

Case Study - HSBC Team Management Profile Workshop

Company Environment

HSBC is one of the world's leading banking and financial services organisations. While a global organisation, HSBC advocates a 'personal touch', adopting the slogan 'the world's local bank'. Services offered within Australia include personal and commercial financial services, trade finance, non-advisory stockbroking, treasury and financial markets, funds management, investment advisory and securities custody. Priding itself on innovative practices and a commitment to employee development, HSBC has a real presence in the community with active involvement in sponsorships and support for environmental sustainability.

Business Challenge

The HSBC HR team comprises of three divisions covering training & development, remuneration & benefits and HR services. Essentially the three divisions were working as silos, with limited cross-divisional interaction or understanding of other divisional roles and processes. It was recognised that the overall HR service delivery could be dramatically improved if the divisions began proactively working together and presenting a united front to the rest of the organisation.

As a first step in this process, HSBC engaged Future Platform to run a team building session using the Team Management Profile (TMP) as a foundation for discussion. The TMP is a work preference tool which measures an individual's work preferences and positions them on a specially developed Task Preference Wheel. It is not an intelligence test or a measure of underlying personality, but rather is simply aimed at providing a framework for sharing information about different working styles and how this might relate to overall team effectiveness.

Evolution in partnership with Future Platform

1. Each individual completed an online questionnaire from which individual reports were generated. Future Platform then converted the individual results into a group profile for easy comparison.
2. Future Platform met with HR management to go over the group results and develop the focus for the session.
3. During the four hour workshop the team was introduced to the TMP concepts and presented with the group data (and their individual reports). Activities were also carried out help the team understand the practical implications of the team's diversity.

Business Benefits

Through partnering with Future Platform and using the TMP, the HSBC HR team was provided with an effective means of bringing the three divisions together to work on their first collaborative effort. The framework the TMP provided, along with the comparable group data, allowed easy and open discussion about individual strengths as well as opening the communication channel for future interaction by providing a starting point for discussion.