Introduction

Speakers

• Emily Riggs
  
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Global Talent Management and Organization Effectiveness

- Jackie Scanlan,
  - VP Global Talent Management and Organization Effectiveness

- Elizabeth Walker,
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Purpose and Objectives

Purpose

• To share an overview of Campbell Soup Company, our talent management strategy, our leadership philosophy and a few examples of how we develop our leaders

Objectives

• To understand how leadership development helps support Campbell’s business strategies
• To provide the context of talent management at Campbell Soup Company around our leadership programs, development tools and assessments
• To create a forum for sharing and questions
Session Overview

Agenda

- Campbell Soup Company Overview
- Talent Management Overview
- Leadership At All Levels
  - Laying the Foundation … Manager Quality
  - Ongoing Development… Building Leadership Capability
  - Mastering Leadership at the Top…CEO Institute
- Leadership Lessons from Doug Conant … “Touch Points”
- Wrap Up and Summary

Scope

- Manager and Leadership Development
Campbell Soup Company Overview
We Are Committed to Focus Forward
Campbell President & CEO – Denise Morrison

• Began her tenure on Aug. 1, 2011
• Is the 12th leader in the Company’s 142-year history
• Elected a Director of the Company in October 2010
• Came to Campbell in 2003 as Chief Customer Officer & President-Global Sales
• Worked previously at Kraft, Nabisco, Nestle, Pepsi and Procter & Gamble
• Serves on the Grocery Manufacturers Association Board and chairs its Health & Wellness committee
• Founding member and current board member of the Healthy Weight Commitment Foundation
our mission

Together we will build the world’s most extraordinary food company by nourishing people’s lives everywhere, every day
STRATEGIC FRAMEWORK

GROWTH STRATEGIES
> Stabilize and then profitably grow North America Soup and Simple Meals
> Expand our International Presence
> Continue to drive Growth in Healthy Beverages and Baked Snacks

KEY ENABLING STRATEGIES
> Strengthen our brand and product equities
> Deliver meaningful innovation
> Grow faster with strategic customers
> Leverage external development
> Drive cost and margin management
> Create a high performance organization
THE WAY WE WORK

We will positively contribute to building and sustaining a safe, diverse, inclusive, engaged and socially responsible workplace focused on delivering business results with integrity.
OUR VALUES

We will create a high performance culture that lives our values.

CHARACTER
- Inspiring trust.
- Acting with integrity.
- Taking personal responsibility and driving our future with optimism.

COMPETENCE
- Building a learning organization with diverse perspectives.
- Developing new capabilities to drive growth and innovation.
- Executing our plan with agility to deliver our business results.

TEAMWORK
- Working together and operating as “One Team Plus” with an enterprise-wide mindset.
Our Leadership Model
Campbell Soup Company

$8 Billion in Sales

Campbell products are sold in more than 100 countries

Local Operating Markets  Export Markets

Healthy Beverages  Baked Snacks  Simple Meals
We Have Focused Our CSR Efforts on 10-year Plan to Improve Lives
Campbell has earned recognition on many fronts…

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<tr>
<th>Great Place to Work &amp; Diversity &amp; Inclusion Leader</th>
<th>CSR and Community</th>
<th>Integrity</th>
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[Image of Campbell's logo]
Focusing on Talent Management
Campbell has declared Talent Management to be a differentiating capability

To create and sustain momentum around this differentiating capability, we focused on:

1) Gaining an outside/in perspective with external research
2) Creating a global center of expertise grounded in the business and supporting strategic direction
3) Establishing a consistent Talent Management language including Manager and Leadership Development
4) Involving and engaging the HR function & business leaders as catalysts and supporters of change
5) Achieving and promoting development “wins” across the organization
Our Talent Management model outlines the talent responsibilities that managers and HR own.

Enhance Manager Quality
Leadership at all Levels
Leadership at all Levels

- Manager Quality
- Building Leadership Capability
- CEO Institute
Manager Quality

...laying the foundation
Moments of Truth

- Onboarding
- Performance & development feedback
- Career development/transition discussions
- Compensation discussions
- Work/life and personal request discussions
- Promotion decision discussions

People Management Skills

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<th>Inspire Trust</th>
<th>Select &amp; Retain</th>
<th>Manage Performance</th>
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<td>Coach &amp; Develop</td>
<td>Lead Change</td>
<td>Engage &amp; Involve</td>
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developed through…

“The Campbell Way for Managing”
Campbell Way for Managing

6 Month Development Experience for New Managers

☑ Individual Learning

☑ Web Based learning

☑ Classroom sessions
Campbell Way for Managing - Experienced Manager Development

Selection
Interviewing and selection skills to assess talent and make the best hiring decisions.

Coaching
Coaching skills that allow them to be more effective managers.

Symphony
Performance management skills to more effectively manage, motivate and engage employees.

How can we help our managers build or enhance their skills to deliver extraordinary workplace and marketplace results?
Overview: Behavioral Interviewing

Behavioral Interviewing has several advantages:

- Focuses on job-related criteria
- Uses past behavior to predict future behavior
- Assesses both job fit and organizational fit
- Avoids poor selection decisions that can be costly
- Integrates effective interviewing skills and techniques into the selection process
- Improves selection decisions, reliability and fairness
- Makes a positive impression on applicants and helps to sell them on the organization

“Past Behavior is the Most Reliable Predictor of Future Performance”
Selection Tool SBI

In Behavioral Interviewing, we ask candidates to provide us with examples of past behaviors. We look to gather a full SBI from their answers.

- **Situation** – What needed to be accomplished?
- **Behavior** – What did the candidate do?
- **Impact** – What was the impact/outcome and what did the candidate learn?

1. Adapted from the Center for Creative Leadership
Coaching - Techniques & Tools

- **Skill/Will Matrix** – A conceptual model to understand where people are from a performance and learning perspective so you may adjust your coaching style accordingly.

- **G.R.O.W. Model** – A discussion framework to coach people around where they want (and at times, need) to go.

- **SBI** – A tool for structuring and providing both positive and constructive feedback.

1. Adapted from the Center for Creative Leadership.
The G.R.O.W. Model for Coaching Conversations

- **Focus**
  - Invite self-assessment
  - Offer specific examples of feedback
  - Avoid or check assumptions

- **Reality**
  - Invite suggestions from the coachee
  - Offer suggestions carefully
  - Ensure choices are made

- **Options**
  - Cover the full range of options
  - Invite suggestions from the coachee

- **Goals**
  - Agree on topic for discussion
  - Agree on specific objective of session
  - Set long-term aim if appropriate

- **Way**
  - Commit to action
  - Identify possible obstacles
  - Make steps & timing specific
  - Agree on support

- **Coaching**
  - Coaching skills that allow them to be more effective managers.
Background

- Developed in partnership with various leading organizations
- Continuous evolution – Over 150,000 Performance Mastery System users representing more than 250 global organizations
- Leveraged the work of numerous subject matter experts
- Mined the work of leading developers – Advantage Performance Group, Root Learning, The Real Learning Company (now BTS), and Dr. Carl Binder
Learning Outcomes

• Understand the correlation between companies that excel in the people-management process and those that excel in bottom-line results
• Describe a systematic process for leading peak performance
• Plan and execute performance more effectively
• Identify and evaluate performance issues in a balanced and objective manner
  • Analyze performance gaps and resolve complex performance challenges
  • Redirect and improve sub-par performance faster and more cost effectively
  • Apply a management process that facilitates planning for consistently exceeding individual, team, and company goals
Building Leadership Capability

...ongoing development
Trust

- Self Trust
- Relationship Trust
- Organizational Trust
- Market Trust
- Societal Trust
Self Awareness
World’s most popular personality assessment has helped millions of people across the globe gain insights about themselves and how they interact with others.

- Enables personal transformation by giving people a powerful tool for improving how they communicate, learn, and work.

- Determines people’s preferences on four dichotomies:
  - Extraversion–Introversion
  - Sensing–iNtuition
  - Thinking–Feeling
  - Judging–Perceiving

- Deceptively simple but based on sound and enduring psychological theory that can transform the performance of individuals, groups, and entire organizations.
MBTI® Assessment – Useful and Beneficial

• Easy to grasp, insightful, and thought provoking
• Highly reliable and valid, backed by ongoing global research and development
• Promotes individual self-awareness and increases effectiveness
• Improves communication among members of teams, identifying team strengths and weaknesses
• Helps leaders lead more effectively, give more meaningful feedback, inspire and influence
• Improves skills in identifying sources of conflict and intervening early to prevent underperformance, disruption and disengagement
• Used by Ernst & Young, Hallmark Cards, Health New England, JetBlue, Kaiser Permanente, Sony, Southwest Airlines, Shell Oil
MBTI Application Framework

Coaching
Careers
Learning

Change
Emotional Intelligence
Conflict
In the Grip
Leadership

Teams
Communication
Selling
Innovation
Project Management

Intro to Type
Type in Organization
CPP’s FIRO-B® and MBTI Assessments Together

FIRO-B assessment helps people understand their interpersonal needs – and how those needs influence their communication styles and behavior. Provides in-depth descriptions of how people behave, how they affect others, and how they can be more effective.

- Measures interpersonal needs in three areas – inclusion, control, and affection
- Provides specific insights that create an opportunity to quickly effect behavioral change
- Helps build stronger teams with analysis of how an individual’s needs affect interactions with coworkers
- Increases team performance by enabling team members to better understand relationship dynamics and reduce conflict
- Expands understanding of leadership style, strengths, and challenges that affect performance and success
360 Degree Feedback

- Based on Leadership Model
- Includes feedback from manager, clients, peers and direct reports
- Both quantitative and qualitative feedback
- Identify blind spots and focus on development
CEO Institute

...mastering leadership at the top
A commitment to

Extraordinary Leadership

Module I
Master the Fundamentals

Module II
Raise Your Sights

Module III
Get to the Heart of Leadership

Module IV
Grow Your Culture

Module V
Aim for Mastery

Finding your leadership voice

Helping others find theirs
Touch Points
Wrap Up

CEO Institute

Building Leadership Capability

Manager Quality
Questions?
Thank You!

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