

The Syngenta logo is positioned on the right side of a horizontal bar. The bar consists of a thin light green top layer and a thicker dark green bottom layer. The logo itself is white and features the word "syngenta" in a lowercase, sans-serif font, with a small leaf icon above the letter 'g'.

syngenta

Maximising Leadership Development: A Case Study of Development Centres at Syngenta

7th May 2009

Overview

Practical case study with A&DC briefly presenting the approach to the Development Centre & Syngenta focusing on why this event is important to the business and continues to retain the support of the leader and the impact the initiative has had on the individuals involved.

- Issues to think about when assessing behaviour in a global setting against a complex leadership competency framework
- Key business reasons for starting and/or retaining leadership development initiatives in these challenging times
- A client's view of what they want from their psychology business partner to deliver a successful high profile initiative

Company background

Syngenta

Our Crop Protection and Seeds products help growers increase crop yields and productivity. We contribute to meeting the growing global demand for food, feed and fuel and are committed to protecting the environment, promoting health and improving the quality of life.

- Over 24,000 employees in more than 90 countries
- Syngenta sales in 2008 \$11.6bn (79% in Crop Protection and 21% in Seeds)
- In 2009 we spent \$1 billion R&D investments
- 84% of our employees are proud to work for Syngenta
- We are committed to bringing plant potential to life

A&DC

- Specialist Talent Management Consultancy
- UK base & International Partners
- Range of Public & Private Sector Clients



Discover ...

Discover the right people



Transform ...

Transform business behaviours



Energise ...

Energise for peak performance

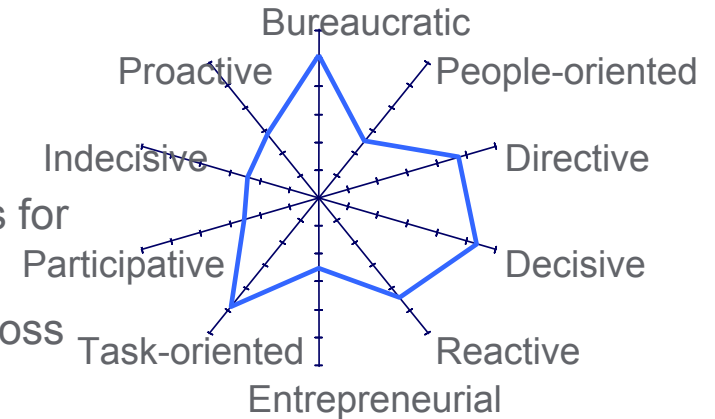
Our leadership challenge



Our leadership challenge

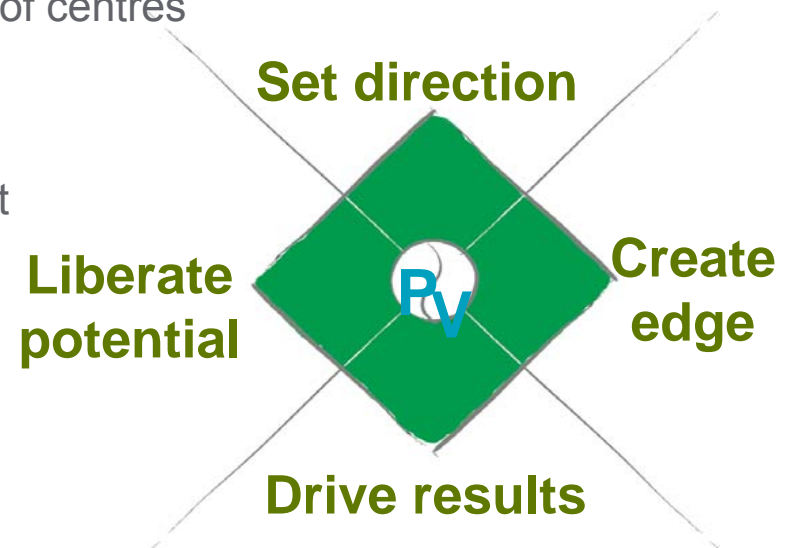
- Business Case

- Recognised a need for a formal development intervention to support leadership development
- Results of centre to be reviewed by senior leaders to understand abilities and development needs
- Based on an intention to run a programme of centres for key talents
- Enabled senior leaders to gain visibility of talents across R&D
- Helped by positive legacy company experiences of centres



- Requirements for a provider

- Strong expertise in design of centre management
- Centre Management capability
- Variety of exercises
- Robust quality standards
- Flexibility
- Passion for development of people

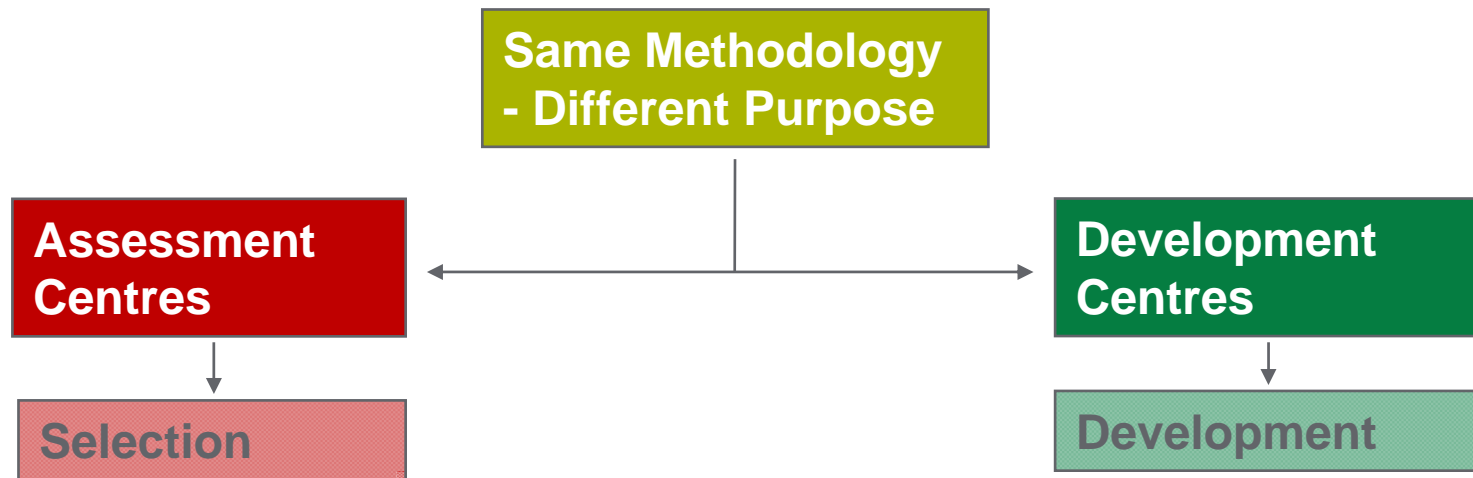


What is a development centre



The use of Assessment Centre methodology for the identification of individual strengths and weaknesses, in order to diagnose development needs, which will facilitate more effective job performance and/or career advancement & contribute to enhanced organisational success.

Development centre best practice



- External Recruitment
- Internal Promotions

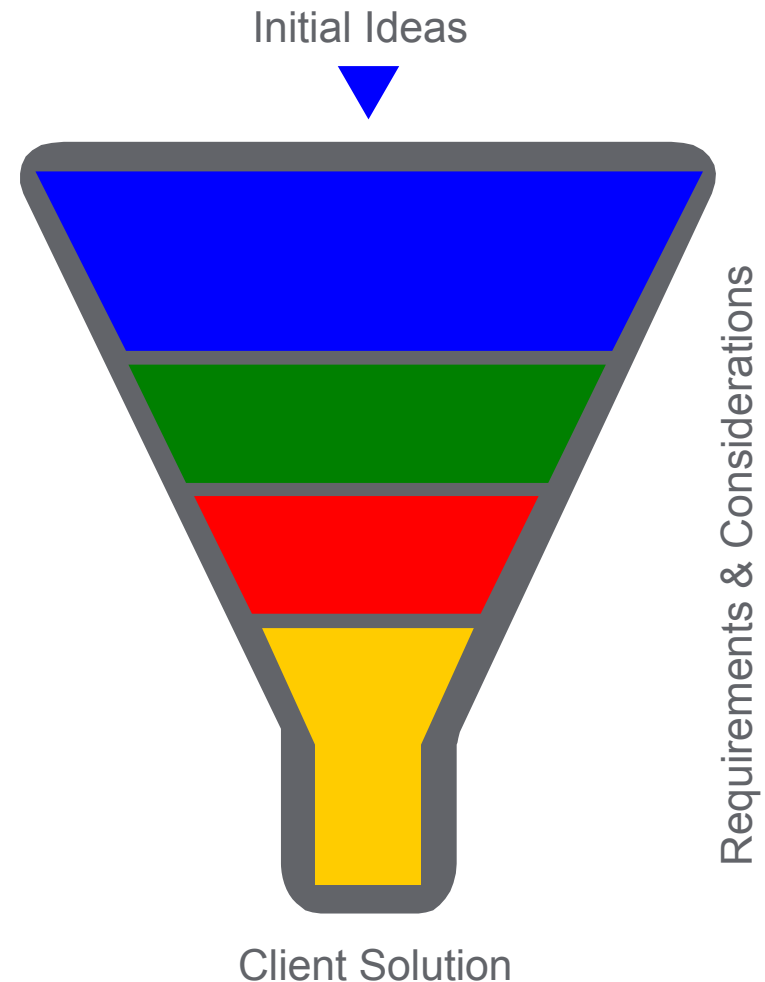
The end of a process

- Identify potential
- Diagnose job-related strengths & development needs

The start of a process

Scoping and design

- Considerations:
 - Client needs around the process
 - Culture of the organisation
 - Intended audience for the event
 - Internal support
 - Ongoing delivery
- Solution
 - 3-day Development Centre
 - Global simulation exercises
 - Psychometrics
 - Client delivery model
 - Sustainable processes



Criteria for attendance

- Individuals are:
 - Based within the R&D organisation
 - On the R&D succession plans for senior leadership positions
 - Are in supervisory or scientific leadership roles
 - Have demonstrated a desire for leadership development
 - Are nominated their department and functional leadership teams

Nomination process drives better visibility of talents and robust prioritisation of leadership development



Centre design – overview

- Pre Event Activities
- 3-day DC
- Post Event Activities



Centre design – key features

- Range of people involved:
 - External Centre Manager
 - Professional Actors
 - Internal Observers
- Commitment to Quality & Best Practice
- Continuous reflection & improvement



Centre design benefits

Development Centre delegate:

“The real power of the centre for me came from both the diversity of sources of information about myself, psychometrics, practical group activities, written exercises, and the level of detail given in the feedback. The same themes emerged from different sources and this really increased impact.”

Follow-up and review

- Mentoring programme
 - Mentors are senior leaders from across Syngenta
 - Provided with training and network by HR
 - Programme runs for 12 months, but mentor and mentee can contract to extend arrangement
- Development planning
 - Needs to be led by the individual
 - Line manager is provided with support to put in place development plans with the individual
- Centre follow-up
 - Attend facilitated in depth learning review
 - Review progress & provide feedback



Cycle of activity



Roles and responsibilities

Provider

- Centre design and management
- Quality check the centres standards of excellence

HR

- Ownership and delivery of quality centres
- Lead nomination process and continuous development of centres

Senior Leaders

- Identification of talent
- Involvement in centres or mentoring
- Review Company commitment to centres

Line Managers

- Provide pre and post development support to delegate
- Respect and get value from the development nature focus of centre

Delegates

- Engagement with the centre's objectives pre, during and post centre
- Desire to grow within Syngenta and able to receive feedback
- Commitment to self-development and continuous improvement

Story so far

- Run 8 centres since 2003, 80 delegates attended from all R&D locations
- Initial assessment element has been removed – development focus only
- Mentoring introduced in 2007, 28 mentors
- Exercises remained the same but refreshed (1) global application (2) leadership model
- Retained provider and role players
- Introduced follow-up for delegates, 2008
- 2009 centre ran in US R&D location

Our future focus

- Review of exercises to ensure they continue to be applicable to our leadership challenge
- Enabling transparency of the development centres
- Maintaining brand and value of centres
- Application of methodology to other parts of the business
- Increased cost effectiveness and operational simplicity

- **Provider requirements:**
 - Expert advice on content and process for centre
 - Involvement in continuous improvement discussions
 - Flexibility and consistency
 - Partnership approach

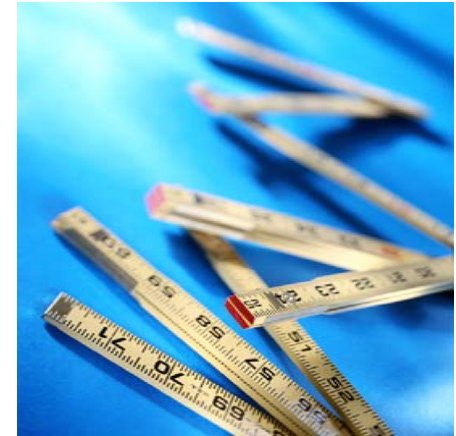
Return on investment

Why?

- To validate intervention as a business tool
- To help improve the design and delivery of the centres
- To engage and maintain senior leadership commitment

Factors used to measure the effectiveness and value:

- Attendance of delegates and observers at centres
- Gains in cost or operational efficiency (benchmarked year by year)
- Detailed feedback from centre
- Quality checks by A&DC
- Success of mentoring contracts and commitments
- Brand perception and up-take of centres by managers and delegates
- Talent pipeline for R&D
- In-depth delegate self-learning assessment after 18mths
- Review *Voice of Syngenta* leadership results for R&D



Evaluating return on investment

- Since 2007 53 delegates have attended the centres
 - 25 have been promoted to the next level of leadership
 - 18 have been promoted beyond this to take up senior leadership positions
- All internal senior leadership or International Assignees appointees have been identified through the nomination process and have attended the development centre
- Strong case for centre when comparing centre costs with the time and costs associated with recruiting external scientific leaders

Leadership development

- Centres are one component of leadership development, supported by:
 - Driving cross business projects
 - Bringing alive the R&D strategy
 - Building our networks and communications
 - Growing knowledge sharing
 - Enabling leadership teams
- Important to have the right environment and development enablers:
 - Global Performance Management procedure
 - Senior leader commitment and participation
 - Access to a robust portfolio of global leadership development programmes (Foundations of Leadership, ALPS, Leading Leaders)
 - Visibility of talent management *in action*

Learning's

- Important to have access to robust development centre capabilities
- Key to focus on brand of centre as much as the intervention itself
- Helpful to consider needs of R&D community e.g. quality, validity
- Must have clear roles and responsibilities
- Once started it can't be stopped!
- Need for continuous engagement and improvement
- Key to have consistency of provider
- Mentoring provision can support sustained development
- Awareness that centre attendance can create a “kudos” that needs managing
- Don't be afraid to challenge and change the centre

Practical tips

1. Make sure you are clear on the purpose and role of your centre
2. Ensure your provider understands your aims/objectives so they create the best solution
3. Present a sound business case and involve leaders to build awareness and commitment
4. Make sure observers are trained to ensure centres are of a high quality
5. Spend the time to communicate especially with line managers and delegates
6. Ensure you have enough administration support in place
7. Make sure you have the right venue
8. Set up a robust nomination process to ensure the right individuals are selected
9. Create opportunities to gather feedback on the centres from all involved