

# LEARNING

@CCHBC

**The Leadership  
Development Pathway**



Leadership, Culture & Inclusion CoE





Leadership, Culture & Inclusion CoE

# **PASSION 2 LEAD programme: the development programme for first-time managers**



# Leadership Programme for Front Line Leaders

## Passion to Lead

As a manager a great start makes all the difference! Passion to Lead is a Core Programme for first time new in role Front Line Leaders. It will help you move from achieving results yourself to achieving results through others. This 12 week programme will provide you with the key management skills needed to achieve full performance. It will support you on your journey to leadership and ensure you have the right tools and resources to help you along the way.



The core programme Journey  
for first time  
Front Line Leaders

# Leadership Program for Front Line Leaders – 1<sup>st</sup> level of Leadership Development Pathway

## Passion to Lead 2.0

Accelerate performance by continued leadership skills practice in various modalities



12 weeks

### Building Leader's Mindset



- How to become a leader, own your development and build a team?

### Core Leadership Skills



- Objectives setting & prioritizing
  - Delegating & creating conditions for accountability
- Continuous learning & trust
  - Managing performance
    - Providing feedback
    - DEI Skills & Mindset

### Practicing in the Flow of Work



- Transferring knowledge & skills to everyday work and habits
  - Holding accountable through learning buddies

### Situational Leadership & Coaching



- Situational Leadership theory & practice
  - GROW model

### Coaching Practice



- How to conduct a coaching session?

P4G framework

#ThisIsHowILearn



## Passion 2 Lead | Learners & Learning Hours

**816** of our newly appointed Front Line Leaders completed **22,345 hours\*** of learning following the Passion 2 Lead learning journey in 2024

Leadership Development Pathways for Front Line Leaders	Training hours
Coaching Leadership Style	224.58
Passion 2 Lead	19788.55
Situational Leadership	2331.42
<b>Grand Total</b>	<b>22344.55</b>

*\*Learning hours calculation: # attendees x duration of learning activity. For example, 10 attendees completing a 10hour programme equals 100 learning hours*



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# LEAP programme: the next step in the leadership development pathway for managers



## Leadership Programme for Change Leaders –2<sup>nd</sup> level of Leadership Development Pathway

### YOUR PERSONAL LEARNING CLOUD

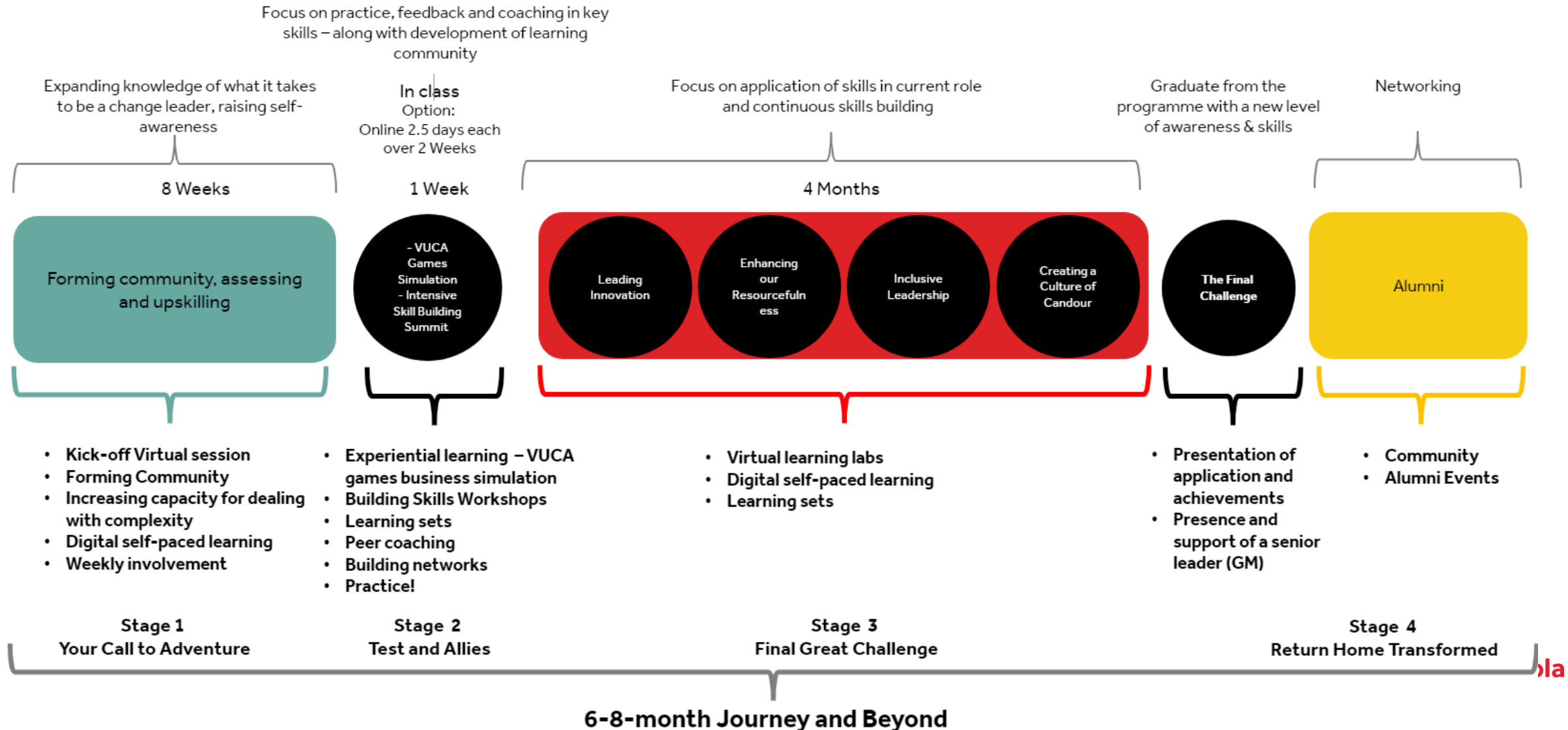
#### LEAP

Entering the organisational segment of Change Leaders means stepping up to translate functional strategies into team objectives and amend them with new direction to accommodate anticipated course changes. It means leading by example in driving customer initiatives, exploring new and more efficient ways of doing things and leading the way of being bold and brave in implementing them.

LEAP is a 30 week programme which will provide you the key assistance to master necessary skills and answer the challenge at hand, ensuring you are equipped with the tools and resources to continue and progress on the development journey.



# Leadership Programme for Change Leaders





## LEAP | Learners & Learning Hours

**187** of our newly appointed Change Leaders completed **3,433 hours\*** of learning following the LEAP learning journey in 2024

LEAP Programme for Change Leaders	Training hours
Study Materials	95.2
Live Sessions	3337.5
<b>Grand Total</b>	<b>3432.7</b>

*\*Learning hours calculation: # attendees x duration of learning activity. For example, 10 attendees completing a 10hour programme equals 100 learning hours*



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# EXCEL programme: the next step in the leadership development pathway for managers



## Leadership Programme for Function Heads –3<sup>rd</sup> level of Leadership Development Pathway

### EXCEL

Excel provides recently appointed Function Heads & equivalent with a unique cross-functional business education balancing cross-functional business education modules as well as Coca-Cola Hellenic specific knowledge. It is delivered in collaboration with IMD, one of the top executive education institutions in Europe known for their "Real World" practical approach.

This programme is nomination based. Your LM/HR Support will have you in mind. If you like you can talk to them about more details and express your interest.

#### **Delivered by:**

External Business School partner (IMD and other partners)  
Internal CCH Business Leaders



# Leadership Programme for Function Heads

Nov

Jan

Feb

Apr

May

Jun

Pre-Programme  
Engagement

Virtual Kick  
Off

Pre-work

Identifying Learning Objectives with  
Line Manager



Module 1 – 5 days

Formal  
Learning  
(Workshops /  
Experiential  
Learning / Peer  
feedback;  
IMD Faculty

Business  
Simulation

**TOPICS COVERED:**  
Industry and Competitive Dynamics  
Value Creation at CCH  
Market Perspectives  
Leadership and Self-Awareness

Structured Evening Activities

Agile Intro



Module 2 – 3 days



Formal  
Learning  
Teamwork  
Experiential  
Learning

Equine  
Coaching  
  
Leadership  
Posture

**TOPICS COVERED:**  
Future Possible Workshop  
Leading for Innovation  
Leading with self-awareness  
Leading with Presence

Guided project work in teams

Module 3 – 4 days

Impulse  
Sessions  
Market Visit  
Client Session  
Workshops

Project  
Presentations  
  
Programme  
Closure

**TOPICS COVERED:**  
Business Strategy and Market  
Deep-Dive  
Retail Landscape  
Market Visit and Customer Session  
Creating and Building Trustful  
Leadership

Structured Evening Activities

Strategic Project Work in Agile Teams

## EXCEL | Learners & Learning Hours

**36** of our newly appointed Top300 Leaders completed **2880 hours\*** of learning following the EXCEL learning journey in 2024

LDP Programmes for Senior Leaders	Training hours
Excel - Live Sessions	2880

*\*Learning hours calculation: # attendees x duration of learning activity. For example, 10 attendees completing a 10hour programme equals 100 learning hours*



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# Women in Leadership programmes: the leadership development pathway for female managers



# Leadership Programme for Female Leaders –2 levels of a Leadership Development Pathway



The infographic is titled 'WOMEN IN LEADERSHIP' and features a large portrait of a woman in a red blazer. On the left, four red arrows point downwards, each containing a white icon: a megaphone, a network diagram, a clock, and a person. The background has a subtle geometric pattern. Logos for 'WIL WOMEN IN LEADERSHIP', 'Coca-Cola HBC', and 'Leadership & Culture CoE' are present.

**WIL WOMEN IN LEADERSHIP**

**TOPLINE OVERVIEW:**  
The Women in Leadership programmes provide delegates with the opportunity to increase their influence and drive impact. The Programme addresses the leadership issues that affect women executives and creates a network of women leaders, empowering them to take hold of their careers and aim for the top.

**BUSINESS OBJECTIVES:**

- ❑ To build engaged and capable leaders – help women unlock their future potential
- ❑ Support transition into new roles by removing blockers to career success through sponsorship
- ❑ Change the culture factors that hold women back – targeting participants in functions/BUs with most significant gender ratio gaps

**PROGRAMME AIMS**

- ❑ Increase Influence and Impact
- ❑ Tackle Self Limiting beliefs
- ❑ Empower women to drive their own careers
- ❑ Build strategic perspective
- ❑ Get support from a senior leader sponsor

**TARGET AUDIENCE**  
**Women In Leadership 1 Program: 30 ppts pa** Female R1 & R2 successors to Top 300 (Delegates are confirmed via RDs/GMs/PCDs through talent review process)  
**Women in Leadership 2 Program: 50 ppts pa** Future talents successors to Country FHs (Delegates are confirmed via RDs/GMs/PCDs through talent review process)

**WOMEN IN LEADERSHIP**

**Coca-Cola HBC**

**Leadership & Culture CoE**

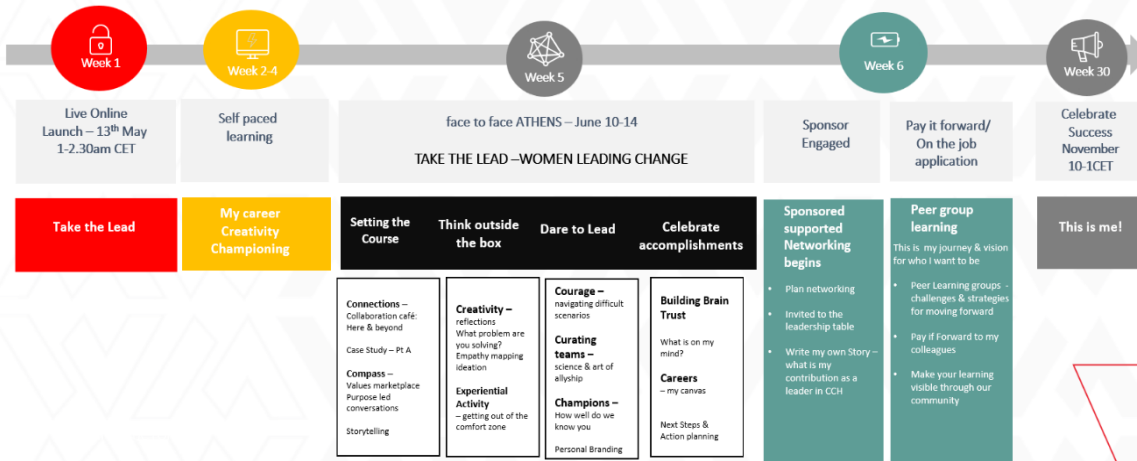


# Leadership Programme for Female Leaders –2 levels of a Leadership Development Pathway

## WIL1 OVERVIEW

Welcome to your WIL1 Programme – Accelerating Female Leaders for Success

*"Learning for myself, supporting the learning of women colleagues on the programme and, learning on behalf of others in the wider organisation".*



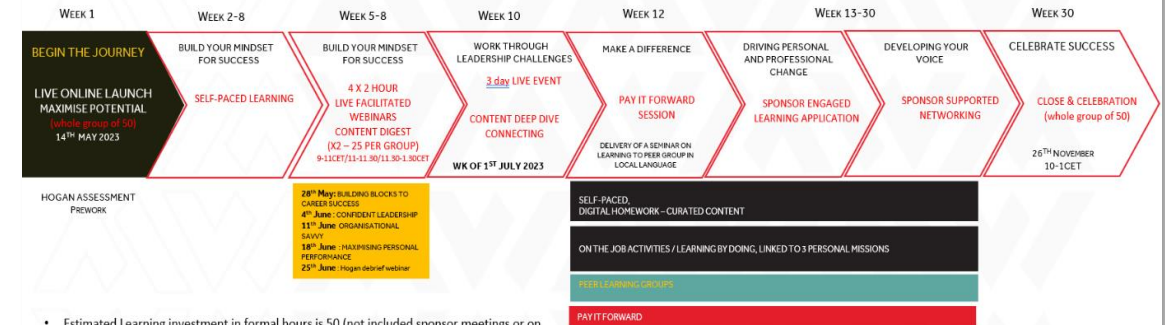
- Estimated Learning investment in formal hours is 50 (not included sponsor meetings or on the job application)
- Each delegate works on 3 personal development missions.
- Pay it forward approach – teach back to peer group in local language to extend programme impact
- Senior leaders will sponsor each delegate for next 1-2 career steps (approx. 3 years)

**WIL** WOMEN IN LEADERSHIP

## WIL 2 OVERVIEW

Welcome to your WIL2 Programme. Accelerating Female Leaders for success.

*"Learning for myself, supporting the learning of women colleagues on the programme and, learning on behalf of others in the wider organisation".*



- Estimated Learning investment in formal hours is 50 (not included sponsor meetings or on the job application)
- Each delegate works on 3 personal development missions.
- Pay it forward approach – teach back to peer group in local language to extend programme impact
- Senior leaders will sponsor each delegate for next 1-2 career steps (approx. 3 years)

**WIL** WOMEN IN LEADERSHIP





## WiL 1 & 2 | Learners & Learning Hours

**27** of our female Leaders completed **1,505 hours\*** of learning following the WiL 2 learning journey in 2024

**43** of our female Leaders completed **1,120.5 hours\*** of learning following the WiL 1 learning journey in 2024

Women in Leadership [WiL] 1 & 2 Training hours	
WiL 1	1120.5
WiL 2	1505
<b>Grand Total</b>	<b>2625.5</b>

*\*Learning hours calculation: # attendees x duration of learning activity. For example, 10 attendees completing a 10hour programme equals 100 learning hours*

# Leadership Programme: 2024 Business Impact

**In 2024 the business impacts of Leadership Development Pathway have been the following:**

- (1) 91.5% of managers of Leadership Development Pathway participants stated that their team members had improved performance following participation in the program.
- (2) 98.5% of managers of Leadership Development Pathway participants stated it was a worthwhile investment in the career development of their team members.
- (3) 98% of managers of Leadership Development Pathway participants rated knowledge/skills learned in Leadership Development Pathway as critical to being successful in role.
- (4) NPS – 99.5% of managers of Leadership Development Pathway would recommend it for employees on similar role.
- (5) 100% of the strategic business projects prepared and presented will be partially or fully implemented.