

LEARNING

@CCHBC

The Leadership
Development Pathway



Leadership, Culture & Inclusion CoE





Leadership, Culture & Inclusion CoE

PASSION 2 LEAD programme: the development programme for first-time managers



Leadership Programme for Front Line Leaders

Passion to Lead

As a manager a great start makes all the difference! Passion to Lead is a Core Programme for first time new in role Front Line Leaders. It will help you move from achieving results yourself to achieving results through others. This 12 week programme will provide you with the key management skills needed to achieve full performance. It will support you on your journey to leadership and ensure you have the right tools and resources to help you along the way.



The core programme Journey
for first time
Front Line Leaders

Leadership Program for Front Line Leaders – 1st level of Leadership Development Pathway

Passion to Lead 2.0

Accelerate performance by continued leadership skills practice in various modalities



12 weeks

Building Leader's Mindset

An illustration of a woman with long blonde hair, wearing a black top, holding a book. A glowing yellow lightbulb with radiating lines is positioned above her head, symbolizing an idea or mindset.

- How to become a leader, own your development and build a team?

Core Leadership Skills

An illustration of three people in professional attire standing in a meeting. A woman in a yellow dress is on the left, a man in a black suit is in the center, and another man in a white shirt is on the right. They are surrounded by dotted lines and icons representing communication and collaboration.

- Objectives setting & prioritizing
 - Delegating & creating conditions for accountability
- Continuous learning & trust
 - Managing performance
 - Providing feedback
 - DEI Skills & Mindset

Practicing in the Flow of Work

An illustration of a man in a black shirt presenting to a woman in a white shirt who is sitting at a desk with a laptop. The man is holding a blue puzzle piece, and there are other puzzle pieces and a whiteboard in the background.

- Transferring knowledge & skills to everyday work and habits
- Holding accountable through learning buddies

Situational Leadership & Coaching

An illustration of two women in a coaching session. One woman is standing and talking, while the other is sitting at a desk with a laptop. There are speech bubbles and a target icon in the background.

- Situational Leadership theory & practice
- GROW model

Coaching Practice

An illustration of two women in a coaching session. One woman is standing and talking, while the other is sitting at a desk with a laptop. There are speech bubbles and a target icon in the background.

- How to conduct a coaching session?

P4G framework

#ThisIsHowILearn

Passion 2 Lead | Learners & Learning Hours

695 of our newly appointed Front Line Leaders completed **12,833 hours*** of learning following the Passion 2 Lead learning journey in 2023

This makes for 92.05% coverage of the target population

Learning HOURS	Passion to Lead
Reading Materials	293.73
Online Course	16
Session	12522.99
Grand Total	12832.72

**Learning hours calculation: # attendees x duration of learning activity. For example, 10 attendees completing a 10hour programme equals 100 learning hours*



Leadership, Culture & Inclusion CoE

LEAP programme: the next step in the leadership development pathway for managers



Leadership Programme for Change Leaders –2nd level of Leadership Development Pathway

YOUR PERSONAL LEARNING CLOUD

LEAP

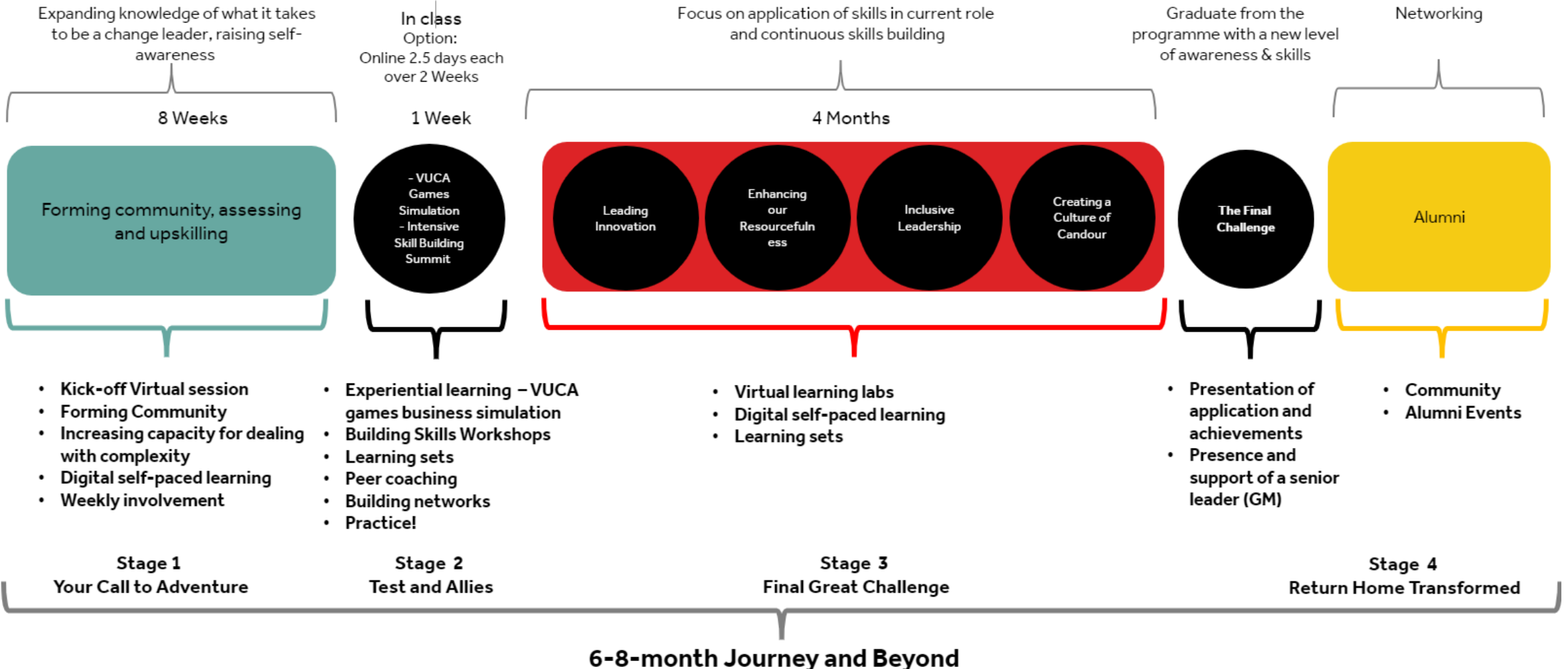
Entering the organisational segment of Change Leaders means stepping up to translate functional strategies into team objectives and amend them with new direction to accommodate anticipated course changes. It means leading by example in driving customer initiatives, exploring new and more efficient ways of doing things and leading the way of being bold and brave in implementing them.

LEAP is a 30 week programme which will provide you the key assistance to master necessary skills and answer the challenge at hand, ensuring you are equipped with the tools and resources to continue and progress on the development journey.



Leadership Programme for Change Leaders

Focus on practice, feedback and coaching in key skills – along with development of learning community



LEAP | Learners & Learning Hours

322 of our newly appointed Change Leaders completed **9,545 hours*** of learning following the LEAP learning journey in 2023

This makes for 91.74% coverage of the target population

Learning HOURS	LEAP
Reading Materials	220.15
Session	9324.75
Grand Total	9544.9

**Learning hours calculation: # attendees x duration of learning activity. For example, 10 attendees completing a 10hour programme equals 100 learning hours*



Leadership, Culture & Inclusion CoE

EXCEL programme: the next step in the leadership development pathway for managers



Leadership Programme for Function Heads –3rd Level of Leadership Development Pathway

EXCEL

Excel provides recently appointed Function Heads & equivalent with a unique cross-functional business education balancing cross-functional business education modules as well as Coca-Cola Hellenic specific knowledge. It is delivered in collaboration with IMD, one of the top executive education institutions in Europe known for their "Real World" practical approach.

This programme is nomination based. Your LM/HR Support will have you in mind. If you like you can talk to them about more details and express your interest.

Delivered by:

External Business School partner (IMD and other partners)
Internal CCH Business Leaders



Leadership Programme for Function Heads

Nov

Jan

Feb

Apr

May

Jun

Pre-Programme
Engagement

Virtual Kick
Off

Pre-work

Identifying Learning Objectives with
Line Manager

IMD Module 1 – 5 days

Formal
Learning
(Workshops /
Experiential
Learning / Peer
feedback;
IMD Faculty

Business
Simulation

TOPICS COVERED:
Industry and Competitive Dynamics
Value Creation at CCH
Market Perspectives
Leadership and Self-Awareness

Structured Evening Activities

Agile Intro

**London
Business
School** Module 2 – 3 days **Ariel**

Formal
Learning
Teamwork
Experiential
Learning

Equine
Coaching

Leadership
Posture

TOPICS COVERED:
Future Possible Workshop
Leading for Innovation
Leading with self-awareness
Leading with Presence

Guided project work in teams

Module 3 – 4 days

Impulse
Sessions
Market Visit
Client Session
Workshops

Project
Presentations

Programme
Closure

TOPICS COVERED:
Business Strategy and Market
Deep-Dive
Retail Landscape
Market Visit and Customer Session
Creating and Building Trustful
Leadership

Structured Evening Activities

Strategic Project Work in Agile Teams

EXCEL | Learners & Learning Hours

43 of our newly appointed Top300 Leaders completed **3440 hours*** of learning following the EXCEL learning journey in 2023

This makes for 100% coverage of the target population

Learning HOURS	EXCEL
EXCEL Module 1	1720
EXCEL Module 2	1720
Grand Total	3440

**Learning hours calculation: # attendees x duration of learning activity. For example, 10 attendees completing a 10hour programme equals 100 learning hours*



Leadership, Culture & Inclusion CoE

Women in Leadership programmes: the leadership development pathway for female managers



Leadership Programme for Female Leaders –2 levels of a Leadership Development Pathway



WIL | WOMEN IN LEADERSHIP

WOMEN IN LEADERSHIP

TOPLINE OVERVIEW:
The **Women in Leadership** programmes provide delegates with the opportunity to increase their influence and drive impact. The Programme addresses the leadership issues that affect women executives and creates a network of women leaders, empowering them to take hold of their careers and aim for the top.

BUSINESS OBJECTIVES:

- To build engaged and capable leaders – help women unlock their future potential
- Support transition into new roles by removing blockers to career success through sponsorship
- Change the culture factors that hold women back – targeting participants in functions/BUs with most significant gender ratio gaps

PROGRAMME AIMS

- Increase Influence and Impact
- Tackle Self Limiting beliefs
- Empower women to drive their own careers
- Build strategic perspective
- Get support from a senior leader sponsor

TARGET AUDIENCE

Women In Leadership 1 Program: 30 ppts pa Female R1 & R2 successors to Top 300
(Delegates are confirmed via RDs/GMs/PCDs through talent review process)

Women in Leadership 2 Program: 50 ppts pa Future talents successors to Country FHs (Delegates are confirmed via RDs/GMs/PCDs through talent review process)

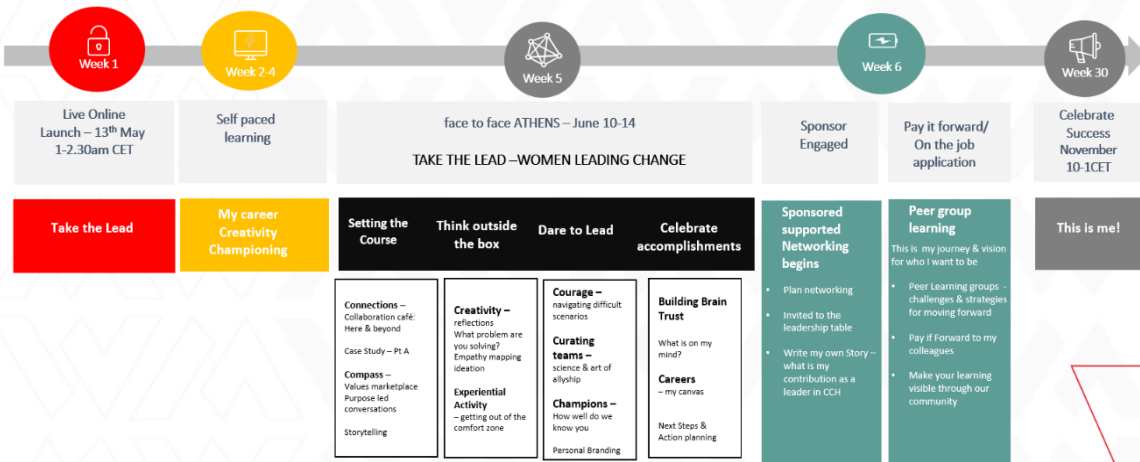


Leadership Programme for Female Leaders – 2 levels of a Leadership Development Pathway

WIL1 OVERVIEW

Welcome to your WIL1 Programme – Accelerating Female Leaders for Success

“Learning for myself, supporting the learning of women colleagues on the programme and, learning on behalf of others in the wider organisation”.



- Estimated Learning investment in formal hours is 50 (not included sponsor meetings or on the job application)
- Each delegate works on 3 personal development missions.
- Pay it forward approach – teach back to peer group in local language to extend programme impact
- Senior leaders will sponsor each delegate for next 1-2 career steps (approx. 3 years)



WIL 2 OVERVIEW

Welcome to your WIL2 Programme. Accelerating Female Leaders for success.

“Learning for myself, supporting the learning of women colleagues on the programme and, learning on behalf of others in the wider organisation”.



- Estimated Learning investment in formal hours is 50 (not included sponsor meetings or on the job application)
- Each delegate works on 3 personal development missions.
- Pay it forward approach – teach back to peer group in local language to extend programme impact
- Senior leaders will sponsor each delegate for next 1-2 career steps (approx. 3 years)



WiL 1 & 2 | Learners & Learning Hours

46 of our female Leaders completed **1,332 hours*** of learning following the WiL 2 learning journey in 2023

63 of our female Leaders completed **1,421 hours*** of learning following the WiL 1 learning journey in 2023

This makes for 100% coverage of the target population for WiL 1 and 88.5% coverage for WiL 2

Learning HOURS	Women in Leadership [WiL] 1& 2
WiL 1	1421
WiL 2	1332
Grand Total	2753

**Learning hours calculation: # attendees x duration of learning activity. For example, 10 attendees completing a 10hour programme equals 100 learning hours*

Leadership Programme: 2023 Business Impact

- (1) 90% of managers of Leadership Development Pathway participants stated that their team members had improved performance following participation in the program.
- (2) 99% of managers of Leadership Development Pathway participants stated it was a worthwhile investment in the career development of their team members.
- (3) 97% of managers of Leadership Development Pathway participants rated knowledge/skills learned in Leadership Development Pathway as critical to being an exceptional performer in role.
- (4) NPS - 98% of managers of Leadership Development Pathway would recommend it for employees on similar role.
- (5) 100% of the strategic business projects prepared and presented will be partially or fully implemented.