



Guttman Insights

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John Charles Webb is senior vice president of people and organization for the Wm. Wrigley Jr. Co., a leader in confections, with a range of product offerings focused on gum, mints, and confections. Wrigley's world-famous brands include Extra, Orbit, Double-mint, and five chewing gums, as well as confectionery brands Skittles, Starburst, Altoids, and Life Savers. The company, headquartered in Chicago, Illinois, employs 17,000 associates globally, operates in approximately 50 countries, and distributes in more than 180 countries. It is a subsidiary of Mars, Inc.

In this issue, John Webb discusses what's on Wrigley's talent agenda following the company's successful integration with Mars Incorporated. Howard M. Guttman casts a critical eye on the old leader-versus-manager dichotomy, and GDS's Jack Jefferies opens his consultant's notebook to capture insights on executive transition in China.

You're Wrigley's chief human resources officer. How do you see your job?

When I came into this job three years ago, I saw that there were three key components: ensure that we have the right leadership team for the business, make sure that Wrigley integrates successfully with the Mars culture, and integrate our HR people-processes with those of Mars to release a "world of opportunity," creating a single talent base for associates throughout the entire organization. Being part of a \$23 billion acquisition generates intense activities integrating the two organizations. We have been busy!

And the results?

We have a strong Wrigley leadership team in place. During the past three years, the retention of our best people has been superb; engagement scores have increased in Wrigley and are the highest in Mars; we've adapted to the Mars culture; and we've aligned all our people-processes. Now that this is accomplished, it's time to look to the future.

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Talent Management the Wrigley's Way

As you look ahead, what are the priorities for HR?

We view HR and Finance as copiloting functions. They work with the general managers and presidents to run the business. As HR copilots, our job is to ensure that our people strategy and activities support what we're trying to do in the business. This entails focusing on the strategic priorities and working through the organizational capabilities, structure, and talent—looking for opportunities and gaps that we must address.

It's been the persistent complaint of HR professionals that senior management doesn't give them a "seat at the table." How have you managed to get one?

Not a problem for us! It would be inconceivable in Mars to set up a management team and not have HR not just sit at the table, but be a very important, influential member of the team. Valuing HR's contribution is baked into the Mars culture.

What prepared you for your current role?

I started off working in retail for Marks and Spencer in the U.K. I then worked in many line and staff jobs, from business development and general management to human resources. In over 20 years with Mar, I've worked in many countries: the U.K., Saudi Arabia, Dubai, South Africa, India, and the U.S. I've learned a lot about the business, the key role HR plays in advancing the strategy, and the importance of building a talent pipeline to meet current and future business objectives.

What led you to move to the horizontal high-performance model for your HR organization?

I inherited a highly competent global HR team at Wrigley, with strong expertise in running functional programs.

But team members were not always closely aligned with the business. Wrigley's was a "nice" culture. Everyone was superpolite, which meant there was a tendency to avoid tough conversations and conflict. HR didn't challenge the line managers and drive business performance.

What's different about your senior team now that it has been through the team-alignment process?

Team members have moved away from a program focus to a strategic focus. We've reshaped the agenda to focus on what HR uniquely owns in the business. There is a far greater level of candor, more straight talking, and greater receptivity to feedback. The team has a greater appreciation for how interdependent it is. The feeling is that we're a global team and not just a collection of people with regional responsibilities. We understand that we have a shared agenda for our global organization and the talent in it.

What have you learned about keeping the high-performance momentum alive in HR?

First, time management is important. When you initially go through the alignment process, everyone gets very excited, and there is a tendency to overcommit. I often remind my colleagues that we have a finite amount of time. If we want more time, what will we do less of? You don't want to be stressed about meeting your commitments. Rhythm is also important. We have monthly conference calls, and we meet face to face three times a year. We sometimes use a "phantom facilitator." Teams tend to behave one way when the Guttman facilitator is in the room and another when he or she is out of the room. So, if I'm in the middle of a team meeting that's not going well, I sometimes say, "Hey, our Guttman facilitator is in the room. What would he coach us to do?"

Did you provide coaching and skill development to help cement the behavior change?

We used an integrated approach, which went beyond the team-alignment sessions to include coaching support and skill building. Every member of the top team has been coached. What was especially helpful was linking coaching to the team-alignment process; it reinforced the behaviors required to play at high-performance levels. The same was true for skill building. For example, we focused on conflict management and assertion and influencing skills, among others. This helped to create greater candor and receptivity to feedback, which are essential attributes of a high-performing team.

If you look at the broader HR organization, what do you see as the biggest changes?

We now have a critical mass of teams down through the organization, which behave the same way, speak the same language, subscribe to the same leadership behaviors, and focus on the business winning and not just the function.

What advice would you give to talent leaders who want to have a greater impact on their organization?

The high-performing-team approach has been a solid foundation upon which to support and build a growth-oriented organization, during and post integration and well into the future. Also, be clear on what it is you're trying to achieve, and sharpen your business acumen so that you understand the business, the strategic challenges, and how to make these a context for your talent needs. ●

Speaker's Corner

Howard M. Guttman
"Coaching for High Performance"
International Coach Federation
Philadelphia, PA
October 16, 2013

Congratulations, Mars Incorporated!

In February, Fortune magazine announced that Mars earned a place on its vaunted list of 100 Best Companies to Work For. "From free candy to pet-friendly perks, working at America's third-largest private company is a pretty sweet gig," the magazine cooed. Congratulations to CEO Paul Michaels, his leadership team, and everyone at Mars. They are, indeed, a best-in-class, high-performing organization.

Decision making.

Surely there is no subject more important to an organization's health and success than how it makes decisions: the process it uses, the speed and accuracy with which it makes them, and who is involved in the process. For fresh insight on the subject, visit youtube.com and view Howard Guttman's two videos: "Decision Making I: New Ground Rules" and "Decision Making II: Avoiding the Traps."

Send us your comments on the subject and we'll happily share them with our readers.



In Search of Leadership

by Howard M. Guttman

The interest in the selection of Pope Francis commanded worldwide attention among Catholics and non-Catholics alike. The media frenzy went beyond the institutional significance of the occasion. Whether in a church or nation, including our own, there is a deep-seated desire for leadership. What the Catholic Church needs, as one observer put it, is Jesus with an M.B.A. Most secular organizations would happily settle for strong, high-performance leadership.

Business organizations tend to treat leadership in one-dimensional terms. We consider it to be a positional attribute rather than a set of attitudes and behaviors. Leadership is for the anointed few at the top. It's "them," not "us."

In his book, *On Becoming a Leader*, management guru Warren Bennis—a management thinker whom I greatly respect—juxtaposed the role of manager with that of leader. Some of his comparisons include:

- The manager administers; the leader innovates.
- The manager maintains; the leader develops.
- The manager focuses on systems and structure; the leader focuses on people.
- The manager relies on control; the leader inspires trust.
- The manager imitates; the leader originates.
- The manager accepts the status quo; the leader challenges it.
- The manager is the classic good soldier; the leader is his or her own person.

While the leader/manager juxtaposition makes for interesting reading, I feel that there are difficulties with the formulation. For one, the delineations are too clean cut: Managers/leaders come off as juxtapositions of opposites, when in fact to be successful, managers must also be leaders.

If, as Bennis contends, managers are systems bound rather than people oriented; if they focus on control more than on inspiring trust; and if they are imitators, not originators; then they are unlikely to be successful—or be long for today's skinnied-down organization.

More importantly, the old manager/leader dichotomy no longer applies to today's complex, high-wired organization. Everyone must become a leader within his or her area of responsibility.

True, not everyone is expected to look out into the future and do big-picture strategic thinking, but no matter the ecological niche one occupies organizationally, we must all look beyond the horizon to anticipate future problems and opportunities.

There is a new breed of leader-manager emerging, especially in horizontal, high-performing organizations

To Bennis's point about the status quo: Any manager stuck in "now" won't take his or her function "there." Think about any job in an organization, and chances are it's very different now than it was even a few years ago. There's player churn, technology shifts, resource and supply dislocation and change, new consumer and service demands, etc. What status quo?

It's time to reframe the old leader/manager paradigm. There is a new breed of leader-manager emerging, especially in horizontal, high-performing organizations. These leader-managers think of themselves as owners of the

business they run. They keep a sharp eye on the bottom line—not only on the budgets they manage, but on the continuing value they bring to the organization. They take calculated risks, look for ways to innovate, engage and develop their people to become both "good soldiers" and superb leaders, challenge the status quo, and ratchet up performance.

In *Great Business Teams*, I quoted a comment made by David Epstein, who at the time was CEO of Novartis Oncology. "When I turn around," he said, "what I want to see is leaders, not followers." Managers were fine for a bygone era. Now it's leader-managers down through the ranks who will push the envelope, bring productive energy to their tasks, and keep organizations ahead of the curve. If you turn around and see managers, it's time to move to the horizontal, high-performance model—or head to an organization that embraces it. You'll find teams of leaders, along with greater excitement and likelihood for reward. ●



From a Consultant's Notebook

Jack Jefferies

Here are the field notes from an intervention led by Guttman Associate Senior Consultant Jack Jefferies

Presenting Situation

The China business unit of a global consumer goods company was well on its way to becoming the company's largest revenue generator. The challenge: to continue its rapid growth in the face of tamped-down category growth and the impending departure of the unit's general manager, who had led the business for the past seven years. New GM untested in a general management role. Also, the unit's leadership team morphing from a group of predominately expats to a majority of Chinese nationals. This presented key cultural challenges, as did the 30-percent increase in headcount over three years. Below the leadership team, silo thinking was rampant. ... Given cultural norms, next levels down were hesitant to surface sensitive issues and hold peers and leaders accountable.

Charter for Guttman

Ensure the successful transition of the new GM ... develop the leadership team into a high-performing entity. ... Help formulate and cascade a five-year business strategy. ... Abandon unproductive stories. ... Develop cross-cultural collaboration down through the ranks. ... Improve employee engagement ... break through the silo thinking below top team. ... Ensure that the company's basic beliefs are embedded into a growing organization.

Process

First, coach new GM on a transition plan. ... What must he learn—and how will he learn it? What relationships internally, regionally, and globally must he develop to ensure success? ... How should he best use the two-month window set aside for the transition to develop a coherent point of view about the opportunities to grow the business?... Next, a two-day "transition alignment" session was held, the first half day of which included the incumbent GM, who was then excused. The remainder of the session, led by the new GM, was devoted to aligning the team on strategy, business objectives, accountabilities, protocols, and interdependencies. ... Team reassessments were conducted to gauge progress and

recalibrate ... one-on-one coaching with the leader continued. ... A multitier alignment session was then held to engage the next levels down in the high-performing team process.

Results

Unit consistently making business plan and hitting stretch goals. Team talent upgraded ... Marketing, Sales, and HR directors replaced. ... GM stepped up to his new role ... shifted leadership behavior from commanding and telling to bringing senior leaders together to drive a collective agenda ... learned to inspire a broad base of employees. ... The leadership team abandoned old stories, including those dealing with anxiety about how the new GM would operate. ... The initial alignment session cleared the air and nailed down a contract, setting mutual expectations and commitments. ... The next level down learned to engage with peers cross-functionally and assumed accountability for running the business. ... Engagement scores are improving. ... The unit is now exporting best practices to the global business and influencing the global agenda.

Key Insights

The eight attributes of a high-performing team are valid across cultures. They drive business performance ... different cultures have varying degrees of challenge in living up to the attributes. ... In China, little difficulty embracing the concept of being committed to team success, given the collectivist value ... more challenging to hold leaders and peers accountable. Transitioning from being a functional head to being a general manager requires fundamental changes in a leader's mind-set. ... Example: moving from "I give the direction and tell people what to do" to bringing together a team of senior leaders and getting them aligned around a collective agenda. ... Don't wait too long to involve the next levels down in the high-performance model. The sooner they're involved, the quicker you break down silos and get them to work interdependently. ●