

THE RESILIENT ORGANISATION



TMS Co-Author, Dr Charles Margerison with Paula Marcondes at the Asia Pacific Coaching Conference 2012

Understanding work preferences – the main outcome of making use of the Team Management Profile - is a critical component of developing inclusive workplaces and leaders and, therefore, teams and organisations that promote wellness and learning.

Paula Marcondes

We recently caught up with Paula Marcondes at the Asia Pacific Coaching Conference 2012 to learn how she is using the TMS suite of Profiles to build resilient teams and organisations.

Why is resilience an issue of the highest strategic importance?

Organisational resilience is corporate sustainability and vice-versa. However, very often when people hear the words 'corporate sustainability' they tend to associate this expression with the idea of a 'greener' way of doing business.

Corporate sustainability is much more than doing things in a 'greener' way. It is about staying alive, producing value for shareholders and building an enterprise that will not only survive, but also succeed over the long term¹. Therefore, corporate sustainability is in essence about developing sustainable competitive advantage, which, in turn, is about being able to learn and innovate faster than everyone else.

And, it is human beings who learn and innovate, which, they cannot do when they are unwell and stressed by working in environments that are diseased as a result of decisions that translate into systems, policies and practices that do not foster wellness, sustainability and learning.

As simple as this equation may seem, very few organisations intrinsically support human beings to function at their best. Those that do - like, IBM, Google, General Mills - tend to be long-term leaders in their industries.

Resilience is therefore an issue of the highest strategic importance to organisations as well as countries.

How do TMS's instruments help organisations become more resilient?

Team Management Systems profiling instruments provide a well-researched theoretical framework, that is brilliantly simple to apply, and that, allows leaders:

- To take well informed steps to design and implement sustainable systems and policies;
- To build teams that are able to learn faster than they would otherwise;
- To more consciously adopt 'humanagement' practices that foster wellness and, therefore, a higher level of engagement.

Here it is important to define what I mean by 'humanagement'. Humanagement, to me, is about turning adversity into positive energy for growth by adopting, supporting, promoting and implementing thinking patterns, behaviours, practices, policies and systems that foster wellness, learning and sustainability and, therefore, resilience².

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Measuring people's inherent approach to risk and how much energy they are likely to put into seeing opportunities or obstacles – the main outcome of making use of the Opportunities-Obstacles (QO₂TM) Profile – is a critical aspect of helping people become better learners and innovators.

INTEGRATING AND COORDINATING TEAMS INTO A COHERENT 'WHOLE' - THE MAIN OUTCOME OF MAKING USE OF THE LINKING SKILLS PROFILES - IS A CRITICAL ASPECT OF SUSTAINABLE EXPECTATION, COMMUNICATION AND RELATIONSHIP MANAGEMENT.

¹McFarlane, *Challenging the Role of Corporations in Society*, speech at University of Melbourne's 2005 Town and Gown, 31 August 2005

²Marcondes, www.acthuman.com, Jun 2012