

Leadership Development for Labatt

Founded in 1847, Labatt is a Canadian corporate icon and an internationally renowned brewer whose brand portfolio now extends to include 60 quality beers. As part of InBev, the world's largest brewer, Labatt employs 3,800 Canadians and operates eight breweries from coast to coast.

To maintain a leading edge in the brewery industry and to adapt to marketplace and organizational changes, Labatt identified a need to modify their leadership development training for selected first-line managers. A key component was to understand how best to support first-line managers so that they can excel in their current and future jobs. The role of first-line managers is deemed critical for executing the company's corporate "go-forward" strategies.

Prospero undertook a Rapid Strategy Analysis to identify both the internal and external factors that affect the performance of first-line managers. The analysis also provided the learning strategy with which Labatt can make informed decisions on the design, development, implementation and evaluation phases of their Leadership Development Program.

Information for the project was obtained via:

- Interviews with accomplished representative first-line managers, subject matter experts, and associated performance business managers.
- Interviews were conducted in both official languages as required and included managers from all territories served by Labatt.
- Review of existing documentation, manuals and training materials.

Labatt was provided with a Front-End Analysis Summary, a Solution Design Document, and an Implementation Roadmap.



Core elements of the long-term Leadership Development Program for Labatt include:

- An individual learning plan for each manager
- A blended learning solution consisting of instructor-led sessions, as well as technology-based learning sessions
- Project-directed applied learning back on the job
- Learning management infrastructure for registration, scheduling, tracking and reporting of results
- On-the-job coaching to provide confirmation and feedback for first-line managers to reinforce and enhance their job performance to a superior level, and
- An evaluation component to give managers the means to identify their areas of strengths and areas of further development.

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