



FOCUS FORWARD

**Building Leaders at
Campbell Soup Company**

September 29, 2011



Introduction

Speakers

- **Emily Riggs**

Senior Manager Human Resources,
Campbell North America



- **Debbie Levine**

Consultant, CPP, Inc.



Global Talent Management and Organization Effectiveness

- **Jackie Scanlan,**
 - VP Global Talent Management and Organization Effectiveness



- **Elizabeth Walker,**
 - Director Global Talent Management



Purpose and Objectives

Purpose

- To share an overview of Campbell Soup Company, our talent management strategy, our leadership philosophy and a few examples of how we develop our leaders

Objectives

- To understand how leadership development helps support Campbell's business strategies
- To provide the context of talent management at Campbell Soup Company around our leadership programs, development tools and assessments
- To create a forum for sharing and questions



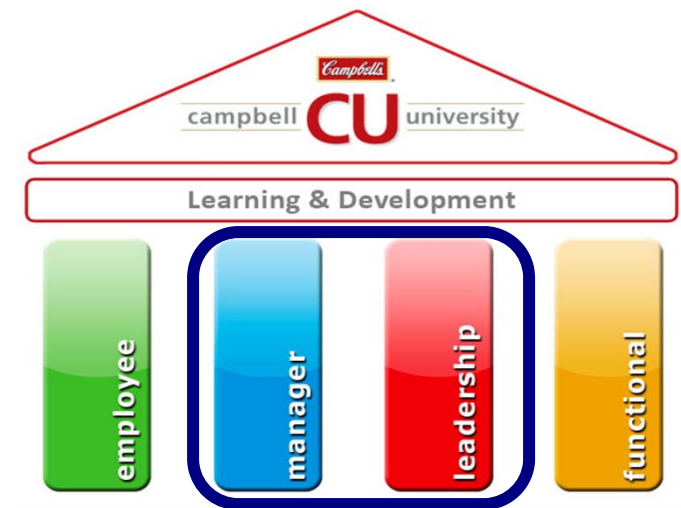
Session Overview

Agenda

- **Campbell Soup Company Overview**
- **Talent Management Overview**
- **Leadership At All Levels**
 - Laying the Foundation ... Manager Quality
 - Ongoing Development... Building Leadership Capability
 - Mastering Leadership at the Top...CEO Institute
- **Leadership Lessons from Doug Conant ... “Touch Points”**
- **Wrap Up and Summary**

Scope

- **Manager and Leadership Development**



Campbell Soup Company Overview



Campbell's
**FOCUS
FORWARD**



We Are Committed to Focus Forward



Campbell President & CEO – Denise Morrison



- **Began her tenure on Aug. 1, 2011**
- **Is the 12th leader in the Company's 142-year history**
- **Elected a Director of the Company in October 2010**
- **Came to Campbell in 2003 as Chief Customer Officer & President-Global Sales**
- **Worked previously at Kraft, Nabisco, Nestle, Pepsi and Procter & Gamble**
- **Serves on the Grocery Manufacturers Association Board and chairs its Health & Wellness committee**
- **Founding member and current board member of the Healthy Weight Commitment Foundation**





our
mission

Together we will
build the world's most
extraordinary food company
by nourishing people's lives
everywhere, every day





STRATEGIC FRAMEWORK



GROWTH STRATEGIES

- > Stabilize and then profitably grow North America Soup and Simple Meals
- > Expand our International Presence
- > Continue to drive Growth in Healthy Beverages and Baked Snacks



KEY ENABLING STRATEGIES

- > Strengthen our brand and product **equities**
- > Deliver meaningful **innovation**
- > Grow faster with **strategic customers**
- > Leverage **external development**
- > Drive **cost and margin** management
- > Create a **high performance** organization





THE WAY WE WORK



**We will positively contribute
to building and sustaining a
safe, diverse, inclusive, engaged
and socially responsible workplace
focused on delivering
business results with integrity.**





OUR VALUES

We will create a high performance culture that lives our values.



CHARACTER

- > Inspiring trust.
- > Acting with integrity.
- > Taking personal responsibility and driving our future with optimism.



COMPETENCE

- > Building a learning organization with diverse perspectives.
- > Developing new capabilities to drive growth and innovation.
- > Executing our plan with agility to deliver our business results.

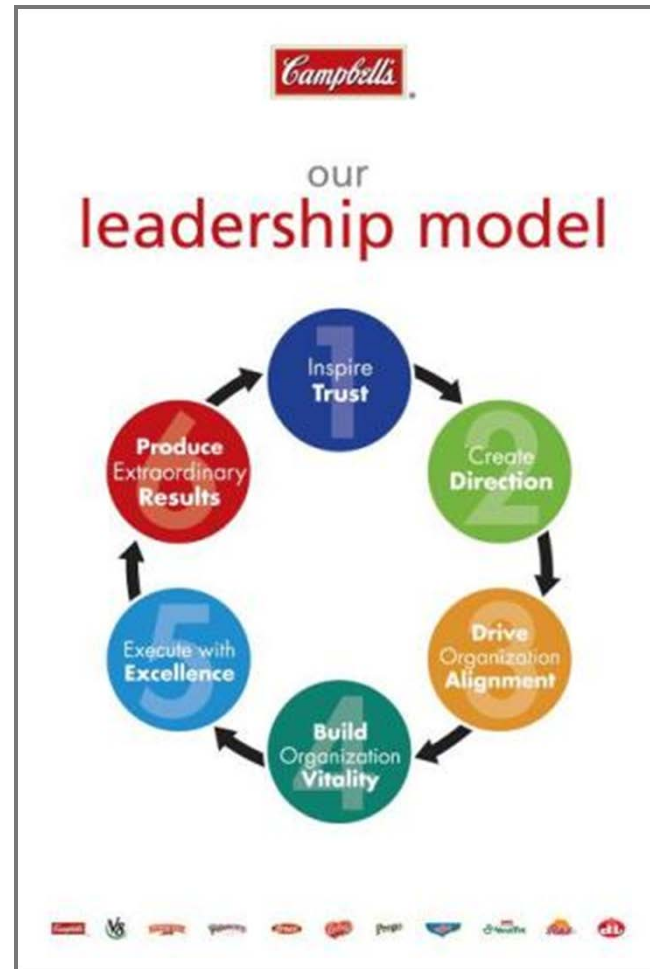


TEAMWORK

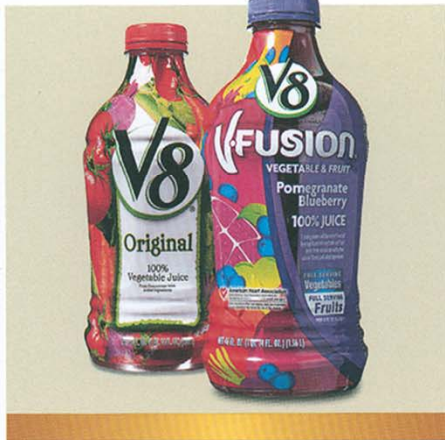
- > Working together and operating as “One Team Plus” with an enterprise-wide mindset.



Our Leadership Model



Campbell Soup Company



Healthy Beverages

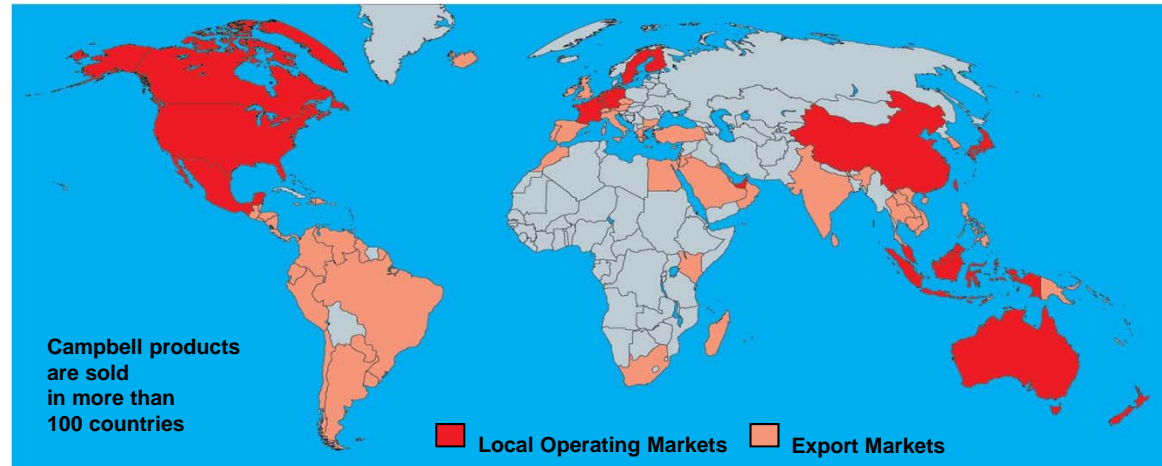


Baked Snacks




Simple Meals

**\$8 Billion
in Sales**



We Have Focused Our CSR Efforts on 10-year Plan to Improve Lives



NOURISHING OUR CONSUMERS
Continually Advance the Nutrition and Wellness Profile of Our Product Portfolio



NOURISHING OUR NEIGHBORS
Measurably Improve the Health of Young People in Our Hometown Communities



NOURISHING OUR EMPLOYEES
Achieve 100% Employee Engagement in CSR and Sustainability



NOURISHING OUR PLANET
Cut the Environmental Footprint of Our Product Portfolio in Half



Campbell has earned recognition on many fronts...

Great Place to Work & Diversity & Inclusion Leader



CSR and Community



Integrity



Focusing on Talent Management



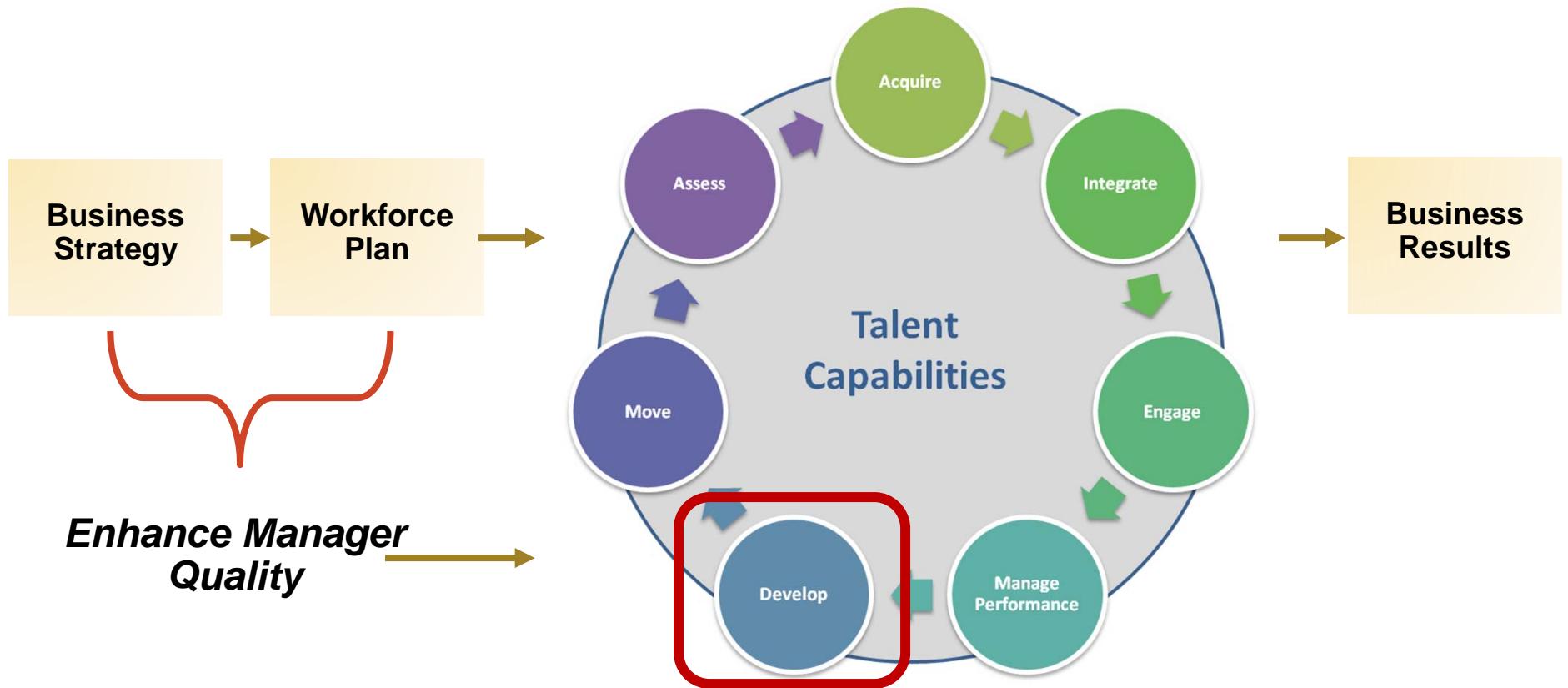
Campbell has declared Talent Management to be a differentiating capability

To create and sustain momentum around this differentiating capability, we focused on:

- 1) Gaining an outside/in perspective with external research
- 2) Creating a global center of expertise grounded in the business and supporting strategic direction
- 3) Establishing a consistent Talent Management language including Manager and Leadership Development
- 4) Involving and engaging the HR function & business leaders as catalysts and supporters of change
- 5) Achieving and promoting development “wins” across the organization



Our Talent Management model outlines the talent responsibilities that managers and HR own



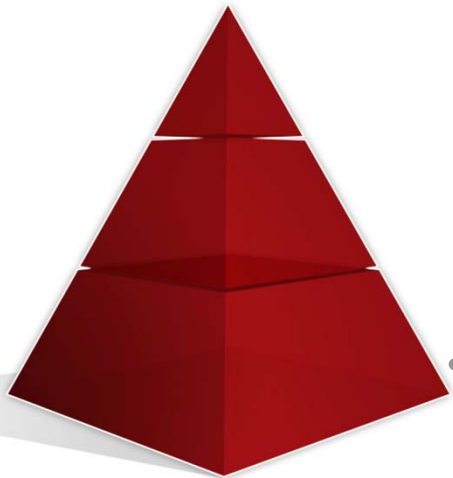
Leadership at all Levels



Leadership at all Levels



Manager Quality



...laying the foundation



'Moments of Truth'

Moments of Truth

- Onboarding
- Performance & development feedback
- Career development/ transition discussions
- Compensation discussions
- Work/life and personal request discussions
- Promotion decision discussions

People Management Skills



Campbell's our leadership model



developed through...

“The Campbell Way for Managing”




Campbell Way for Managing

6 Month Development Experience for New Managers

☑ Individual Learning

☑ Web Based learning

☑ Classroom sessions



The Campbell Way for Managing

a new manager learning curriculum

overview

The Campbell Way for Managing equips new managers with foundational people management skills necessary for accomplishing workplace and marketplace objectives. It also shows managers how to excel during 'moments of truth' – critical interactions with employees that make or break the employee value proposition.

learning objectives

- Clarify the people management expectations that are embedded in the Campbell Leadership Model – 'the role of the manager'
- Understand and practice the skills required for effective people management
- Network with a diverse group of Campbell managers and benefit from their experience

six-month experience

All new managers with direct reports are required to participate in this six-month interactive experience.

Month 1 Feedback & Update Individual Development Plan	Month 2 LiveClicks Webinar: Focus – Achieve Your Priorities	
Month 3 – Four-Day Workshop Experience* The program begins with a focus on the manager's priorities, performance and development – a <i>look in the mirror</i> – then shifts to a focus on the team's priorities, performance and development. Day 1 – Speed of Trust Day 2 – Symphony: Performance Management Day 3 – Selection and Change Management Day 4 – Coaching and Feedback <small>*Diversity and inclusion embedded in content.</small>		
Month 4 Thirty-day Virtual Workshop Follow-up	Month 5 LiveClicks Webinar: Clarifying Team Purpose & Strategy	Month 6 Ninety-day and Final Virtual Check-in



Campbell Way for Managing - Experienced Manager Development



Selection

Interviewing and selection skills to assess talent and make the best hiring decisions.



Coaching

Coaching skills that allow them to be more effective managers.



Symphony

Performance management skills to more effectively manage, motivate and engage employees.

How can we help our managers build or enhance their skills to deliver extraordinary workplace and marketplace results?

Overview: Behavioral Interviewing



Selection

Interviewing and selection skills to assess talent and make the best hiring decisions.

Behavioral Interviewing has several advantages:

- Focuses on job-related criteria
- Uses past behavior to predict future behavior
- Assesses both job fit and organizational fit
- Avoids poor selection decisions that can be costly
- Integrates effective interviewing skills and techniques into the selection process
- Improves selection decisions, reliability and fairness
- Makes a positive impression on applicants and helps to sell them on the organization

“Past Behavior is the Most Reliable Predictor of Future Performance”



Selection Tool SBI

In Behavioral Interviewing, we ask candidates to provide us with examples of past behaviors. We look to gather a full SBI from their answers.

- **Situation** – What needed to be accomplished?
- **Behavior** – What did the candidate do?
- **Impact** – What was the impact/outcome and what did the candidate learn?



1. Adapted from the Center for Creative Leadership



Selection

Interviewing and selection skills to assess talent and make the best hiring decisions.



Coaching - Techniques & Tools

- **Skill/Will Matrix** – A conceptual model to understand where people are from a performance and learning perspective so you may adjust your coaching style accordingly
- **G.R.O.W. Model** – A discussion framework to coach people around where they want (and at times, need) to go
- **SBI** – A tool for structuring and providing both positive and constructive feedback



1. Adapted from the Center for Creative Leadership



Coaching

Coaching skills that allow them to be more effective managers.



The G.R.O.W. Model for Coaching Conversations

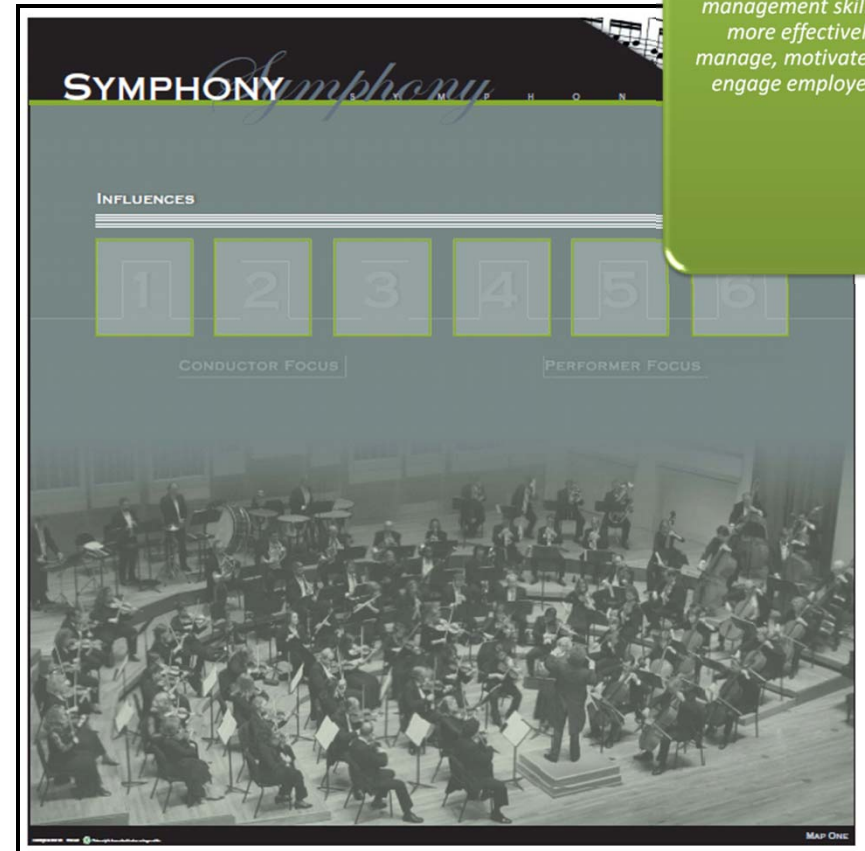


Coaching

Coaching skills that allow them to be more effective managers.

Background

- Developed in partnership with various leading organizations
- Continuous evolution – Over 150,000 Performance Mastery System users representing more than 250 global organizations
- Leveraged the work of numerous subject matter experts
- Mined the work of leading developers – Advantage Performance Group, Root Learning, The Real Learning Company (now BTS), and Dr. Carl Binder



Symphony

Performance management skills to more effectively manage, motivate and engage employees.



Learning Outcomes

- Understand the correlation between companies that excel in the people-management process and those that excel in bottom-line results
- Describe a systematic process for leading peak performance
- Plan and execute performance more effectively
- Identify and evaluate performance issues in a balanced and objective manner



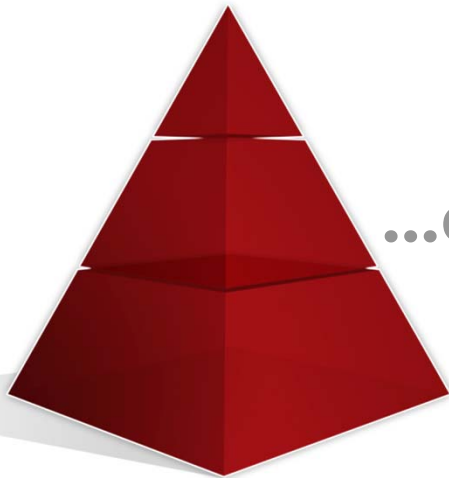
- Analyze performance gaps and resolve complex performance challenges
- Redirect and improve sub-par performance faster and more cost effectively
- Apply a management process that facilitates planning for consistently exceeding individual, team, and company goals



Symphony

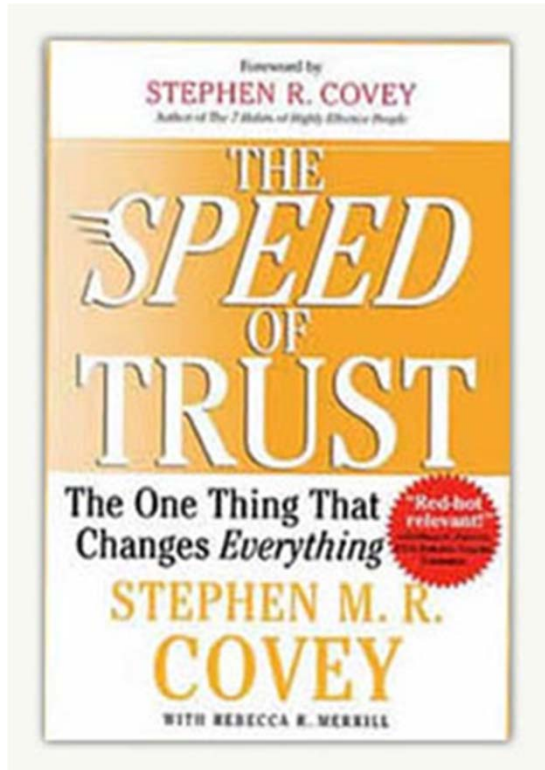
Performance management skills to more effectively manage, motivate and engage employees.

Building Leadership Capability

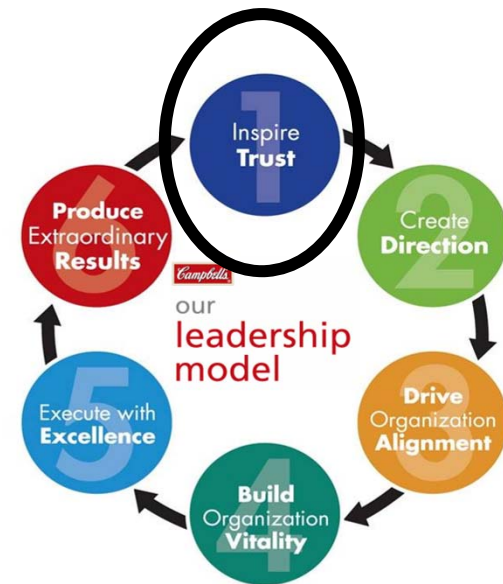


...ongoing development

Trust



- **Self Trust**
- **Relationship Trust**
- **Organizational Trust**
- **Market Trust**
- **Societal Trust**



Self Awareness





CPP's Myers-Briggs Type Indicator® (MBTI®) Personality Assessment

World's most popular personality assessment has helped millions of people across the globe gain insights about themselves and how they interact with others

- Enables personal transformation by giving people a powerful tool for improving how they communicate, learn, and work.
- Determines people's preferences on four dichotomies:
 - Extraversion–Introversion
 - Sensing–iNtuition
 - Thinking–Feeling
 - Judging–Perceiving
- Deceptively simple but based on sound and enduring psychological theory that can transform the performance of individuals, groups, and entire organizations.

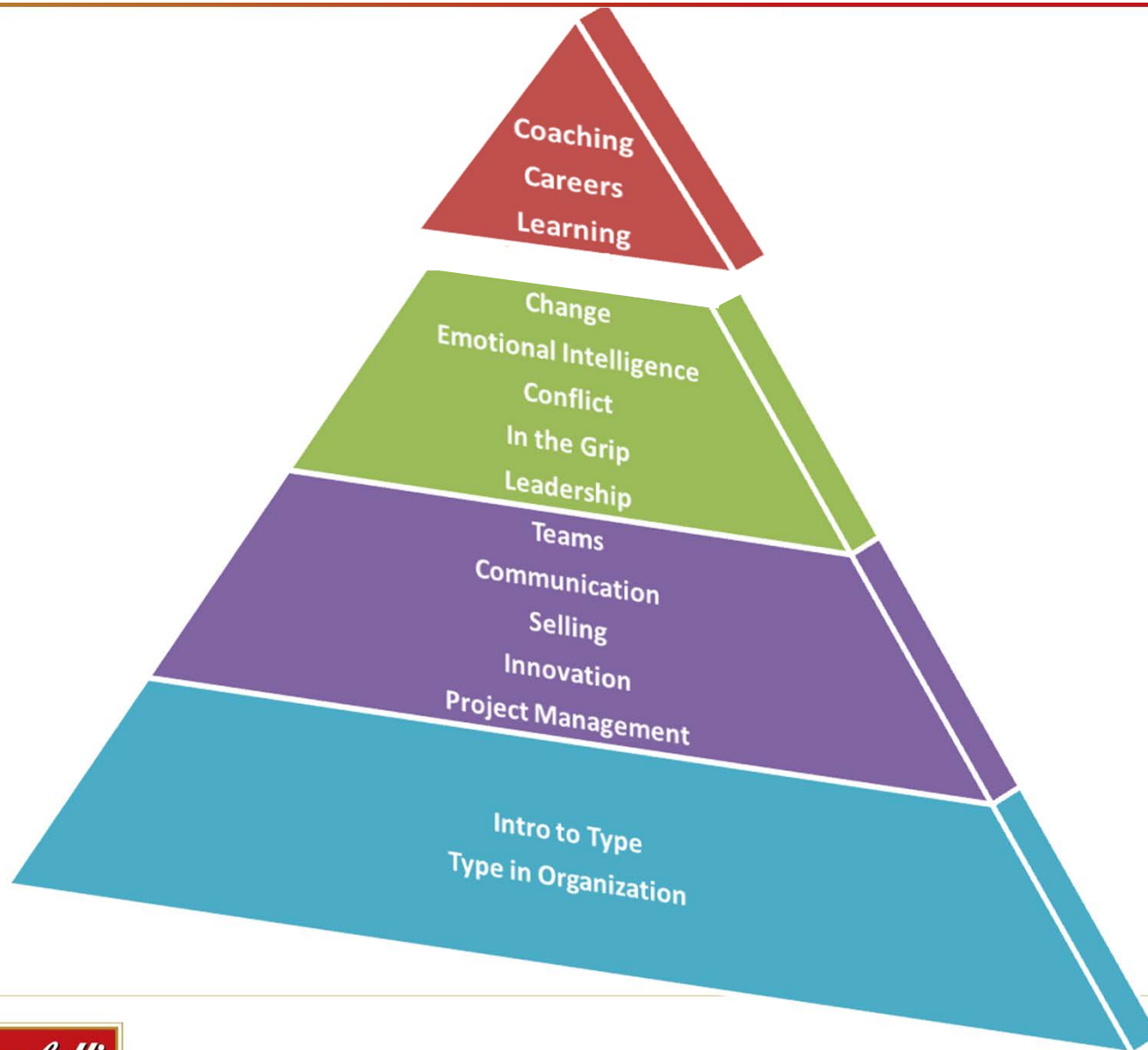


MBTI® Assessment – Useful and Beneficial

- Easy to grasp, insightful, and thought provoking
- Highly reliable and valid, backed by ongoing global research and development
- Promotes individual self-awareness and increases effectiveness
- Improves communication among members of teams, identifying team strengths and weaknesses
- Helps leaders lead more effectively, give more meaningful feedback, inspire and influence
- Improves skills in identifying sources of conflict and intervening early to prevent underperformance, disruption and disengagement
- Used by Ernst & Young, Hallmark Cards, Health New England, JetBlue, Kaiser Permanente, Sony, Southwest Airlines, Shell Oil



MBTI Application Framework





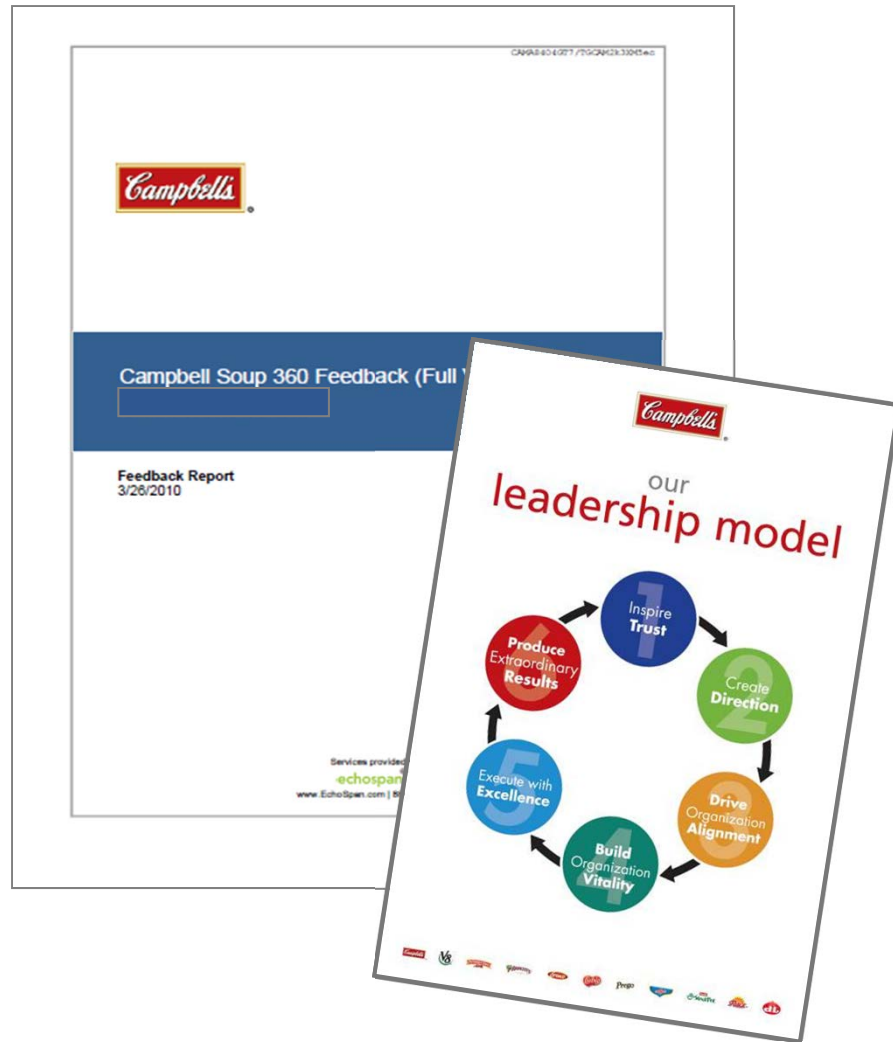
CPP's FIRO-B® and MBTI Assessments Together

FIRO-B assessment helps people understand their interpersonal needs – and how those needs influence their communication styles and behavior. Provides in-depth descriptions of how people behave, how they affect others, and how they can be more effective.

- Measures interpersonal needs in three areas – inclusion, control, and affection
- Provides specific insights that create an opportunity to quickly effect behavioral change
- Helps build stronger teams with analysis of how an individual's needs affect interactions with coworkers
- Increases team performance by enabling team members to better understand relationship dynamics and reduce conflict
- Expands understanding of leadership style, strengths, and challenges that affect performance and success



360 Degree Feedback



- Based on Leadership Model
- Includes feedback from manager, clients, peers and direct reports
- Both quantitative and qualitative feedback
- Identify blind spots and focus on development

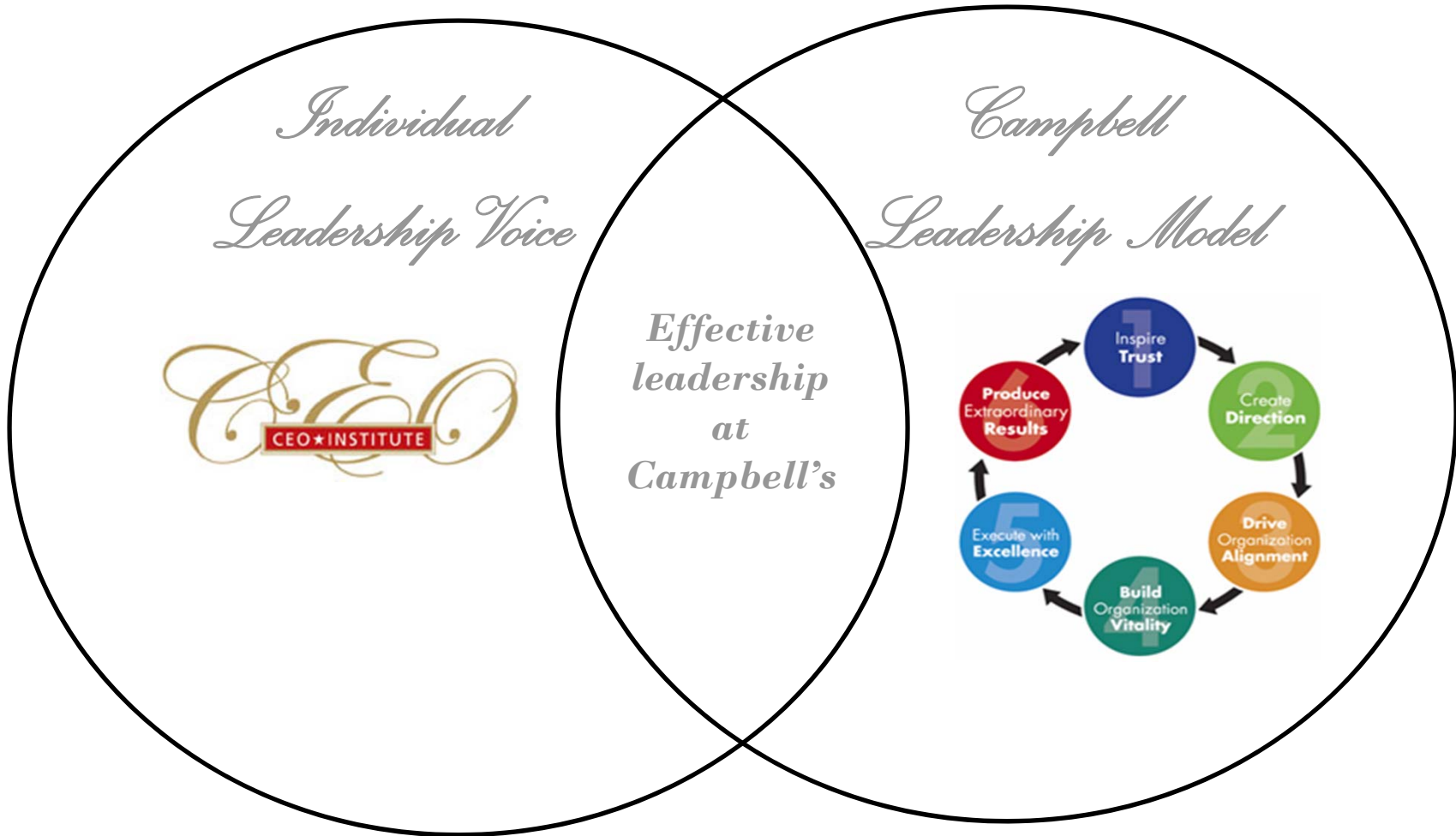


CEO Institute

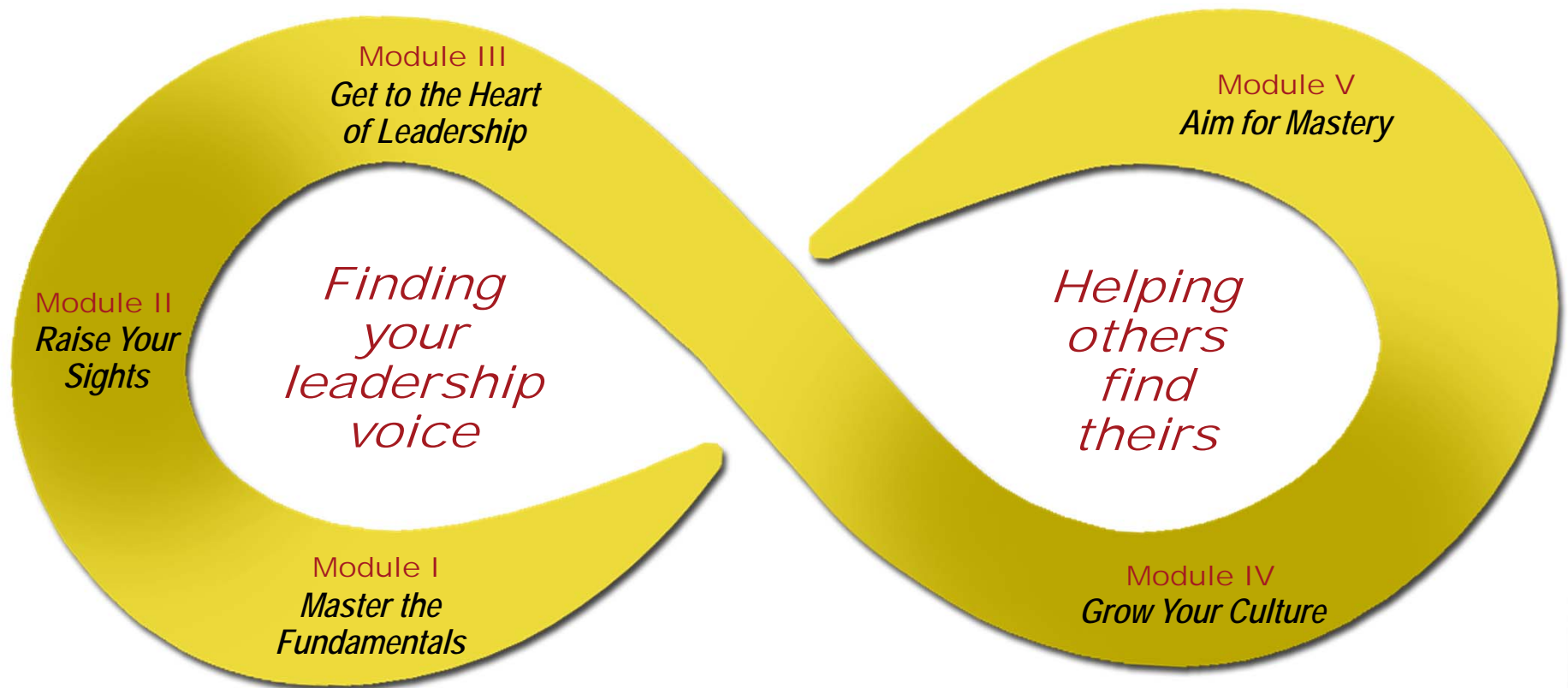


...mastering leadership at the
top

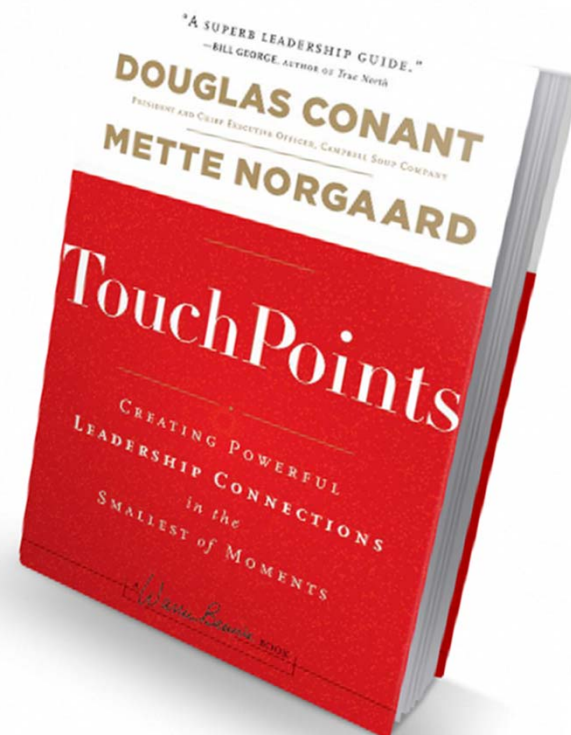




A commitment to
Extraordinary Leadership



Touch Points



Wrap Up



Questions?



Thank You!

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