

Background

For well over 100 years, General Mills has been a leader in the foodservice industry. New products and innovation have long been the cornerstone driving business growth. As the world's sixth largest food company, General Mills competes in more than 100 countries and generated revenues of \$15.9 billion (USD) in 2009. Established in 1954 and headquartered in Mississauga, Ontario, General Mills Canada Corporation (GMCC) employs approximately 1300 employees across the country. GMCC generated net sales of \$650 million in 2009, representing 25% of international sales.

GMCC is focused on consumer packaged foods with a demonstrated record of consistent growth and returns. Its foodservice offerings in Canada cater to hotels, restaurants, convention centers, schools, universities and contract feeders, among others. Retail manufacturing facilities are in Manitoba and Ontario, with foodservice manufacturing facilities in Alberta, Ontario and Quebec.



With its packaged foods operations concentrated to four key business units: breakfast, baking, meals and snack foods, GMCC represents some of the most recognizable brands in the marketplace and staples among Canadian households, including Cheerios, Pillsbury, Betty Crocker, Green Giant, Hamburger Helper, Old El Paso and Pizza Pops.

General Mills operates under the goal to be the clear innovation leader in every category and every market in which it competes. Through innovation comes growth, profitability and competitive advantage.

In Canada, GMCC has adopted a lean management structure promoting interaction and cross-functionality across the organization. Autonomous from the U.S. parent, full functional representation at GMCC includes Sales (Customer Business Development), Marketing, Finance, Supply Chain, Human Resources and Corporate Administration.

Background (Cont.)

Core Values

The values below serve as the foundation of the General Mills promise to consumers, customers, and investors:

- **Championship Brands:** Building leading brands that consumers trust around the world – making lives easier, healthier and more fun.
- **Championship People:** Diverse, talented, committed people – constantly learning and growing and contributing to their communities.
- **Championship Innovation:** Developing and implementing innovative ideas to build brands and drive business.
- **Championship Performance:** Delivering outstanding performance for investors, customers, consumers and themselves.

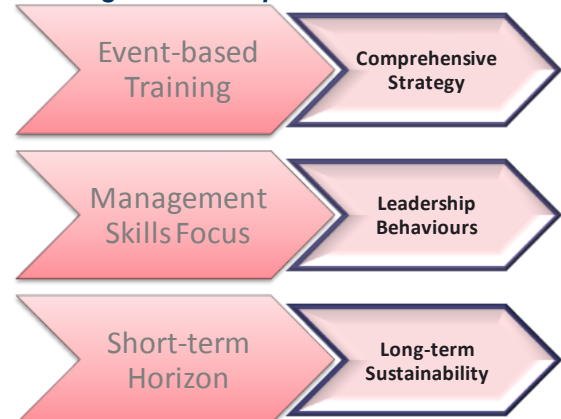
Current Business Need

In order to truly embody these core values and contribute to overall continuous improvement and profitability, it is important that everyone throughout the organization have the opportunity to develop and exemplify qualities of effective leadership. Steps have been taken to begin the journey of creating a culture of leadership at GMCC, including a recent initiative, Leadership from Everyone, and leadership training offered in the spring of 2010 which focused primarily on management skills.

Yet, while the initiative exists, leadership behaviours have not become entrenched at GMCC and there exists an opportunity to develop a strategic plan in support of this intent. The strategic plan should ideally encompass individual contributors in addition to people managers and provide a platform for a sustained culture of leadership across GMCC.

The purpose of this proposal is to provide recommendations and solutions to create and execute a successful Leadership Development Strategic Plan at GMCC.

Building a Leadership Culture at GMCC



LaunchBox Global is proud to be in a position to support GMCC and welcomes the opportunity to propose on this current need.

The Solution: Overview

In support of the current business need, LaunchBox Global Inc. proposes a multi-faceted solution to building a leadership culture with GMCC:



On the pages that follow we take a closer look at each of these solution components and associated deliverables.

The Solution: Define Leader Behaviours

Approach

The first stage of this initiative will focus on the development of a set of GMCC Leader Behaviours that will act as the foundation on which to build all related activities within the Strategic Plan. In order to embed a leadership mind-set within the organization, it is important to establish clearly and concisely, and in a language that resonates with GMCC, what effective individual and team leadership entails.



In order to develop these behaviours, LaunchBox Global will hold three cross functional working sessions with GMCC represented across organizational levels to define what being a leader means at GMCC. From there, input will be tabulated and reviewed through the lens of best practice research and GMCC business strategy and objectives in order to generate a set of 5-7 Leader Behaviours reflective of GMCC culture and goals. These behaviours will be validated with a sub-set of the initial working session participants and the Executive team prior to finalization.

Key Deliverables

- *Three cross functional working sessions to define what being a leader means at GMCC*
- *Straw model GMCC Leader Behaviours, in line with business strategy and objectives*
- *Validation sessions with sub-set of working session participants and Executive team*
- *Final GMCC Leader Behaviours with communication package*

The Solution: Build Awareness and Leader Skills

Approach

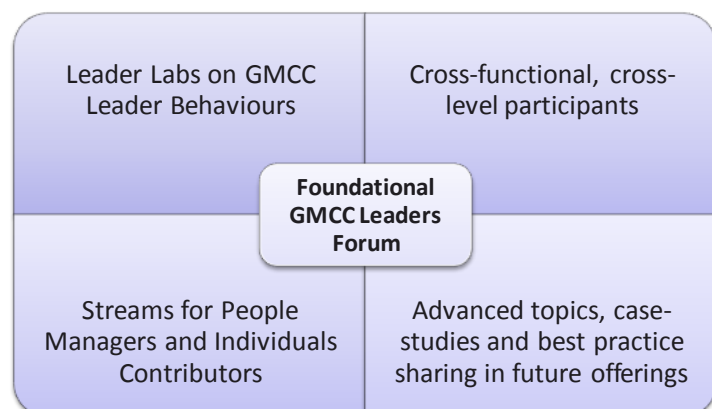
Next, a two-day Foundational Leaders Forum will be offered across the organization to launch the GMCC Leader Behaviours, build initial awareness, and develop key related skills.

The Leaders Forum will feature an interactive design focused on Leader Labs on each of the core GMCC Leader Behaviours. It will be delivered several times in order to stagger participation and emphasis will be placed on achieving cross-functional, cross-level attendance.

We recommend two streams for the Forum, one for people managers and one for individual contributors in order to tailor the activities and dialogue to the nature of each type of role. Existing materials from past GMCC training will be leveraged where possible.



Foundational GMCC Leaders Forum



At the conclusion of the Forum, participants will be asked to reflect on their own individual development plans for the year and select 1-2 Leader Behaviours on which to personally focus their efforts on in the coming months.

This Leaders Forum, once launched, will become an annual occurrence with more advanced topics, case-studies, and best practice sharing introduced in future offerings.

Key Deliverables

- *A two day Foundational Leaders Forum with Leader Labs on each of the GMCC Leader Behaviours. Design to include development of two streams for people managers and individual contributors including:*
 - *PowerPoint slides*
 - *Facilitator Guide with speaking points*
 - *Participant materials (activity workbooks, etc.)*