



How did BAT realise a return on investment?

'The ADE is one of the most expensive development experiences that we offer our talent pool. But when you compare the expense per delegate with the expense of getting a senior appointment wrong and the risks of that for both the individual and the business, it's money extremely well spent' affirms Molloy.

The key business benefits are summarised below.

Commercial outcomes

- BAT no longer needs to rely on filling vacancies with costly ex-pats and can meet its drive for localisation with two potential successors ready for each senior HR role in each country
- Gap between current and potential performance is identified. 87% of coachees cited clarity about maximising their potential as the most significant thing they gained from the ADE
- Clear change in behaviour 'back in the office'. 100% of post ADE interviewees could point to significant, business-focused improvements in their work since the ADE
- Identified successors to key roles are now on target to successfully move to the next role
- High level, positive impact of the programme on engagement. Coachees described the ADE as:
 - The best development activity I have attended so far in BAT (over 7 years)
 - WOW! Recommendable! Book yourself for it!
 - Great... you should find a way of attending it
 - Very enriching. A precious moment in my career where I could stop and reflect on my abilities whilst receiving spot on feedback from Senior Managers

What's next for BAT?

The ADE has proved to be a highly successful format for enabling talented people to rapidly close the gap between current and potential performance. By carefully crafting an experience which balanced assessment with development, challenge with support, Xancam and BAT have created a model for other functions to use.

Andrew Culhane, BAT Australia, agrees: 'Coming from IT, I would love to run the ADE for the next generation of senior IT managers.'

In the meantime, as you read this the soon-to-be HR Directors are spread across the globe influencing, thinking strategically, practising humility and daring to reach their potential.

CASE STUDY

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Conor Molloy, Global Head of HR Strategy

Accelerated development: how BAT set their talent pool on 'fast forward'



BAT's senior leaders are evolving. Conor Molloy, Global Head of HR Strategy explains, 'As our business, like every other FTSE100 company, becomes more sophisticated, the human dimension is becoming more and more critical to our success. Leadership is one of our top priorities.'

To meet this growing need for senior leaders with a pipeline of 'ready-now' people, BAT worked with Xancam to create the ADE (Accelerated Development Experience) – an innovative development concept design to provide rich insight into future leaders and 'fast forward' their readiness for future roles. 'We were making judgements about people and their suitability for senior roles without knowing enough about them. The beauty of the programme is that it provided us with a richness of information on which to make better decisions on the readiness of candidates and their top development areas' adds Molloy.

The commercial need to make this project a success was twofold:

- Transform the strategic and commercial contribution of these potential future leaders to the business – from back office 'order takers' to front office business leaders

- Ensure a strong pipeline of future board directors sourced from within each country in order to maximise the advantages of local market knowledge and reduce the reliance on costly ex-pat talent

In May 2007, the ADE was deployed to prepare BAT's HR talent pool for entry to the board as HRDs in their respective countries. Dee Fitzgerald, Director at Xancam and lead consultant, says 'The ADE was a major step towards BAT's goal to create a new world of HR, where HRDs are strategic, credible and "front of house".' Rudi Kindts, Global HR Director and top level project sponsor agrees: 'Our HRDs are now more akin to change managers than HR specialists. We needed to develop their successors to take up this strategic role with credibility and skill.'

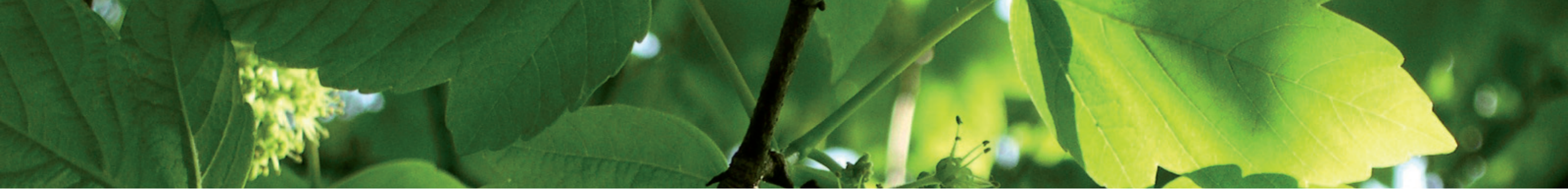
The individual members of the talent pool joined the ADE from HR functions across the globe including Central and Eastern Europe, South America and South East Asia.



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The nuts and bolts of the Accelerated Development Experience

Prior to the development experience, the delegates completed a range of activities to encourage them to reflect on their careers, their aspirations and development needs. Insights were used to inform and structure the development experience. Uniquely, coaches from different functions were brought in to provide a 'whole business perspective' to the budding HRDs.

The week of Accelerated Development Experience included:

- Highly realistic simulations requiring delegates to operate as a country HRD where they met with 'board members', addressed challenging commercial/operational problems and created an HR strategy for the business
- Development bursts – experiential learning sessions (on strategic thinking, change management, BAT strategies etc.) designed specifically to support delegate's completion of the simulations and to provide practical frameworks to use in the business

- Designated business coaches (represented by board directors) provided on-going 'in the moment' feedback & coaching throughout the week allowing opportunities for immediate practice of new skills
- In depth individualised feedback from Xancam psychologists and coaches on topics such as strategic thinking, commercial skills, leadership and stress management.

Molloy says: 'Previously in less robust processes, some people were seen to have developed to a high level – but the ADE actually revealed some important gaps. Others were viewed as not particularly well rounded but the ADE showed them to have great maturity and capability.'



What the coaches said

'The ADE is as much about general business leadership and strategy formation, as it is about HR. Each high potential individual is a business leader first - that's how we wanted them to think of themselves. We were identifying top team potential as much as domain expertise.'

Andrew Culhane, Business I.T. Manager - BAT Australasia

'As we are moving away from filling roles with ex-pats, the number of people who might be able to fill a particular role in the future has narrowed dramatically. This was a rude awakening for us. We were having to recruit from outside. The ADE has put us right back on track with internal successors.'

Dawid Louw, HRD Russia

'The leadership team will assume you, as HRD have commercial knowledge – if you don't, you'll be in a hole! ADE was a fine way to equip future HRDs with the understanding and ability to make a definite contribution to the leadership team they become part of.'

Sandy Wiseman, HRD, Switzerland

What the coachees said

'This was the first time I had received such comprehensive, balanced feedback about my strengths and development areas. My awareness of own behaviour and style improved significantly. ADE provided great foundation for further development.'

Anna Dianova, Eastern Europe Operations HR Manager

'The week was perfect – the right balance between challenge and support, feedback from others and self reflection.'

Paolo le Pera, Head of HR, Italy

'I valued the coaching that I received during the ADE. My coach challenged me to try out new approaches, which may not be my preferred style under normal circumstances. One piece of feedback was that I was cautious, and uncomfortable dealing with conflict. Now, I remember that it is my role as a business partner to ask the difficult questions and challenge thinking.'

Sing Hwee, Regional HR Manager, Projects & Strategy Planning



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