, exploring "what types of work do I prefer to do and how do I prefer to approach tasks?" The TMP is commonly used to develop high performing teams by exploring what energises individuals in the workplace, which can then enhance team collaboration.

HBDI on the other hand, is a brain-based assessment tool designed to assess thinking preferences and cognitive styles, answering the question, "How do I prefer to process information?" The HBDI is commonly used for problem-solving and decision-making. While both share the goal of improving individual and team performance, they focus on different aspects. TMP focuses on team role preferences and contributions within a team, while HBDI emphasises thinking styles. Even though there are overlaps, they can potentially be used alongside each other, where the emphasis for the HBDI is on thinking styles.

## THE LEADERSHIP LINKING PROFILE (LLP | 360) REPORT

### ARE THE LLP | 360 REPORTS CUSTOMISED AND IF SO HOW MANY POSSIBLE VERSIONS ARE THERE?

The Linking Leader Profile is a customised report with a total of 234 variations. Within the report there are thirteen sections: one for each linking skill (people, task, and leadership).

Each section contains seven paragraphs. The first paragraph provides commentary on the satisfaction rating of that particular skill. There are four versions for this paragraph depending on the satisfaction score:

- Very high satisfaction rating > 90%
- High satisfaction rating  $\leq 90\%$  and  $> 75\%$
- Moderate satisfaction rating  $\leq 75\%$  and  $> 50\%$
- Low satisfaction rating  $\leq 50\%$

The remaining six paragraphs correspond to the six questions under each skill. There are three variations for each question (Standard, A or B) depending on the following rules:

- If there are all 'OK's everywhere (including SELF) then print file 'B'
- If 'SELF' is 'M' and all other raters are 'OK' then print file 'A'
- If 'SELF' is 'M' and any other rater is 'M' or '?' then print the standard file eg LSI101
- If 'SELF' is 'OK' and any other rater is 'M' or '?' then print standard file eg LSI101
- For any other situation no file is printed.

That gives you a combination of 3 file variations x 6 questions per skill x 13 skills = 234 variations.

[toby 24/8/23 – this doesn't make sense, we say there are four versions, then we say there are three versions?!?]

### HOW CAN THE LLP | 360 REPORTS BE USED FOR BENCHMARKING?

Primarily the LLP | 360 is designed to stimulate meaningful coaching conversations and encourage leaders to engage in participant-led discussions about potential areas for development and how to leverage their strengths.

It's important to note, that the LLP | 360 is not intended for benchmarking purposes. The data within the profile is influenced by situational dynamics and subjective perceptions of the raters, making direct comparison across different contexts less meaningful.

Norm Data is available for the LLP | 360 on page 19 of the LLP | 360 Workbook. This data represents the average ratings of importance and satisfaction from over 50,000 profiles. This data is not broken down any further by job type or industry. This data is not meant for benchmarking, but rather to provide a broader understanding of average ratings.

Linking Skill		Satisfaction %	Importance %
People	Active Listening	82.96	78.21
	Communication	82.68	79.36
	Team Relationships	82.05	78.64
	Problem Solving & Counselling	83.53	80.00
	Participative Decision Making	83.07	77.19
	Interface Management	81.96	77.15
Task	Objectives Setting	79.91	74.15
	Quality Standards	85.18	82.78
	Work Allocation	82.67	74.94
	Team Development	81.24	77.45
	Delegation	82.13	75.65
Leadership	Motivation	79.67	77.28
	Strategy	81.60	79.65

Worldwide LLP|360 Norm data Linking Skills  
mean satisfaction and importance percentages (n=52,273)

#### WHY IS THERE SOMETIMES LESS THAN 6 BULLET POINTS FOR A LINKING SKILL IN THE NARRATIVE SECTION OF THE LLP|360? (SHORT ANSWER)

The algorithm for the new Linking Skills Profile has three cases where text is printed out, and there are no text files for other cases. The cases where text is printed out are:

1. When all respondents are okay with the skill being assessed.
2. When the respondent has an 'M' rating but all others have an 'OK' rating.
3. When the respondent has an 'M' rating and at least one other respondent has a '?' or 'M' rating.

For all other cases, there will be no text file. These cases are less common and need to be interpreted using the quantitative pages.

#### WHY IS THERE SOMETIMES LESS THAN 6 BULLET POINTS FOR A LINKING SKILL IN THE NARRATIVE SECTION OF THE LLP|360? (DETAILED ANSWER)

Summary of algorithm for new Linking Skills Profile.

For each question there will be one of three text files printed out, or no text file. In general, there will be 6 bullet points but there are some instances where no file will be printed out and there will be less than 6 bullet points.

The Cases for text being printed out are:

### **Case 1: OK's for all respondents**

This will print a text similar to the following:

- All respondents seem satisfied with how you listen. However consider how long it is before your mind wanders off onto other things. People will always know when you are not listening as they will see your eyes 'glaze over' when you start thinking about other things.

### **Case 2: Self has an 'M' but all other respondents have 'OK'**

This will print a text similar to the following:

- Try to listen well when others are speaking to you. Switch off your 'internal dialogue' and don't 'talk to yourself' while they are talking. Don't evaluate what they have said until they have finished saying it, otherwise your ability to listen is reduced. How long is your attention span now? How long is it before your mind wanders off onto other things? It interesting to note that you think you should learn to listen better whereas your colleagues seem reasonably satisfied.

### **Case 3: Self has 'M' and at least one other has '?' or 'M'**

This will print a text similar to the following:

- Try to listen well when others are speaking to you. Switch off your 'internal dialogue' and don't 'talk to yourself' while they are talking. Don't evaluate what they have said until they have finished saying it, otherwise your ability to listen is reduced. How long is your attention span now? How long is it before your mind wanders off onto other things?

### **All other cases have no text: For example:**

- Self 'OK', others containing mixture of 'OK' and 'L'
- Self 'M', others containing mixture of 'L' and 'OK'
- Self 'L', others containing mixture of 'OK' and 'L'
- Self 'M' others containing mixture of 'L' AND 'M'
- Self 'M' others containing mixture of 'L' AND '?'

{This does not apply to the two reversed questions in the Linking Leader Profile}

Cases that have no text are less common and need to be interpreted via the quantitative pages. Basically, some people want more and others less and so it is difficult to produce useful text.

## THE OPPORTUNITIES-OBSTACLES QUOTIENT (QO<sub>2</sub>) PROFILE REPORT

### WHY ARE THERE FLAGS MISSING IN SOME OF THE SEGMENTS OF THE VALUES ALIGNMENT DIAGNOSTIC TOOL REPORT?

In the Values Alignment Diagnostic Tool report, the absence of flags in certain segments indicates that the organisational and personal values in those areas are not considered significant.

No flags will be displayed when the percentages for personal and organisational values are both less than 6.25%. This threshold is derived from half of 12.5%, the percentage that defines which values are more important to the respondent.

For example, in the sample report below, there are no flags in the Authority and Compliance segments:

- Organisation/Personal - Authority: 1.4%/0.0%
- Organisation/Personal - Compliance: 4.3%/6.4%

This lack of flags signifies that, in these specific segments, both organizational and personal values fall below the 6.25% threshold, indicating a lower level of significance for the respondent.

#### Organisational Values



#### Personal Values

