



## Reaching new heights with the Team Management Profile



*Jan Emerton is Director at WW Consulting, who have been working with Parker Hannifin for over 25 years.*

### **PARKER HANNIFIN CORPORATION**

Parker Hannifin is the world's leading diversified manufacturer of motion and control technologies and systems, providing precision-engineered solutions for a wide variety of commercial, mobile, industrial and aerospace markets.

The company's products are vital to virtually everything that moves or requires control, including the manufacture and processing of raw materials, durable goods, infrastructure development and all forms of transport. Traded on the New York Stock Exchange under the symbol "PH," Parker is strategically diversified, value-driven and well positioned for global growth as the industry consolidator and supplier of choice.

Parker's business strategy which they call the Win Strategy focuses employees on financial performance, customer service and profitable growth, underpinned by empowered employees. Its managers and business leaders are expected to demonstrate results across all three areas. Each year selected senior leaders participate in various developmental programs and assignments to prepare them for increasingly complex leadership roles. One such program is Leading and Managing Change in Parker (LMCP) that takes them from Asia to Europe and the United States.

### **The challenge**

Part of the programme design is to work within the context of direct business challenges. "An example of a challenge currently given to our LMCP participants is how our company can fully leverage market facing teams

# “Amongst the plethora of instruments out there, the Team Management Profile stands out by being work-related, and for the validity of its results.”

while maintaining global consistency” explains Pat Gardner, VP of Learning and Organization Effectiveness for Parker Hannifin. Pat continues, “A previous challenge addressed through our program was how best to develop the organic growth needed along with an outward-facing policy of company acquisitions.”

One approach adopted by Parker Hannifin is to recognize the need to develop managers with strong change leadership and linking skills by taking them through an immersive 9-month program, combining blended learning with three one-week intensive modules.

## The solution

Jan and her co-director Mike use the Margerison-McCann Team Management Profile as the core tool on the second module of the LMCP Program which takes senior leaders through a series of challenges using tools and frameworks that focus them on genuine issues facing the company. This approach is cascaded through the company through Parker’s Taking Charge of Change (TCC) program for mid-level managers.

“It’s a real win-win program,” Jan enthuses. “Because senior managers and leaders are focusing on their own individual development, whilst topically addressing real organisational issues as they go, they’re able to go back to their teams and make a demonstrable difference. Their leadership development journey runs in parallel with developing the business and that’s unique, because it works on both levels. It’s doubly powerful as during the program they’ve been facing the challenges of a cross-functional team built from scratch. And having been through it, they are then able to relate it to their own teams back at work. We get a lot of leaders asking if they can go on to use the Profile with their own teams.”

“At WW Consulting we now use it as our core team tool because of the flexibility of application: individual, team and organisational.”

## Individual

“Within LMCP, we start off Module 2 with the Margerison-McCann Team Management Profile. This allows individuals to understand how best to leverage their strengths and compensate for any potential mismatch between their preferences and their current role.”

“We also focus on the Margerison-McCann Types of Work Model. We ask people to think about the overall strategic



Margerison-McCann Types of Work Model

objectives and map which segments of the Types of Work Model they should be focusing on to achieve these objectives. They then look at what the current focus actually is and where the organisation needs to be in the future and explore any gaps. Interestingly, there never fails to be a correlation between individual and organisational Profile gaps.”

## Team

“We then use it as a diagnostic for whole teams, applying exercises that focus around the need for balance. This is the key take-away and always flagged as a highlight in the feedback,” Jan explains. “We spend a week at a converted watermill outside Paris using the Profile to explore balanced teamwork and linking. It’s really hands-on with the teams carrying out cooking challenges and building rafts to sail round the lake. Great fun, and again it works on all three levels: individual, team and organisational.”



# “People can identify with it. It gives such good insights that people's jaws drop!”

## Organisation

“Module 3 focuses on helping managers to apply their learning and bring real projects to fruition. We combine what is revealed through the Profiles with linking skills to deliver real change.”

Leaders receive their individual Linking Skills Profile with a one-to-one coaching debrief after Module 2 and before Module 3. During Module 3, learning trios coach each other on their action plans arising from the Linking Skills Profile results. The benefit of this approach is three fold; it reinforces and deepens the Team Management Systems (TMS) concept of preference; it provides a genuine opportunity to demonstrate coaching skills; and it allows leaders to share best practice and appreciate the importance of good linking.”

## The result

“Being in the engineering sector, Parker Hannifin values results, process and delivery, so it’s no surprise that profiling reveals strong analytical and structured scores. As Jan explains, “What we find surprising is that there are a number of people with a notably high Creative score, even though this is offset by equally high Analytical and Structured scores. There is a strong pull to analysis, discipline and deliverables, on the right-hand side of the Margerison-McCann Team Management Wheel, so the three roles of Upholder-Maintainer, Reporter-Adviser and Creator-Innovator are notably under-represented.

“To address this, we've found that by using the layers in the Team Management Profile we can:

- demonstrate that there is a right-hand skew away from the creative side of the Wheel,
- create an understanding of the importance of balance to the project life cycle and the team managing it, and
- reveal that many employees do in fact have untapped creativity.”

“We've found this instrument to be positive. Although our managers are in part measured on hard targets such as financial growth and returns, they now understand the need to balance a possible preference of focusing on analytical areas with the need to account for innovation

## Jan’s Team Management Profile Top 5

The Team Management Profile really supports our delivery of this multi-level program. It's the only tool we now use because we find it works on so many levels:

### FACE VALIDITY

Program participants often tell me, 'That's so true!' and ask to use it with their own teams.

### FLEXIBILITY

It's a tool that works at all levels: individual, team and organisational.

### CROSS-CULTURAL

The norm data is truly global, not US-biased, so the norm comparisons work for cross-cultural teams.

### RESEARCHED

We like it because of the validity of its results.

### WORK RELATED

This makes it stand out from other instruments because people can instantly identify with the language.



Margerison-McCann Team Management Wheel

# “Together, we can reach new heights before we ever leave the ground.”

and creativity. Having this balanced approach will help us achieve our innovation goals and our business targets,” Pat explains. She continued “After the program, LMCP graduates can go back to their own teams and work on how to make time and space for creativity within their processes.”

“The exercise that demonstrates this so clearly is when we place a large Team Management Wheel on the floor and ask individuals to stand next to their major roles. There is always a lot of hilarity as they see two thirds of the team standing to the right of the Wheel and virtually no-one to the left,” Jan comments.

Pat believes that Parker has designed the program to be sustainable. “It’s not just a one-off training program, it combines three intensive week-long modules with a whole range of blended learning strategies, from one-to-one debriefs and virtual team work, to real leadership projects and global site visits.”

As you would expect from a company with a reputation built on quality control – measurement is key to the development process. “We use a ‘change loop’ methodology where leaders look at how they can apply tools and plan for change in their own markets and businesses. It’s a cyclical process, once they’ve applied their learning, this is reviewed and feeds into the next project to create an ongoing process of improvement.”

“The Team Management Profile is invaluable here, continues Pat Gardner of Parker Hannifin, as we use the TMS language, not just in the modules, but for feedback and follow up. It gives our cross-cultural teams a common language and a framework for continuing the conversation.”

So, how does Jan feel about working with such a multi-layered and immersive program? “It’s a difficult balance to strike, between employees becoming consumed by the real business challenges they are working on with their virtual team, and being able to focus on issues in their own personal development, such as work–life balance. But if you can get it right, it’s a very powerful combination that delivers real change.”

## Leading and Managing Change in Parker

The LMCP program combines three one-week modules, taking senior managers and business leaders through a series of challenges that focus them on genuine issues facing the company.

Participants work virtually between modules and in-person site visits, which support the learning throughout the program. A blended learning strategy addresses a number of topics that range from cultural fluency and personal wellness to coaching and feedback.

### Module 1 - Asia

360 executive leadership survey

### Module 2 - Europe

Margerison-McCann Team Management Profile

### Module 3 - United States

Margerison-McCann Linking Skills Profile

