



INVESTING IN THE FUTURE – AN ORGANISATIONAL APPROACH TO TALENT PLANNING





PRESENTATION OUTLINE

- 1 PURPOSE AND SCOPE
- 2 STRATEGY AND PEOPLE OPERATING PLAN
- 3 METHODOLOGY
- 4 THE TOOLKIT
- 5 EXAMPLE INSIGHTS
- 6 SUMMARY ROUTE MAP

PURPOSE AND SCOPE

PURPOSE

- Define a structured and sophisticated approach for assessing leadership talent to support Baxters prepare for future growth
- Review talent profile of leadership teams across the group
- Understand individual strengths to leverage and gaps to develop
- Understand regional leadership teams strengths to leverage and gaps to develop
- Identify development solutions
- Provide Executive board with talent map highlighting high potentials and successors
- Review current organisation design vs future fit (5-year strategy)

SCOPE

Tier 1 – Leading the business

Focused on getting results from **organisation as a whole**

Tier 2 – Leading managers

Focused on getting results from **linking multiple teams**

Tier 3 – Leading others

Focused on getting results from **their team**

PEOPLE STRATEGY FRAMEWORK



- \$ EBITDA
- Co man repricing
- Store brand growth
- Cost reduction initiatives



- £ EBITDA
- Value Improvement
- New Business / NPD
- Factory Volumes
- Cost reduction initiatives

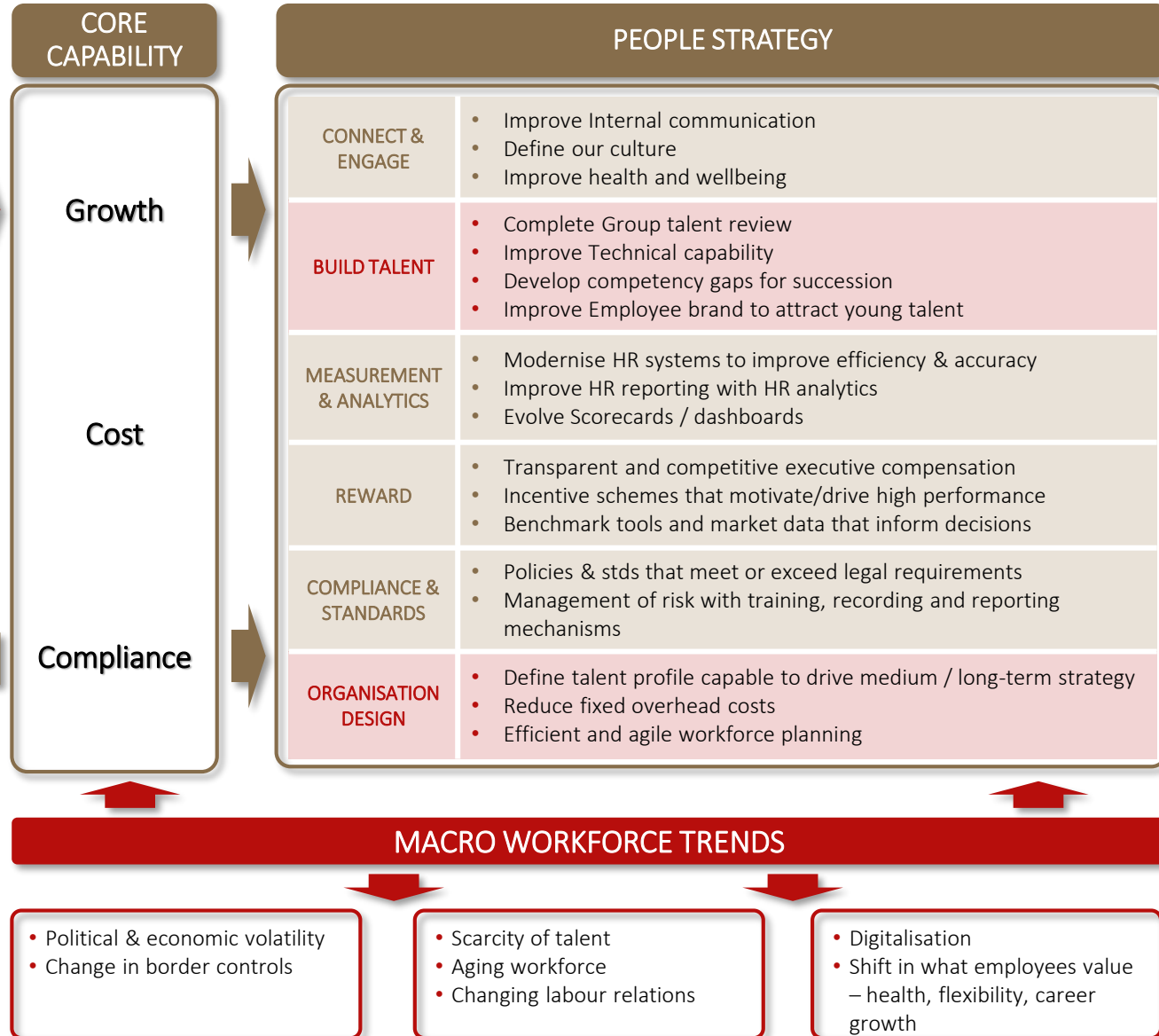


- \$ EBITDA
- Co Man – General Mills
- HD Closure – Labour utilisation & workforce planning
- Resource & Org design



- \$ EBITDA
- Project Crown

5-YEAR BUSINESS STRATEGY: 2018 -2022



REVIEW METHODOLOGY



COMPETENCY DEVELOPMENT

Development and review of leadership standards against best practice.



- Grp Competency framework
- Development framework
- Recruitment framework
- Performance review framework



360 FEEDBACK

Executing robust feedback from a variety of stakeholders using a bespoke Baxters 360 tool



- Personalised feedback
- Strengths to leverage
- Development gaps
- Personal development plans
- Framework for PDR conversations with line manager



COMPETENCY INTERVIEWS

External calibration of the 360 feedback to build a picture of a leader's experience and potential and understand group themes



- Calibration of 360 feedback
- Motivations & aspiration
- Group Insights
- Regional insights
- Framework for development activity & succession planning

EXTERNAL SUPPORT

Rationale for external support

Adds higher level
of professionalism and
sophistication

Methodology
benchmarked against
best practice
& global trends

Ensures **high level of**
objectivity and
manages workload



MERCER

MAKE TOMORROW, TODAY

How did they support us?

1. Review and customise Baxters leadership competencies against global standards
2. Customise, develop and administer 360 feedback tool
3. Conduct competency based interview and develop individual and team reports

METHODOLOGY

EXECUTIVE (TIER 1)

- Psychometric assessment – Emotional & Social Competency report
- 360 degree feedback – against Baxter's leadership competencies
- Competency-based interview – based on 360 outputs and emotional & social competence report
- Exec Team – combined report highlighting “blind spots” and “hidden strengths”
- Executive Chairman & Group CEO debrief on overall Exec Team Impact



LEADERSHIP TEAMS (TIER 2 AND 3)

- Psychometric assessment
- Self and line manager assessment against leadership standards
- Competency-based interview
- Regional CEO debrief
- Regional Team Impact Session – Review team strengths & areas for development
- Executive Team Calibration Session (Succession/High Potential plan)
- Group CEO and Exec Chairman Debrief



TOOLKIT - BAXTERS 3 X 3 LEADERSHIP COMPETENCIES

CATEGORIES	COMPETENCIES		
Leadership	Authentic Leadership	Interpersonal Dynamics	Presence & Impact
Strategic	Entrepreneurial Aptitude	Strategic Responsiveness	Strategic Influence
Commercial	Delivering Results	Builds Talent	Challenge & Judgement

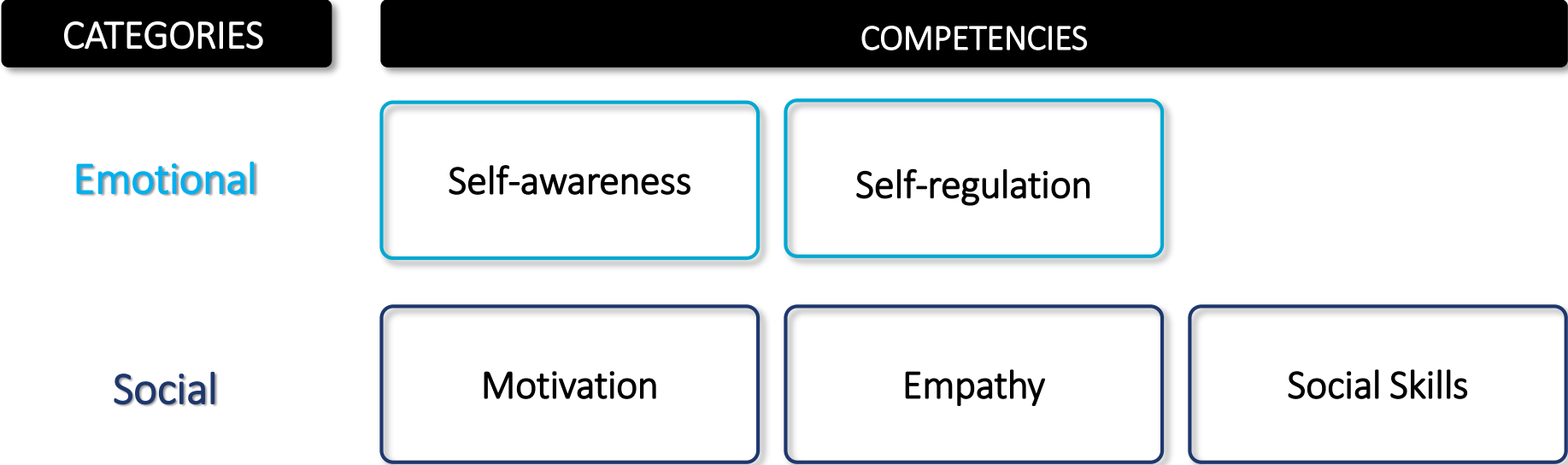
Tier 1 – Leading the business

Tier 2 – Leading managers

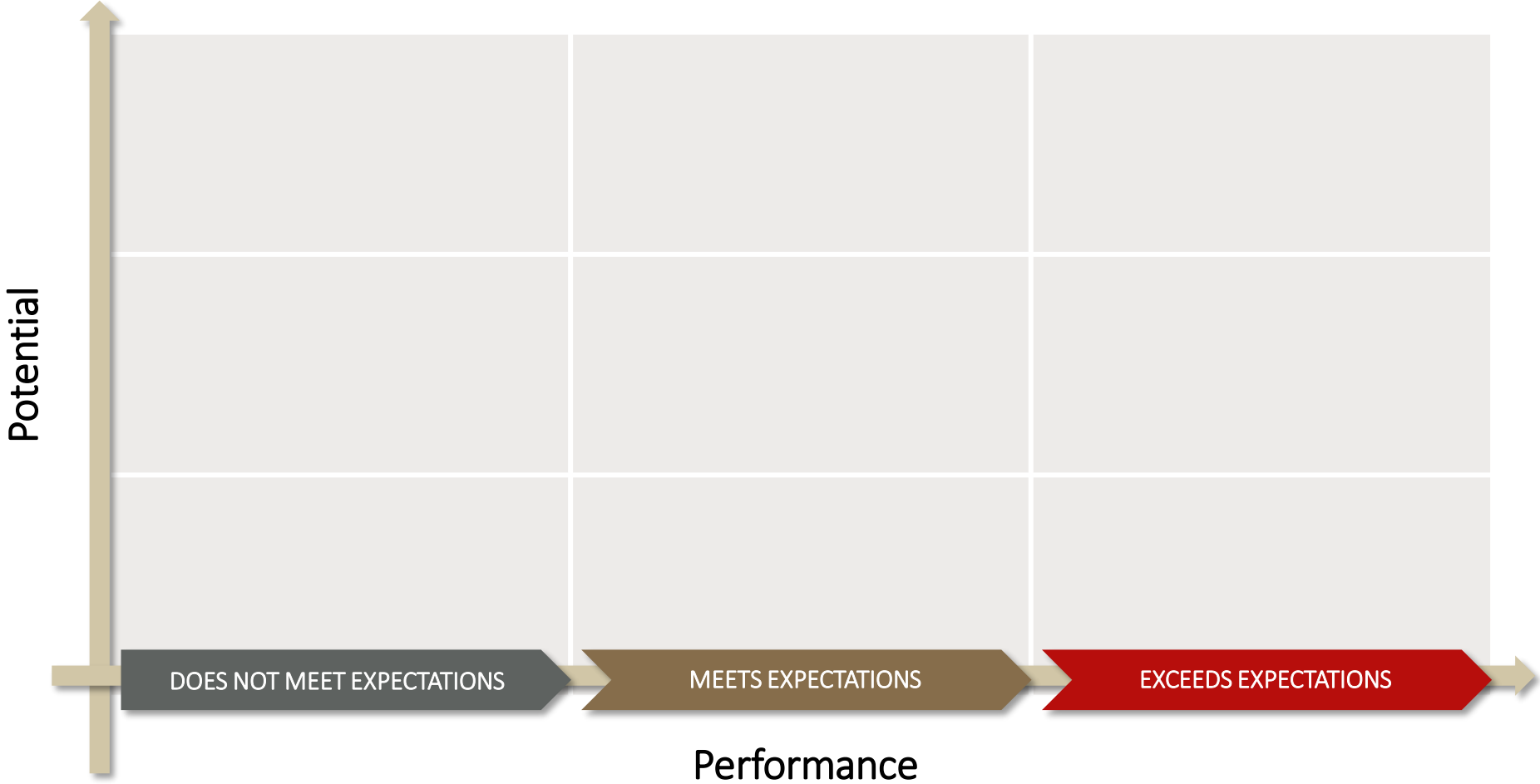
Tier 3 – Leading others



TOOLKIT - BAXTERS SOCIAL AND EMOTIONAL COMPETENCY SUITE



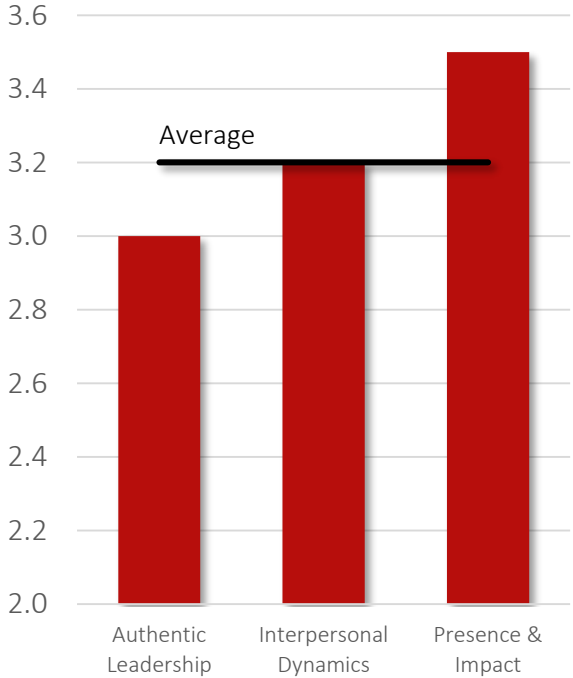
TOOLKIT - BAXTERS TALENT 9 – BOX GRID



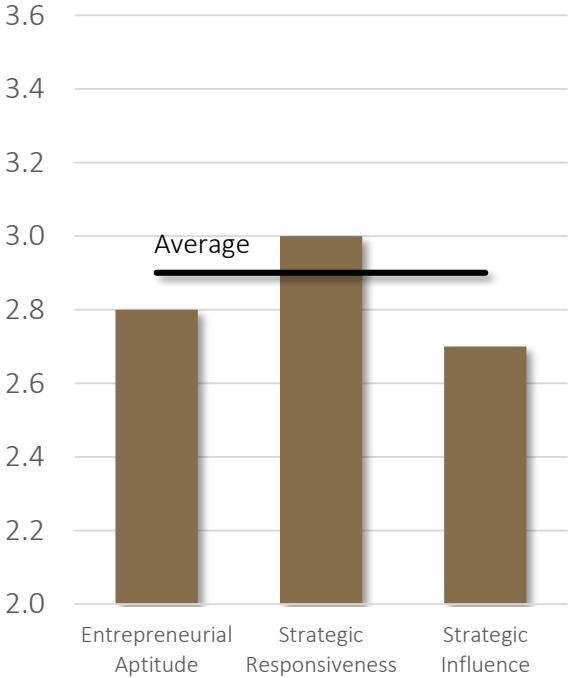
EXAMPLE INSIGHTS - COMPETENCY SUMMARY

OVERVIEW

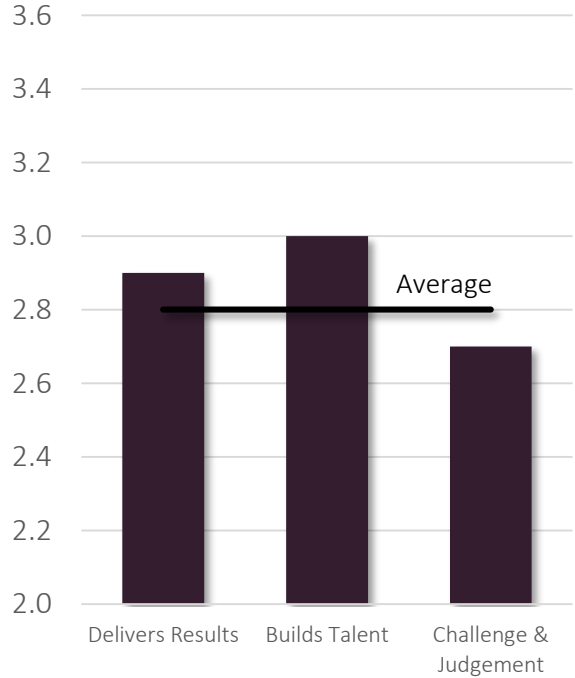
LEADERSHIP



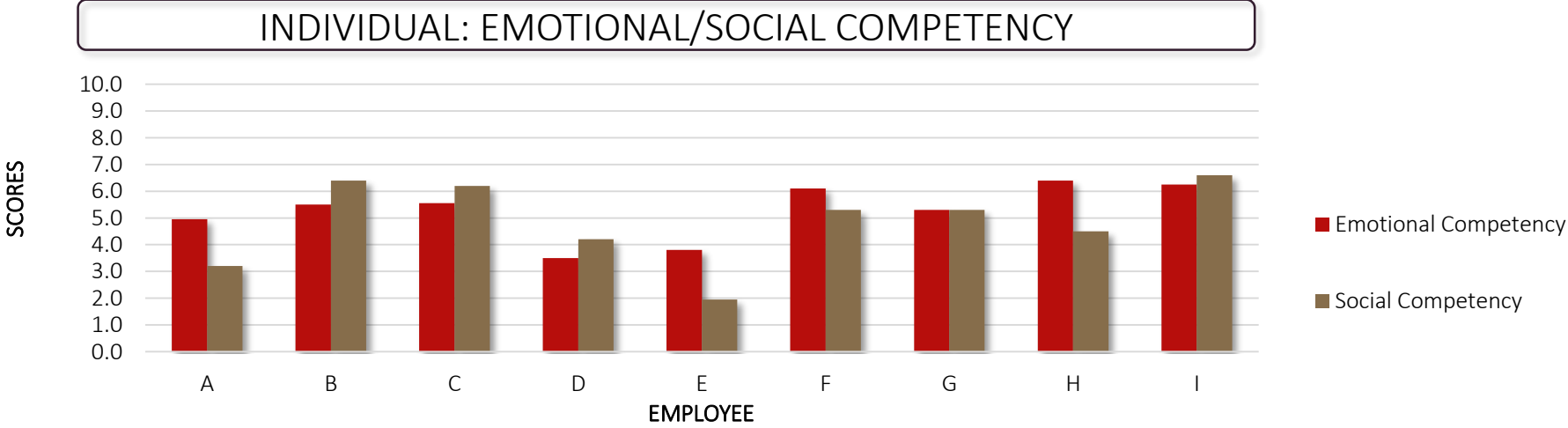
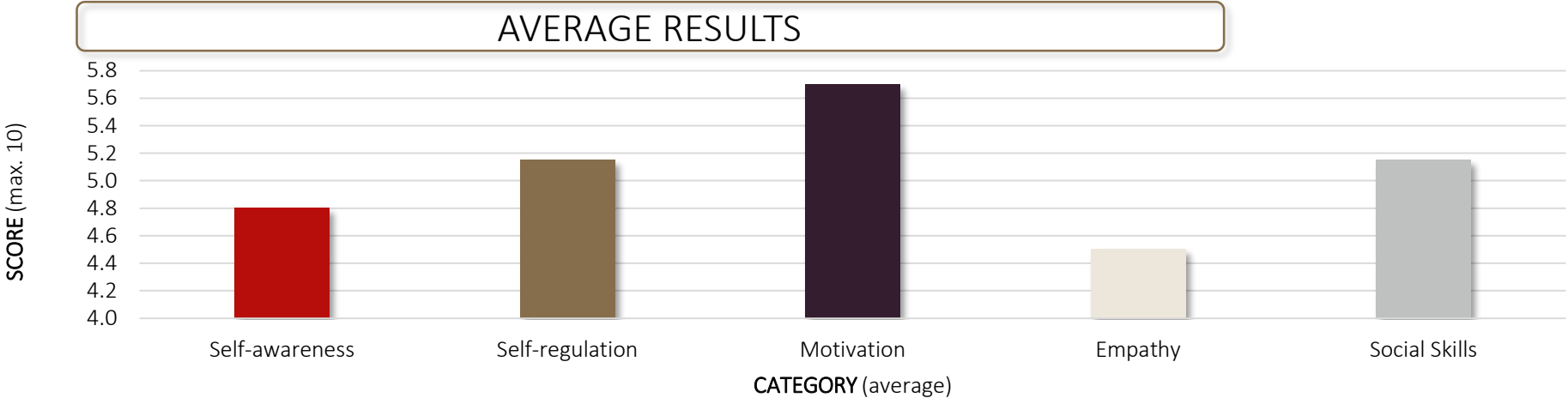
STRATEGIC



COMMERCIAL



EXAMPLE INSIGHTS - EMOTIONAL & SOCIAL COMPETENCE SUMMARY



EXAMPLE INSIGHTS - REGIONAL SUMMARIES



- Navigating period of competition & challenge forcing a far more **tactical approach** to operating
- Leadership styles **less strategic** & leaders unable to **articulate consistent strategy** for the business
- Do not connect own work to peers globally therefore not leveraging **good/best practice**
- Highest rated competency is “**presence & impact**” & “**results**”
- Lowest rated competency is “**entrepreneurial aptitude**”



- Very **strong operational & strategic** capabilities
- **High engagement** & can **articulate strategic direction** for US markets but **less insights** into the **global perspective**
- Team have **development objectives** however they are biased towards **technical** development rather than leadership enabling capabilities
- Highest rated competency is “**delivering results**”
- Lowest rated competency is “**builds talent**” – specifically collaboration with external parties



- **Leadership engagement** is a factor on the back drop of a challenging period of transition
- Leadership are **respectful and open** to ask for help & mentorship
- Key development area is “**interpersonal dynamics**” and self awareness – driving a specific leadership style
- **Tactical and reactive** approach to what they do to drive results.
- Backdrop of uncertainty is driving a **lack of strategic direction**

SUMMARY ROUTE MAP

