



# Putting teamwork at the HELM

**By combining the Team Management Profile with a unique simulation experience called 'HELM Simulation', The Whole Thing, an international consulting and training organisation, gives managers and leadership teams a unique experience and the ability to learn in real-time scenarios, where delegation and communication are key to the success and failure of the task.**

**Fiona MacShannon-Hirst**, sales director of The Whole Thing (UK) says the combination of the Team Management Profile along with the HELM Simulation is "like a marriage made in heaven. The complete experience helps the team understand themselves and each other much better; the HELM Simulation experience is unique and hugely impactful as it lets each team navigate a super-tanker through a range of challenges under pressure. Unfamiliar environments bring out true behaviours especially when the team is put under

pressure and the heat is turned up! This gives participants a rare opportunity to have insight into how their behaviour affects others", says Fiona.

The Whole Thing, in partnership with City of Glasgow College, have devised a one day team building experience using technologically advanced shipping simulation suites within the Faculty of Nautical Studies at the College's new state of the art Riverside campus in Glasgow.

In the morning, people receive individual Team Management Profile feedback. During the afternoon's simulation participants put their learning into practice. Each person has a specific role on the ship's bridge deck including: a team leader or captain (in charge), someone on the wheel (steering), another on lookout, one on communication, with the last member on navigation (radar and chart). Together

the team has to navigate the ship safely into port. They are given specific tasks, and every button they press has a direct impact on the outcome.

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"It's a 360-degree experience," says Fiona. "And of course, we always throw in a crisis - such as 50-foot waves, or a fire on board, or a potential collision. The simulation is recorded and an expert in body language and NLP analyses people's performance throughout and gives post simulation feedback that reveals starkly to people how the behavioural preferences identified through the Team Management Profile play out in practice, and just how they are perceived in 'real life' by their team members.



"It can be quite a shock," says Fiona. A participant on one programme, for example, had been identified as very task orientated and a perfectionist, and was put in charge of the ship's wheel. Their approach was very different to that of the 'captain' and other crew members who were good at communicating and engaging others. The result was the team became fragmented, with the participant at the wheel feeling increasingly isolated, and the situation confrontational. When this was analysed afterwards the level of self-awareness from all involved was a real insight into how they may be perceived back in the workplace.

Fiona recalls: "In the post-simulation feedback the group was made aware of what had happened and was then able to plan practical action to avoid this behaviour back at work."

The Whole Thing has also run the HELM Simulation for a board of directors in a rapidly growing business. "This particular team had not had time to discover how to work together

effectively. HELM allowed them to see where to focus their development, how to communicate, delegate and work better as a leadership team. One-to-one coaching followed this event where the Team Management Profile helped again," explains Fiona.

Fiona believes that 'gamification' will feature more and more in learning and development intervention and is excited to share the benefits of the HELM

Simulation along with the Team Management Profile as an example of one of The Whole Thing's many experiential experiences.

"People relate to this simulation because they are technologically adept, it is fun and memorable, and it makes a real impact," she says. "Everyone who's experienced the programme has been blown away by it."



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