

## Building Leadership Capital

A management development programme

**URSUS Breweries needed to ensure that its' senior managers were equipped to match the twin challenges of cultural and commercial change. Three years ago, they turned to Apter Development to help them achieve their strategic goals. Here's what happened...**

URSUS was acquired by SABMiller plc in 1996 as part of its expansion into Central and Eastern Europe. In the early days, companies were managed mainly by expatriate management, but over a period of time, resident nationals took on more senior responsibilities. This required significant culture change as the companies moved to more innovative, customer and brand-led organisations, working towards high performance cultures.

As part of this development, URSUS needed to enhance the leadership capability of the 'next generation' of senior managers, individuals who were expected to go on to manage functions and departments - and potentially to achieve board level.

In 2003, Apter Development was already working on the strategic capability agenda of URSUS in a consultancy capacity, so it had good insight into the business, the culture and the personnel. It was well placed to take on the development of a programme to 'build leadership capital'.

The programme was developed through Apter development's **Performance Equation** which ensures that the critical factors of performance (ability, mindset and the opportunity to deliver) are all incorporated into the design of any programme.

Outcomes and benefits can be seen at various levels. Apter Development's frameworks helped to address key organisational and strategic imperatives, such as Performance Management, and produced enhanced leadership capacity and capital, which is required in a successful business.

Other tangible benefits come from the outputs of the 'business challenges' (see overleaf). Taken from the URSUS business agenda, these have created real insights and suggestions which have been presented to the board and adopted.

One of the immediate benefits of this year's programme has been in the use of feedback in a performance context. In a culture where openness and direct feedback have been difficult and inhibited, there was clear and observable evidence of a rapid improvement in participants' ability and willingness, to raise and highlight performance issues.

Another important, but less tangible outcome is the development of a community of managers and leaders who are moving the business on from the classical functional/hierarchical view of the world. As Radu Panait, HR Director, says:

*'We now have a really versatile group who have diversified their roles, and moved us beyond the classical definition of function. They have developed not just new knowledge and skills, but the*



URSUS, Romania's king of beer

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### Case notes:

**URSUS** Breweries (Romania), is a subsidiary of SABMiller, and an award-winning business whose turnover in April – Sept. 2005, increased by 28% compared to the same period in 2004.

**SABMiller** plc is one of the world's largest brewers, with a brewing presence in over 40 countries.



*ability to bridge from in-functional thinking to new ways of experimenting and driving change across functional boundaries.'*

Within the sales force for example, there has evolved a group who have developed a more consultancy role, working in partnership with distributors, and involved in building brands and engaging and understanding customers.

Panait adds: *'Directors of the programme's participants have commented on how they have developed new concepts and processes, and how they have been able to use the experience to translate this into their professional life.'*

The programme is staffed by the Apter Development faculty, but delivered in partnership with URSUS. Radu Panait hosts the programme as director and co-facilitates. Other training and development staff are involved, which has enabled them to be included in the ongoing development process.

The style of delivery and intervention is more complex than traditional facilitation. Apter's faculty team have to adjust their style according to the requirements of the exercise. This ranges from coaching to counselling, and expert input through to acting as business stakeholders - evaluating and driving the standards of the output of the business challenges.

Over 3 successive years, the programme has developed with adjustments and additions being made each year. Some topics are driven by changes in business imperatives and priorities, such as: World Class Manufacturing; Performance Culture; Innovation; Brand-led Business; Motivation; and Leadership.

In the latest version, real power was added by incorporating a key organisational issue – performance management – into every aspect of the programme. Every individual and team was required to agree performance contracts with stakeholders before every activity, followed by instant feedback.

In this way, the whole programme – and every individual in it – was performance managed throughout. This has the effect of driving real learning and change in behaviour. All part of the continuing goal to develop and inspire future leaders of the URSUS business.

**Programme elements:**

**Corporate interventions -** to give deep insight and strategic perspective on the business, and particularly current initiatives.

**External speakers -** highly respected practitioners and thinkers, including entrepreneurs, and other role models.

**Simulations -** complex and challenging team activities, to develop personal, team and leadership skills.

**Business challenges -** from the business as a whole, with the expectation to deliver real results and outcomes.

**Expert input -** key topics explored, including strategy, project management, coaching, performance management, and creativity.

**Outdoor challenges -** integrated into the performance and personal skills development agenda, using feedback.

**Psychometric feedback -** Apter Motivational Style Profile (AMSP) provides insight into personal styles & how to improve motivational climates for staff and teams.

Apter Development provides cutting edge consulting and development in the fields of: strategic capability, leadership and management development, employee research and elite performance.

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