



Case Study

MOLSON Coors Brewing Up Leadership Talent

Molson Coors Brewing Company has a stated ambition to become a Top 4 global brewer. With people at the heart of this ambition, Molson Coors' leaders recognise being a leader in people development and engagement is critical to achieving their ambition.

The feedback on the workshops was very positive with 100% of the participants stating that the course was either excellent (63%) or good (37%) and 68% of participants strongly agreeing that the course was highly relevant to their work and 100% stating they would recommend this course to their colleagues

Molson Coors partnered with Emenex Ltd to assist in increasing the focus on empowering their people to take charge of their personal development and careers. The Emenex developed a Career Development intervention, now called the ExtraMILE Foundation which could be facilitated by senior personnel in the business and the HR team, focused initially on the organisations' group of 150 'promotables'

Employee Engagement levels at Molson Coors (UK) increased 3 points to 89%; with comments specifically referring to the value and success of the career development workshop (ExtraMILE Foundation).

News of this success spread and demand quickly increased resulting in several incremental developments:

- The programme was extended beyond the initial 150 participants and opened up to all managers within the UK

Using a customised 360 feedback tool, feedback was gathered from the participant and other relevant individuals, prior to their participation in a 2-day workshop

- The programme was extended to similar groups within Molson Coors Canada and USA
- More train the trainer programmes were held in order to train sufficient facilitators to meet the increased demand.

The ExtraMILE Foundation was delivered to groups of 12 - 16 aspiring leaders and managers.

Employee Engagement levels at Molson Coors (UK) increased to 89% from 86% in 2009; with comments specifically referring to the value and success of the career development workshop (ExtraMILE Foundation).

Following the initial pilot launched towards the end of 2009, a number of 'Train the Trainer' sessions were run at Molson Coors' (UK) headquarters in Burton - upon-Trent to create an internal resource of certified trainers who paired-off as HR/Business partnerships to run the programme for the initial group of 150.

The programmes continue to attract participants with a waiting list that extends through 2012 already in place. Molson Coors is now on its way to achieving its vision of being a top 4 player in the global brewing market and the Career Development programme is seen as a significant factor supporting and inspiring employees to manage their personal development and careers.