

Q: What was the challenge?

To design and deliver an Emerging Leaders Programme for the AMET region (Africa, Middle East and Turkey) of Cadbury including delegates from Russia. The programme is targeted at individuals who have been identified as emerging leaders in this region.

Q: How did we work together?

Working in close partnership with the HR Director, we engaged with the regional management team to determine the outcomes for the programme, the top-level design of the programme and the criteria for selection of the participants. The outcomes we identified were to:

- Strengthen the leadership capability in the AMET Region and contribute to the global pool of talent for the Corporation.
- Raise the visibility of the emerging leadership talent throughout the Region and expose this group to different business challenges in the Region.
- Establish a strong network between individuals in the region that they will draw on as their careers progress in the company.
- Develop individual and collective Leadership capability by focusing in particular on personal impact and feedback, inter-personal communication and questioning skills, conflict management and partnering strategies, leading and facilitating cultural change.
- Develop the leadership skills in others through the shifts in individual behaviours and cascading the learning from the programme.

Working with the HR Director as part of the facilitation team we designed the programme including elements that were part of the formal modules as well as elements between modules. Once the programme began, each module was adapted prior to the event and during the event to meet the individual and collective needs of the 18 participants. This enabled us to follow the broad outcomes whilst paying attention to individual challenges and needs.

The design of the programme is as follows:

- Participants engage in preparatory tasks including: personal development plans, identification of a business project, meeting with their allocated management team mentor, connection with their buddy for the programme and an individual coaching session the HR Director.
- The programme is delivered in four modules in four different countries – lasting for three days each and involving the local business as a way of extending networks and cascading the learning about Leadership within the Cadbury business.
- Each module is spaced two to three months apart to allow time for each participant to apply the learning, cascade their insights and work on their allocated business projects.
- Each participant is allocated with a twin on the programme. Between modules two and three they are required to visit their twin for three days. The purpose of the twinning exercise is to act as peer mentors to each other, providing feedback on their leadership and insights into how that business operates. This strengthens the link between businesses in the AMET region.

Q: Did the outcome meet expectations?

The first programme was completed in February 2008. Cadbury have commissioned a further programme which is currently underway, with a possible third programme in 2009. In addition to the 18 business projects that have been completed, early successes from the programme include:

- Three participants promoted during the programme.
- Increased sales figures achieved in one country that was directly attributed to the changes implemented by the team leader as a result of what he learnt on the programme.

- Significant changes to the individual leadership styles of participants as a result of applying the learning and receiving feedback from fellow participants and the facilitation team.
- Focused application of the principles of the programme within one of the country businesses, including the MD of the business.
- Resolution of conflicts with suppliers and the establishment of an effective supplier partnership.
- A programme that is seen to be at the cutting edge of leadership development and one that individuals aspire to participate in.

Participants presented their individual successes to the regional leadership team at the November 2007 event. We look forward to including their specific stories of success in this case study.

Q: What did Cadbury learn from the relationship with Questions of Difference?

- Leadership development is a dynamic process that has benefited enormously from the partnership between the HR Director and Questions of Difference facilitators forming a combined faculty team for the programme
- It is possible to 'teach' people leadership skills when we understand that leadership is about how the individual is able to bring a new understanding to each context they are in and adapt their behaviour accordingly
- Creating opportunities for individuals and businesses to understand and learn from what they are doing well provides a strong foundation to improve business performance and motivate individuals
- Providing a world class programme that individuals aspire to join is a key factor in attracting and retaining talent within the region