

Distilling excellence  
at Edrington

Being the Boss at  
Barry Callebaut

Virtual teams at  
Sanofi Pasteur MSD

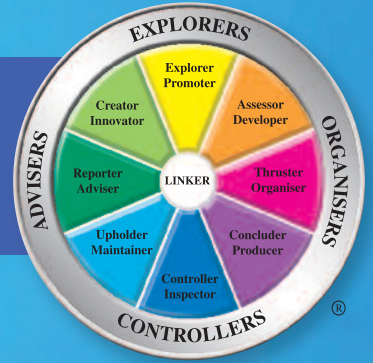
Mars in Hungary learns  
to work, rest and play

Worcester Warriors  
tackle team performance

Essilor's vision for  
the future

# Totally Teamwork

Spring 2015



# Welcome



**Mark Gilroy**  
Director

**Catherine Hick**  
Managing Director

**Susan Ayres**  
Director

Welcome to your latest edition of the TMSDI newsletter. We're delighted to share with you some of the success stories from the last 12 months illustrating how organisations are using Team Management Systems' Profiles on a global scale with significant and lasting results.

As we celebrate our 25th anniversary year, it's interesting to reflect on the changes we've seen. Our TMSDI Online service now offers easy-access online Profiles and support materials alongside our classic bureau service. Webinar accreditation options enable us to reach a much wider audience. And international team-building means we've translated the Team Management Profile into 13 different languages, with more in development.

With the use of social media we can now reach many of you at the touch of a button. We have a very active Twitter feed and our LinkedIn Group allows TMSDI network members to share ideas and best practice.

Our network member webinars now include guest speakers on a range of new topics. But we don't forget the importance of seeing people face-to-face and have plans for more London network events. We hope to see you at the next one on 12 May!

Thank you for supporting us over the last 25 years. We look forward to working with you in the exciting years ahead.



# 2015 dates

## Team Management Profile accreditation

£1500 + VAT per person

### Webinar\*

14 & 15 January  
24 & 25 February  
15 & 16 April  
27 & 28 May  
15 & 16 July  
18 & 19 August  
15 & 16 September  
10 & 11 November  
16 & 17 December

### London

11 March (fast track)  
25 & 26 March  
19 & 20 May  
9 July (fast track)  
23 September (fast track)  
20 & 21 October  
8 & 9 December

### York

23 April (fast track)  
17 & 18 June  
5 & 6 August  
8 October (fast track)  
17 & 18 November

### Helsinki

9 & 10 September

\* Four 90-minute modules over 2 days

## Linking Skills Profile webinar accreditation<sup>‡</sup>

£495 + VAT per person

26 February  
17 April  
30 June  
20 August  
9 October  
14 December

## Opportunity Orientation Profile webinar accreditation<sup>‡</sup>

£495 + VAT per person

16 January  
17 March  
18 May  
17 July  
17 September  
12 November

## Team Performance Profile webinar accreditation<sup>‡</sup>

£495 + VAT per person

16 January  
17 March  
18 May  
17 July  
17 September  
12 November

## Window on Work Values Profile webinar accreditation<sup>‡</sup>

£495 + VAT per person

26 February  
17 April  
30 June  
20 August  
9 October  
14 December

<sup>‡</sup>Two 90-minute modules

To book call **+44 (0)1904 464515**  
or email [info@tmsdi.com](mailto:info@tmsdi.com)



# Distilling excellence at Edrington



**Glasgow-based company Edrington makes some of the world's best-loved Scotch whiskies: The Macallan, The Famous Grouse and Highland Park are just three of the jewels in its crown. A long-established private company, committed to social responsibility, Edrington prides itself on the long-term investment in people and brands that underpins its category-beating growth.**

For the past two years, the Team Management Profile has played a key role in training and development programmes, and conversations, throughout the business: 300 people have already received their Profiles.

"The journey started at the top with the senior leadership team, and we now use the Profile on the Emerging Talent Programme too," says organisation development manager Veronika Gunn-Boesch. "But the way we use it most is to help all sorts of teams throughout the business."

They use it, for example, to help create understanding and cohesion in newly-formed teams. In teams that have worked together for a while, but have encountered a communication problem, they use the Profile to help provide a common language and remove the emotion. And to ensure teams achieve business objectives, they use it to define short, medium and long-term priorities and also work out how to use their strengths and bridge gaps.

"We also encourage people to use their Profiles in one-to-one development conversations with their managers to help inform career development plans," adds Veronika.

**“ the Profiles ensure teams achieve business objectives**

Edrington is an international company: more than 60% of its 2,300 employees are overseas. But the Profiles reveal a similar distribution of preferences around the

Team Management Wheel regardless of whether people are in Asia, the Nordics or the Americas, says Veronika. "People tend to fall on the right-hand side - in the Explorer-Promoter, Assessor-Developer, Thruster-Organiser and Concluder-Producer roles - whatever their cultural background," she explains. "They are very action-oriented and analytical, and that reflects the nature of our business."

But while she believes these preferences are also "appropriate for the business", this right-hand skew helps to catalyse conversations about the importance of diverse thinking in a team, she says. "How we get better at certain things in order to populate the whole Wheel gives us all food for thought."

She concludes: "The Team Management Profile helps to create a common language, builds self-awareness and creates an understanding of others and the impact you have on others. That delivers benefits at individual, team and organisational level."



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# Being the Boss at

**BARRY CALLEBAUT**

**Leading global chocolate maker Barry Callebaut uses the Team Management Profile in a leadership development programme designed to build bench strength to support its international growth.**

With more and more people in emerging markets discovering their love for chocolate, Barry Callebaut, the world's leading manufacturer of high-quality chocolate and cocoa products, is working hard to expand its global presence. The company is investing heavily in leadership development to ensure that its talent pipeline is well stocked and fit to support its above-market growth.

A key programme in Barry Callebaut's suite of leadership development programmes is called Being the Boss. This helps to prepare new managers and leaders to step up into new or bigger roles where their focus has to change from functional or regional specialisation to getting the best out of the teams they now manage.

"It's about building bench strength," says independent executive coach and facilitator Naomi Thomas, who leads the Being the Boss programme, together with Ally Yates, another accredited TMS facilitator. The Team Management Profile, she explains, neatly complements the other aspects of the four-day programme.

"The focus of the programme is very much on experiential and peer learning. The Profile is a great tool to use because not only does it develop self-knowledge and understanding of others, but people can also apply it straight away in their day-to-day work environment," she says. "We spend a lot of time on Linking Skills - helping people communicate in ways that are going to motivate others."

One of the exercises Naomi uses is to combine participants first in balanced teams and then in skewed teams (based on their Profiles), and compare the ease with which they complete given tasks. "You see groups of Thruster-Organisers all heading off in different directions, and Creator-Innovators never reaching the end of a task, for example."

Headquartered in Zurich, Barry Callebaut employs over 9,300 people in more than 30 countries around the globe. Its market and product expansion means that leaders and managers are increasingly having to work in cross-border, as well as cross-functional, teams - which makes the Team Management Profile exercise even more valuable.

**“ the most successful people are often the ones who excel in more than one discipline ”**

Naomi and Ally have observed an interesting trend during the three years they have used the Profile at Barry Callebaut, which is the growing number of 'split wheels'. "It enables us to talk about the concept of 'stretch' with teams, which is useful given the fact that, in increasingly global and matrix-style organisations, the most successful people are often the ones who excel in more than one discipline," concludes Naomi.





# Virtual teams at Sanofi Pasteur MSD

**Petri-Jukka Salo, director of talent development at vaccines company Sanofi Pasteur MSD, has used the Team Management Profile to help build cohesion among a Europe-wide virtual team, and within a large and disparate team in France.**

Petri-Jukka Salo is no stranger to the Team Management Profile. A human resources and organisation development professional, his global career has taught him much about the power of efficient communication and cross-cultural understanding. Born in Finland, he has worked in France for the past 15 years, spent two years working in Italy before that, and has gained extensive experience in the US, Asia, the UK and Denmark. Specialising in talent management, leadership development and change management, his focus on building strong teams and high engagement has been underpinned by the Team Management Profile.

But although Petri-Jukka has used the Profile extensively with relatively small teams, he faced a new challenge last year

when he joined Sanofi Pasteur MSD (a joint venture between Sanofi Pasteur and Merck) as director of talent development. The 50-strong commercial operations department, comprising several different teams running different categories of vaccines, asked him to run a programme to help them collaborate more effectively both with each other and with other teams within the business.

**“ it’s about helping everyone in the company fulfil their potential**

"I knew that the Profile was a vital tool, but using it in a workshop for 50 people was an experiment for me," says Petri-Jukka. However, once he had enlisted the support of a colleague from Spain, also accredited in the Profile, the workshop proceeded along "quite classical lines," he says.

"It worked surprisingly well. They had not done any significant team-building activities before, and, apart from anything else, they seemed to really appreciate the

time that was being spent on them. The workshop acted as an energy booster, and being able to put aside their day-to-day worries and pressures and just concentrate on understanding their own and others' working styles and preferences, helped to create a climate of trust."

Petri-Jukka has also used the Profile in a team-building exercise for the European senior finance team, who, because they work in different countries, tend to operate as a 'virtual' team. The 12-strong team took advantage of all being in the same place for once, and used the two-day workshop to apply their Team Management Profile learning to a number of important finance projects that they were about to launch.

Talent management at Sanofi Pasteur MSD is very much about helping everyone in the company to fulfil their potential, says Petri-Jukka. "We develop everyone, and that includes how people work together. The Team Management Profile fits very nicely with that approach."







# Mars in Hungary learns to work,

**In the space of four years the Team Management Profile has helped to transform Mars' pet-food business in Hungary into one of their top ten operations in the world. Gábor Szabó explains how.**

In 2007 Mars executive Gábor Szabó was promoted to the role of plant director of Mars' pet-food business at Csongrád-Bokros in Hungary employing around 1,000 people and supplying 56 countries around the world with well-known brands including Pedigree®, Whiskas®, Sheba® and Chappies®.

Upheaval in the executive ranks meant five out of the ten posts in the senior team were empty when Gábor took over. He recalls: "My first task was to recruit people to fill those roles, turn them into a functioning team and integrate them into the very distinct Mars culture - which is very different from the prevailing Hungarian culture."

He ended up with two Polish, three British and five Hungarian executives, and spent

the next 18 months "fighting the legacy", as he puts it, and coming up with a vision that would enable an already successful business to become even more successful: to be the best. He implemented a highly effective strategy-deployment tool, and two years after taking over he had an engaged and productive team.

However, this success had come at a cost. "The emphasis had been so tactical and I'd driven people so hard that we were suffering high burnout and turnover levels," he recalls. "I knew that for this business to be sustainable we needed to think longer-term and more strategically and establish pillars for growth. Our leadership style was command and control, which is consistent with the Hungarian leadership culture, so they accept that. But I wanted to shift our style towards one that was more democratic, coaching and empowering," he explains.

To help him and the team make the shift, Gábor enlisted the help of executive and organisational coach Carissa Bub, who

had coached him since 2002 when he was working for Mars in the UK. The tool she chose to effect the change was the Team Management Profile.

“ we've shifted to a highly productive, highly positive and highly engaging environment

"The Profile was extremely useful, from both a personal and a team point of view," recalls Gábor. Personally, it helped him to identify where he could best add value to his team, what aspects he needed to use more, where he needed to adjust his approach. And from a team perspective, seeing where everyone sat on the Team Management Wheel meant roles could be allocated more consciously and effectively.

Carissa facilitated sessions in which the executive team felt safe to provide honest feedback about how they all related to each other - something, says Gábor, they had previously been afraid to do. "This led





# rest and play

**MARS**  
magyarország

to more open, trusting and collaborative relationships." An element of this feedback was directed at him: constantly driving for change and innovation, he was demanding too much of the team. Carissa recalls: "The forum allowed the team to say 'please stop and allow us to stabilise for a bit before we do any more change'. As a result Gábor consciously adapted his pace-setting leadership style to a more facilitative one, allowing others to step up."

Three years after the first Team Management Profile workshops Carissa facilitated another round because the top team had changed. Reorganisation from a central to a more regional structure meant most of the expatriates at the plant had been replaced with Hungarian nationals.

Knowing people's Team Management Roles helped Gábor address the new team dynamics. He also realised that his leadership style had shifted. "I used to be a Thruster-Organiser, but now my major role is Assessor-Developer. I've moved from being heavily action-oriented, controlling and directing, towards giving

longer-term direction and empowering others to break that down into short-term actions."

The work he's done with Carissa over the past ten years has taught Gábor to put his natural leadership style of 'learn, lead and leverage' to better effect. "I've tried to ensure I put into practice what I've learnt, teach others and use what we've collectively learnt to improve the organisation," he reflects.

There have been tangible benefits. The factory has the best Gallup engagement score of Mars' 11 factories in Europe, and is among the top ten of Mars' 113 factories globally. Gábor explains: "We've shifted from a highly productive but less positive and engaging environment to a highly productive, highly positive and highly engaging environment. Our culture has changed: we used to work in silos, but we've been breaking down departmental boundaries, and fostering greater collaboration. We spend more time celebrating success, having fun and recognising achievement. People still work

hard but they do it because they want to and they enjoy the challenge. They feel part of the organisation, that their opinions count and they see success as something the team as a whole achieves, not just management."

“ we're harnessing our labour and investment very well in order to sustain our financial competitiveness on the global stage

It's no coincidence that in addition to the \$100 million Mars has invested in Hungary over the past 15 years, it is investing a further \$16 million in Csongrád-Bokros this year to help it with its ambition to be the best. "Being recognised as one of the best Mars factories has given us the pride and self-confidence to drive this further," concludes Gábor. "We're harnessing our labour and investment very well in order to sustain our financial competitiveness on the global stage, and the Team Management Profile has helped us do that."



Read the full case study on [www.tmsdi.com](http://www.tmsdi.com)



# Developing resilience with the Opportunity Orientation Profile



**The Opportunity Orientation Profile is a crucial tool in helping to gauge and build resilience, finds David Ogilvie and his team at The Resilience Development Company.**

'Resilience' has become a fashionable word in management circles. But developing resilience in yourself, in teams and in organisations is not a fad, but an essential strategy for helping to manage the change, uncertainty, pace and chaos of modern lives. No one knows this better than David Ogilvie, who, with his wife Emma and business partner Louise Scambler, set up the Resilience Development Company, a social enterprise, after a career as a senior banker.

David had spent much of his time helping to build resilience - which he defines as 'the ability to move towards your goal, despite adversity' - in teams ground down by continuous turmoil and successive rounds of downsizing. "I saw a

lot of fear and pain," he recalls. "Neither individuals nor organisations had the resilience to cope with the level of change being imposed on them."

He decided to leave the world of high finance and help people within the broader community to build resilience, and he now counts companies, charities, local government and private individuals among his clients.

"People are amazing and naturally resilient," he says. "But there is so much going on in our lives that we often lose the ability to cope. We get stuck."

The company's resilience training programme teaches people how to get 'unstuck' by building strength across four dimensions - physical, emotional, mental and social - and it employs 22 core skills from fields including management thinking and neuroscience. Every programme starts with the Profile which assesses people's attitude to risk and

helps to build an understanding of what drives individual and team energies.

It complements resilience training perfectly, says David. "Hope and belief are essential to resilience, and hope depends on two things - the energy to move forward and the ability to see ways of doing that. Those are aligned with two of the sub-scales in the Profile - Moving Towards Goals and Multi-Pathways. What's more, we all have thoughts that undermine our resilience - like blaming others for things - and that links with the Fault-Finding sub-scale."

**“ hope and belief are essential to resilience**

David thinks that resilience training can shift people's Profile scores. The company is mid-way through a programme for the management team of a charity which is looking to cascade the use of the Profile among its 200 workers.

To find out more on the Opportunity Orientation Profile [www.tmsdiwebinars.com/oop](http://www.tmsdiwebinars.com/oop)





## Aspiring leaders at Manchester Metropolitan University

The Head of IT Services at Manchester Metropolitan University asked the Organisation Development and Training Department (ODT) to design and deliver an Aspiring Leaders development programme to help his team move to the next level.

It followed a two-year leadership and management development programme, delivered by ODT, that had taken place for all managers across the service to significantly change the culture of the IT department.

The key aim of the Managers' Development programme had been to move from a department of fragmented teams, to a department with a clear vision

and strategy. A department where individuals are empowered and motivated to work together, and make a difference for both the students and staff they support.

The Aspiring Leaders programme, led by development and training officer Alison Laithwaite, offered the opportunity to go one step further by bringing together, as a team, staff from all levels and parts of the service, and empowering and supporting them to take on projects that would ultimately make a real difference to the service they delivered. "It was really satisfying to work with a group of individuals who were focused on making a difference and developing themselves in the process," comments Alison.

One of the main objectives of the programme was to develop successful working relationships with managers and staff. Alison used the Team Management Profile to help people understand themselves, each other and how they needed to work together as a team.

"The Profile really helped individuals to understand why they found some parts of their role easy and other parts more challenging. It also helped them to understand each other," explains Alison. "This was important as they had to work together as a project team with no defined team leader. Knowing each other's strengths was key, as was knowing what needed to happen for the team to deliver successful projects".

### Case Study

## People shape our future

Software and IT service provider DATEV eG has improved teamwork, communication and performance across the organisation by putting individuals at the centre of its approach. Word has quickly spread of the many benefits of the Team Management Profile among its 6700 employees. DATEV's management consultancy department has now experienced a high demand for programmes using the Profile. To learn more about their approach read the full case study.



All our case studies can be found online - visit [www.tmsdi.com](http://www.tmsdi.com)





# Tackling team performance at Worcester Warriors

**Given that so much management terminology comes from the sporting arena, it's strange that sports teams don't employ more management techniques. Championship rugby club Worcester Warriors is helping redress the balance with the Team Management Profile.**

For a self-confessed 'sports nut', the opportunity to help improve the performance of one of the country's most successful rugby clubs takes some beating. So Colin Scott, partner in learning and development consultancy Grange Partnership, was delighted earlier this year when he was asked by the top team at Worcester Rugby Football Club, better known as Worcester Warriors, to run a Team Management Profile workshop.

Professional rugby is run on almost military lines, characterised by rigorous discipline, tight structure, long hours and a punishing schedule. "The pace is incredible: the team is rejigged on an almost daily basis depending on people's form and injuries," says Colin. The performance-driven culture is necessary, given the physical and mental pressures involved in meeting weekly deadlines.

"It's all about winning on Saturday."

There was nothing wrong with performance on the field - the Warriors entered the Premiership in 2005 and, though they've slipped into the Championship this season, expect to move back up. Plus the management team, led by director of rugby Dean Ryan, head coach Carl Hogg and high-performance director Nick Johnston, is top-notch.

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**“ even the best teams can improve their performance through innovation and greater mutual understanding ”**

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But Colin's suggestion to Dean, Carl and Nick that even the best teams can improve their performance through innovation and greater mutual understanding resonated with them, and he ran a session for the 12-strong wider management team, which includes players.

In terms of cultural and educational background, demographics, country of origin and 'status', the team was highly

diverse. What united them, though, was their competitiveness and forcefulness. And in terms of the management team's work preferences, the exercise exposed an opportunity to be more creative and innovative.

When they looked at their related roles, they realised they could fill the gaps in the Team Management Wheel - a realisation helped by sharing their own learning experiences. Colin explains: "For example, some of the leaders are highly introverted by nature, but have had to learn how to do live TV interviews." The session stimulated a host of very positive opportunities for the team and they went away with a stronger team bond.

Colin feels that all sports teams would benefit from the Team Management Profile because, as he points out, every new season kicks off with a new team of players and managers. And, as he says: "The Profile is particularly powerful when applied to new teams, because the clear insight it gives into people's preferences allows managers and teams to adjust their behaviour accordingly."

It's certainly helped Worcester Warriors: they've not lost a game since.



# Future vision at Essilor

**The Team Management Profile plays a major role in French multinational Essilor's General Management Programme aimed at potential leaders around the world.**

Paris-based company Essilor International, which makes ophthalmic lenses and optical equipment, employs over 55,000 people in 62 countries around the world. Over the past three years 300 potential leaders representing 20 different countries throughout the group, have been through its General Management Programme. The programme lasts seven days, and the Team Management Profile plays a key role.

"A significant part of the programme is dedicated to personal development, and the Profile is a very useful tool for helping to create the kind of self-awareness and awareness of others that contributes to greater personal and team efficiency," explains corporate training manager Elisabeth Perrier.

Elisabeth describes how, in the most recent programme, she embedded feedback from participants' Profiles into

sessions aimed at building their thinking capacity and their individual end-of-programme action plans.

For example, she grouped the 39 participants into three major categories - Explorers, Controllers and Organisers - and got them to look at the characteristics associated with their Profile and select up to five that best corresponded to them as a group.

“ **feedback ranks the self-awareness delivered by the Profile as the most valuable benefit** ”

"I gave them 25 minutes," she recalls. "The Organisers completed the exercise in ten minutes, the Controllers asked for more precision about what they were supposed to be doing in order to provide an accurate answer, and the Explorers made two profiles, arguing that Explorer-Promoters and Assessor-Developers were different. I pointed out to them that the way they approached the task was entirely consistent with their preferences. It was really funny, but it made the

exercise very concrete for them."

The focus of another exercise was at an organisational level. Each participant had to stick two Post-it® notes on the sectors of the Types of Work Model where they felt the organisation was performing well, and two where they felt it was weaker.

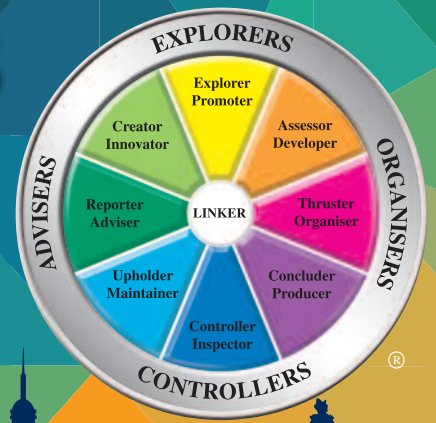
"That too generated a very interesting discussion, and illustrated the fact that while an organisation can feel very abstract and removed from an individual's own influence, there are skills that can be brought to bear to help its performance," says Elisabeth.

The programme is designed to help individuals to understand their strengths, both personal and business-related, and their action plans focus on using them more effectively and building on them to perform better in their job and prepare for their future. Programme feedback ranks the self-awareness delivered by the Profile as the most valuable benefit, says Elisabeth, who explains that over the next 5 years Essilor will roll out the programme regionally to around 3,000 leaders across the group.



# High Energy Teams

## A complete approach with Margerison-McCann Team Management Systems



No-one ever forgets what it feels like to be part of a successful, high energy team.

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