

# MAXIMISING COLLABORATION MINIMISING CONFLICT – FUNCTIONAL FLUENCY AND TIFF



The Brookes  
Leadership Programme  
Valerie Fawcett

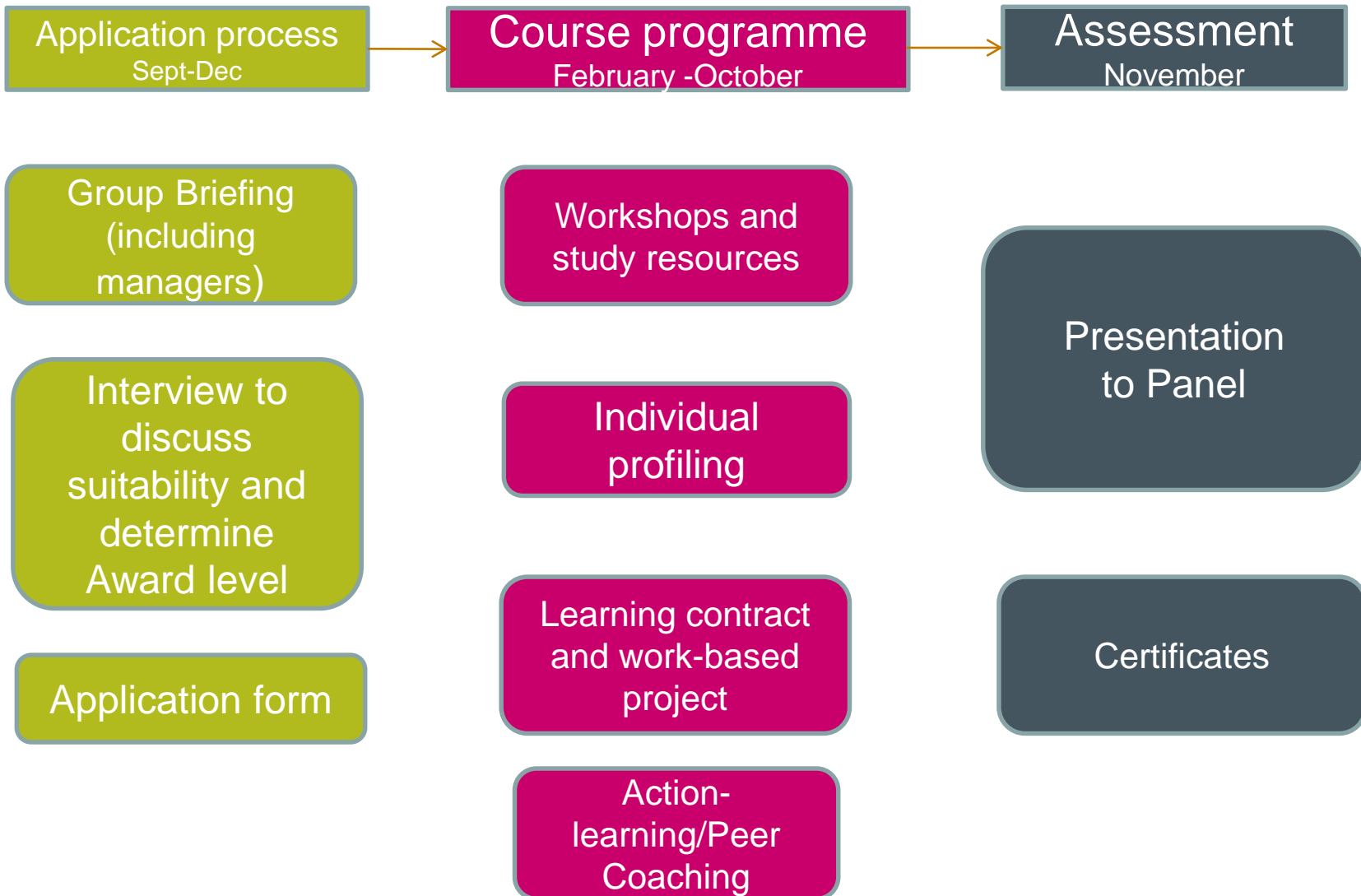


[www.functionalfluency.co.uk](http://www.functionalfluency.co.uk)

# Brookes' Leadership Capabilities Model



# The Brookes Leadership Programme incorporating an ILM Award in Leadership and Management at Level 3 or 5 Learner Journey



# Key features of the programme

- Increasing self-awareness, emotional intelligence and ability to flex to people and situations
- Content based on Brookes' Leadership Capability Model and ILM curriculum
- Application of learning to current work role through discussion, practice (e.g. coaching, presentation), and work-based project
- Blended learning approach – workshops, personal profiling, online resources, action-learning sets and peer coaching
- TIFF behavioural profiling (effective and ineffective behaviours) Temple Index of Functional Fluency
- 360 degree feedback (Level 5)

# Functional Fluency

- A model of behaviour based on the theory of personality and interaction known as Transactional Analysis
- **Developed by Susannah Temple**

*"We need to understand our own habits and patterns of behaviour and the effects these may have, so we can choose positive and productive ways of relating."*

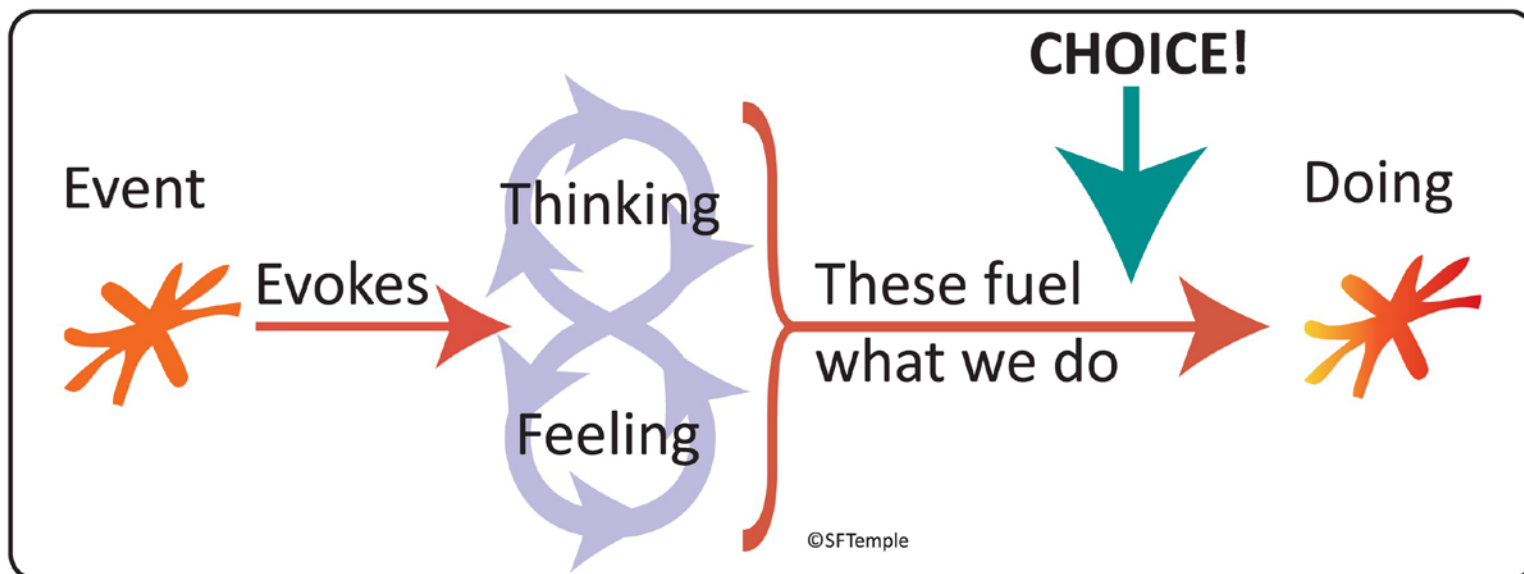


**Susannah was awarded the 2014 Eric Berne Memorial Award by the ITAA for this work. She was awarded a doctorate for the profiling tool research and development**

# Group Discussion

- Share out the items in the first pack and follow the instructions on the card
- When you are ready, share out the items in the second pack and discuss how these change or add to your ideas about the model

# The Power of Choice



# Making the Choice

- In a 2 or small group:
- For the element you have been allocated (Control, Care, Socialised or Natural):
- Think of a management/leadership situation in which the leader might need to make a choice. What would be the difference in your scenario between use of the negative and positive modes both in behaviour and effect?
- What is the relationship to the need for shared, collaborative leadership?



# Behavioural Styles

## **Functional Fluency Fabulous Five**

- Structuring
- Nurturing
- Accounting
- Co-operative
- Spontaneous

All show respect and empathy for others' needs and viewpoints and respect for self

# The role of Accounting

Accounting goes on in your head and contributes to your ability to use the other effective styles. Its main characteristics are:

- Alert
- Aware
- Enquiring
- Grounded
- Rational
- Evaluative

Accounting provides the key to avoiding the ineffective reactions and responding effectively

# The TIFF<sup>©</sup> profile



Temple Index of Functional Fluency  
*Building Effective Relationships*

- “Actometric” rather than “psychometric” – describes behaviour rather than personality
- Validity researched; reliability not so relevant as change is desirable
- Questionnaire
- Profile report – shows scores, ratios and balances – energy given to both effective and ineffective behaviours
- Interpretation has to take place in 1:1 with trained provider – using effective behaviours more and ineffective behaviours less