Creating a Culture of Great Managers at General Mills

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General Mills
The Company of Champions

- One of the world’s largest food companies
- $16 billion in FY10 net sales*
- 33,000 employees
- Marketed in more than 100 countries

* Includes proportionate share of JV net sales
<table>
<thead>
<tr>
<th>Calendar Year</th>
<th>General Mills</th>
<th>S&amp;P 500</th>
</tr>
</thead>
<tbody>
<tr>
<td>1959 – 2009</td>
<td>+13%</td>
<td>+6%</td>
</tr>
<tr>
<td>1969 – 2009</td>
<td>+13%</td>
<td>+10%</td>
</tr>
<tr>
<td>1979 – 2009</td>
<td>+16%</td>
<td>+11%</td>
</tr>
<tr>
<td>1989 – 2009</td>
<td>+11%</td>
<td>+8%</td>
</tr>
<tr>
<td>1999 – 2009</td>
<td>+10%</td>
<td>-1%</td>
</tr>
</tbody>
</table>

**High Performance Expectations**
Does a Manager Really Make a Difference?

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**THE 8 TYPES OF MANAGERS**

- **THE SEAGULL**: Now that I've made noise and dumped on everyone, I'm off again.
- **THE MICRO**: I prefer times new roman.
- **THE SHOW BOAT**: Can you make slides for my award speech on your project?
- **THE SPIN DOCTOR**: Use only these talking points with my boss.
- **THE ABSENTEE**: Hope you didn't have weekend plans.
- **THE PITCH FORK**: Before we decide the offsite theme, let's review the Gartner hype cycle.
- **THE PONTIFICATE**: I made cupcakes to go through your review.
- **THE PLEASER**:
What Makes a Great Boss?

Quick Exercise

1) In small groups share your stories about Great Managers you have had and/or known –
   a) What did they do that made them great not just good?
   b) What impact did that have on you (or others)?

2) Be prepared to share some of your conversation with the large group
<table>
<thead>
<tr>
<th>Good Managers…</th>
<th>Great Managers…</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Relationship</strong></td>
<td><strong>Empowerment</strong></td>
</tr>
<tr>
<td>Are respectful and inclusive</td>
<td>Delegate effectively/ provide</td>
</tr>
<tr>
<td></td>
<td>exposure</td>
</tr>
<tr>
<td></td>
<td>Care about me as a person</td>
</tr>
<tr>
<td><strong>Performance Management</strong></td>
<td><strong>Provide ongoing, honest feedback—</strong></td>
</tr>
<tr>
<td>Complete performance</td>
<td>positive and constructive</td>
</tr>
<tr>
<td>appraisal /check-ins</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Coaching &amp; Development</strong></td>
<td><strong>Stretch me and invest in my</strong></td>
</tr>
<tr>
<td>Complete IDP and support my</td>
<td>development</td>
</tr>
<tr>
<td>career progression</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Integrity</strong></td>
<td><strong>Are self-aware, have high</strong></td>
</tr>
<tr>
<td>Are honest and truthful</td>
<td>standards and lead by example</td>
</tr>
<tr>
<td></td>
<td></td>
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</tbody>
</table>

**Compliant People Managers**

**Committed to Making A Difference**
Is there such a thing as a great manager?

Does it matter?

What makes the Great Manager different?

How do we create more?

Using Climate Survey Data, Created Four Groups of Managers based on Employee Response
What the Analysis Told Us

General Mills US, 2009

* Percent of employees who feel they have a Great, Good, Average or Bad manager.
Is there such a thing as a Great Manager? 
Does it matter? 
What makes the Great Manager different? 
How do we create more?

What?  **So What?**  How?  **Now What?**
Manager Impact: Bad

Half as likely to stay
Good 2X Retention Rate as Bad

Retention | Best Effort | Extra Mile
---|---|---
Bad | Good | Great
Great 2X Performance as Good

Retention: Twice as energized

- Bad
- Good
- Great
Is there such a thing as a Great Manager?

Does it matter?

What makes the Great Manager different?

How do we create more?

### What Great Managers Do

**Great Manager**

**Invest to help me succeed**

<table>
<thead>
<tr>
<th>Item</th>
<th>% Positive</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Bad</td>
</tr>
<tr>
<td>Manager works with me on IDP…</td>
<td>7</td>
</tr>
<tr>
<td>Opportunity for personal development and growth…</td>
<td>16</td>
</tr>
<tr>
<td>Generally satisfied with career progress…</td>
<td>11</td>
</tr>
<tr>
<td>We learn from successes/failures…</td>
<td>11</td>
</tr>
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</table>
## What Great Managers Do

### Value me as a partner

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<tr>
<th>Item</th>
<th>Bad</th>
<th>Good</th>
<th>Great</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager values my contribution</td>
<td>5</td>
<td>64</td>
<td>99</td>
</tr>
<tr>
<td>Manager works effectively with people who are different from him/herself ...</td>
<td>8</td>
<td>53</td>
<td>97</td>
</tr>
<tr>
<td>I am sufficiently involved in decisions affecting my work</td>
<td>6</td>
<td>43</td>
<td>75</td>
</tr>
</tbody>
</table>
## What Great Managers Do

### Stretch me to make a difference

<table>
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<th>Item</th>
<th>Bad</th>
<th>Good</th>
<th>Great</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager interested in my ideas for improving our processes</td>
<td>5</td>
<td>65</td>
<td>97</td>
</tr>
<tr>
<td>I am rewarded/recognized for making improvements...</td>
<td>6</td>
<td>40</td>
<td>76</td>
</tr>
<tr>
<td>Department continually works to ensure processes...</td>
<td>7</td>
<td>33</td>
<td>66</td>
</tr>
<tr>
<td>My manager does good job establishing priorities</td>
<td>2</td>
<td>30</td>
<td>77</td>
</tr>
<tr>
<td>Have the necessary tools/resources to do my job</td>
<td>11</td>
<td>41</td>
<td>72</td>
</tr>
</tbody>
</table>
The Great Manager...

INVESTS to make me succeed
VALUES me as a partner
STRETCHES me to make a difference

Great Managers

And the impact is...

Bad manager
Employee leaves or disengages

Good manager
Employee stays and is engaged

Great manager
Employee inspired to go above & beyond
Is there such a thing as a Great Manager?

Does it matter?

What makes the Great Manager different?

How do we create more?

Roadmap for Action

From Good...to Great

Communicate VALUE
- Visible Leadership
- Link to Business Results
- Create Supportive Environment

Reinforce BEHAVIORS
- Manager of the Manager (Role Model/Accountability)
- Peers as Coach

Build SKILLS
- Clear Expectations of Manager
- Management Fundamentals
- Effective Performance Management Processes
Questions to Determine Where to Focus Your Efforts

**Communicate Value**
- What is the value our leaders place on people management?
- Do they visibly demonstrate the value and priority of ‘great’ people management?

**Reinforce Behaviors**
- Are our leaders role modeling and reinforcing ‘great manager’ behaviors for experienced managers?

**Build Skills**
- Are we successfully on-boarding new managers?
- Do they know what is expected of them as a people manager?
- What skills do our managers lack?
- Do we have appropriate levels of skill around performance management, feedback and development?
Communicate Value
- Function-wide meetings
- Leadership communication
- Building Great Leaders for Officers and Directors
- “People” Objectives on PA
- Great Manager videos

Reinforce Behavior (director, peer support)
- Manager mentoring circles
- 1-over-1 Individual Development plans
- 360 feedback

Build Skill (skills, tools)
- New manager on-boarding
- Targeted training
- 12 Conversations; Inclusion Dialogues
- Manager “toolbox”
Percent of Employees Who Feel They Have Bad Bosses

FY09
- Great: 5
- Good: 26
- Average: 28
- Bad: 41

FY11
- Great: 32
- Good: 37
- Average: 26
- Bad: 5
Thank You