

# PepsiCo Foods:

Building Empathic 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.

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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.

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.

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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 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.

## 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.

## Solution

- 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®*

## CORE Leadership High-Level Stats

	CORE Advanced (L10-LG1)			CORE Academy (L8-L9)			CORE Foundations (L6-L7)		
	Connect	Clarify	Coach	Connect	Clarify	Coach	Connect	Clarify	Coach
# of raters	2,805	2,245	867	892	785	653	2,607	2,269	829
Recommended	89%	87%	90%	87%	83%	85%	88%	84%	80%
Worthwhile investment	88%	85%	91%	85%	82%	83%	87%	85%	80%
Improved Skills	86%	87%	90%	80%	80%	81%	84%	81%	81%
Skill Growth**	+1.1pts	+1.3pts	+1.3pts	+1.5pts	+1.5pts	+1.3pts	+1.0pts	+1.3pts	+1.3pts
Overall Rating**	4.3	4.2	4.6	4.2	4.2	4.3	4.6	4.6	4.6
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 & Mexico LT/Team Leaders  
\*\*Rating increases since 12/2019 workshop comparing 2019 before and after workshop  
\*\*\*Relative increase in a full scale



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