



PepsiCo Foods

Building Empathic Leaders Across the Organization

How PepsiCo Foods North America made meaningful, targeted improvements in their leaders across the organization.

Opportunity

The Learning and Development Team at PepsiCo Foods North America (PFNA), comprised of both Frito-Lay and Quaker businesses, saw the need for a consistent leadership-development program across the organization. The primary mission was to “develop every leader to achieve their maximum potential and create empathic leaders who are future-ready.” To accomplish this goal, they wanted a partner with high-quality, flexible content they could customize and deliver both in-person and live-online.

Solution

With a vision to be “the premier place to develop as a leader,” PFNA built a cross-functional program called CORE Leadership. CORE was designed by taking content from FranklinCovey’s All Access Pass® and PNFA’s internally developed content, and aligning everything to three leadership values: Connect, Clarify, and Coach.

CORE Leadership was designed to be embedded into all levels of leader development—from onboarding, to three different leadership levels across an individual career. It was also intended to have the high-touch feel of an accelerated-development program while remaining available to all leaders. Webinars included role plays, polls, annotations, and breakout sessions.

CLIENT SNAPSHOT

Industry

Food & Beverages

Opportunity

PepsiCo Foods North America desired a consistent leadership training with content that progressed overtime. Curating content from FranklinCovey's All Access Pass, they launched their CORE Leadership program to build empathic leaders at all levels of their organization.

Solutions

FranklinCovey All Access Pass®

Leading at the *Speed of Trust*®

Liz Wiseman's *Multipliers*®: *How the Best Leaders Ignite Everyone's Intelligence*

Unconscious Bias: Understanding Bias to Unleash Potential™

The 7 Habits of Highly Effective People®: *Signature Edition 4.0*

The 5 Choices to Extraordinary Productivity®

The 4 Essential Roles of Leadership®

The 6 Critical Practices for Leading a Team™

Find Out WHY: The Key to Successful Innovation®



The FranklinCovey All Access Pass allows you to expand your reach, achieve your business objectives, and sustainably impact performance. It provides access to a vast library of FranklinCovey content, including assessments, training courses, tools, and resources available Live In-Person, Live-Online, and On Demand.

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Designers incorporated cross-functional peer networking and peer coaching as sustainment following the program as well. This broadened participants' networks and increased their exposure to other areas of the business. They also had access to On Demand learning, articles, and tools loaded onto PepsiCo's learning-experience platform (LMX) for reinforcement following the sessions.

CORE Leadership was launched in January 2020 and was initially developed as an in-person workshop, but successfully pivoted to a virtual platform due to the COVID-19 pandemic.

Results

PFNA was able to shift from three 2-day, in-person workshops to nine virtual workshops within two months of the start of the pandemic. Despite the interruption and change, they exceeded their goal by having 2,882 leaders successfully completing CORE Leadership in 2020.

Those who participated reported an increase in their targeted skillset between 10% and 13% after their designated workshop. And between 83% and 90% of participants reported that they would recommend the workshops to their peers.

Building empathic leaders is essential for engagement at PFNA. Even after an incredibly challenging year in 2020, their organization health scores came in a full 6 points higher than in 2019 and were the highest in the company's history. CORE Leadership was one of many initiatives that helped drive that

CORE Leadership High-Level Stats

	CORE Advanced (L10-LG1)			CORE Academy (L8-L9)			CORE Foundations (L6-L7)		
	<ul style="list-style-type: none"> Trained 65% of pop. in all three workshops (1155 out of 1789) 72% pull-through rate 154 completions from in-person sessions 			<ul style="list-style-type: none"> Trained 41% of pop. in all three workshops (637 out of 1564) 61% pull-through rate 			<ul style="list-style-type: none"> Trained 35% of pop. in all three workshops (1090 out of 3079) 53% pull-through rate 134 completions from in-person sessions 		
	Connect	Clarify	Coach	Connect	Clarify	Coach	Connect	Clarify	Coach
# of raters	1,305	1,145	967	991	785	653	1,607	1,169	929
Recommend	89%	87%	90%	87%	83%	85%	88%	84%	86%
Worthwhile Investment	88%	85%	91%	85%	82%	83%	87%	85%	86%
Improved Skills	86%	83%	90%	80%	80%	81%	84%	81%	85%
Skill Growth**	+1.1pts	+1.3pts	+1.3pts	+1.1pts	+1.1pts	+1.1pts	+1.0pts	+1.3pts	+1.3pts
Overall Rating***	4.3	4.2	4.4	4.2	4.2	4.3	4.4	4.4	4.4
Facilitator***	4.6	4.6	4.6	4.7	4.6	4.6	4.7	4.7	4.7

*CORE Foundations workshops are for all PFNA US L6-7s plus SC Team Supervisors.
 **Rating responses on a 10-pt scale comparing skills before and after workshop.
 ***Rating responses on a 5-pt scale.

increase and create a positive change for the future.

About

PepsiCo Foods North America is an industry-leading foodservice company known for their Frito-Lay and Quaker Food products.