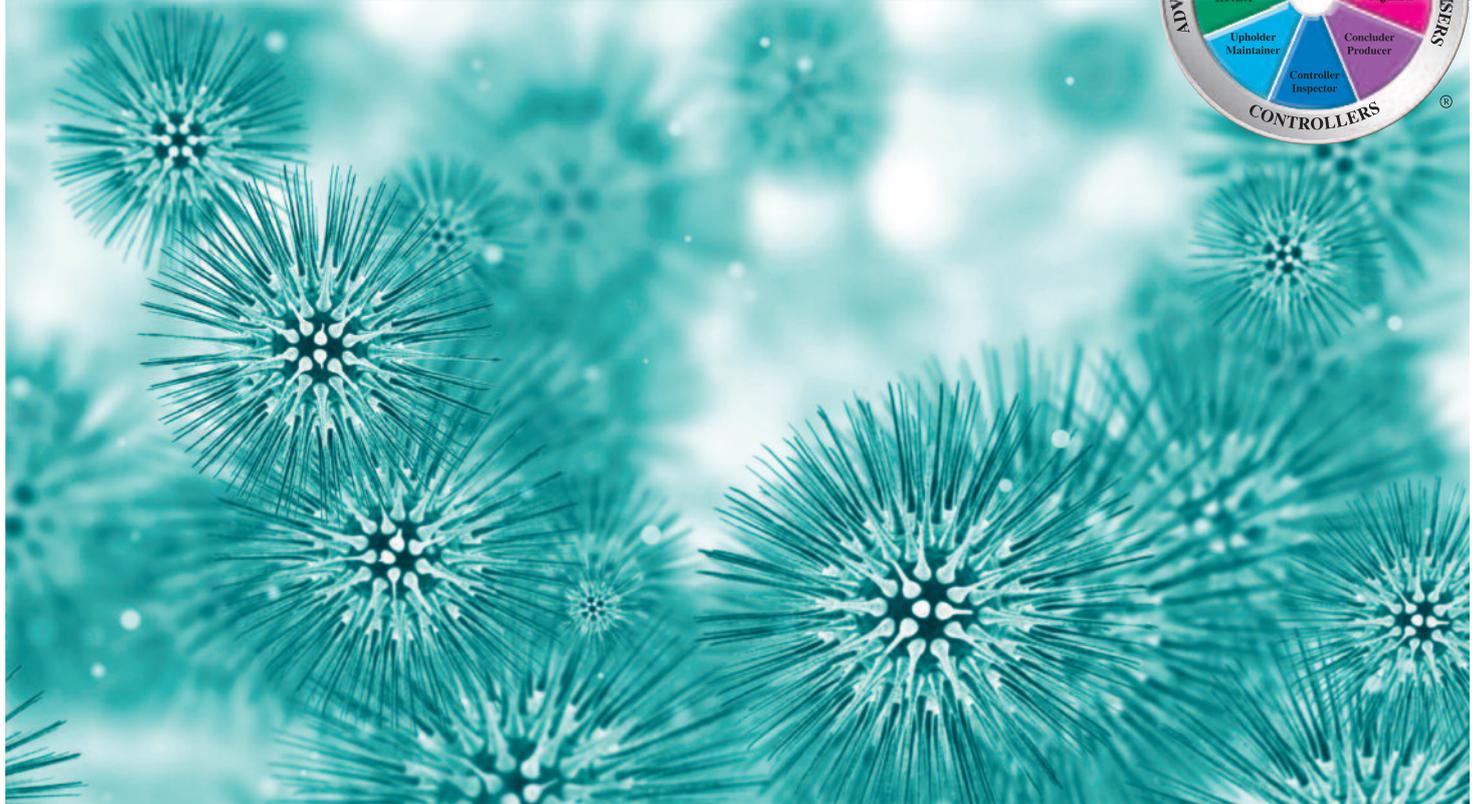


Communicating for scientific development



Sarah Tilby, head of human resources at life sciences company TAP Biosystems, has been using the Team Management Profile with teams in the business for the past ten years, and appreciates the benefits.

So when she ran a development programme for a team of 12 technical leads, each of whom are involved in new development projects, she and the chief technical officer decided that incorporating the Team Management Profile would be helpful. They particularly wanted each technical lead to share information about how they prefer to be approached by others in their teams.

Sarah explains: "They all work with different teams as and when new development projects arise and we felt it was important that they understood each others' work preferences. We also wanted them to use the insights from the Team Management Profile in order to work more effectively within their development teams, which typically include people from different disciplines, for example, manufacturing and design."

TMSDI's Mark Gilroy facilitated a one-day workshop around the Team Management Profile

for the team, most of whom, perhaps unsurprisingly, fell into the same part of the Team Management Wheel: the Assessor-Developer, Explorer-Promoter and Creator-Innovator segments.

“ the insights into working preferences we gained will have big benefits for product development in the future

But despite their similarities, they had different communication styles, and Mark helped them to produce their own personal pacing charter, which they shared with each other and subsequently with other teams.

Mark then ran additional workshops for project, product management and manufacturing groups, all of whom work in the cross-functional development teams.

A further day brought representatives of all the different departments together to do a series of practical exercises in the kind of project development groups that the technical leads head up.

"All the work we'd done enabled everyone to see the different preferences in action and appreciate the role each person plays," says Sarah. "For example, technical leads tended to be Creator-Innovators, project managers were Thruster-Organisers and the manufacturing specialists were Concluder-Producers. The greatest value of the Profile lay in helping people understand where their colleagues are in terms of their communication styles. As a result, they know how to approach each other to achieve the best possible outcome. The insights into working preferences we gained will have big benefits for product development in the future."