

# TMA Values

## What are TMA Values?

TMA Values are guiding principles for proper and respectful use of the TMA Method, language, tools and systems.

## The three TMA Values are:

- **Positive**
- **Connection**
- **Talent-oriented**

When these three values are considered, TMA believes that individuals will, on one hand, develop better, become more engaged in their work, and experience greater personal happiness. On the other hand, organizations and teams will sustainably perform better and improve. TMA is founded on these values and advises individuals and organizations using the TMA Method, language, tools, and systems to align their behavior with the spirit of TMA Values.

All TMA Values have defined definitions and are operationalized across the four levels of integral talent management (personal, management, HR/ expert, and executive levels). Behavioral examples clarify the expected conduct based on roles or functions.

*“Keep your thoughts positive  
because thoughts become your words.*

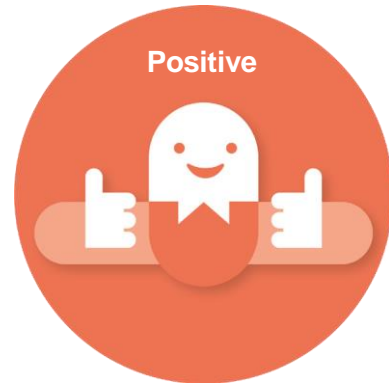
*Keep your words positive  
because your words become your behaviour.*

*Keep your behaviour positive  
because your behaviour becomes your habits.*

*Keep your habits positive  
because your habits become your values.*

*Keep your values positive  
because your values  
become your destiny.”*

Mahatma Gandhi



### **Definition:**

Developing, working and organizing from opportunities and what suits people ; what energises people , gets them involved and makes them happy

### **Behavioral examples:**

#### **Personal level**

##### **Employee or trainee**

- Indicates when things do and do not feel right.
- Treats others as they wish to be treated within appropriate social norms.

#### **Management level**

##### **Manager, supervisor or team leader**

- Gives team members both trust and autonomy, while also providing sufficient attention; knows how to maintain the right balance between these aspects.
- Ensures good relationships and atmosphere in the team.

#### **HR/expert level**

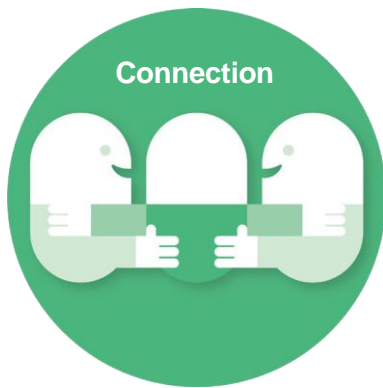
##### **HR adviser, (career) coach, recruiter or talent manager**

- Gives people genuine attention and, above all, looks at people's potential
- Is transparent and fair in decision-making even when making decisions that are negative for others.

#### **Administrative level**

##### **Administrator, director, owner or entrepreneur**

- Considers the impact on employees' well-being when making decisions.
- Ensures a socially and psychologically safe culture and working environment in the organisation.



## Connection

### Definition:

Developing, working, and organizing based on the connection between people, teams, and the organization, assuming that everyone has talent

### Behavioral examples:

#### Personal level

##### Employee or trainee

- Treats others based on their talents and respects them for who they are.
- Engages in conversations with colleagues about each other's talents and how they influence their collaboration and communication.

#### Management level

##### Manager, supervisor or team leader

- Facilitates connection among team members and ensures they support each other when needed.
- Ensures personal connection with team members and inspires and guides them.

#### HR/expert level

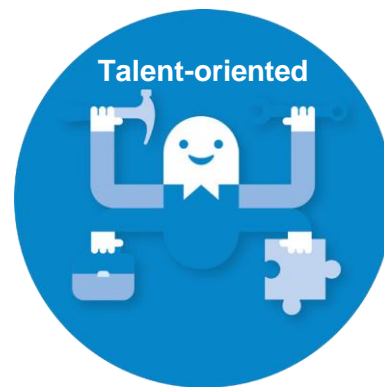
##### HR adviser, (career) coach, recruiter or talent manager

- Connects people by ensuring that they gain insight into their own and each other's talents.
- Cultivates and strengthens an inclusive, transparent, and connecting culture and work environment where employees can find each other, share challenges and talents, and provide sincere feedback.

#### Administrative level

##### Administrator, director, owner or entrepreneur

- Connects employees with each other by communicating a shared, inspiring purpose.
- Encourages and invests in an inclusive, transparent, and connecting culture and work environment where employees respect each other for who they are and feel comfortable addressing behavior.



## Talent-oriented

### Definition:

Developing, working, and organizing based on their own talents and the people they collaborate with.

### Behavioral examples:

#### Personal level

##### Employee or trainee

- Has an understanding of their own talents and develops them where possible.
- Utilizes and works from their own talents for the benefit of themselves and the team they belong to.

#### Management level

##### Manager, supervisor or team leader

- Ensures that the team collaborates and develops based on the talents of team members.
- Assigns work and tasks to team members who have talent for them whenever possible.

#### HR/expert level

##### HR adviser, (career) coach, recruiter or talent manager

- Guides and supports individuals and teams in their development based on their talents.
- Matches people with roles and positions that align with their talents.

#### Administrative level

##### Administrator, director, owner or entrepreneur

- Organizes and structures the organization based on the talents of employees.
- Provides opportunities for personal development of employees based on their talents.