

ACs add significant value when identifying and developing leaders in a VUCA world

Presented by

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Session Overview



- Our World Today and Tomorrow
- Hasbro's Vision and Strategy
- The Programme
- Pilot Feedback and Next Steps
- Questions

Our World Today and Tomorrow

VUCA: A World of relentless challenges!

The 'New Normal'

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What is a Global Megatrend?

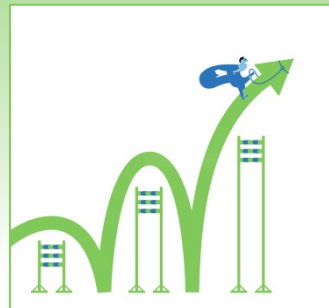
Time

Observable over decades, megatrends can be projected with a high degree of probability at least 15 years into the future



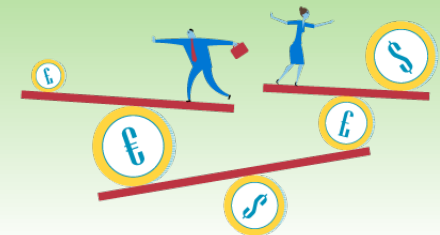
Reach

Megatrends affect all regions and stakeholders including governments, individuals and businesses



Impact

Megatrends fundamentally transform policies, society and the economy



The Global Megatrends

T1 Changing Demographics

T2 Globalisation & Future Markets

T3 The Environmental Crisis

T4 Individualism and Value pluralism

**T5 Technological Convergence &
Innovation**

T6 Sharing Global Responsibility



VUCA: A World of relentless challenges!

The 'New Normal'

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Skills to Navigate a VUCA World



Learning: Willing and able to adapt to new environments and challenges by drawing on learning and feedback from previous experience.



Intellect: Thinks incisively and sees the broader context and trends.



Values: Acts in an authentic and respectful manner and demonstrates integrity, courage and honesty.



Emotions: Manages own emotions and inspires others.



Drive: Sets challenging goals and shows passion and determination to overcome obstacles, achieve goals and create value.



LIVED™

Interprets ambiguous information, sees issues in the big picture.

Acts authentically and demonstrates integrity, courage and honesty.

Builds strong relationships and uses emotions to influence others.

Shows passion and determination to achieve goals and create value.

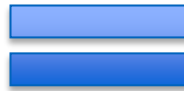


Vision and Strategy 2014

Vision



Hasbro has exemplary leaders everywhere...



...building the talent to revolutionize our business.



Strategy

- Build not Buy (where possible)
- Simple and Clear definition of what exemplary leadership looks like
- Close leadership skills gaps and continue to grow current leaders
- Develop next generation faster
- Create strong succession talent pools

How?

a different
approach...



What did we need?

- Validation and simplification of leadership competencies for Commercial Team
- Development Centres to objectively assess current incumbents and successors

DEVELOPMENT CENTRES:

- Leadership Assessment for Development of current leaders in critical roles

AND

- Objectively assess nominated High Potentials for critical roles

Competencies



- **MAKES EFFECTIVE BUSINESS DECISIONS** - Uses available data, brand and commercial information to make effective, business focused decisions. Willing to take appropriate risks in decisions and is innovative in generating solutions.



- **DRIVE FOR RESULTS** - Demonstrates drive, passion and resilience to achieve results. Sets out a strategy, vision and plan that aligns with market requirements and considers the short, medium and long-term.



- **LEARNS, ADAPTS & LEADS CHANGE** - Seeks to continually learn. Willingly adapts to changing circumstances. Challenges, looks for improvements and leads others through change.



- **LEADS OTHERS** - Motivates, empowers and inspires others to perform and succeed. Engages others to demonstrate the Hasbro values. Identifies, manages and builds talent.



- **BUILDS RELATIONSHIPS** - Is fair, respectful and inspires trust to build and maintain relationships with others. Works collaboratively, demonstrates empathy and awareness of own impact on others. Influences and persuades those around them. Builds, maintains and navigates networks

Potential Career Paths

- Managers – mature/emerging markets



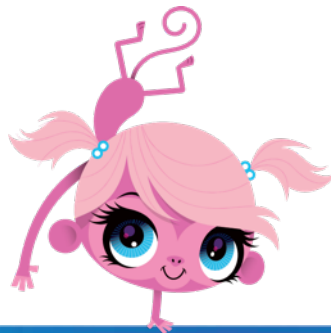
- Specialists



- Networkers



- Innovation



Career Experience to Enable Progression

Director

More hands on

Short term focus

Professional in function

Experience in sales and understanding of marketing OR proven commercial ability

Mindset change from functional to business leader

Learn to trust others to make decisions

Country Manager

More of a generalist

Long term focus

Don't have to be an expert, more about being a leader

Have to understand different culture

Global experience useful

General Manager

Setting the direction

Even more long term focus

Global experience useful

Shown success as a Country Manager in a large country

Ability to influence at a higher level and inspire remotely

Cultural and Environmental Factors

- Stakeholders had the following perceptions about the Hasbro culture and environment:
 - Risk Averse
 - Bureaucratic (especially at GM level)
 - Friendly culture which can be 'sleepy' – need to push individuals outside of their comfort zone
 - Flexi-time culture sometimes resulted in a lack of 'drive'
 - Short term achievement versus long term strategy
 - Contextual differences in Emerging vs Mature markets
 - Mobility / Talent issues
 - Lack of truly global mind set
 - Lack of clarity re Hasbro's Values

Team Hasbro



Hasbro – The Programme

MAX INC.

PLAY IS POWER

- LATIN AMERICAN STRATEGY

Pre-Event

Engagement Call

Tools:

360

Personality

Resilience
Questionnaire

A 1:1 Day with a Psychologist

**'Day in the Life' Business
Simulation**

Hot Feedback provided

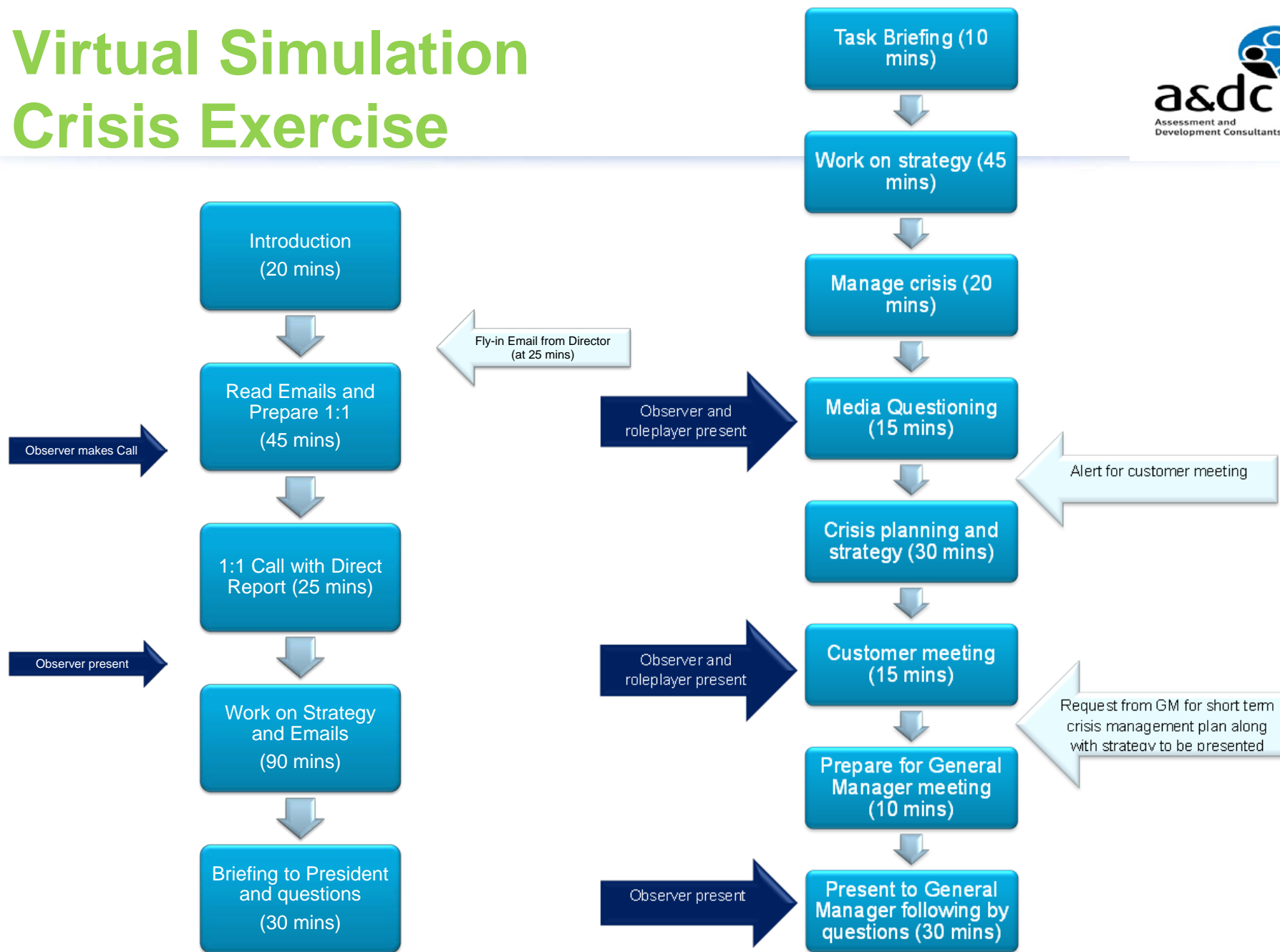
Deep Dive Interview

Post-Event

1:1 coaching
feedback

Retest 360

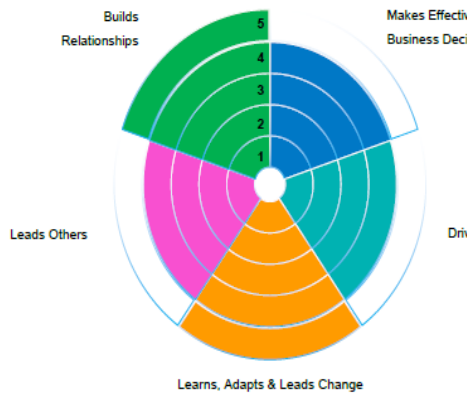
Virtual Simulation Crisis Exercise



Overview of Performance

Competency Performance

The graph below represents your performance for each of the five competencies measured. As each competency was observed more than once, these overall scores have been generated based on performance across each of the activities throughout the day.



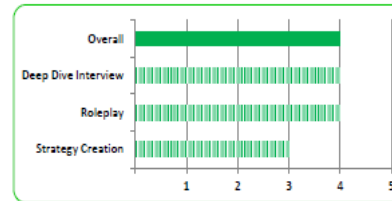
The Rating Scale



- Role Model means that your ability is high enough that others around you look to you for guidance.
- Strength means you are achieving a level of performance that is higher than others.
- On Track means that you are able to demonstrate your ability in this area.
- Some Development Required means that there is an opportunity to improve your performance.
- Ineffective means there is an obvious need for development.

Builds Relationships

Is fair, respectful and inspires trust to build and maintain relationships with others. Works collaboratively, demonstrating awareness of own impact on others. Influences and persuades those around them. Builds, maintains and navigates relationships.



Summary of Behaviour

Strengths

- You are socially confident and work collaboratively with others. You enjoy working in teams both nationally and internationally. You encourage others to share ideas, fostering collaboration, eg saying: "I will encourage the best ideas from others good". You work with your team to help them improve performance eg in the role play you said "My goal is to be demonstrating commitment and support. This strength is a building block for persuading and influencing, so ensure you get the best outcomes you need from your network when meeting others, so that you not only enhance the working relationship but something which will help you to achieve your goals.

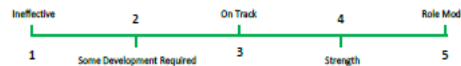
- You are values driven. You are empathetic, you seek to understand others better and treat them fairly and with respect. You demonstrate the importance of understanding cultural differences in a global workplace and demonstrate due consideration. You should you choose to work outside of Spain.

- You understand the importance of gaining the support of all stakeholders. Take this one step further in proactively navigating the broad network of contacts who will be vital in supporting you to get business done in a more senior role.

Development Areas

- You could do more to build strong networks both inside and outside Hasbro to develop both your support and sales but did not have a clear plan to make this happen. You feel that you were previously more exposed to influencing and persuading others but you continue to take every opportunity to get that back. Your colleagues also suggest this could be a development area.

- You could develop further your ability to persuade and influence others. You talked about building relationships and sales but did not have a clear plan to make this happen. You have the skill to do something about this so reflect on a proactive way to change the relationship. You are resilient and curious, and team oriented, so take confidence in these skills to make a difference.



Feedback Comments

Your Key Strengths

- You build supportive relationships and work collaboratively with others. You foster openness and trust, gaining respect from others with your passion and enthusiasm.
- When leading your team you motivate and empower them to achieve the goals you have set.
- You are flexible, focussed on your personal learning, and adaptable to different situations and cultures.

Leveraging Your Strengths

- Use your relationship building as a building block to improve your persuasion and influence.
- Leverage the importance you place on values to support the company in embedding the Hasbro values into everything you do every day.
- Broaden your development plan to incorporate both long term strategic thinking and exposure to different areas of the business.

Your Development Areas

- Adopt a more analytical approach to making effective business decisions. To progress you will need to step out of your comfort zone and you will therefore likely face greater risks. Weighing up relevant data, mitigating risk and contingency planning all take time and a methodical approach before you can make a sound business decision.
- Drive for results. Whilst you are goal oriented in your role you now need to step back and think more strategically, see the big picture and paint a vision, ensuring that the long term as well as short term goals are considered, articulated, and worked on.
- Take personal ownership for your career plan. Take time to reflect on what you really want from your career and what you are prepared to do to achieve that.



Pilot Feedback & Next Steps

Participant Feedback

“Great to have reflection, particularly the deep dive interview”

“A real eye-opener”

“A really promising programme”

“Refreshing, unlike anything we have had before”

“Coaching was insightful, there was nowhere to hide and they got me!”

“Intense and challenging”

“Most effective training ever – felt comfortable to talk about myself, preference as well as strength”

“Smooth programme”

“In the morning I would rather have pulled my own toenails out rather than go through assessment...but by the end of the day I felt I had gone through an incredibly positive experience”

“Extremely beneficial”

“Rewarding”

“Supportive”

“Great to focus on individuals as didn't feel like I had to act to compete with others”

What did we do next?

Organisation:

- Communication of Talent Management Reports
- Global Innovative Development Solutions focus group
- Individual Feedback session with Director Talent Management
- Development Solutions session with EU HR
- Talent Review 2014 – with metrics and deep analysis
- Culture Focus Group led by Senior Management
- Talent Moves

Individual:

- Coaching sessions
- Feedback and IDP meeting with manager and HR
- Individual feedback session with Director Talent Management
- Development Workshops
- EU Leadership Team offsite
- Talent Moves

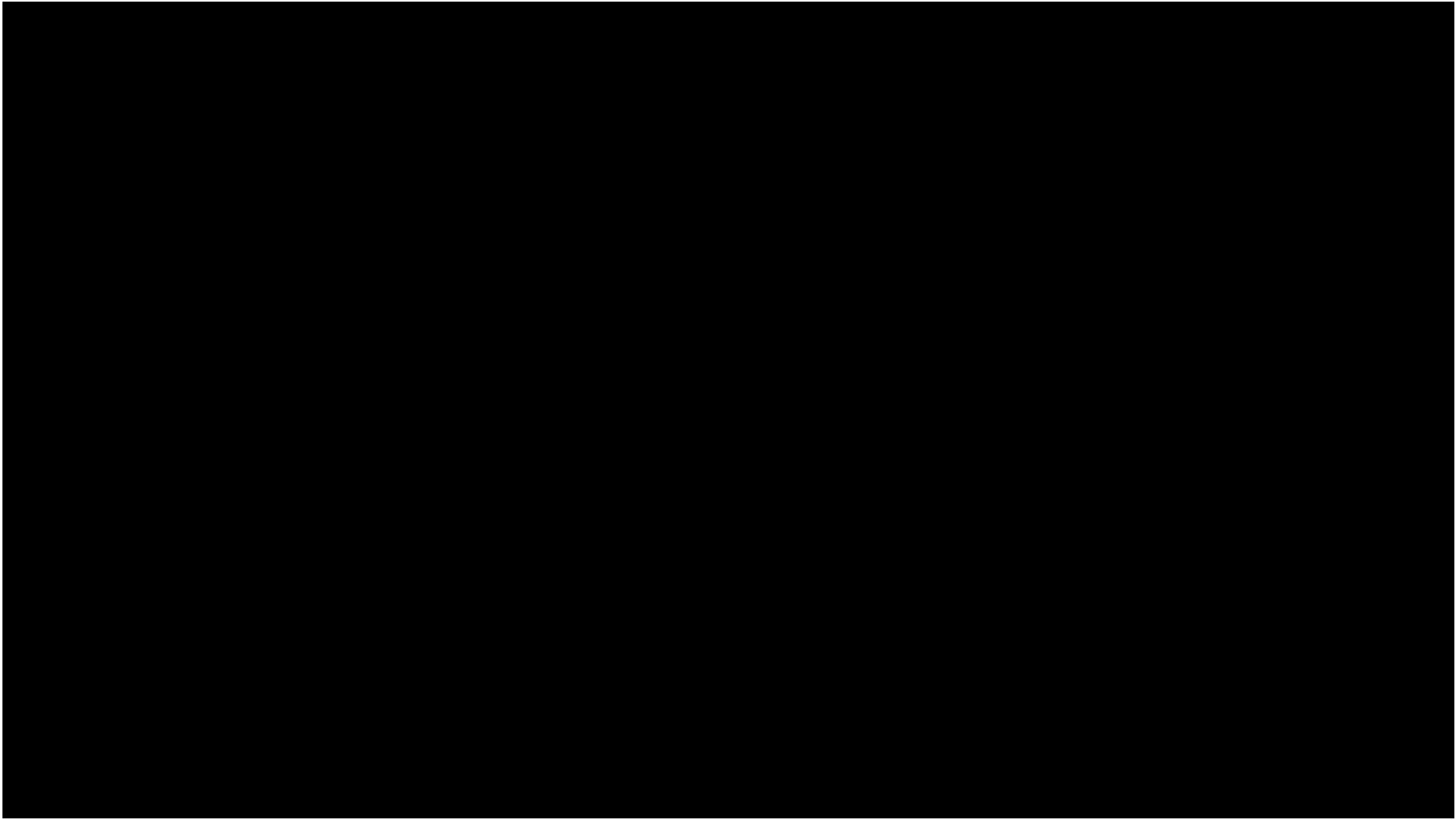


What is yet to come?

- Talent Planning for future
- Review of progress against IDPs
- Repeat of 360
- Metrics for evaluation and analysis of impact
- European Leadership Summit – for current leaders and top talent
- Nominations for two further HIPO programmes in 2015
- Roll out in North America
- Planning for roll out in LAM and APAC
- Planning for roll out for Global Marketing Organisation, Global Development and Entertainment & Licensing

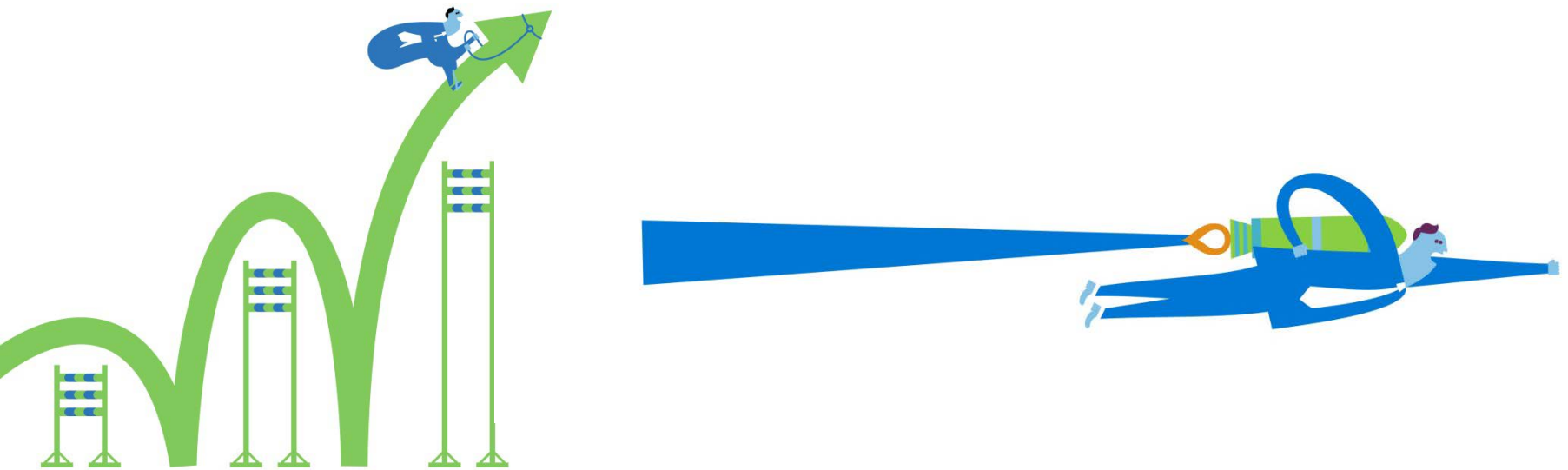


The future of Hasbro...



So why do ACs add such value?

- Reflect the challenges being faced in external world – acts like scenario planning
- Take leaders / hipos outside of their comfort zone
- Dynamic and evolving like the crisis exercise
- Allows for real-time feedback and then applying to later simulations
- Allows Observer to challenge based on what they've seen and heard
- Easily integrated with other data eg Deep Dive Interview
- Offers rich and meaningful feedback



ANY QUESTIONS?

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