

With No Budget, Kellogg Develops Successful Virtual Global Learning Solution for New Managers

Kellogg Company

Best Unique or Innovative Leadership Development Program

September 2019



Company Background



Company-at-a-Glance	When W.K. Kellogg founded Kellogg Company in 1906, he had no way of knowing that his fledgling business would grow to become among the most recognized and respected companies in the world. All he knew was he wanted to help people enjoy a healthier, more nutritious breakfast — and he was determined to succeed. More than a century has passed and Kellogg's product portfolio has expanded beyond breakfast. Despite the ever-more rapidly evolving landscape in which it competes today, Kellogg Company remains as committed to enriching the lives of its consumers worldwide through delicious, high-quality foods and iconic brands as ever before.
Headquarters	Battle Creek, MI
Year Founded	1906
Revenue	\$13.55 billion
Employees	33,000
Global Scale	Global company, with 50 plants in in multiple countries across the globe and products available in more than 180 countries
Customers/Output, etc. (Key customers and services offered)	Produces foods in multiple categories, including cereals, crackers, cookies, toaster pastries, cereal bars, frozen foods, etc. Main brands include Special K, Frosted Flakes, Pringles, Townhouse, Cheez-It's, Eggo, Morning Star Farms and Kashi.
Industry	Consumer Packaged Goods
Stock Symbol	K
Website	www.kelloggcompany.com/en_US/home.html

Budget and Timeframe

Overall budget	None
Number of (HR, Learning, Talent) employees involved with the implementation?	Eight
Number of Operations or Subject Matter Expert employees involved with the implementation?	Two
Number of contractors involved with implementation	None
Timeframe to implement	Design and development: three months; pilot: two months; duration for participants: three months
Start date of the program	September 2018

Business Conditions and Business Needs

Kellogg has historically offered leadership development opportunities that differ across regions, countries and functions. While attempts have been made at creating truly global programs, they have rarely or ever been able to scale globally and sustain over time. This is due to various factors such as resource requirements, lack of leadership support/alignment, reliance on traditional modes of instructions, etc.

With the launch of a new talent philosophy, which among other things outlines expectations for people leaders at the organization as well as the deployment of new leadership competencies that are a critical element of the “people booster” part of the new Deploy for Growth Strategy, a need was identified to quickly get new people leaders across the globe upskilled on the fundamental behaviors critical for success.

As an additional data point, Kellogg’s global opinion survey from employees showed that there were consistent gaps in basic leadership capabilities globally, including the ability to develop employees, provide coaching and feedback, drive engagement, etc. With a sense of urgency and no budget, the Global Learning COE was asked to propose an innovative solution for these leaders that could be rapidly created and deployed. The Global COE partnered with an extended team across the globe to create a plan for how to accomplish the goal and received a final approval from the Global HR Leadership team in May 2018.

Overview

The Step Up program is a fully virtual leadership development program that spans about three months from beginning to end. Its objectives are based on and in support of Kellogg's Leadership Competencies and the Deploy for Growth Strategy. New people managers, through promotions and external hires, are enrolled in a flipped classroom experience where the majority of learning activities take place through self-study of various targeted learning materials and activities that is then debriefed in live, highly interactive virtual classroom sections.

Ongoing support and collaboration are provided via closed Yammer groups for social learning. Participants' managers are involved via assessments and check-ins and the program is evaluated on Levels 1, 2 and 3 of the Kirkpatrick model. In terms of impact to the organization, new leaders are now consistently engaged and onboarded into their roles in a timely manner, regardless of location and it is enabling, supporting them as they build self-awareness, drive engagement and develop talent on their teams.

Figure 1: Kellogg's Step Up



All illustrations provided by Kellogg Company

Design of the Program

With no budget, the Global Learning COE relied on members of the extended team and existing content and technology to rapidly build and deploy the Step Up program. The team first established clear goals and learning objectives linked to the organization's strategy (Deploy for Growth), as well as the leadership competencies and talent philosophy. The process was set up as an Agile workflow where the team concurrently developed assets and tested with a pilot group to allow for rapid iterations of content and sequencing.

The program was divided into four main sections: Getting Started, Leading Self, Drive Engagement, and Develops Talent. Each of these sections was delegated to an owner who was responsible for building it out, using common guidelines. Getting Started included the enrollment process, a welcome video from a Region President and an interactive, virtual kick-off session that provided learners with an orientation to the program.

Additionally, it included a pre-assessment, completed both by the participant and their manager, and a live 1:1 discussion between the manager and participant to align on expectations.

The next three sections were the main content pieces. The flow and structure of each was similar: Each had a study guide self-study content which was curated content from LinkedIn Learning, internally developed content (videos, e-learning and documents) and other assets such as reflection activities, etc. Each section owner also developed a live debrief experience that summarized the content of the materials and included live interactions, reflections, etc., per the flipped-classroom approach. A knowledge check (Level 2) was then developed and placed after the live debrief session so that participants would be able to formally conclude that section after moving to the next one.

Kellogg uses Yammer as its internal networking and collaboration tool, and program participants were added to a closed Step Up group that allowed facilitators to provide reminders about actions, share additional reference materials and for learners to have a forum to ask questions and share thoughts and experiences with other learners. The full program was then built in the global LMS, the Kellogg Learning Center (KLC), to provide a seamless user experience throughout the program, as well as tracking and reporting of the program overall. LinkedIn Learning is fully integrated into the KLC that allows for seamless tracking and user experience.

What made this program unique were a few things. First, no budget was available to build and deploy this robust program. Instead, internal resources were leveraged, as well as curated content mapped to the objectives. Secondly, the time that it took to go from an approval of the proposal to launch was very short, given the scope and scale. The Global HR Leadership team provided final signoff in May 2018 and the team initiated the pilot in July 2018. Three of the four regions then formally launched in September 2018 and the last region (AMEA) went live in April 2019. Thirdly, using the flipped-classroom concept in an organizational learning setting is not common, but it allows learners to engage in learning in small chunks and during times that work for them.

Figure 2: Step Up Flow and Main Components


Delivery of the Program

On a monthly basis, a report is generated from the employee database that flags all new people managers in the organization and where they automatically assigned to the program and invited to the initial Getting Started session. That initial communication also comes with a welcome video from a Regional President who explains the “why” of the program and put it in the context of the business.

Users are enrolled in a regional cohort of 20 colleagues. A trained regional facilitator is in charge of each cohort and leads the kick-off session and all of the debrief sessions. All sessions are conducted in Adobe Connect and a dedicated producer supports each session for technical and facilitator support. No travel or local logistics are required as both facilitators and participants join from their computers or mobile devices. Kellogg’s Leadership Development Admin team, which is part of the organization’s Global Business Services function, manages all administration and tracking of the program and is the single-point of contact for support.

Weekly core team meetings are conducted to view status and work on continuous improvement to ensure that opportunities and issues are addressed immediately. As mentioned above, a pilot group was assembled and consisted of around 20 employees from around the world that represented different stakeholder groups, such as HR, experienced managers and new managers. This allowed for real-time validation of content and the overall experience.

Measurable Benefits

While Kellogg is early in the implementation process, indicators of success have been identified. Close to 200 new leaders have already participated in the program so far and overall satisfaction ratings are 9.0 on a 10-point scale. This is a target audience that only a few months ago would not have received any sort of formal training as they took on their new roles. Kellogg is providing a globally applicable foundational leadership development program at scale globally; an initiative that is contributing to a core element of the people strategy. Post-assessment data along with leadership competencies assessment will further give insights into program effectiveness in late 2019.

Overall

The success of the development and deployment process of Step Up has already set a stage for how a global learning need can be tackled through a rapid and agile development and deployment without the need for an extensive budget or reliance on external partnerships. The “traditional” approach for programs such as Step Up has required rigorous development and deployment process that is dependent on multiple stakeholder reviews and approvals, resulting in a cumbersome process that does not scale easily. Combining internal expertise with existing resources and mapping a learning gap to business strategy, this program demonstrated that speed at scale is possible.

New realities in learning and development call for different resourcing models. With Step Up, Kellogg has demonstrated how this can be accomplished with clear focus on outcomes and a creative approach for how to build a learning experience against those outcomes and then engage participants in a way that does not cause a major disruption to their day-to-day work.

Shortly after the program was launched and with the positive reaction it received, the Global Learning COE was asked to expand the program into the organization's plants, which had not initially been included since the objectives would have to be modified given the nature of the manufacturing. Additionally, HR directors saw the opportunity to expand the scope of the program to include existing people managers as that audience was experiencing gaps in performance as it relates to people manager responsibilities. The team created a version of the program that was available on-demand for individuals outside the target audience (new managers) but did not include the live sessions, and therefore was an independent self-study experience without a guidance of a facilitator. This version of the program, Step Up Essential, was launched at the end of April 2019.

About Brandon Hall Group

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