Cargill: “Maximizing the Power of Coaching to Lead Organizational Change”

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Marci Heerman
www.linkedin.com/in/marciheerman
Cargill at a glance

Cargill is an international producer and marketer of food, agricultural, financial and industrial products and services.

Founded in 1865, Cargill, a privately held company, employs 140,000 people in 65 countries.

50% of all Cargill employees live and work in developing countries.
Learning Objectives

AS A RESULT OF THIS SESSION YOU WILL LEARN:

1. Strategy used to train and deploy 150 internal coaches
2. Process of maximizing external executive coaches
3. Lessons gathered from executing a leadership development curriculum
Context for Coaching

Continuous and rapid change

Need to accelerate development of high potential emerging leaders

Increased complexity and challenge in leading virtual teams

Focus on efficiency, speed, agility and cost consciousness
### Workforce of the Future: Top Ten Skills

**Source:** World Economic Forum

<table>
<thead>
<tr>
<th>In 2015</th>
<th>In 2020</th>
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</thead>
<tbody>
<tr>
<td>1. Complex problem solving</td>
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<tr>
<td>2. Coordinating with others</td>
<td>2. Critical thinking</td>
</tr>
<tr>
<td>3. People management</td>
<td>3. Creativity</td>
</tr>
<tr>
<td>4. Critical thinking</td>
<td>4. People management</td>
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<tr>
<td>5. Negotiation</td>
<td>5. Coordinating with others</td>
</tr>
<tr>
<td>7. Service orientation</td>
<td>7. Judgement and decision making</td>
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<td>8. Judgement and decision making</td>
<td>8. Service orientation</td>
</tr>
<tr>
<td>9. Active listening ✗</td>
<td>9. Negotiation</td>
</tr>
<tr>
<td>10. Creativity</td>
<td><strong>NEW</strong> 10. Cognitive flexibility</td>
</tr>
</tbody>
</table>

Source: World Economic Forum

In 2015:
- 1. Complex problem solving
- 2. Coordinating with others
- 3. People management
- 4. Critical thinking
- 5. Negotiation
- 6. Quality control (new)
- 7. Service orientation
- 8. Judgement and decision making
- 9. Active listening (new)
- 10. Creativity

In 2020:
- 1. Complex problem solving
- 2. Critical thinking
- 3. Creativity
- 4. People management
- 5. Coordinating with others
- 6. Emotional intelligence (new)
- 7. Judgement and decision making
- 8. Service orientation
- 9. Negotiation
- 10. Cognitive flexibility (new)
Coaching Guidelines

WHO GETS COACHING?

• Leaders who have the **GREATEST IMPACT** on the company, now and in the future

• Leader’s **PERFORMANCE**
  ▪ Solid performance (meets or exceeds performance measures)

• Leader’s **POTENTIAL**
  ▪ Talent designation (150 top talent designated leaders)
  ▪ Emerging leaders (50 top high potential leaders)

• Leader’s **MOTIVATION** to make the best use of coaching
External Coaching for Executives and High-Potential Talent

Certified 360 coaches deployed

- 300 assessments with executive coaching completed annually (Emotional & Social Competency Inventory 360, and Hogan)
- Senior leaders in transition
- Emerging leaders in rapid acceleration for development
High Performance Leadership Academy (HPLA)

Fundamentals of Management (FOM)
Target Audience: New supervisors – enrollment in the program should occur within the first six months of being placed in a supervisory role.
Program Objectives: Basic leadership skills including communicating, building trust, valuing differences, delegating, resolving conflicts and managing people processes.
Delivery: Three-phase program includes instructor-led training and technology-enabled modules.
Selection: BU or Functional Managers share names with their HR representative of new supervisors needing development.

High Performance Management (HPM)
Target Audience: Managers with at least two years of managerial experience and high-performing individuals with team leadership responsibilities.
Program Objectives: Advanced leadership skills including self-awareness, coaching, developing others, and creating, leading and sustaining high-performing teams.
Delivery: Three-phase program includes instructor-led and technology-enabled modules along with pre-work, readings, coaching sessions and learning labs.
Selection: BU or Functional Managers share names with their HR representative of managers and/or high-performing individuals with team leadership responsibilities.

Transitioning into Leadership (TIL)
Target Audience: Experienced supervisors, managers and high-performing individuals who lead teams, typically with at least five years of leadership experience.
Program Objectives: Broadening leadership perspectives, building team capabilities, change leadership, and strategic and systems-oriented thinking.
Delivery: Four-phase program includes instructor-led and technology-enabled modules along with pre-work, readings, coaching sessions and learning labs.
Selection: Nominees are determined by BU, Function and Platform Leaders in alignment with the LTM process.

High Performance Leadership (HPL)
Target Audience: Experienced, key positional leaders or members of a BU or Functional leadership team with potential to expand their leadership role within the organization.
Program Objectives: Emotional intelligence and modeling CLM behaviors, mastery in developing others and talent management, change leadership, and continued focus on values and ethics in leadership.
Delivery: Four in-person sessions with significant on-the-job application, pre-work, coaching sessions and learning labs.
Selection: Nominees are determined by BU, Function and Platform Leaders in alignment with the LTM process.

NEW LEADER

SENIOR LEADER
Coaching Engagement Best Practices

• Screening to ensure high caliber and fit
• Confidentiality ensured
• Client’s manager and HR leader sponsor the engagement
• Client selects coach
• Coaching practice does follow-up evaluation and quality control
Assessment and Coaching at Cargill

• Our future success hinges on the strength of our leaders

• Coaching is designed to:
  ▪ prepare leaders for more challenging and complex roles
  ▪ enable leaders to deliver more significant business results

• Assessment & Coaching Practice provides governance to leverage our investment in coaching by:
  ▪ centralizing leading practices
  ▪ identifying and certifying coaching resources
  ▪ measuring results
Why Develop Coaching Capabilities in Cargill?

- **Key expectation of Cargill**: Leaders demonstrating exceptional coaching and “developing others” skills
- **Extensive research tells us**:
  - Leaders who demonstrate coaching skills contribute significantly to employee commitment and engagement.
  - Effective coaching and feedback from one’s manager is the #1 factor in the success of an emerging leader.
- **Current state**: We are not as effective as we can be
- **Opportunity**: Imagine the impact if 90% of our employees would say: “My manager consciously supports my growth and development and that significantly impacts my engagement!”

Overall, driving improvement in coaching/development effectiveness is a key opportunity across Cargill.
Internal Coaches and Manager-as-Coach Approach

HR AND BUSINESS LEADERS TRAINED IN COACHING

80 hours of coach training
completed by 150 HR and business managers (NA, EU, AP, LA) (150 trained in six years)

16 hours of coach training
embedded in leadership development curriculum (3,000 trained in five years)

2 hour live forum
with senior leaders offered globally in webcast format (120 trained in two years)

8 hours of applied learning coaching
for new supervisors in leadership development program (2,000 coached in either years)
## Common Approach: Co-active Coaching

<table>
<thead>
<tr>
<th>Coaches Training Institute (CTI)</th>
<th>World's first ICF-accredited coach training program</th>
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<tbody>
<tr>
<td></td>
<td>Most widely used text book in coaching</td>
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<td>Largest number of certified coaches globally</td>
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</table>

<table>
<thead>
<tr>
<th>Co-active philosophy</th>
<th>People are naturally creative, resourceful and completely capable of finding their own answers to whatever challenges they face</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Co-active coach’s role is to ask powerful questions, listen and empower to elicit the skills and creativity a client already possesses, rather than instruct or advise</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Alignment with Cargill strategy, values, and leadership development focus areas</th>
<th>Customer focus (emotional intelligence)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Talent management (developing others)</td>
</tr>
<tr>
<td></td>
<td>Collaboration and connectivity</td>
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Coaching Development Framework

- Display high emotional and social intelligence
- Integrate coaching skills in daily activities
- Recognize their role in driving employee engagement, retention, and growth
- Actively seek opportunities to support learning and development

Cargill Values

- Serve in formal coaching capacity
- Identify, develop, and deliver targeted coaching interventions

Managers

- Appreciate the value of coaching
- Understand their role in supporting and guiding this effort

Internal Coaches

- Senior Leaders
Everyday Performance Management: A Coach Approach

**Benefits**

- Builds collaborative and engaging partnerships
- Guides employees to make deliberate and empowered choices
- Creates alignment and shared commitment to goals and objectives
- Generates creativity and promotes collaborative discovery of solutions
- Helps team members understand how they fit, why they matter, and how they can develop and grow

**Ask Questions**

Enable others to surface their underlying assumptions about themselves, their work & their teams

**Listen Actively**

Listen with the intention to fully understand others rather than to direct or persuade

**Give & Seek Feedback**

Give and seek routine and constructive feedback that includes candid messages about the unique potential of each individual

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Listen with the intention to fully understand others rather than to direct or persuade

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## Frequency of Change-related Leadership Topics During Coaching Discussions

<table>
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<th>Topic</th>
<th>% of coaches reporting Often or Consistently</th>
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</thead>
<tbody>
<tr>
<td>Influencing up, down, across the organization</td>
<td>88%</td>
</tr>
<tr>
<td>Developing self-awareness and self-control</td>
<td>88%</td>
</tr>
<tr>
<td>The “doing” vs. “being” of leadership</td>
<td>76%</td>
</tr>
<tr>
<td>Managing expectations about the volume and intensity of workload</td>
<td>76%</td>
</tr>
<tr>
<td>Managing relationships with peers</td>
<td>75%</td>
</tr>
<tr>
<td>Managing relationships with direct reports</td>
<td>75%</td>
</tr>
<tr>
<td>Collaboration with team members</td>
<td>63%</td>
</tr>
<tr>
<td>Managing relationship with manager</td>
<td>44%</td>
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</table>
Influencing Change using EI

“Effective leaders are mindful of their INNER EXPERIENCES but not caught in them. They know how to FREE UP their internal resources and COMMIT TO actions that align with their values.”

Maximizing Coaching to Help Leaders Develop Focus

- Coaching and developing others
- Emotional self awareness
- Emotional self control
- Influence
Questions?