

What Is a TMBC Position?

A TMBC Position captures how TMBC's products and services relate to a specific topic, and what we as a company understand about how our strengths-based StandOut Approach can address the topic. A Position helps TMBC Associates speak with one voice, using the same messaging and terminology when sharing how our work connects to the issue at hand.

A TMBC Position is NOT a research publication or a way for us to stake a claim that we have fully solved a problem or are the world's leading experts on the topic.

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I. Key Messaging

Core Position

The importance of human connection in any setting is intuitively clear. In our StandOut universe, we explore, cultivate, and encourage connection in many different ways. When we refer to “building connection,” we mean developing a **positive, productive working relationship in which people feel known for who they are at their unique best and what they contribute.**¹

The connections that we focus on in StandOut can be considered broadly in four types:

1. Connection to your own work
2. Connection to your coworkers
3. Connection to your team leader
4. Connection to your organization and its mission

Cultivating connection is a key part of how StandOut helps to build stronger leaders, stronger teams, and stronger culture. But it all starts with a stronger *you*.

StandOut, beginning with the strengths assessment, helps people connect to their own work first, by generating a deeper understanding of themselves and then applying that insight to their practical world of work, week after week. Do individuals have the chance to use their **strengths** at work? StandOut defines a strength as an activity you are good at and also enjoy doing. Paying attention to both of these factors helps people as individuals grow in their level of fulfillment and contribution, which leads to that sense of connection.

Connecting to others is equally important in the StandOut Approach. Employees who have strong connections with their coworkers and leaders are more likely to be fully engaged and less likely to leave an organization voluntarily. Interactions that focus on shared purpose and how each individual can contribute unique strengths are particularly effective at fostering connection. Although we often think about human connections being synchronous, connections at work can take different forms — via face-to-face meetings, texts, emails, or via applications such as StandOut.

The StandOut Approach, and StandOut products and technology, help people to build meaningful connection in many ways. The most **powerful** connections have four characteristics:

1. **One-on-one:** Many work communications happen one-to-many, such as an email to a group of employees or a town hall meeting. These types of interactions are valuable, but

¹ Note that this definition and this Position are distinct from and not intended to be related to the ADP Research Institute's 2021 publication “Measuring the ‘I’ in DEI: The Connection XPS.” This publication explores ADPRI's Connection Experience Score (XPS) instrument, which defines Connection as “one's feeling of being seen, heard, and valued at work for one's whole person.” For more on ADPRI research on Connection, please see www.adpri.org.

don't always help establish a strong connection between individuals. The difference-making connections are one-to-one. We want to know that we are important enough to the other person (and vice versa) to receive individual attention, especially from our Most Important Persons (MIPs). Your MIPs include your team leader, but can also extend to colleagues on your team and beyond.

2. **Strengths-based:** The power of strengths cannot be overstated. Having your unique differentiators acknowledged is validating and energizing. And when you see others for their strengths, that tends to have an uplifting effect on you as well.
3. **Frequent:** How frequent is frequent? The closer the person you're connecting with is to you and your work, the more frequent the connection should be. Ideally, you will connect to your team leader and key teammates at least once a week.
4. **Intentional** (but not necessarily scheduled): When team leaders are asked about how frequently they connect with their team members, they often say, "all the time." While they may say "hello" or attend a meeting together, those are not the same as an intentional connection. An intentional connection involves both parties being truly present in the interaction (no multi-tasking), focused on a shared purpose.

StandOut can assist users in setting up and conducting the conversations that help build connection between people at work. Through various tools and tips (outlined below), we make it easier for people to have meaningful connections with one another.

StandOut's Differentiator

StandOut products and services offer a "path of least resistance" to creating meaningful connections among people. Beginning with a strengths assessment, which reveals people's Top 2 "StandOut Roles" that capture how they tend to show up in any situation, **StandOut creates visible connection points for people to relate to each other as they are at their best**, fostering meaningful interactions founded on people's core traits and strengths.

II. Connection Points to TMBC Offerings

StandOut Platform

Check-Ins

Check-Ins are a way for team members to record their connection to their work — how they *feel* about their work — week by week. The technology captures trends, provides a way for people to track "Loves" and "Loathes" within the tasks they complete, and then provides an opportunity for team leaders to have a one-on-one conversation with each of their team members. This conversation is a vital connection point that leaves team members feeling more engaged in their work (as StandOut data continues to demonstrate). Check-Ins also prompt individuals to share priorities and reflect on the help they need from their team leader each week.

Coaching Intelligence

The coaching intelligence available to both team leaders and team members after the team member fills out a Check-In provides insights that can create more meaningful and productive connections. This coaching intelligence is based on the team members' Top 2 Roles and responds to what was recorded in the Check-In itself. It allows for a richer conversation between team member and team leader. These tips also help build self-awareness about the trends that impact people's relationship to their work, such as ways their Top 2 Roles may be contributing to successes or frustrations.

Dynamic Teams

StandOut offers any user the ability to create a dynamic team and invite anyone else within the organization to join it. Going beyond the traditional team leader/team member relationship of the org chart, this can enable people to share Check-In responses and even engagement sentiments with a wider range of colleagues.

Engagement Pulse

Engagement Pulse includes several items that touch on concepts related to connection. The "We" questions explore people's connectedness to their teams (Q3, Q5) and to their company's mission and culture (Q1, Q7). The "Me" questions, as might be expected, explore themes of how people connect to their own work, but also touch on the team leader connection (Q2, Q6, Q8) and, of course, the overall culture of strengths (Q4). The Engagement Pulse Results walk-through and debrief guides are designed to help team leaders encourage team connection by paying close attention to results and working on engagement together as a team.

How to Work Best with Me

Based on each person's StandOut Roles, the "How to Work Best with Me" section of a user's Snapshot makes it easier for colleagues to connect with one another, starting from a foundation of how they naturally show up at work. Specific themes such as "How I Feel about Change," "How to Give Me Constructive Comments," and "How to Receive My Comments Constructively" provide a framework for removing friction in workplace interactions and helping people build understanding of themselves and each other.

Come to Me When

Available on users' Snapshots, "Come to Me When" is a simple yet powerful way for people to connect to colleagues based on their own strengths. These statements are an invitation for people to connect and work together, creating win/win situations in which people are able to do what they love in order to help others be more productive.

Leader Summary (Home)

The Leader Summary presents team leaders with a quick overview of their teams' latest Engagement Pulse results and how their StandOut Roles are distributed. Keeping StandOut Roles top-of-mind is a great way to build team connectedness.

Team Activities

Team Activities provide engaging, light-touch, strengths-based experiences for any group of people. They offer a simple way for any team to learn more about each other and become closer as a group. These activities allow teammates to get to know new team members, discover what tasks strengthen and weaken colleagues, and connect on multiple levels so that working together becomes more enjoyable and more productive.

Conversations

Interactive Conversations: Milestone Connect

The Milestone Connect is an interactive conversation guided directly within StandOut, asking team members to answer questions that get to the core of their strengths, challenges, wins and goals at work over several months, as the foundation for a deeper conversation between team member and team leader. These conversations give the team leader and team member a chance to look at the bigger picture from time to time, ensuring that team leaders understand what matters to team members and what they can do to thrive.

Conversation Guides

StandOut Conversation Guides help colleagues create deeper connections by offering an engaging framework for discussion between two (or sometimes more) people on a variety of topics. (Examples include how to make Check-Ins even more powerful, how each person's Roles show up, and how each person prefers to approach various aspects of work.) These conversation guides create meaningful connection points that help people understand each other better, work together more effectively, and feel that they are seen for the talent they bring.

Strength Statement Builder

Strength Statement Builder, familiar from TMBC workshops and now built into the StandOut Platform (as of release 5.29 in August 2023), helps individuals capture specific details about the activities that make them feel strong. Beginning with a verb representing an action the user loves to do, it walks people through a series of questions that explore which factors contribute to making an activity a strength. Users can create as many Strength Statements as they want and share them on the Platform.

Leader Development Offerings

The **StandOut Team Member** workshop provides an intact team with a simple yet powerful way to learn more about each other's StandOut Roles and strengths, so that each team member can connect and work more effectively with others.

The **StandOut Team Leader** workshop helps team leaders understand the power of connecting to their people based on Roles and strengths, and gives them practical experience applying Platform tools — specifically Check-Ins and Engagement Pulse — effectively to sustain connection week by week throughout the year.

The **Coaching Essentials for Team Leaders** workshop teaches leaders how to ask coaching-style questions that will foster connection by empowering team members. By meeting people where they are and enabling them to discover insights about the best ways to approach their work, team leaders can create meaningful impact across their teams.

Strengths Coaching

Any 1:1 coaching for team leaders or executives has the potential to help a leader become more effective at communicating and leading. This type of coaching can enhance team leaders' connection with their own work and with team members.

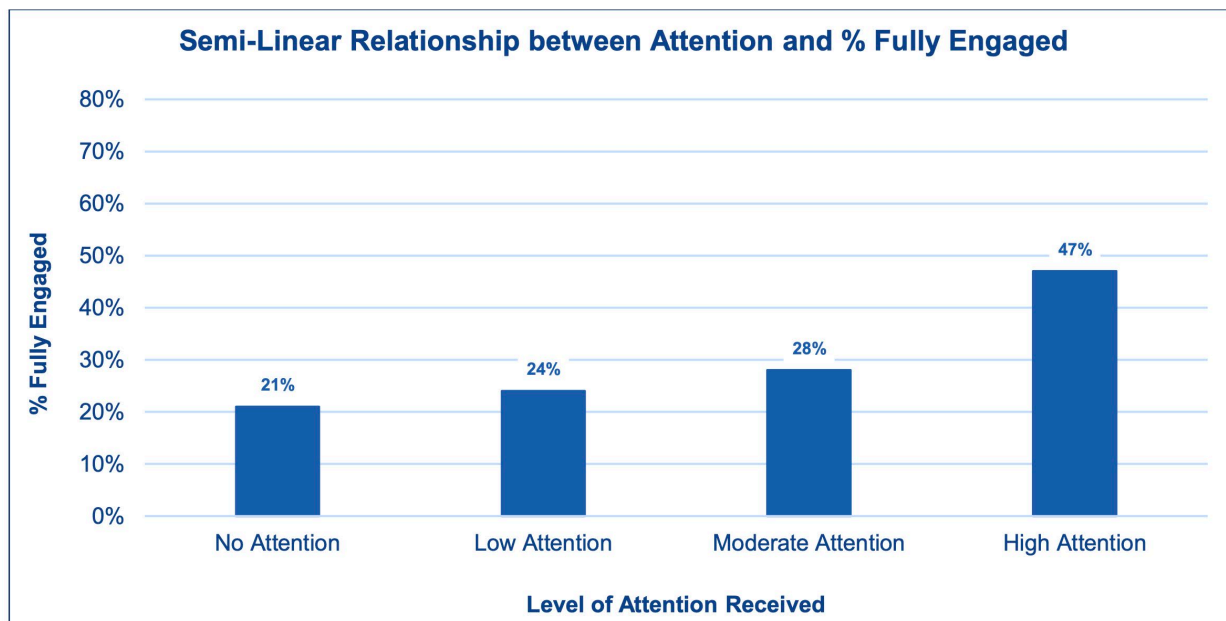
StandOut Debrief Certification and **StandOut Strengths Coaching Certification** teach coaches and leader development practitioners to leverage the StandOut Assessment and the TMBC strengths coaching model. Equipping the Coaching, LD, and OD teams who support an organization's leaders with these StandOut certifications will allow the organization to support the types of connection discussed above.

III. TMBC Data and Information

This section describes links to other information within TMBC, ADPRI, and ADP related to the topic of building connection.

TMBC Impact Measurement Approach

For many years, TMBC has been at the forefront of recognizing the importance of team leader attention in creating a sense of personal engagement (which relates to connection) at work. Our research has revealed that when team leaders pay attention to their team members (specifically, when they take the time to invest in their 1:1 connection through Check-Ins), those team members are more engaged. In fact, those team members who receive "high attention" (80%–100% of their Check-Ins viewed by their team leader) are significantly more likely to be Fully Engaged.



For more information, see the Research Brief [“Power of Attention: A Longitudinal Look at the Attention-Engagement Relationship.”](#)

IV. Other Relevant Data and Information

ADPRI Research

As noted above, ADPRI has developed a ConnectionXPS instrument to measure people’s feelings of being seen, heard, and valued. Subtitled “Measuring the ‘I’ in DEIB,” the instrument shines a light on many friction factors that can reduce an individual’s feelings of connection at work. Their research is ongoing and can be reviewed at <https://www.adpri.org>.