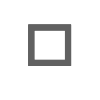
**Transcript**

August 12, 2025, 4:10AM

 **Rowan McCann** started transcription

 **Toby Hone** 0:04  
Hey, recording. Well, thanks a lot for coming along today, Rowan, to the TMP one-on-one coaching session. Probably the first thing I wanted to find out a little bit more about is if you could describe your role and responsibilities.

 **Rowan McCann** 0:18  
I'm product owner at TMS in Australia. I'm in charge of the DevOps team day-to-day managing the IT build and maintenance of our.  
Key product TMS Global.

 **Toby Hone** 0:38  
Great. And do you have any direct reports, anyone reporting to you?

 **Rowan McCann** 0:42  
Yes, there's, uh, let's say three full time, uh, people in the team that report to me. Yep.

 **Toby Hone** 0:46  
Yeah.  
And what's an example of a typical day for you? What does a typical day look like?

 **Rowan McCann** 0:52  
Yep, starts with a daily stand up. We follow agile practices and so that's the first thing we run through what we did yesterday, what we plan to do tomorrow, any blockers for today, that type of thing. And then throughout the day we sync. I sync with.

 **Toby Hone** 1:08  
Mhm.

 **Rowan McCann** 1:12  
Development team to make sure they're on track, any issues, that type of thing, yeah.

 **Toby Hone** 1:17  
And how long have you been in your current role for?

 **Rowan McCann** 1:21  
All years.

 **Toby Hone** 1:22  
Yep. So what thinking about, um, your projects that are all going on at the moment, what do you think might be your top priorities at the moment? It could be a project or it might even be just a, uh, a management challenge. Yeah, what do you what comes to mind as your top priority?

 **Rowan McCann** 1:23  
Yeah.  
Top Yeah, I mean few things there. Yeah, top priority at the moment is this project we're working on called.

 **Toby Hone** 1:50  
Can you say that again, Rowan?

 **Rowan McCann** 1:50  
Essentially an AI debrief.  
Oh, sorry. Yeah, my my Internet was playing up before. Yeah. So yeah, the main priority is Team OS, this project that I'm working on at the moment. But I'm I've got a cross-functional role in that I'm kind of a developer but also a manager at the same time. So there's some complexity there and potential.  
Um.  
problems down the track that may happen as a result of that.

 **Toby Hone** 2:19  
OK, sure. So just thinking currently, what might be your sort of current challenge that you're facing in your job at the moment? So, um, you know, another way to think of this is if you could change one thing to make your job easier, what might that be?

 **Rowan McCann** 2:38  
Probably stand back from development and take in more strategic managerial.

 **Toby Hone** 2:44  
Sure. OK. Yeah.

 **Rowan McCann** 2:44  
Position. But for this project, we're kind of constrained by resources and budget, so that's why that's happening. Yep.

 **Toby Hone** 2:48  
Yeah, so you're in the the trenches shoveling away at the moment. You'd like to be able to kind of have a bit more bigger picture kind of, uh.

 **Rowan McCann** 2:54  
But.  
That's right. And that's a that's a risk 'cause you can't see everything 2020 vision when you're in the trenches.

 **Toby Hone** 2:59  
Yeah.  
Yeah, OK. That's good to know, actually. Um, so this is where we'd normally ask, like looking at your Uh TMP, Um, was there, what were the things that, what were the key points that really resonated with you and was there anything that surprised you?

 **Rowan McCann** 3:18  
I haven't looked at it yet, but I will go down and have a look which which section should I look at for for an overview or something to get that kind of information.

 **Toby Hone** 3:28  
Yeah, generally we get people to kind of speed read the whole lot, but typically the responses there would be more about people being surprised about maybe what their preferences were. You know, they might be saying, you know, I was surprised that I didn't have more preference in this area.

 **Rowan McCann** 3:35  
OK.

 **Toby Hone** 3:48  
Um. Or they might say that I was surprised that I was such a clear um preference in One One Direction. Um, that sort of thing.

 **Rowan McCann** 3:57  
Yeah, no, yeah. I mean, no surprises. Looking at the overview, it really resonated, to be honest. Um, yeah, pretty accurate.

 **Toby Hone** 4:00  
Sure.  
Mm.  
Sure. It reminds me too, it's another question that we typically come up with is how does this profile compare to your previous one? So when people have actually done more than one TMP and there'll either be no change or very little change or there will be change in one or two of the the riders.

 **Rowan McCann** 4:18  
It's good to know, yeah.

 **Toby Hone** 4:26  
And then we kind of parked that as a bit of a conversation because typically they're in a new role, new challenges, new rewards, new incentives, and that's allowed them to change their preferences.

 **Rowan McCann** 4:27  
Right.

 **Toby Hone** 4:38  
So now, um, you come home at the end of the day and somebody asks you, how was your day today, Rowan? You said, uh, today was awesome. Today was the best day ever. What does that day look like for you?

 **Rowan McCann** 4:48  
Mm.  
A lot of creative work without too much interaction with other people.

 **Toby Hone** 5:00  
Yeah. OK. Yeah, sure.

 **Rowan McCann** 5:03  
And yeah, we we don't need to go into detail, but yeah, that's Yep.

 **Toby Hone** 5:06  
Yes, yeah.  
And then, likewise, um, what's a crappy day look like for you?

 **Rowan McCann** 5:14  
Uh.  
Yeah, not enough time to myself. Too many meetings. Um.

 **Toby Hone** 5:20  
Yep, Yep. Well, that feeds quite well into some of the preferences of your profile as well. The final two questions in this area, and you can pass on these if you like, but we we might ask what might energize you at work.

 **Rowan McCann** 5:22  
Yeah.  
Yeah, it's solving a new problem.

 **Toby Hone** 5:38  
Yeah, and what are the things that really drain you at work or de energizes you?

 **Rowan McCann** 5:44  
Mm yeah, not moving fast enough.

 **Toby Hone** 5:48  
Sure. OK, great.

 **Rowan McCann** 5:50  
Yeah.

 **Toby Hone** 5:53  
OK, fantastic. So.  
This is where we typically ask first impressions. What were the first impressions of the profile? Was there anything that mainly resonated with you or surprises or any questions that you might have? We've already covered that. So what we're going to do is if we look at your report, there's a really good reference point for you there.

 **Rowan McCann** 6:14  
Yep.

 **Toby Hone** 6:19  
Which is the second last page of your report. This pretty much unpacks the 5000 words of your report on one page. So I'll be referring to this one quite a bit. And what I'm gonna do is take you through the models, the core models that underpin the TMP.  
One at a time. So the first model that we'll be looking at is this types of work wheel. This is essentially is the types of work that typically energizes and then we'll look at the four work preference measures or RIDO.

 **Rowan McCann** 6:48  
Mhm.

 **Toby Hone** 6:51  
And RITO stands for Relationships, Information, Decisions, Organization. So if the first one is what type of work we like to do, the second one is how we like to approach it. And then the final model that we'll talk about is the team management wheel.  
Which is essentially the roles we like to inhabit within a team. So it's almost like what type of work do we like to do, how do we like to approach it, and then who we like to be in a team. So starting right at the beginning, then the original founders of the Team Management Profile essentially asked the research question what?

 **Rowan McCann** 7:18  
OK.

 **Toby Hone** 7:27  
Do successful teams do? There are some teams that individually have high performing members, but when they come together, for some reason it doesn't gel. So what they found in their research was that there were nine key success factors that formed the basis of outstanding teamwork and successful teams.  
And I'll go through those now with you and just to describe them.  
So in reality, we might be chopping and changing throughout our day. So we might do a little bit of promoting and then go over, do some producing and then some advising and then some developing. But a really nice way to explain this model is to almost think of a project flow. So in a project like for instance, Rowan, you mentioned before that you're doing a.  
A development roject at the moment team OS.

 **Rowan McCann** 8:11  
Mm-hmm. Yep.

 **Toby Hone** 8:13  
The very first thing we might want to do in that is gather information. Now we refer to gathering information as advising. So this is not giving advice, but it's the means to the end. It's gathering all the information so we can report on it. And there's kind of two ways that we can gather information. One way is more extroverted, which.  
Is talking to stakeholders and pulling information out of key stakeholders and asking them what they know. The other way of gathering information is more introverted, and that's like doing desktop research and reading and research. So both ways are advising. So with your project you've probably done a.  
Combination of both of those things, you know where you've done some research, looked at, looked at the lay of the land, found out other ways that people are doing it, research the tools you might be able to use to generate it, but then also talk to stakeholders to find out what the actual needs are.  
Now we can come to innovating. So innovating is self-explanatory. This is where we're creating and experimenting with the ideas. Once you've gathered all that information, you can now actually come up with what your project might look like, and at least in a sort of blue sky mining formative form.  
Then once you've actually had your idea, now it's time to go to the key decision makers and sell in your idea. And this is what we refer to as promoting. So promoting is really getting that influence and buy in from your key stakeholders. You know, this is my idea. This is how I think we should go with Team OS.  
Um and the key decision makers like people like Kirsty are gonna go. Sounds great, fantastic. Let's take it to the next.

 **Rowan McCann** 9:52  
Hmm.  
Yep.

 **Toby Hone** 9:54  
The next stage is developing. So developing essentially is piloting. So before you kind of scale this up worldwide, you really want to put it through the crucible of reality. And very often the original idea might look quite different to the reality.  
Once you've kind of worked out what your available resources are, your minimum viable product, for instance, is part of that developing phase. So you're testing your assumptions here and really just sort of seeing how your idea actually lands in reality.  
Once you've actually got a viable project, now it's time for the rubber to hit the road. So this is the organizing and producing work. So similar to advising, organizing can be both extroverted and introverted. So the extroverted aspect of organizing is telling people what their roles are.

 **Rowan McCann** 10:27  
OK.

 **Toby Hone** 10:46  
OK, we're just about to do this project. This is your responsibility in it. This is our general sort of aim and objective, and this is what I want you to do. That's the kind of extroverted part. The introverted part are things like Gantt charts and spreadsheets and scheduling and being at.  
Laptop computer and coming up with a bit of a plan. So both of them are different forms of organizing, 1 extroverted, 1 introverted, but they all sort of are pretty much. I think of it as like setting the table before you serve dinner. So you're just getting all your ducks in a row.  
Now we come to producing. So producing is when you're you're finally ready for product release. And what I'd like to say about producing is that there are these extra dimensions with producing as well. So it's not just making widgets, it's doing it in an efficient manner.  
And to a high quality. So whatever you've defined as high quality is an aspect of production. So it's producing things efficiently and to a high quality standard is that side of it. Now most of our day-to-day work is very often in this production deliverable side.  
So there is a bit of a skew. There's more producing work typically than the other types of work, but we'll come back to that later.

 **Rowan McCann** 12:09  
OK.

 **Toby Hone** 12:11  
Now we come to the blue work. So the blue work is kind of checking, and I would call it fast checking and slow checking. So the inspecting work is whatever you've defined as high quality. You're now checking that. Are there any bugs, for instance? Are there any breaks? Is it working? You've organized.  
As your dashboard at the organizing stage and now you're checking the dashboard, it's your Sprint reviews and now we come to maintaining. So maintaining is the slow checking work. So this is really asking questions like is what we're doing sustainable? Are we still aligned to the values and principles of the organizing?  
Uh, is there any risk of burnout? Uh, how's everyone feeling? So it's it's kind of a little bit more soft and fuzzy sort of checking. And they're typically things that we might do more on a quarterly basis rather than on a weekly basis, but we can still do maintaining on a weekly basis.  
A good analogy is what we do to a car. So we typically book a car in for a service before it breaks down and maintain that. We're checking in and saying is anything at risk of the cracks appearing and let's nurture that before it happens.

 **Rowan McCann** 13:14  
Mhm.

 **Toby Hone** 13:23  
The final essential activity is actually not a type of work at all. It's called linking. So all eight types of work are preferences, but this ninth one is not a preference, it's actually a skill. And visually I like to think of it almost like the glue that sticks everything together.  
And it's essentially the coordination of tasks and people. So it's making sure that we're doing the tasks in the right order and we're not forgetting a really important task, but we're also linking people in as well. So that's the most important thing. So now let's take a little bit of a look at what your types of work look like.  
So yours is quite interesting, actually. Just for reference, some people have quite a a flat distribution amongst all eight types of work, and there's really no.

 **Rowan McCann** 14:08  
Huh.  
Is that the majority or is this a? Am I an outlier here with you?

 **Toby Hone** 14:23  
You are an outlier. So most people would have maybe about 3 or like we would say as a general rule of thumb, anything over 12% is a preference and most would have about three or four or five. You have one.

 **Rowan McCann** 14:33  
Right. Interesting.  
Mm.  
Yeah, wow, that's crazy. I've I've never had anybody explain this to me before. Actually, this is super interesting.

 **Toby Hone** 14:39  
It.  
Yeah, it is quite.  
Yeah.  
And actually to explain it even further, what it's come from is your clear scores. So most it's unusual for people to have four very clear scores here and the.

 **Rowan McCann** 15:01  
Mhm.

 **Toby Hone** 15:02  
Here are your scores, the bigger the difference between your most preferred and least preferred. Somebody might have one or possibly 2 clear scores, but then the other ones are like maybe four or six or something like that, and that just influences our types of work distribution.

 **Rowan McCann** 15:07  
Hmm.  
Bye.

 **Toby Hone** 15:20  
But yeah, you have, you know, it's three of them that are over 20. So that's quite, that's quite interesting.

 **Rowan McCann** 15:29  
Hmm. OK.

 **Toby Hone** 15:31  
So I I'm just gonna read these questions out for you. Um, but feel free to pass. Well, actually what I would normally ask in this situation is how does this just to explain it? These are almost like energy bars, so it doesn't necessarily mean you're bad at something like just because.

 **Rowan McCann** 15:50  
Mhm.

 **Toby Hone** 15:50  
3% at producing doesn't mean you're bad at producing, but it's how much energy we have for a particular activity. And you mentioned before, you know, a really good, good day is coming up with new stuff. So that's the innovating work.

 **Rowan McCann** 16:02  
Yeah.  
Yeah, so that aligns.

 **Toby Hone** 16:06  
Yeah. And I also sounded like, um, you know, the current challenges at the moment are that you're stuck in the trenches, shoveling away, doing, organizing and producing work, which is not what's going to energize you. So, uh, yeah, that's that's essentially the inside here.

 **Rowan McCann** 16:19  
Hmm, yeah.  
Did you say a lot of modern work is skewed towards producing? Is that what you said before or?

 **Toby Hone** 16:24  
Yeah.  
A lot of jobs are skewed towards organizing and producing. So for instance, yeah, if you look at somebody's job description, typically that will describe what producing is for them. So it's the deliverables, right? And that's what we're typically measured on success. So if somebody asked me, what have you been doing or?

 **Rowan McCann** 16:31  
Yeah.

 **Toby Hone** 16:47  
And I said, oh, I've been watching YouTube videos and learning heaps, which is advising work. And they'll say, yeah, but that's not going to make us money. But if I say I've been calling clients and selling profiles.

 **Rowan McCann** 16:58  
Yeah, right.

 **Toby Hone** 17:03  
And you know, writing, you know, PowerPoint presentations and publishing resources. That's all the producing work that's typically valued. Now, just because we should do more of that compared to the other types of work doesn't mean that we shouldn't do the other types of work at least some of the time.

 **Rowan McCann** 17:13  
And.  
And.

 **Toby Hone** 17:23  
So, and this is typically for most people, they might actually overemphasize and typically organizations overemphasize the importance of organizing and producing work to the detriment of the others. So although you don't need.

 **Rowan McCann** 17:39  
But.

 **Toby Hone** 17:40  
All eight types of work with equal proportion. You do need to do the all of them at least some of the time to be successful in your role and to be successful.

 **Rowan McCann** 17:49  
Mm.  
Great. Yeah, that's that really resonates and that's that's super interesting. The, uh, the breakdown, that's really clear. Thank you.

 **Toby Hone** 18:00  
There's an interesting actually. I haven't got the my global site up and yeah, it's not gonna let me log in without TFA, but there's an interesting diagnostic tool in your TMS Global responded account called Job Match.  
And that would be something that I'd recommend you might want to do as the job manager. And what it will do is ask you what's expected in your role and then compare that to your actual preferences and it literally will yellow or red flag any type of work that you're being asked to do that's.

 **Rowan McCann** 18:17  
OK.  
OK.

 **Toby Hone** 18:37  
out dramatically outside of your kind of preference percentages. And that can potentially be an organized conversation for you and your manager in regards to job crafting. Um As our general rule of thumb, what we like to say is that ideally you should be working in your areas of preference

 **Rowan McCann** 18:42  
Hmm.

 **Toby Hone** 18:56  
About 2/3 of the time and working outside of your preference no more than 1/3 of the time. Now that's quite difficult in your scenario there, but at the very least it's a good general rule of thumb for you saying that like.

 **Rowan McCann** 19:05  
OK.

 **Toby Hone** 19:15  
You know, we really don't want to get you stuck in the trenches too much of the time because if you're getting de energized, drained, disengaged, exhausted. So you know, if there's one word to summarize TMP, it's energy and this is an energy management tool to.

 **Rowan McCann** 19:20  
Hmm.

 **Toby Hone** 19:35  
So you can be strategic at how you you play the long game.

 **Rowan McCann** 19:40  
OK, Yep.

 **Toby Hone** 19:42  
Um.  
OK, I might move on. There are other questions there that are quite relevant around there, but we won't open up those to conversations. So for instance, you know, what are the implications for your work? Another one that I might ask is.  
What do you think might be the capacity to craft your job and your role so more closely aligned to your preferences? We may not get it to 55% innovating, but at least move the dial a little bit is probably one of the things that I would be doing a coaching conversation.

 **Rowan McCann** 20:07  
Mm.

 **Toby Hone** 20:21  
Conversation with you about.

 **Rowan McCann** 20:22  
OK, yeah, yeah, that'll be more advanced, a more advanced topic, right? For the session.

 **Toby Hone** 20:24  
What's your name?  
Uh, yeah. And also time as well. You know, as yeah, it'd be about what's your sphere of influence? You know, where do you think you might be able to move the ladle needle and what is locked in? You know, like you might say, well, for the short term, I just need to do this.

 **Rowan McCann** 20:30  
Time. Yeah, yeah, yeah.  
And.  
Um.

 **Toby Hone** 20:42  
But when I air, that's when you might be able to re craft your role to make sure it's a little bit more sustainable.

 **Rowan McCann** 20:48  
Yeah, OK.

 **Toby Hone** 20:52  
Uh.  
OK, so.  
That's the first model that underpins the TMP and that's what type of work that we really like to do. The the final thing I'll probably sort of add there is that it's good to know who's in your team and what types of work they like to do because you might be able to to delegate out a little bit.  
For instance, you know with Matthew and me, Matthew is loves promoting work, hates inspecting work. Me, I love inspecting work and hate promoting work. So.

 **Rowan McCann** 21:24  
Hmm.  
So you complement each other.

 **Toby Hone** 21:30  
Yeah, we complement each other. You know, I have to do some promoting work, he has to do some inspecting work, but we make sure that it doesn't sort of go over that one-third rule. And then that way, yeah, it's it's an energy management opportunity where we we kind of give each other the stuff we love to do.

 **Rowan McCann** 21:39  
Mm.

 **Toby Hone** 21:48  
Yeah.  
Uh, so that was what we like to do. Now what we look at is rider, which is how we like to do it. Uh, so uh, a really good page in your report to refer to is page 4. So I'll just show you that one here.

 **Rowan McCann** 22:02  
OK.

 **Toby Hone** 22:06  
You can see on the slide. Yep. Now what I like about this one is you see how there's white bars. So the white bars are pretty much your area where you can potentially easily flex to, right? So it's kind of like your area of orientation, for instance, we wouldn't say.

 **Rowan McCann** 22:07  
Other scales, Yep.  
Yes.

 **Toby Hone** 22:25  
You're an introvert. We'd say on the balance you prefer introverted behavior, but you've got a bit of white in the extroverted side, so it indicates that there's certain things that you might like that are extroverted. An example of that is.

 **Rowan McCann** 22:39  
Is that the E7? That's the E7 measurement there, the white or is that? Yeah.

 **Toby Hone** 22:44  
Yes, we would call that the raw scores. So you've scored 28 raw score for introversion and seven for extroversion. 28 -, 7 gives you 21. So you've got a net score of 21 for introversion. But yeah, the white bars are displaying the raw score.  
Cores here and what you can see here, even with flexible, you've got flexible 14, but if you're expected to flex in that structured area, then that means you do have that capacity, potential and energy. So again, think of these almost like energy bars. How much energy have you got to actually operate on this side of the scale?

 **Rowan McCann** 23:05  
Right.  
Yeah.

 **Toby Hone** 23:24  
Before you kind of run out of puff, essentially.

 **Rowan McCann** 23:25  
OK, so I've got no energy or no ability to flex into beliefs.

 **Toby Hone** 23:32  
Uh, little two. Yeah, yeah, you've got two. But yeah, it's next. Yeah. And we'll get to that scale. But um, I'll just, I'll explain the the extroversion, introversion one. This is the one people are typically most, um, familiar with. Uh, there's your score up there.

 **Rowan McCann** 23:34  
Little 2/2 OK.  
Yeah.  
OK.

 **Toby Hone** 23:51  
So the extroversion side, yes, it's about how we are typically energized. So we energize by being around other people or by ourselves. And you said before, you know, what's a good day for you is actually spending time on your own, not too many meetings, and that's what you really enjoy.  
But there might be certain things that you enjoy from a extroverted side, like for instance, maybe a variety of tasks. So yeah, it's not just about, you know, being around people, but it's also, you know, do we like to focus on just one thing at a time?  
Or do we actually like to have a few balls in the air? The other one is how we actually think and talk. So the extroverted way of thinking is talking out loud. So they're we say they're talking in draft while.  
An introverted way of thinking and talking is to go away and reflect upon it and percolate and stew on it, and then come back and talk in final copy in a meeting. The people with the extroverted preferences are typically talking all throughout the meeting.  
And the one with the introverted preference is the one that says some pearler of a statement right at the end that summarizes what everyone is saying. So they're the typical ones there. What we can see with yours is that you have a clear preference towards introversion. My score for reference is introvert 22, so I've beat you by 1.

 **Rowan McCann** 25:17  
Oh wow, I'd never knew that.

 **Toby Hone** 25:18  
What?  
Yeah. So what are your thoughts about your score on the scale?

 **Rowan McCann** 25:27  
I think this one, uh, is pretty accurate. I didn't realise I was as introverted as that, but I guess when it was framed as more thoughts rather than speaking.

 **Toby Hone** 25:32  
Mhm.

 **Rowan McCann** 25:42  
Uh, not necessarily how you are in a social social situation, but more how you come to your decisions or how you, um, how you think about problems, how you work through problems, issues. Uh, it makes sense.

 **Toby Hone** 25:57  
Yeah, sure. How do you think that compares with your colleagues? Like what do you think your preference of your colleagues are?

 **Rowan McCann** 26:06  
Yeah, so I work in a dev team. There's a lot of introverts. I think prefer to think before speaking for sure.

 **Toby Hone** 26:11  
Yeah.  
Yeah.  
OK. And how does that dynamic play out? I imagine there's certain advantages, but then there might be certain challenges with having a.

 **Rowan McCann** 26:25  
Yeah, there's challenges. People are sometimes reluctant to talk out and talk through issues that just bubble up and get unaddressed until they're in emergency right at the end of the project, for example. Yeah.

 **Toby Hone** 26:39  
Sure.  
Yes. OK. Yeah. The other thing that can sometimes be a challenge too is if you are leading A-Team or if there's people that are reporting to you, then that by definition requires relationships and interactions with others.  
Uh, so that can be the potentially draining part of that. So it doesn't mean you don't have that capacity, but it means that, um, you've almost got to choose it wisely. And uh, yeah, how many?

 **Rowan McCann** 26:59  
End.  
Or you can re recharge, yeah.

 **Toby Hone** 27:13  
Find time to recharge, so maybe not back-to-back meetings. Uh, but actually, um, spread them out. Um, I know one of the things that I typically do is, um, put little kind of blocks in my Calendar so nobody can actually book.

 **Rowan McCann** 27:14  
Yeah.  
Uh, yeah.  
Uh.

 **Toby Hone** 27:29  
Time. Um. And that just gives me that sort of opportunity to recharge as well. Uh.

 **Rowan McCann** 27:34  
Yeah, yeah, for sure. Good tip.

 **Toby Hone** 27:37  
And the other thing is, if somebody's asking me something, sometimes I'll I'll give them.  
The response? Uh, I actually need to think on about this and sleep on it and get back to you. So not like pressured to talk out loud when you're not ready to um and managing those expectations.

 **Rowan McCann** 27:47  
And.

 **Toby Hone** 27:57  
There's another really good, so I'm gonna give you 2 pieces of homework. One of them is that job match one and then the other one is the pacing diagnostic tool. So what I'd like you to do is think of somebody that you regularly communicate with and you'd like to improve communication.

 **Rowan McCann** 28:09  
Yep.

 **Toby Hone** 28:16  
So think of somebody you'd like to improve communication with and then do the pacing diagnostic tool on them and it asks you 4 questions. Basically relative to your preference, where do you think they sit on the scale like for instance?  
If one of your team members you're thinking about doing this with, you think, oh, actually I'm introverted, but they're more introverted than me, then you would choose this direction. But most people you're gonna choose are more extroverted than you.  
And then what it will do is generate a report that's got some tips and tricks on how you might be able to better pace with them or better communicate according to their preferences.

 **Rowan McCann** 29:00  
Can I just pause there, Toby? I need to go to the bathroom. Sorry, I can just cut that out of the the final recording. Cool. Back in a bit.

 **Toby Hone** 29:03  
Yeah, sure.  
Yeah, you can pause the recording too, if you like.

 **Rowan McCann** 29:10  
Oh, that's right. You can pause, can't you? It's a good idea.

 **Toby Hone** 29:15  
Yeah.

 **Rowan McCann** 29:17  
Oh, anyway, I'll just give it a go.  
OK, I'm back.

 **Toby Hone** 31:40  
Welcome back. Um, so share.

 **Rowan McCann** 31:46  
Hey, recording is going. Yep.

 **Toby Hone** 31:47  
I can't.  
OK, so moving on to the second scale, which is the information scale.

 **Rowan McCann** 31:56  
OK.  
Yes.

 **Toby Hone** 31:59  
This is typically how we like to gather our information. So on one side of the scale we've got the practical. So this is typically asking questions like what's a tried and true way. It's typically let's keep the status quo.  
Let's keep a routine with something that's proven. That's the way we've always done it and it's always worked. It's also typically a way of looking at things with a lot of detail, so it's very sort of close up.  
Now when we in one way, another way I like to compare it is that it's tactical. On the other side of the scale, the creative is more bigger picture. So it's typically asking questions rather like you know what works. It's asking where are we trying to head to? What are we trying to achieve?  
So a little bit more kind of forward, typically a little bit more bored with that kind of routine, same grindy day in, day out sort of activity. And one way to differentiate it is one is tactical, the other is strategic. So it's not surprising when you said before that you would much prefer to be kind of.  
Out of the trenches and thinking more strategically, you know on the business rather than in the business is typically more of that creative side and that really plays into your preferences here and you can see with your raw score C30.

 **Rowan McCann** 33:11  
Hmm.  
Yeah.

 **Toby Hone** 33:25  
So there were 15 questions on this scale. Every single one of them you answered towards the creative side, you know, either moderately or strongly. That's the only way you can score 30. So you are very clearly preferenced towards that side of things.

 **Rowan McCann** 33:35  
Right.

 **Toby Hone** 33:44  
And then if again, if you think of it from the energetic point of view, this is great for you doing planning days and thinking of what we could do and where we're trying to head. But if you're actually having to get bogged into the, you know, validation and testing and all the nitty gritty.

 **Rowan McCann** 33:44  
OK.

 **Toby Hone** 34:03  
You're gonna quickly sort of get tired and and de energize from that. So the more you can delegate that out, the better from a from a kind of a role crafting point of view.

 **Rowan McCann** 34:14  
Yeah.  
That's good insights. Yeah, that makes sense.

 **Toby Hone** 34:17  
Similar thing again, if we had more time, I could unpack that for another 5 minutes or so by the general coaching question.

 **Rowan McCann** 34:23  
Yeah, yeah, I I can see some people would really want to go into that more, yeah.

 **Toby Hone** 34:28  
Um, a really common one here actually is when people are in a new role that might require them to be more strategic. So yeah, but anyway, um, the next scale decisions. So this is how all of us think on both sides of the scale. So it's not, you know, just because you've got like, um.  
Beliefs too doesn't mean you don't think of people, but it's what we typically think of first and then what we think of second. So one way to differentiate it is the analytical side is typically thinking what's in the best interest of the business or the organization. It's more thinking objectively.  
What's the data? What's the information on the belief side? Typically people with a preference of this one are thinking first, what's the impact of people? How are people feeling about this? How do we maintain harmony? How do we bring people along for the journey?  
The questions that they're thinking about first and then they think about bottom line or for the organization. Now to put it into perspective, the worldwide median is analytical 12. So there is a skew and it kind of makes sense for.

 **Rowan McCann** 35:39  
OK.

 **Toby Hone** 35:40  
You know, businesses to look after themselves before the people, because otherwise they go out of business, right?

 **Rowan McCann** 35:45  
Yep, Yep.

 **Toby Hone** 35:47  
Almost think of it like the aeroplane. You know, you got to put your oxygen mask on yourself first before you put it on your kids. An organization has to be solvent before it can start thinking about, you know, pay rises and family days and those sorts of things.

 **Rowan McCann** 35:54  
Sure.

 **Toby Hone** 36:03  
But saying that even even with an analytical 12 SKU you you have a definite like you're probably more analytical than you're probably in the 98th percentile I'd say for analytical preference there.  
Uh, so it's quite a clear skew towards the analytical side.

 **Rowan McCann** 36:24  
So does this feed into empathy at all, or is that not measured as part of beliefs?

 **Toby Hone** 36:30  
No, no, it's a good question. No, it's it's more, it's simply thinking about what actually if we think of it energy again, I'll give you an analogy. You know, let's say there was a structural reorganization where we had to do a whole lot of redundancies.  
We might go, it kind of sucks, but for the survival of the organization, we have to do it with somebody with a clear analytical preference. They do it, they put through it, may not like it, but they just get through it. If somebody has a really clear belief side, they might understand that you have to do it, but at the end of the.

 **Rowan McCann** 36:49  
Yep.

 **Toby Hone** 37:08  
They're exhausted and drained because they've had to, you know, all that interest in the people and maintaining harmony. So disharmony is going to be a lot more detracting for them. So it's how strongly are you anchored to your principles in the workplace.

 **Rowan McCann** 37:11  
OK.  
Mm.

 **Toby Hone** 37:26  
And you know, how easy is it for you to let that go and suspend your principles just to think of what's in the best interest of the organization?

 **Rowan McCann** 37:34  
Hmm, yeah, that's that's a good analogy. Makes sense.

 **Toby Hone** 37:37  
The watch out for you really is when you're making decisions to make sure you don't have that blind spot. So we've got a good resource, you know, I could always share it with you called the Uh Effective Decision Making using Rido and Um.  
You know, as part of the coaching, I would probably e-mail that to you and it's got a checklist. So if there's any important decisions you need to make, it's got checklists on both sides. So it'll be like, are you, are you bringing people in along the journey? Have you asked all of the relevant stakeholders?  
For making this decision, they're the sorts of people, beliefs, things to do, so it's quite a handy resource for anyone that's.

 **Rowan McCann** 38:15  
Hmm.  
Yeah, that's that sounds useful for sure.

 **Toby Hone** 38:23  
Yeah, uh, let me just share it now. It'll just take a second.

 **Rowan McCann** 38:28  
OK. Thanks.

 **Toby Hone** 38:33  
That's called effective decision making.  
And you'll see it's it's there also for.  
The information side as well. So um, you would probably want to do a little bit of a checklist on the practical side.

 **Rowan McCann** 39:02  
Uh, yes, yeah, I'm just having it now.

 **Toby Hone** 39:05  
As well as the beliefs before you kind of implement any decision.

 **Rowan McCann** 39:10  
OK, so that's a nice, concise one pager.

 **Toby Hone** 39:14  
Yeah. So the final one then is how we like to organize ourselves and others. So this is the organization scale. Interestingly enough, this is your least clearest preference. All the other ones were in the 20s and plus this one's 14.

 **Rowan McCann** 39:29  
Mhm.

 **Toby Hone** 39:29  
But from a percentile point of view, you would be in the 90th percentile. So 90% of the population are going to be more structured than you essentially. And that's from that tool essentially if you.

 **Rowan McCann** 39:40  
Yeah.

 **Toby Hone** 39:45  
That we used to have the right O tool. So this is an interesting scale because it's not initially how we think of it as structured and flexible. On the structured side, the most important thing is deadlines and actions and getting stuff done quickly.  
Quickly, there's an agreed plan and we stick to it. If we say it's gonna be ready by this date, then by hook or crook, dead or alive, I'll make it by that date. That's the single most important thing on the flexible side. The most important thing is quality of information, so.

 **Rowan McCann** 40:03  
Right.  
Mhm.  
Hmm.

 **Toby Hone** 40:36  
The analogy of if you've invited guests over for roast chicken and you said dinner's gonna be served at 7, you check the chicken and it's raw. So as a flexible preference person, you're not gonna serve chicken at 7:00 just because you said so. You're gonna delay it and wait until it's properly cooked before you serve it.

 **Rowan McCann** 40:36  
Hmm.

 **Toby Hone** 40:56  
So there's pros and cons on both sides. This is the one that typically can lead to conflict within teams if there's not alignment and agreement on deliverables. So for instance, you've got some sort of external client where you said, oh, we're going to get it done by this date.

 **Rowan McCann** 40:56  
Yep.  
Yeah.

 **Toby Hone** 41:13  
But the person on the flexible side hasn't agreed to that, then then that can create a conflict. So it's important with the team you work out what's flexible. One suggestion I heard was really great is that you might have a deadline, say we need this delivered by.  
31st of November, but there might be these little stepping stone milestones along the way, and they're the ones that can actually move like, oh, we're going to finish this first stage by the end of this week, but we're going to delay that by a week. So that's a way that you can have flexibility, but you've got an overall structure in the plan.

 **Rowan McCann** 41:50  
So you'd want somebody like a project manager to be very to have a reference, ideally of structure, for example, yes.

 **Toby Hone** 41:57  
Um, it's interesting you say that. Um, a lot of project managers I I look at or talk to actually have.  
A moderate structured preference, so more about like structured 6. Now the reason for that is that everyone expects them to behave in a structured way, but treats them with flexibility. So for them to be remain sane, they almost need to be in the middle of the scale.

 **Rowan McCann** 42:13  
Hmm.  
Mm.

 **Toby Hone** 42:26  
Uh.

 **Rowan McCann** 42:27  
That makes a lot of sense, actually, yeah.

 **Toby Hone** 42:29  
Yeah, so yeah, 'cause again, it's just energy, 'cause you, you can, you can sort of meet deadlines, uh, and flex, but it's gonna be a little bit irritating if you think, oh, this could have been just so much better if I'd had one of the four days. Um.

 **Rowan McCann** 42:31  
Yeah.  
Yeah, yeah.

 **Toby Hone** 42:44  
And that's the flexible preference. So it's just gonna be true for you to do that, yeah.

 **Rowan McCann** 42:45  
Yeah.  
Yeah.

 **Toby Hone** 42:50  
OK, so they're the first two models that underpin the TMP. And now we have this third one that actually kind of looks pretty similar to the first one. So when they did their original research, they researched these first two models in parallel. They're looking at types of work, but they also looked at these kind of writer.  
And then they asked the question, well, is there a relationship between these? What's the the interaction between them? And sure enough, they did like 9 months worth of focus groups and they found that there was a correlation and it kind of makes intuitive sense.  
So if you think of it, promoting work is more extroverted while maintaining work is, I mean inspecting work is more introverted. Innovating work is more creative while producing is more practical and so on and so forth.  
So the way they decided your preferred types of work as being create innovating is because you had very clear preferences for creative and flexible and you're what we, you know, we would refer to as an inner wheel creative innovator because you've actually got these.  
Other preferences that are on the other side as well, so you've got the introverted and the analytical.  
Uh, So what this gives us is the roles we like to inhabit within a team and for you it's that creator innovator role now.

 **Rowan McCann** 44:13  
So what's what's the difference between an inner wheel crater innovator and an outer wheel crater innovator?

 **Toby Hone** 44:19  
Yeah, good. So an outer wheel creator innovator will have beliefs extrovert as their as their kind of third and 4th preferences. So all four preferences are pulling in the same direction.

 **Rowan McCann** 44:29  
Yep.

 **Toby Hone** 44:34  
And typically that means that these people actually just work on this side of the wheel. Inner innovator has the flexible creative there, what we refer to as the defining constructs, but then they have these other preferences that pull on the other side of the wheel.

 **Rowan McCann** 44:41  
OK.

 **Toby Hone** 44:51  
Which kind of means that you're you're more likely to be able to flex over and relate to a thruster organizer because you know, you share a preference with them. While the other form of creator innovator is going to go what? I don't understand these thruster organizers, you know, they've got nothing in common with me.  
But at least kind of pace with them on the analytical side.

 **Rowan McCann** 45:08  
Mm.  
And what's what's pacing? What do you mean by pacing?

 **Toby Hone** 45:15  
Yeah, good question. So pacing is where we adjust our communication style according to the preferences of another. So for instance, if you're actually talking to somebody that has more of a practical preference, then that means that in your proposal you probably need to have a little bit more detail and you probably want.  
Refer to things that have been done in the past and proven to work. It might be a new idea here, but it's been tried and true in other sorts of industries, and then that will resonate a lot more with somebody that has a practical preference and therefore you're going to be able to connect with them better.  
So, yeah, good question. So that gives us our roles. So you're one major role, creator, innovator and then we move on to the next steps. So.

 **Rowan McCann** 45:53  
Yeah, that makes sense. Yep.

 **Toby Hone** 46:07  
You know what I mentioned earlier, actually. So what I mentioned earlier is what I'd really recommend you to go and do is the job match and the pacing diagnostic. So think of somebody that you would like to improve communication with and fill out that that pacing diagnostic tool.

 **Rowan McCann** 46:17  
Yes.

 **Toby Hone** 46:25  
The job match, fill that out according to what's expected of you right now. And then that would be a conversation you would have with your manager about, you know, there's a potential, yeah, there's a risk here of me becoming disengaged and exhausted and drained.

 **Rowan McCann** 46:25  
OK, Yep.  
Job crafting.  
OK.

 **Toby Hone** 46:43  
Let's explore for opportunities to see if we can craft this towards my preferences. If not now, maybe later, you know that sort of thing. Now the final thing we would also do is based on what you might have said at the beginning, what your priorities and your challenges are.  
For instance, if you said, oh, I've just been given a new position as leadership, then I would get you as after work, go through the leadership strength section and the decision-making section and highlight the parts that really feel relevant for you right now.  
So that would be another next step, but for you it's.

 **Rowan McCann** 47:23  
OK, so based on.  
What did I say?

 **Toby Hone** 47:27  
You said the the main challenge you said at the moment is that you're kind of stuck doing a whole lot of stuff and you would much prefer to be in a position where you're strategic. Yeah, we've covered that, you know, that sort of thing. That's probably more of the the job match side of things as well, yeah.

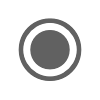
 **Rowan McCann** 47:35  
No, it's.  
Yep, Yep.  
Yeah, sure. Makes sense.

 **Toby Hone** 47:44  
But yeah, it would be linking like for instance, there's an area called areas for self-assessment. So if somebody said, oh, I'm looking for opportunities to improve, then we would say go to the areas for self-assessment. There's four paragraphs there. Choose the one that resonates the most strongly with you right now.  
And the linking one, we typically do this more in teams is the 321. So two ways that people could better communicate with me is so in the linking section you can go through and.  
Highlight the the areas that really resonate with you, like what really floats my boat in ways to better communicate with me, and that's something you might want to share with your supervisor as well.

 **Rowan McCann** 48:31  
OK, Yep.

 **Toby Hone** 48:33  
OK, that's it.

 **Rowan McCann** 48:36  
Amazing. Perfect. Actually, yeah, I'll stop the recording.

 **Rowan McCann** stopped transcription