

# MarkTwo Consulting Leadership Development Programme

What Success Looked Like at McCormick  
Foods Australia

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# Graham Robertson– *Professional Background*

- Recently retired Vice– President & Managing Director– McCormick Foods Australia.
- Bachelor of Economics– Monash University in Australia, Graduate member of the Australian Institute of Company Directors (AICD).
- 40 years of business experience with multinational and Australian FMCG businesses... formative years with H J Heinz.
- 23 years as a Managing Director in global FMCG businesses including Jacobs Suchard (Kraft), Griffith Laboratories, Tetley Tea (Tata) and McCormick Foods.

# McCormick & Co. Inc– *Quick Facts*

- 120 year–old global food business with annual sales of US\$ 3.3 billion and Operating Income of US\$ 510K.
- Public, New York Stock Exchange listed with market capitalization of US\$ 6.5 billion.
- Primarily in the herbs and spices (#1 globally), seasoning blends and broader flavour solutions market.
- Operates in 18 countries with 7,500 employees marketing and selling into supermarkets, food service and industrial channels.
- International business the fastest growing, especially Asia Pacific.
- Joint ventures with AVT and Eastern Condiments in India.

# McCormick Corporate Brand and Strategic Context

McCormick corporate pillars... what we stand for.

- Power of the **people**
- Passion for **flavour**
- Taste you can **trust**
- Inspiring **healthy choices**
- Delivering **high performance**

# McCormick Corporate Brand and Strategic Context

## *McCormick Strategic Imperatives:*

1. Build a people orientated High Performance organization.
2. Accelerate branded Consumer sales growth.
3. Accelerate Industrial profit growth.
4. Acquire Consumer businesses in McCormick core categories in target markets.
5. Increase productivity and margin through business simplification and continuous improvement.
6. Improve investment returns and cash conversion.

# What We Did– *Building a High Performance Organization*

- Start of the process was the McCormick “**Voice of the Employee**” (Engagement) Survey in 2005
- Assessment of company direction and leadership comprised 7 questions including Question 26... “**Senior management sets a positive example for employees i.e. their actions match their words**”.
- 2005 scores on Question 26:

Mean Score:	McAust All	2.85
	McAust Mgt	3.00

## What We Did– *Building a High Performance Organization*

### ➤ 2005 results Question 26 (*continued*)

% Favourable (4+5)	McAust All	29
	McAust Mgrs	33
% Unfavourable (1+2)	McAust All	37
	McAust Mgrs	31



# What We Did– *Building a High Performance Organization*

McCormick Australia had a fundamental “leadership” issue for which I took personal responsibility to improve



# What We Did– Building a High Performance Organization

- Engaged MarkTwo Consulting to conduct a Leadership Development Programme for Senior management in November 2005

## *Objectives:*

- To enhance the **demonstrated leadership** of McCormick leaders
- To be aware, and better understand our respective personalities (Myers–Briggs) so that we could more consciously adapt our leadership behaviour.
- To understand the impact leadership styles and underlying motivation (UHM) has on our people, especially engagement.
- To develop a personal and team orientated action plan to become better leaders.

# What We Did– *Building a High Performance Organization*

- 2 Day Senior Management Leadership Development Retreat.
- Leadership development framework:
  - ✓ How we learn– Human capability
  - ✓ Self awareness– Personality floor plan
  - ✓ Self leadership– Leadership styles
  - ✓ Leading others– UHM, handling conflict
  - ✓ 360 results review– strengths and development
  - ✓ Meeting others' personal needs (*SLOPE*)
  - ✓ Coaching models, including actor-led simulation role plays

# What We Did– *Building a High Performance Organization*

- Undertook twice yearly Senior management team “refresher” and “new learning” **Team Time** seminars over the next 3 years to improve our leadership skills.
- Devolved the Leadership Development Programme to 35 Functional Director’s direct reports in cross functional team sessions in 2006 with twice yearly refreshers in 2007 and 2008.



**Embedded a leadership culture within the business at all management levels.**

# What We Did– *Building a High Performance Organization*

## *Examples of Specific participant feedback:*

- “Everyone, both Functional Directors and their direct report Managers, thought it was fantastic. The role plays with the actors were so powerful... they blew me away. We look forward to continuing the leadership journey over the coming years”. *Dale Lee– HR Director.*
- “Excellent course, great to be able to actually apply the theory learning in the real world.” *Mark Benamatic; National Account Manager.*
- “Pushed our boundaries and challenged the way I think about leadership”. *Tammy Dandie– Management Accountant.*

# What We Achieved

- A better, more open “leadership environment” within the Senior management team.
- Better understanding and respect for the different leadership styles within the Senior management team, and understanding how to better manage them.
- An effective “buddy” system to help each other sound out and explore issues on a confidential basis.
- More effective Management and Operational meetings.

# What We Achieved

- Increased Voice of the Employee (VOE) scores on Question 26 in 2007.

<b>McAust Management</b>	Mean Score	3.39	+13%
	% Favourable	47	+42%
	% unfavourable	20	+35%

<b>McAust All</b>	Mean Score	3.08	+8%
	% Favourable	34	+17%
	% Unfavourable	26	+30%

# What We Achieved

- Increased McCormick Australia Employee Engagement score to McCormick Global levels in 2009.

	McAust.	McCormick.
2005:	3.42	3.65
2007:	3.48	3.65
2009:	65%	65%

**Note:** 2005 and 2007 measures were Overall Satisfaction and 2009 was Employee Engagement and research shows that a 1% engagement increases the company revenue 3%