

# the roundtable



**PEPSICO**  
CANADA

FOODS - ALIMENTS



## Case Study

### *Driving the Business with High-Impact Leadership*

#### The Challenges

PepsiCo Foods© mission is to be the world's premier consumer products company focused on shaping the future of snacking and nutritious mornings. As a result of the reacquisition of the Pepsi Bottling Group and a move to a separate food and beverages division in 2011, many of its high-potential leaders were experiencing rapid career path acceleration as they were transitioning into more senior roles. Some anticipated that these leaders were at risk of failing in their new positions and that PepsiCo Canada was at risk of losing this highly valued talent.

While leadership training already was in place for new employees and executives, PepsiCo Canada needed to coach these mid-level high-potential senior managers from "doing to leading" and help them acquire new strategies that would help ease the shift to a more senior role with more responsibility.

Within the organizational culture, PepsiCo Canada had also identified a need to instigate coaching practices and ensure that they cascaded through all levels.

Human Resources plays an influential role in the development of PepsiCo Canada's business strategy and its Vice President of Human Resources was looking for a strategic partner who could deliver a results-oriented program that would help accomplish its business goals. The Roundtable for Leader peer group coaching program was selected and adapted to meet PepsiCo Canada's specific requirements.

**Dave Moncur**  
Vice President  
Human Resources  
PepsiCo Foods



#### The Goals

- Prepare new leaders to better navigate key transitions including increases in job scope, complexity and reporting relationships.
- Accelerate the development of key leadership capabilities, including resilience, vulnerability and influence.
- Help new leaders start practicing coaching versus telling, before taking on more senior roles with larger teams.
- Improve cross-functional collaboration.



*"For the first 2-3 years of the program, I attended the closing ceremonies for the participants. And I'd hear our people talking about how it's dramatically changed how they lead. Not only has this changed me as a leader, but as a spouse, partner, friend, parent."*

**Dave Moncur, Vice President  
Human Resources PepsiCo Foods**

## The Solution

To proactively address the needs of this mission-critical talent group, PepsiCo Canada worked in partnership with their facilitator to design a program that leveraged both Roundtable for Leaders elements and existing PepsiCo Canada tools, processes and resources. Primary objectives were to retain, engage and increase the capabilities of these leaders.

Pulling together cross-functional team members from across the country who didn't know each other to participate in peer coaching in an open environment was a departure from what the PepsiCo team was familiar with. But participants soon warmed up and started leveraging vulnerability to build trust with their peers.

Here's what PepsiCo Canada participants shared about their Roundtable experience:

*"I enjoyed the fact that the group of individuals were from cross-functional areas of the business. It provided an environment to share challenges and guide individuals to grow further and develop."*

*"Having the chance to have many different opinions and perspectives on the same issue was really valuable. Sharing challenges with people who are truly committed really helped me to grow as a leader."*

## The Impact

The VP of HR has seen a noticeable business impact and has received positive responses from program participants, which is why he has continued running The Roundtable for Leaders program with a new cohort of PepsiCo Canada employees every year for the past decade. Business results have included:



The VP of HR has seen a significant increase in satisfaction and commitment, measured through their internal organizational health assessment. He has also observed the following capabilities developed in his leaders:

- ✓ **Ability to coach, to build and strengthen their team's bench strength.**
- ✓ **Ability to collaborate effectively cross-functionally, which is crucial for a global organization.**
- ✓ **Ability to influence, willingness to be vulnerable and communicate what is and isn't working.**

*"We have never had such a lasting relationship with a partner like The Roundtable because we've never had someone who has created such a deep connection and delivered solid results, year in and year out."*

**Dave Moncur, Vice President Human Resources  
PepsiCo Foods**