

Roundtable for Leaders™

CASE STUDY



PEPSICO





Driving the Business with High-Impact Leadership

The Challenges

PepsiCo Foods Canada's (PFC) 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, many of its mid-level leaders were experiencing rapid career path acceleration as they were transitioning into more senior roles. PFC needed to coach these mid-level high-potential managers from "doing to leading."

The organization also wanted to instigate coaching practices and ensure that they cascaded through all levels. PFC's Vice President of Human Resources, Dave Moncur, was looking for a strategic partner who could deliver a results-oriented program that give the organization the collective leadership impact they needed to accomplish their business goals. The Roundtable for Leaders peer group coaching program (branded internally as the Leadership Roundtable Program or LRP) was selected and customized to meet PepsiCo Foods Canada's specific requirements.

Since 2011, the PFC LRP program has continued to evolve to stay tightly connected to the strategic needs of the business and its leaders.



Dave Moncur

Vice President, Human Resources

PepsiCo Foods Canada



"This program has received outstanding feedback and had an impressive impact on preparing our leaders for increased levels of scope and responsibility. The leap to an executive leadership role has been a challenging one for our leaders to navigate. How quickly they can make the transition has a profound impact on the business. This program has proven to be a powerful enabler to set these leaders up for success and help them hit the ground running. It's been a big win for our business... and for them."

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 and vulnerability.
- ✓ Help new leaders start practicing coaching versus telling, helping to free up valuable time.
- ✓ Improve influence skills and cross functional collaboration.
- ✓ Reduce spend on "reactive" coaching.



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

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"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 Solution

To proactively address the needs of this critical talent group, PFC worked in partnership with their facilitator to design a program that leveraged both Roundtable for Leaders elements and existing PFC tools, processes and resources. The Roundtable developed a series of supports to take the work of running a program off the shoulders of the internal HR professional so they can focus on the higher order work of aligning talent and strategy.

The program has a unique flexibility; it can adapt to the immediate and highest priority needs of the business. For example, during the height of the Covid pandemic, topics of self-care and resilience came to the forefront.



The Impact

The Leadership Roundtable Program has become the key leadership development program to ready next and newly promoted executives. It's been so successful that PFC considers it to be a key element of the overall talent strategy. Original program participants continue to be strong advocates of the program and support other leaders who are going through it. This has deepened the program impact and increased the managers role as "internal coach" throughout the process. Commitment to the program is exceptionally high from both direct managers and participants and feedback is consistently highly positive. Since its launch, 100% of supporting managers and 100% of participants have said they would recommend the LRP program to colleagues.



PepsiCo Foods Canada has seen a **noticeable business impact**. Since 2011, The Roundtable's program has helped PFC achieve:

100%

retention of participating mid-level high potential leaders identified for promotion into executive positions.

\$1M

in external recruiting and onboarding cost-savings for the organization within a 3-year period.

**up to
25%**

sooner leadership advancement than anticipated into leadership roles, increasing bench strength.

30%

reduction in the need for "reactive" coaching with newly promoted executive leaders, lowering costs and reducing leader derailment.

*"This program is a game changer and significantly elevated our talent."
- Direct Manager*



Participation in LRP has resulted in a significant increase in employee 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 capability and capacity to drive stronger collective performance.
- ✓ **Ability to collaborate positively and effectively cross functionally**, supporting the building of a performance-driven culture, which is crucial for this global organization.
- ✓ **A willingness to be vulnerable** and communicate what is and isn't working, creating a more self-aware and adaptive organization.



Next Steps

Interested in bringing the Roundtable for Leaders™ program to your organization?

Book a preliminary call with our team to learn more.

Not sure if your team is ready for group coaching?

Download our **Coaching Needs Assessment Guide** and ask yourself our top 10 questions for L&D pros.

Want to learn more about the power of group coaching and how it fast-tracks learning and behaviour change?

Download our **Ultimate Guide to Group Coaching** to discover what group coaching brings to the table that one-to-one coaching doesn't