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David Frost, Head of Human Resources, Carlsberg UK

# Carlsberg Drives Innovation With Global Leadership

Competitive Advantage Case Study

## The Challenge...

With sales across 140 different markets, Carlsberg Breweries needed to define leadership competencies in a way that would allow managers from one country to be easily relocated to another if the business was to remain agile...

**Carlsberg**

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## The Solution...

David Frost, head of Human Resources, Carlsberg UK, describes the importance of good leadership to the UK operation, "The amount of beer being consumed in pubs and clubs is in national decline. We need to find ways to buck that trend. At the same time, demand from supermarkets for take-home Carlsberg is growing. The right kind of leadership is essential for creating more ideas to excite customers, at the same time ensuring that we get the balance between change and stability right."

Famous for its 'Probably the best...' slogan, Carlsberg likes to put its words into action. "We're the only major brewer to still own its own distribution business, so we can provide a more intimate service to customers. Being the best is about quality of product and quality of customer experience, but it's also about being better than our competitors when it comes to providing employment," says Frost.

### The Need For Inspirational Leaders

Outstanding leadership is essential explains Frost, "Inspirational leaders increase employee engagement. The more engaged our people are the more they'll want to stay with us and release discretionary effort, not by working longer hours but working at a higher level. We need the 2,200 people employed across our breweries, distribution, business support and sales functions to exceed customer expectations. At the same time we have to run a lean and cost-effective business."

Working at a group level, Carlsberg defined eight leadership competencies for each country to cascade through its part of the business. To achieve this in the UK, Frost and his team selected LDL to create a tailor-made leadership programme, "LDL's consultants have a very positive approach and the programme devised is exactly tailored to our needs. It equips people with the skill needed to put the global leadership competencies into

practice, but also motivates them to do this in the context of our values of being honest, ambitious, innovative and responsible."

### Putting Theory Into Practice

The leadership programme created by LDL consists of four modules – Peak Performance, Think Business, Leading the Team and Leader as Coach. Each module lasts one to two days, with modules running in sequence throughout the year.

Initially, 24 leaders are being put through the development, which is held off-site at Loughborough University in keeping with the focus on high performance. Frost explains, "We will be working with LDL over the next three to four years to put a total of 100 leaders through the bespoke leadership development designed by LDL to make the group leadership competencies a reality in the UK."

He continues, "The development provided so far is exactly what was required. By incorporating our values and 360-degree feedback into the process, LDL is creating genuine behaviour change. The practical development, which gave leaders the opportunity to lead each other on real-life tasks, including fundraising initiatives for the charities we support, has proved challenging yet energising."

Although the first year of training has yet to complete, a special graduation ceremony is already planned for the leaders to present their learning to the Chief Executive and other members of the board. Frost is already impressed with the results, "Leaders are developing greater confidence to challenge their teams in a positive way to raise performance. The development provided by LDL is definitely inspiring a new level of performance."

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## Want to provide ongoing leadership development?

ILDLD enables business leaders to release the full potential residing in their workforce. Our unique Skill+Will™ approach to development is used by over half the Sunday Times Best Big Companies To Work For

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