



Individual Progress ► Collective Success

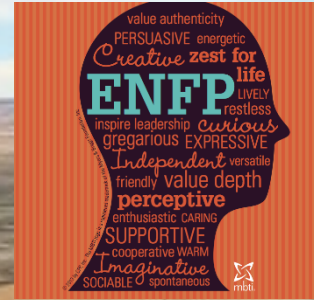
Early Career Talent a Powerful Resource



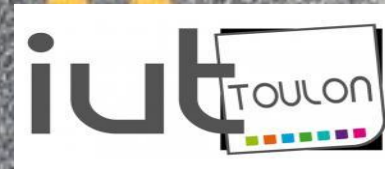
Sinead Collins

HR Director European Cereal & Marketing at Kellogg

A Little bit about me....



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DIAGEO



“The greatest tragedy for me is people not fulfilling their potential and leaders not inspiring/cultivating an environment where people can thrive”

A little bit about the place I call home....

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Our Vision

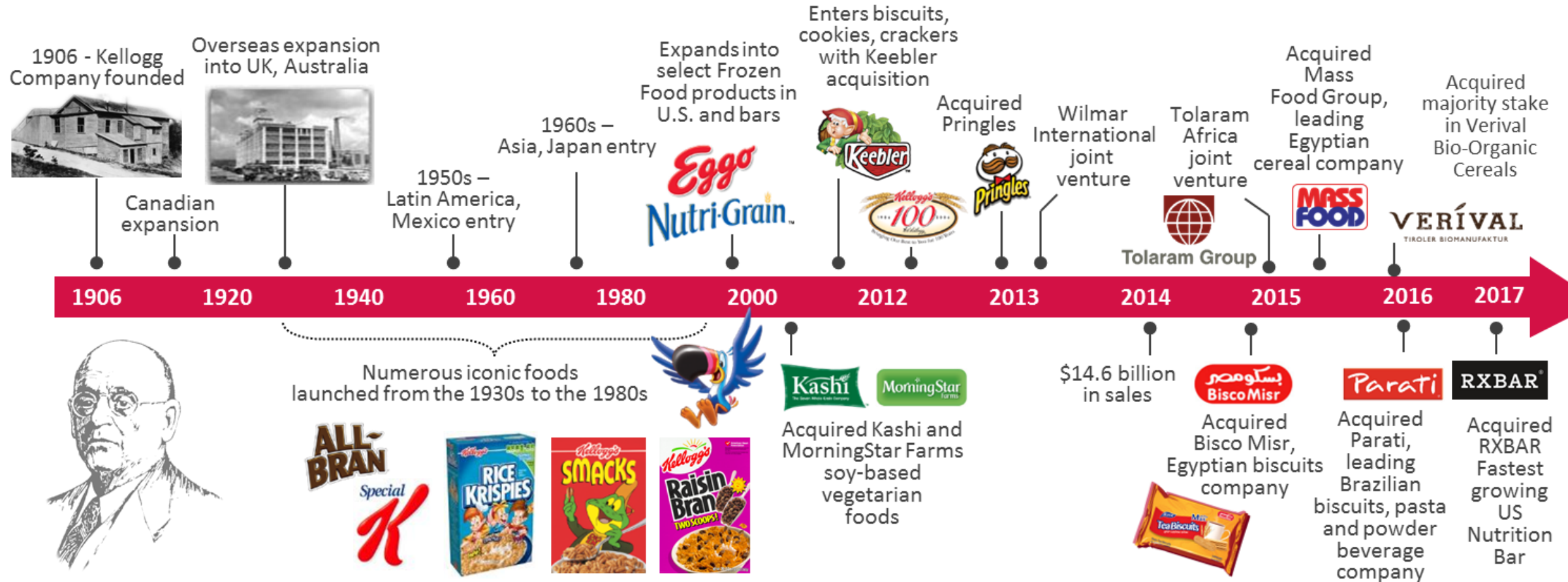
To enrich and delight the world
through foods and brands that
matter

Our Purpose

Nourishing families so they
can flourish and thrive

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100+ Year Heritage, Progressive Growth



Global Reach

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33,000 employees
in 21 countries

1,600 foods marketed
in more than 180
countries

2017 net sales ~\$13 Billion

Global Brands



Brand Power in Europe

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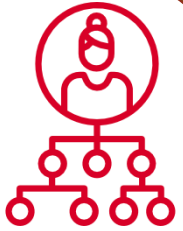


Deploy for Growth Strategy



Our Problem Statement

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Marketing PDC
focused more on
senior roles



No functional focus on
development planning
for junior talent



Leadership pipeline
weak at Middle
Mgmt. level



Early career talent is
our future leader
pipeline – we don't do
enough for them



Limited visibility &
clarity on potential
of emerging talent



Need to ensure we are
nurturing this talent
pool so they can
flourish and thrive



Focused Development for Junior 'Rising Stars' – Why?

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- ▶ Fresh Thinkers
- ▶ Hungry
- ▶ Mobile
- ▶ Digital Natives
- ▶ Future Leaders



- ▶ Work with an external partner to create a development intervention
- ▶ Initially Marketing focused but scalable
- ▶ Focused on building softer skills to determine leadership potential



Target Outputs

- ▶ Powerful development plans built on evidence based feedback relating to strengths & gaps
- ▶ Peer to peer coaching relationships established & maintained
- ▶ Real ownership for ongoing development



Development Centre Overview

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- ▶ 1.5 days residential in Dublin on 18th & 19th of April
- ▶ Located in the IMI (Irish Management Institute) - A campus experience
- ▶ Focus on key dimensions and Agility as behavioural indicators.
- ▶ Overall Structure of the 2 Days:
 - Some pre-work
 - Combination of be-spoke and off the shelf exercises
 - Peer to peer coaching
 - Plenty of time for self reflection
 - Feedback from observers



Our Agenda



Day 1	Day 2
Welcome & Icebreaker	Introductions Day 2
Pre Prepared Presentations & Peer Feedback Insights	Final Prep for Peer Feedback Session
Break	Break
Role Play (Be-Spoke Exercise)	Feedback Session Part 1
Self Reflection	Feedback Session Part 2
Lunch & Networking	Lunch
1st Group Meeting (Off the Shelf Exercise)	Development Planning Overview
Self Reflection	Working Session Turning feedback into a robust IDP.
2 nd Group Exercise (Off the Shelf Case Study)	Follow Up Activities
Self Reflection	Close
Review of Day in Group	
Set up for Day 2 – Home Work	



Getting Off to a Great Start....Key ingredients to our success



- ▶ **Dedicated Account Management from OPP**
- ▶ **Internal Project Team – not just HR**
- ▶ **Thorough preparation & planning**
- ▶ **Pre-engagement with Participants, their Line Managers and local HR Directors**
- ▶ **A location conducive to learning & immersion**
- ▶ **Our Functional Leaders setting the tone for the experience**

Feedback on the Process – What worked well?



Exercises

- Challenging
- Simulated real life
- Thought provoking

Environment

- Kellogg Facilitators
- OPP Feedback
- Small group work

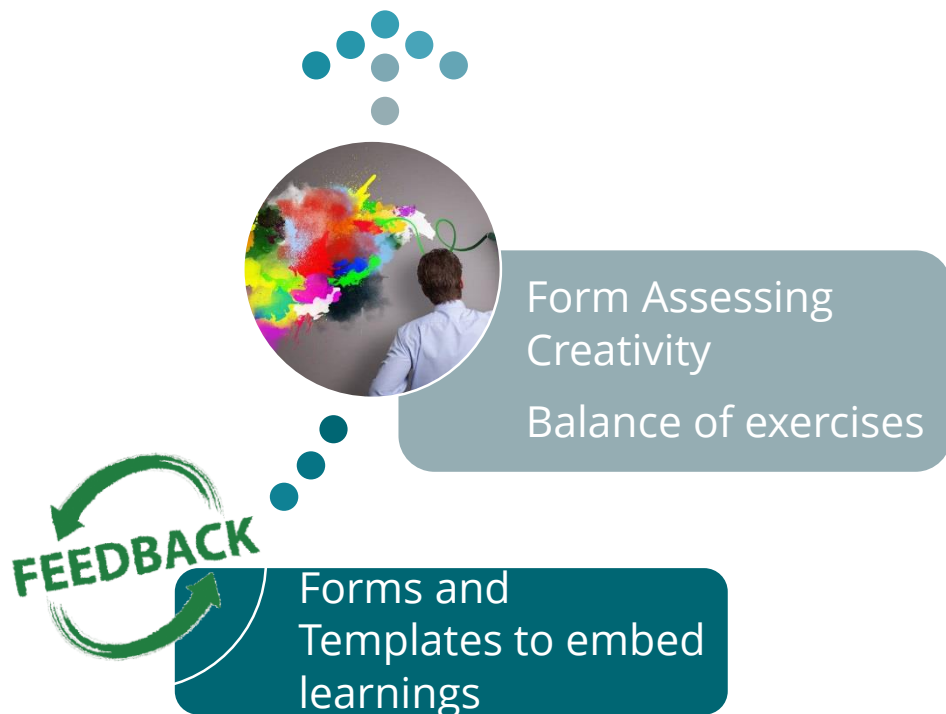
Preparation

- Executional Discipline



Feedback on the Process – What we would change?

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Observations on our Talent – Strengths



- ▶ Hungry to learn
- ▶ Strong bias to results
- ▶ Respectful with lots of active listening.
- ▶ Humility about their gaps/development areas.
- ▶ Feedback junkies
- ▶ Embraced the opportunity



Observations on our Talent – Opportunities



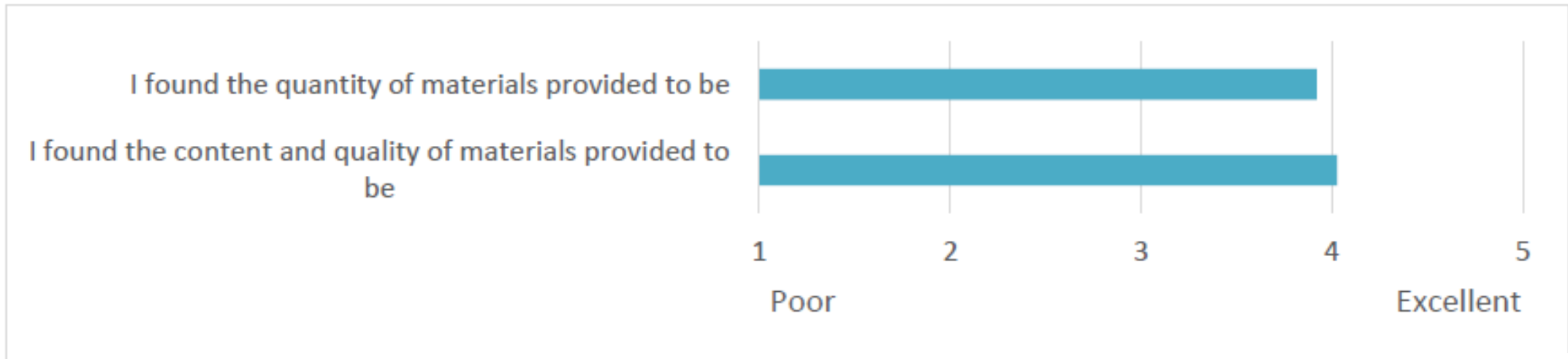
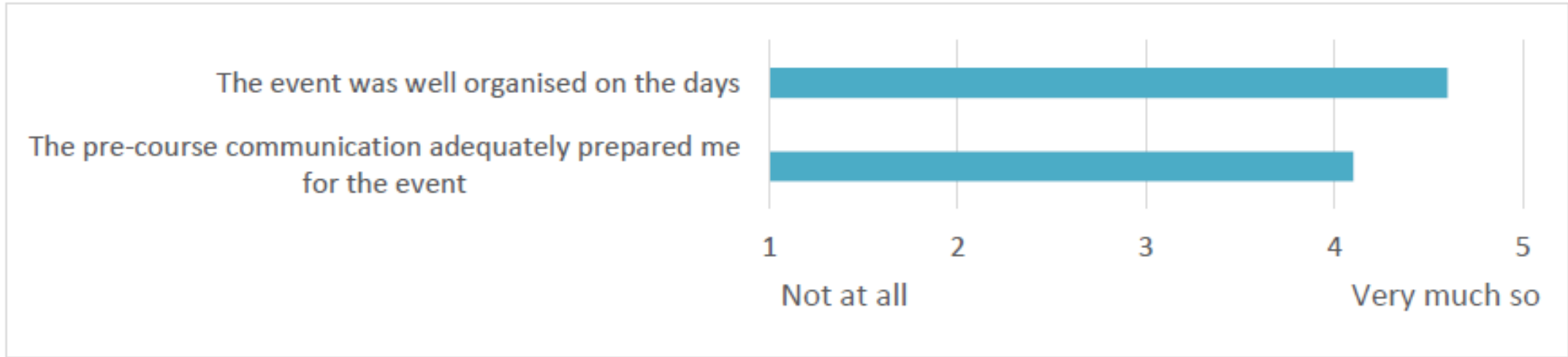
- ▶ Taking a bigger picture or helicopter view.
- ▶ At times overly polite – less comfortable with real challenge.
- ▶ Collaboration for some came across as compromise
- ▶ Commercial business acumen
- ▶ Gender diversity is an issue we need to tackle.



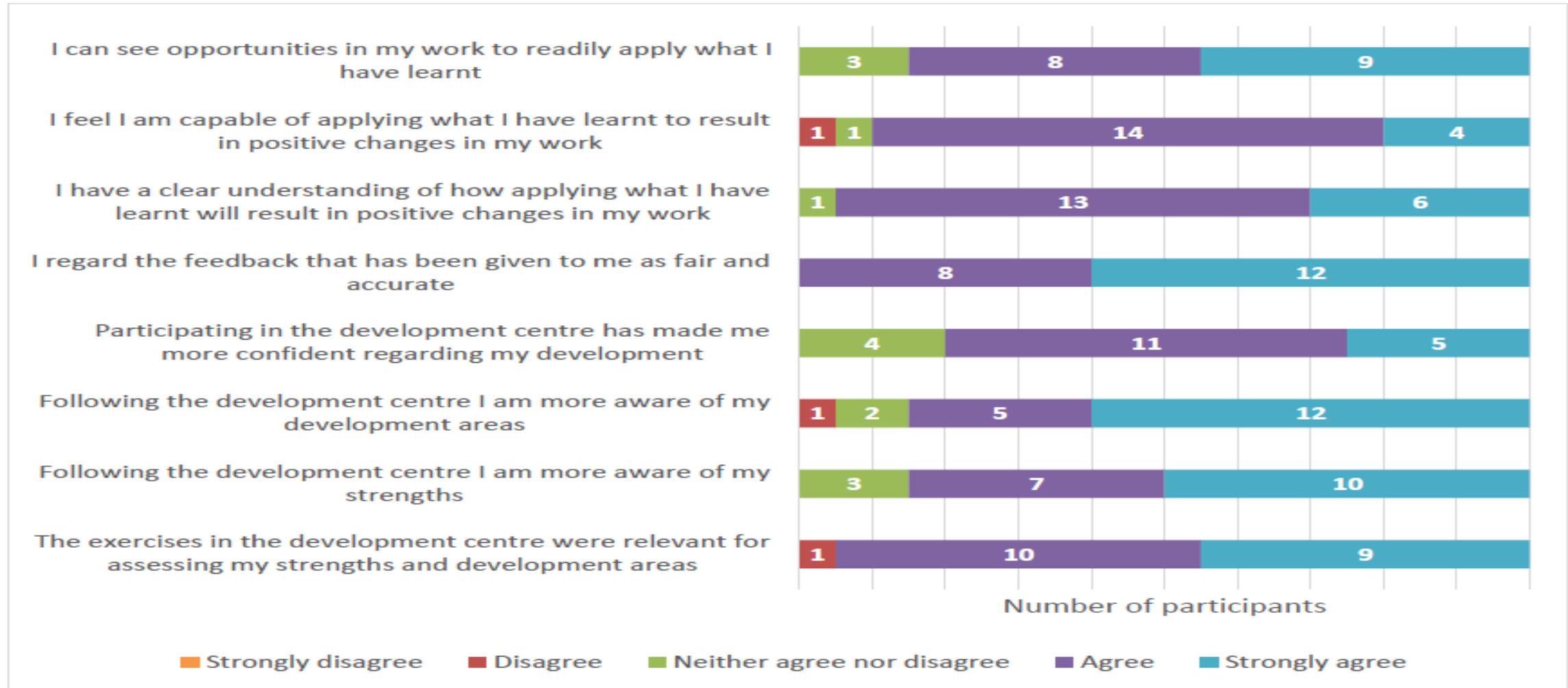
Bringing our Development Centre Experience to Life!

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Participant Feedback



Event reflections



Post Event Follow Up



- ▶ Actions integrated into Development Plans
- ▶ Line Manager Engagement
- ▶ Regular Check In's
- ▶ OPP post event evaluation
- ▶ “Grow Marketing” Capability Build
- ▶ Insights informing Recruitment



Program Success...

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42

23



Questions?

