

# Four Seasons

## Team Development Process

### Global Marketing Management Team



## Agenda

9.30

Start

12.00–13.00

Lunch

18.00–

Dinner

- Introducing Manuel Knight Academy
- The Corn Philosophy
- GMMT Team Development Process
- Season 1

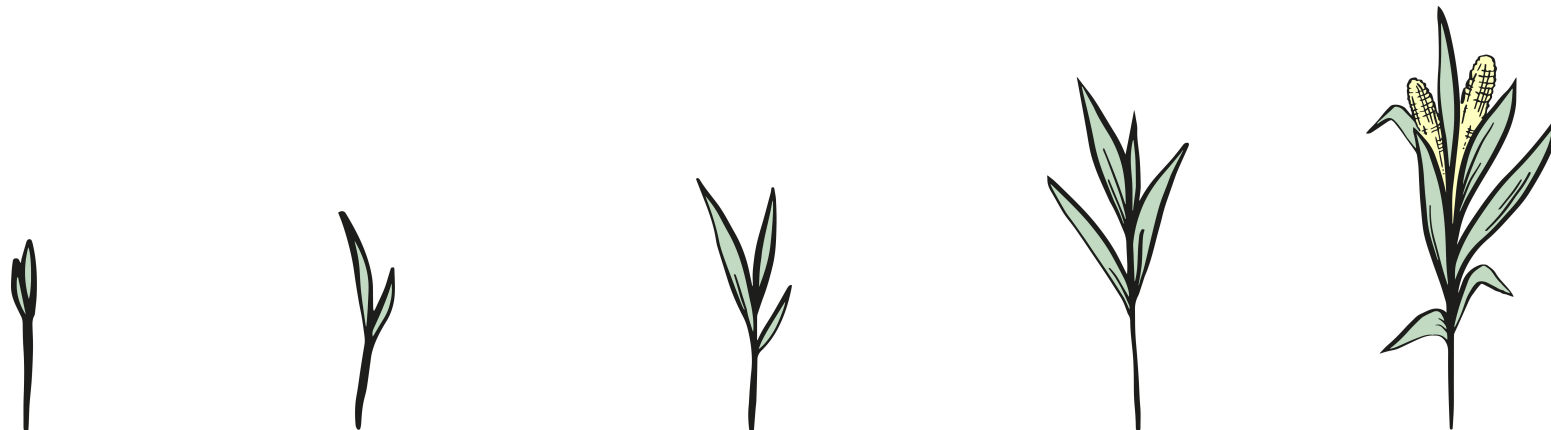


manuel knight  
**ACADEMY**

Manuel Knight Academy



if you want corn, plant corn



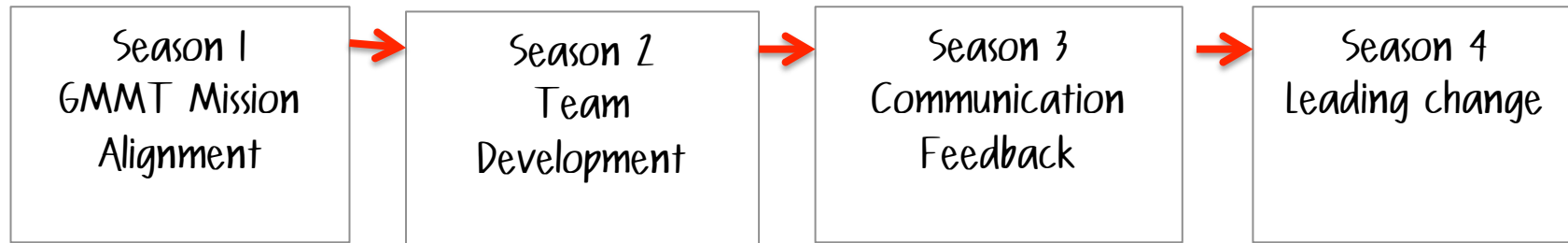
## Team Development Process Purpose and goal

“To help develop the GMMT into a high performing team, with focus on overall best. A team that understands and displays ownership and is well equipped to create and implement the desired high performance culture.

The key words are alignment and accountability.”



## Four Seasons



- Dates for training: 24/10 - 19/12 - 15/3 - 14/6
- Between Seasons:
  - Follow-up call
  - Home work assignment
  - Individual coaching
- All material on My Pages, [www.manuelknightacademy.com](http://www.manuelknightacademy.com)

## Coaching

”Coaching is the art of making people see what the don’t see,  
hear what the don’t hear and do what they don’t do.

- Basics: Where are you? Where do you want to be? How will you get there?
- 1,5 hour individual coaching once a month
- At The House, Hovås or MHC
- It’s about your development process, your goals, your responsibility  
+ **add action/goals how you contribute to GMMT**
- Integrity, trust, curiosity
- Mebook- 360, follow up



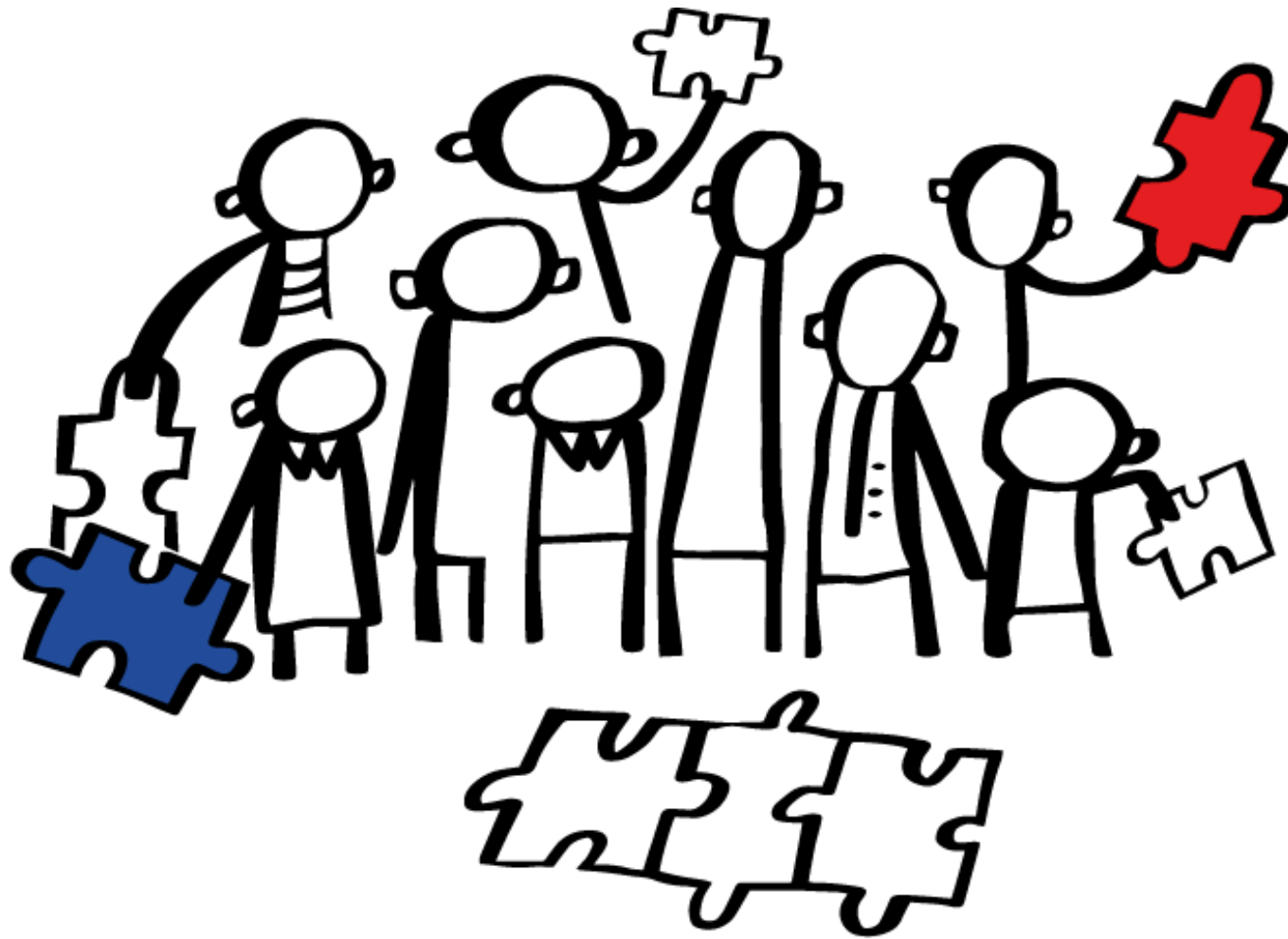
## Rules of engagement

- Be proactive and take ownership for your personal development
- No phones/computers other than during the breaks
- Be open-minded and curious
- Challenge us (we will challenge you)
- Show integrity
- Have fun





## Why invest in team development?



## Why invest in team development?

Varför ska vi investera i vår lagutveckling? Vilket är värdet, vilka effekter kan ni få?

Ni sa ungefär så här:

- "För att  $1+1=3$  genom att vi strävar mot gemensamt mål"
- "Viktigt att vi är ett team för att vi ska kunna leda våra egna team."
- "Vi är role models för vad ett gott ledarskap är. Ytterst handlar det om att prestera och leverera resultat"
- "Detta laget ska kunna inspirera och motivera andra lag"
- "Alla i ett lag har en super power; att investera i teamet för att få ut det bästa av alla."
- "Vi måste hitta rätt nivå för hur mycket team vi ska vara; sätta vår agenda."
- "Handlar inte bara om att förflytta vår egen ledningsgrupp och business, handlar även om gränssnitten."
- "Att vi kommunicerar målbilden på ett och samma sätt."

Viktig fråga för ledningsgrupper att ställa sig:

- När vi samverkar i LG representerar vi organisationen in i LG eller representerar vi LG utåt i organisationen?
- Hur är det idag? Hur behöver det vara? What's my home team?

## Why invest in team development?

Why should you invest in team development? What is the value, what effects can you get?

*You said something like this:*

- "1 + 1 = 3 when we strive towards common goals"
- "It is important that we are a team, so that we can lead our own teams."
- "We are the role models of what good leadership is. However overall it is about to perform and deliver results "
- "This team should be able to inspire and motivate other teams"
- "Everyone in the team has a super power; to invest in the team in order to get the best out of everyone. "
- "We have to find the right level for how much team we should be; decide GMMT's agenda."
- "It is not just about moving our own management team and business, it is also about the interfaces."
- "That we communicate the target in the same way."

*important question to ask yourselves:*

- When we work together in GMMT, do we represent the organization in to GMMT or do we represent GMMT out in the organization?
- How do we do this today? Define what is your home team?

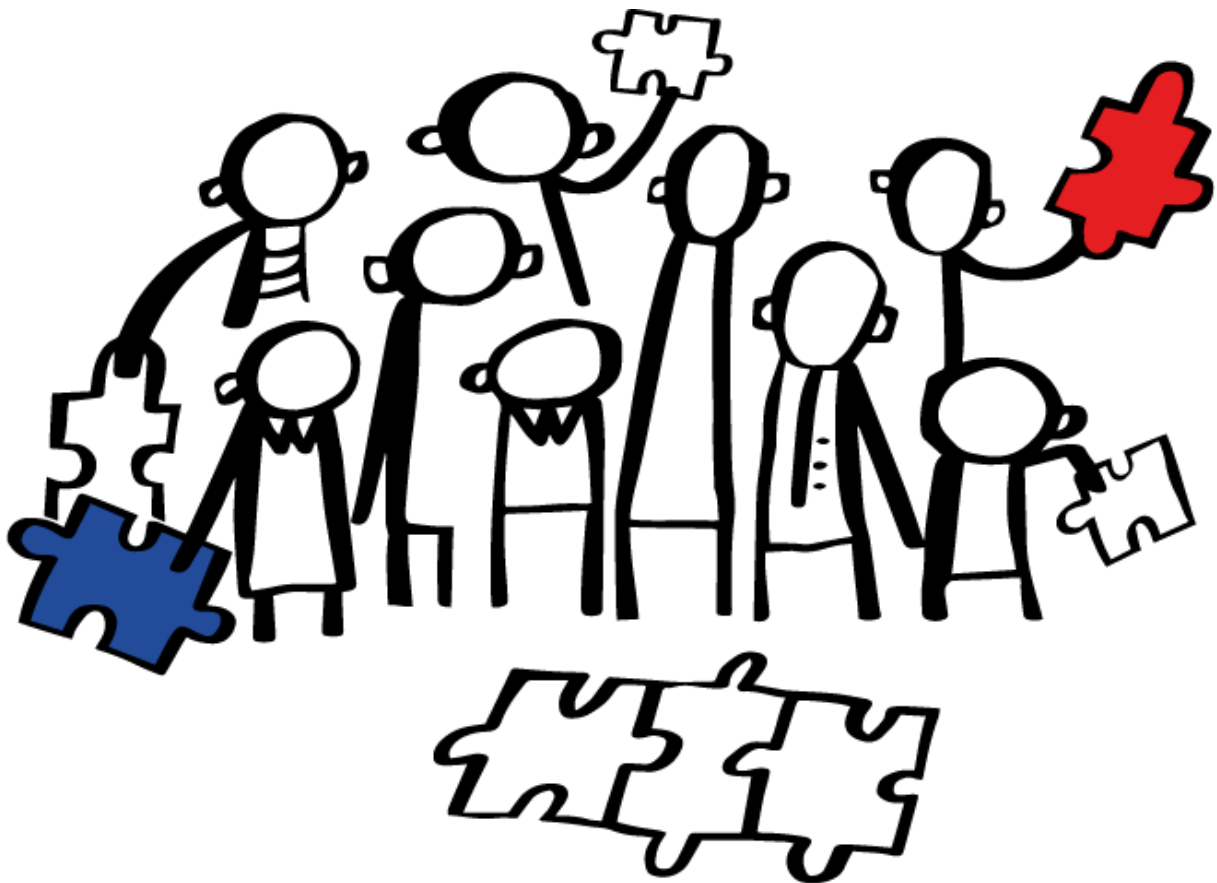
## What is a team?

A group of people who choose to work together towards common goals.

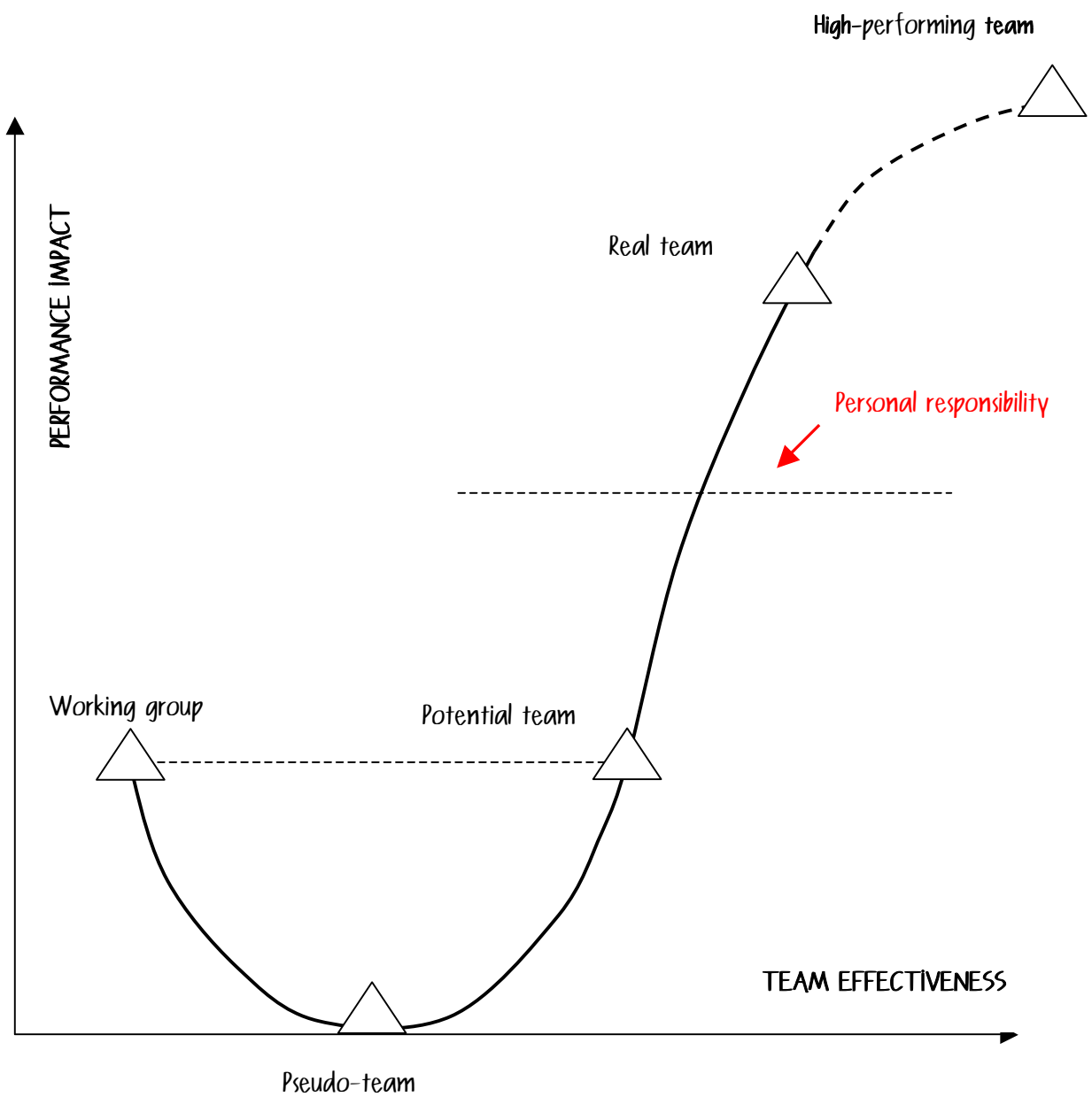
*There are three conditions for high-performing team*

- Everyone in the team chooses to participate
- Everyone in the team knows what the goal is
- Everyone in the team operates for the organizations best

The most important trait for high performance team is open and honest communication.



# The Team Performance Curve



The Team Performance Curve is a model that describes 5 types of teams in terms of performance impact and team effectiveness.

***“ A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable”***

### Working group

This is a group where there is no significant incremental performance need or opportunity that would require a team approach. The members of the group interact primarily to share or obtain information, share "best practice", or perspectives and to make decisions to help each individual perform within his area of responsibility. Beyond that there is no realistic or truly desired common purpose or goal that call for a team approach or mutual responsibility. They often perform well and the good performance is because no energy / time is spent on conflicts, the time to build trust and confidence. ( $1 + 1 + 1 + 1 = 4$ ).

### Pseudo-team

This is a group for which there could be a significant incremental performance need or opportunity, but it has not focused on collective performance and is not really trying to achieve it. It has no interest in shaping a common purpose or set common performance goals, even though it may call itself a team. Pseudo teams are the weakest of all groups in terms of performance impact. They almost always contribute less than working groups because their interactions detract from each member's individual performance without delivering any joint benefits. In pseudo-teams, the sum of the whole is less than the potential of the individual performances. ( $1 + 1 + 1 + 1 = 3$ ).

### Potential team

Potential teams are very common in organizations.

In this group there is a significant performance need and the group is really trying to improve its performance. In order to progress, they need to work on clarifying their purpose, goals, and common approach, i.e. get more structure around how to cooperate (a common working approach). The potential team members have not yet developed total trust in each other. They have not yet established common, collective responsibility (mutual accountability).

A great possibility for a potential team is when the team starts to gain understanding of what their mission and their reason for being is. As the Performance Curve illustrates, when a team approach makes sense, the performance impact can be high - the steepest performance gain comes between a potential team and a real team.

### Real team

A real team is a small number of people with complementary skills who are equally committed to a common purpose, goals, and working approach for which they hold themselves mutually accountable.

The performance level and results of a real team are much higher than those of potential teams and workgroups. (  $1 + 1 + 1 + 1 = 5$  )

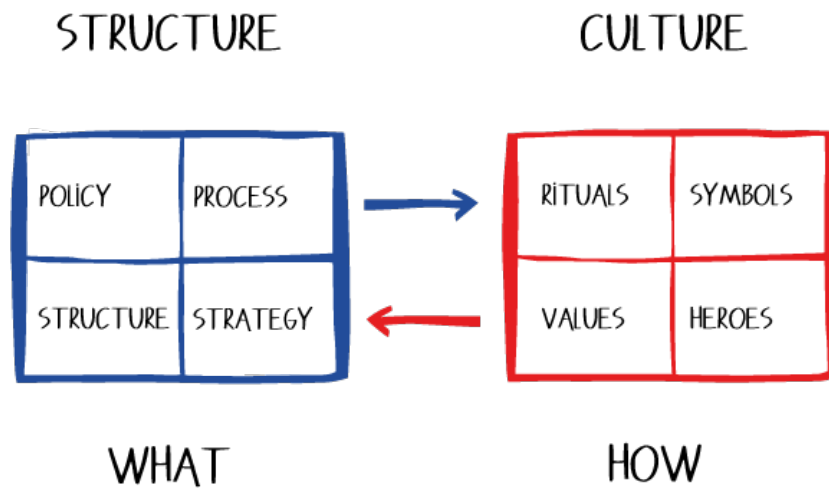
### High-performing team

This group meets all the conditions of real teams, and has members who are also deeply committed to one another's personal growth and success. That commitment usually transcends the team. The high-performance team significantly outperforms all other teams, and exceeds all reasonable expectations given its membership. It is a powerful possibility and an excellent model for all real and potential teams.

The authors conclude that all too often the choice between work group or team is not made deliberately and with reflection. It is important to ask whether it really is potential for a team or whether it is better to create / maintain an effective work group, which probably performs better than a non-functioning team.

(Source : Douglas K Smith & Jon R Katzenbach/Wisdom of teams-92)

## CSI – Culture Structure Interaction



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All companies have two steering systems. One is the culture system and the other is the structure system. Our performance level is determined by the interaction of these systems. Healthy, open and positive interaction equals superior performance. The Culture – Structure Interaction in an organization is the collective responsibility of all individuals in the organization.

### Policy

The written down principles, guidelines and rules that guide our decisions and actions.

### Process

The written down descriptions of how we conduct our business. Processes for budgets, recruitment, production etc.

### Structure

The organizational overview. The role definitions and descriptions. The goals and the time line.

### Strategy

The plan of action for achieving our long-term results.

### Rituales

Actions liked or disliked, but allowed, become habits. Habits become rituals. Rituals are part of our everyday lives. Rituals in meetings, how and whom we greet etc.

### Symboles

Words, gestures or objects which have a meaning to us within the culture, but maybe not to others. Examples are clothes and uniforms, top floor office, company car or not. Symbols express which group or category I belong to.

### Values

Our deeply held views of what we find important. Values guide our actions. Simply put; What you do is who you are. The values of the culture must be compatible to the company values.

### Heroes

The heroes of the organization are chosen by the culture. They can be the source of engagement or resistance. It is important if the heroes and the organization have the same agenda. The Hero system provides knowledge about the type of people who are successful or who the focus is on in our organization.



## Summary of the Structure

- Owned by the company
- Determines WHAT
- Is FAST
- Application: Draw a line in the sand
- Bottom-line message: Execute or Evacuate

## Summary of the Culture:

- Owned by everyone in the company
- Determines HOW
- Is SLOW
- Application: Promote horizontal communication
- Bottom line message: If you want corn, plant corn.

## From words to action:

Below are examples of questions that you can continue working on:

1. Do we have a common view of the structure?  
Write down individually and then compare your notes with each other.
  - Do we have the same picture? If not, what picture do we agree on?
  - Do we understand, accept and jump?
2. What characterizes our culture in the current situation?
3. What is my contribution to us, getting the culture we want?
4. What is our common contribution, getting the culture we want?
5. Which rituals do we have that give energy?
6. How can we build on those rituals?
7. Which rituals do we have that take energy?
8. How can we change those rituals?
9. Who or what types of people are heroes in our company?

## GMMTs uppdrag

Forskningen på ledningsgrupper visar att en av de viktigaste framgångsfaktorerna för ledningsgrupper är att de har ett mycket tydligt uppdrag och att medlemmarna vet vad de ska prestera i ledningsgruppen.

Men långt ifrån alla ledningsgrupper har definierat sitt uppdrag om ens funderat över vad ledningsgruppens alldeles egna uppdrag innebär. Det vill säga ett uppdrag som inte handlar om medlemmarnas uppdrag i rollen som chef för ett affärsområde, enhet eller avdelning.

### Uppgift: Definiera GMMTs uppdrag

- Vad är det GMMT gör som ingen annan gör? Alternativt som ingen annan har kompetensen att göra?

Ni kom fram till följande statment (utkast):

*Our reason to be:*

*" Become marketing led: Based on customer insights, define the strategy,  
secure cross functional and geographical/regional alignment  
to ensure flawless execution in order to deliver business goals"*

Under "Our reason to be" ska the What and the How presenteras i de 7 P:na.  
Se även Dokumentation från blädderblock för idéskisserna.

## GMMT mission – English version

Research on the management teams show that a key success factor for management teams is that the team has a very clear mission and its members know their roles and what they are expected to deliver in the team.

But far from all management teams has defined its mission. A mission that is not about the individual team members mission in his/her role as head of a business unit, division or department.

Task: Define GMMT's mission

- What is it that GMMT does that nobody else does? Alternatively, what no one else has the skills/competence to do?

You came up with the following statement (draft):

*Our reason to be:*

*“Become part of marketing: Based on customer insights, define the strategy,  
secure cross-functional and geographical / regional alignment  
to ENSURE flawless execution in order to deliver business goals “*

## GMMT's uppdrag- mer noteringar

Anteckningar från gruppdiskussionen Anna, Helena och Elisabeth hade

GMMT's mission is to define the direction and take the lead for our three franchises based on;

- Categories
- Portfolio
- Solutions

The mission also consists in securing business enablers such as.;

- Commercial excellence
- Attraction
- Long term (brand) loyalty
- Launch excellence
- Training

Customer loyalty is generated through our understanding of customer needs. When we fully understand our customers, we can transfer their needs into smart solutions that helps our customers to be more efficient in their deliveries.

As a management team we need to define our customer needs and identify new KPI:s.

As a management team we also need to clarify the roles and responsibility towards key stakeholders/partners internally;

- Sales (pricing, priorities, commercial excellence)
- R&D (portfolio, priorities)
- Medical affairs
- Market access
- Operations (priorities)
- Corporate strategy office (business model, portfolio gaps, input on direction)
- CLT (clarify interfaces)

# Dokumentation från blädderblock

Vision: Become marketing led!

Mission: Based on customer insights, define the strategy, secure cross-functional and geographical alignment to ensure flawless execution in order to deliver business goals.

Reason to be:

STRATEGY

- P → Product/execution
- P → Placement
- P → Price
- P → Promotion

CHALLENGES

- P → People (capabilities+behaviors)
- P → Processes (integrated+efficient)
- P → Physical evidence (branding)

THE WHAT      THE HOW

MARKETING & STRATEGY LED

CLAIM WHAT IT MEANS

→ FROM → TO

GOVERNANCE:

- SALES LED
- P&A Portfolio
- PRODUCT
- PROJECT DRIVEN
- SMOGAS/BASIC
- BUFFE OF LAUNCHES

MARKETING

- SOLUTIONS
- CATEGORY/FUNNEL/TYPE
- CUSTOMER DRIVEN
- CONFIDENT EXECUTION

MARKETING "LEGACY"

- LAUNCH EXCELLENCE
- LINE OF SIGHT
- COMMERCIAL CAPABILITIES

FUNCTIONAL [(US) FRANCHISE]

MARKETING BUDGET

ORGANIZATION:

- TALENT
- SALARY
- PPR

~~PORTFOLIO~~

- ALIGN "SHARED" MARKETING RES.
- COMMUNICATIONS
- DIGITAL
- COM. CR.
- TRAINING (? (C.M.S.))
- BRANDING (Plan)

LÖSEN: 1231

## "ROLE OF MARKETING"

- PORTFOLIO PLANNING
- LAUNCH PLANNING
- PORTFOLIO PROFITABILITY
  - PRICING
  - SALES, & P
- STRATEGY
  - BASED ON CUSTOMER INSIGHTS
  - LAUNCHES & STRATEGIC INITIATIVES
- EXECUTION
  - STARTING POINT?
  - ENDING POINT?
  - REACH INTO LOCAL ORGANIZATIONS?

## CLT vs MARKETING?

- MARKETING LED
- CROSS FUNCTIONAL WAY OF WORKING → FRANCHISE
- WHAT DOES IT MEAN FOR R&D AND OPERATIONS?
  - SHOW EXAMPLES OF HOW IT COULD/SHOULD WORK.
  - THIS IS HOW WE SEE THIS.
    - GET ENDORSEMENT (EDK + BM)

2x 2020  
↓  
STRATEGY LED  
↓  
Focus

MARKETING LED

→ CROSS-FUNCTIONAL  
→ "CUSTOMER CENTRIC"

GMINT  
"DRA LINJEN PÅ STRUKTUR STILLE"

→ CAREERWAY & FRANCHISE WAY OF WORKING

BUSINESS LEADS IN MATRIX

→ SALES & MARKETING Growth & Local

→ CLT & GMs  
• BUDGET MAPS & BUS ROUTES

COPE MARKETING (Floralistik)  
- CAPABILITY FUNCTION & ORGANIZATIONS ("Ballinnet Basics")

→ GMINT

## Våra strukturer

Att få jobba med bra "flow"- där strukturerna underlättar vårt uppdrag och gör det lätt att göra rätt. Där möten känns relevanta och effektiva, där rollerna fungerar och där jobb, information och annat flyter smidigt. Det är att ha gynnande strukturer.

Uppgift: Mot bakgrund av GMMTs uppdrag, diskutera och kom med förslag på hur ni behöver utveckla era strukturer.

*Så här jobbar vi smartare/effektivare tillsammans för att nå våra mål*

Ni kom upp med följande som behöver utvecklas/genomföras för att få mer gynnande strukturer:

- Sätta agendan för GMMT
- Utveckla GMMTs mötesstruktur
- Utveckla mötesagendan
- Göra en stakeholder mapping
- Hur exponerar vi fler folk från oss i organisationen? - ex hur presenterar vi våra talanger, hur utnyttjar vi våra Townhall möten mer/bättre?
- En mer konsekvent kommunikation: Hur taktar vi/"alignar" vi informationen från oss ut i organisationen; vad ska ut samtidigt, tas upp på respektive teammöte?
- Att vi jobbar i mindre konstellationer som också följs upp
- Budgetprocessen: GMMTs roll på budget möten? Hur kan vi ta eget ägarskap i budgetprocessen?
- Jobba fram strategic statements inför en ny process
- Hur lägger vi upp våra franchise/teammötet-att vi delar best practice
- Skapa forum för local/regional markets resp sales management. Hur vi bättre når ut till "reach in to" local/regional markets. Hur vi får med sales management.
- One to one möten m Gitte- Johan inklusive Helena.
- **Tillägg: Se över roller/funktion GMMT "core team" versus GMMT "extended team"**

Av dessa prioriterades med ansvar:

- GMMT agenda, mötestruktur och mötesagenda. Ansvarig Johan.
- Göra en stakeholder mapping: Ansvarig: Anna. Klar till GMMTs möte i december.

## Our structures

To work with good "flow" - where the structures facilitates our mission and make it easy to do right. Where meetings feel relevant and effective, where the roles are clear and where work, information and other things flow smoothly. That is having promoting structures.

Group work:

Given GMMT's reason to be/mission, discuss and make suggestions on how you need to develop your structures.

- How can we work smarter / more effectively together to achieve our goals "

You came up with the following needs to be developed / implemented to obtain more favorable structures:

- We have to set the agenda for GMMT
- Develop GMMTs meeting structure
- Develop our meeting agenda
- Make a stakeholder mapping
- How do we expose more people from our organization? - For example, how can we present our talents, how can we use our Town Hall meetings more / better?
- A more consistent communication: How do we improve our information flow from us out in the organization; what should be delivered at the same time, what can be addressed at each team meeting?
- Work more in smaller constellations that are followed up.
- Budget Process: what should be GMMT's role in the budget meetings? How can we take personal ownership of the budget process?
- Working out strategic statements before launching a new project.
- How do we set up our franchise / team meeting- to be able to share best practice
- Create a forum for local / regional markets or sales management. How do we better reach out to "reach out to" local / regional markets? How do we get sales management on board?
- One to one meetings with Gitte: Johan includes Helena.
- **Supplement: Review the role / function GMMT "core team" versus GMMT "extended team".**

Of these you prioritized:

- GMMT agenda, the meeting structure and meeting agenda. Manager Johan.
- Make a stakeholder mapping: Responsible: Anna. Ready to GMMTs meeting in December.



## Homework assignment

I-15

Investera 15 minuter en gång i veckan i din Special Friend fram till nästa Season 2. Utmana, stötta och följ upp varandra. Motto i detta arbetet: Lovingly borderline aggressive.

Gå igenom dina anteckningar och materialet på våra sidor och diskutera sedan tillsammans med din Special Friend.

”Det här behöver jag av dig”. Kom ihåg att gå från ord till handling med det ni var och en fick med er från övningen.

*Andra Aktiviteter som beslutades under dagen:*

- Färdigställ GMMTs Reason to be. Utkast klart och mejlat ut till GMMT en vecka före november mötet. Ansvarig: Helena.
- Sätta och stämma av GMMT agenda, utveckla vår mötestruktur och mötesagenda. Ansvarig Johan.
- Gör en stakeholder mapping. Klar till GMMTs möte i december. Ansvarig: Anna.

## Homework assignment

I-15

Once a week invest 15 minutes in your Special Friend until next Season 2.  
Challenge, support and follow up on each other.  
Motto in this work: Lovingly borderline aggressive.

Read your notes and material on My pages. Discuss together with your Special Friend.

"This is what I need from you."

Remember to go from words to action with what you received from this exercise.

### *Other Activities decided during the day:*

- Complete and decide GMMT's Reason to be. A draft will be ready and emailed out to GMMT one week before the November meeting.

Responsible: Helena.

- Decide and get a sign off on GMMT's agenda, developing GMMT meeting structure and meeting agenda. Responsible: Johan.

- Make a stakeholder mapping. Ready to GMMTs meeting in December.

Responsible: Anna.

# GMMT 24 oktober

