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Moving Thinking Forward

Whitepaper
Utilizing Emergenetics to Advance Learning
In a Corporate Environment

Leadership Development, Team Development and
Improving Performance at MillerCoors Brewing Company



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MillerCoors Learning and Development Overview:

The formation of MillerCoors in July 2008 was the result of a joint venture combining two leading companies, Miller Brewing Company and Coors Brewing Company. The challenges of putting two companies together – designing the new organization, selecting talent to fill the roles, building product knowledge, integrating systems, strengthening customer relationships, and developing a single company culture – was a herculean effort...and all part of the overall vision to create America’s best beer company.

Learning and People Development:

Two values central to our new culture as MillerCoors are continual learning and people development. To align with these values, the Learning and Development Department moved quickly to meet the learning demands of the new organization and newly formed teams. Part of this work included culling down the over 2,000 training and e-learning programs the two legacy companies offered, electing only those that would help build the competencies and talent we needed to drive strong business results. The goal was to craft great development opportunities to grow our talent, resulting in a great company.

Building Organizational Culture and Employee Success Factors:

Six “Critical Success Factors” were also identified as key behaviors employees should model to help us achieve these results. The leadership team carefully crafted the Critical Success Factors to be a foundation for the culture and the “how” of performance. A new leadership development curriculum was also designed to build the knowledge and skills required to bring these Critical Success Factors to life in each leader and manager. Within the success factors, key competencies and values can be seen and programming and learning initiatives were utilized to grow these competencies.

Competency Building for Critical Success Factors:

Interpersonal effectiveness is one skill which runs through three of the Critical Success Factors: *Commitment to Customers*, *Connection with People*, and *Pride & Integrity*.

Building interpersonal effectiveness is not a new concept. Many organizations offer programs to develop interpersonal effectiveness. Usually these programs include a behavioral or personality self-assessment instrument such as the MBTI, DISC, LIFO, Social Styles, etc. In our case we determined it was the Emergenetics assessment that would make the MillerCoors approach unique.

Organizational Culture and Emergenetics: An Overview:

Emergenetics came highly recommended by many of our learning and development professionals. After talking with participants who experienced the program and getting four internal facilitators certified, we launched the Emergenetics program. In total, approximately 1,500 employees have experienced the Emergenetics program thus far. Employees from all functions across the company, including corporate headquarters, field sales, marketing, IT and operations, have completed the program. Individuals and teams post their Emergenetics profiles on office doors, work spaces, and team rooms. Teams began utilizing Emergenetics to improve communications and better understand new team leaders and members.



The Current Use of Emergenetics at MillerCoors

Emergenetics is offered in MillerCoors in several distinct ways, all under the umbrella of advancing a strong organizational culture. Emergenetics is available via MillerCoors' corporate learning platform, MillerCoors University as well as through more broad channels utilizing request-based workshops to enhance team performance and build continuity. Emergenetics is also a key element in MillerCoors' mentorship program.

Emergenetics provides a multifaceted overall lens to view strengths, build competencies and boost individual and team performance.

- Emergenetics is the lens for team members to see each person as an individual who brings uniqueness to their job and the team.
- Leaders are utilizing Emergenetics to learn how to tap into the uniqueness within their teams to improve innovation and performance.
- Leaders are also able to identify their team's thinking biases and anticipate the challenges they may face when executing various aspects of work.
- Teams are applying Emergenetics to enhance communications.

The broad use of Emergenetics within MillerCoors has created a foundation of appreciation and acceptance of difference, and more importantly, an understanding that people are much more than what we see in their behaviors. Traditionally what behavior and personality-based assessments miss is the uniqueness of our brains. The way we think about problems, people, tasks, and situations.

Today the certified Emergenetics facilitators within MillerCoors are working to help individuals and teams understand that Emergenetics is not like behavior training they may have experienced in the past. Emergenetics does not follow stereotypical conclusions. One cannot determine a person's thinking preferences by observing how they behave or even how they communicate—people must listen with an open mind and with a motivation of seeking first to understand, then to notice the differences. This approach leads to a deeper understanding and appreciation of diversity and the uniqueness each of us bring to our roles and our teams.

Emergenetics within MillerCoors University:

MillerCoors University (MCU) provides learning and development solutions in support of the company's strategies. Currently there are three main curriculums within MillerCoors; a Commercial curriculum, an Integrated Supply Chain curriculum, and a Leadership Development curriculum. Emergenetics is offered as part of the Leadership Development series of programs. Although MCU offers regular Emergenetics programs for individuals, many teams have opted to attend the program together.

- Teams have requested and completed their own program with customized learning outcomes aligned to their team goals or development plan.
- One brewery has decided to implement Emergenetics throughout their organization.



Linking Emergenetics to Key Curriculum Elements:

During the design of the leadership development curriculum one of our goals was the intentional progressive linking of knowledge and competencies experienced by the learner across programs. Each leadership program is linked by “golden threads”—content that is repeated and applied to the learnings in each course. Core learnings are reinforced and skill development is accelerated when individuals attend multiple programs.

Emergenetics Linkage in Action – Emergenetics and *7 Habits of Highly Effective People*:

One of the concepts taught in another MCU offering, *7 Habits of Highly Effective People*, is found in Habit 1: Be Proactive. The ability to be proactive involves creating a personal space between stimulus and response. In that space we can choose how to respond to a situation in place of reacting to the situation. This personal space concept is linked to our *Situational Leadership* program where leaders decide which leadership style they should use based upon the development needs of the individual and the situation. The thinking preferences and concepts taught in Emergenetics are closely linked to the content in both these programs, as Emergenetics helps leaders define their own leadership styles and ascertain the needs of individuals, based on their preferences.

Emergenetics Linkage in Action – Emergenetics and *Courageous Conversations*:

In another MCU course, *Courageous Conversations*, an entire communication process including tools and worksheets are built upon the thinking attributes taught in Emergenetics. In our Emergenetics program, participants learn how content is linked to these additional programs, providing the opportunity to extend Emergenetics learnings to other competencies.

Our Emergenetics preferences are always with us, in every learning environment and in skill development, which makes connecting Emergenetics to other content logical and powerful for the learner.

Emergenetics as an Informal Learning Tool:

Emergenetics is also used in various ways outside of formal learning environments offered via MillerCoors University.

- Teams are beginning to apply Emergenetics as they work together to solve problems by leveraging the multiple thinking preferences represented on their team to analyze root cause and create alternative solutions.
- Team leaders are looking to Emergenetics as they seek to improve project management and tasks achievement.
- The corporate communication team is examining Emergenetics as a way to improve communications across the organization.
- Breweries are beginning to roll out Emergenetics as a way to impact team work and productivity across shift teams and work teams.

On an application level, more and more teams are taking advantage of Emergenetics Tip Sheets and Team Booklets. A team can request a Team Booklet which includes the Emergenetics profile for each team member and tips on how to be more effective with each profile. Each team member receives a booklet customized to their team and includes the Profile and Tip



Sheet for each team member. As more teams request to complete the Emergenetics training as a team, Emergenetics facilitators continue to customize the program based upon each team's specific interests.

Integrating Emergenetics into the MillerCoors Mentorship Program:

Emergenetics is also being utilized in relationship-based learning including our mentoring programs. As part of the strategy for developing top talent, MillerCoors runs an annual leadership mentoring program. The program pairs high potential talent with senior executive mentors for 12 months.

The 2010 program has 23 mentoring pairs representing every major function in the business, and since the program matches mentees and mentors cross-functionally, getting the relationships started on the right foot is critical to its success. Emergenetics was introduced into the 2010 program as a way to facilitate relationship development by focusing on the uniqueness of the individual mentee and mentor. Mentorship numbers have grown since 2009, when Emergenetics was not a part of the program.

- Each mentoring pair shares their Emergenetics profile and discusses the differences and similarities of their Profiles.
- Emergenetics is used to build the foundations of appreciation and trust.
- Mentors often refer to the mentee's Emergenetics profiles before considering development activities and assignments or when providing meaningful feedback.

These are just a few of the examples of how MillerCoors employees are applying Emergenetics. As we strive to build advanced Emergenetics skills, we expect to see deeper and more unique applications across teams especially in the areas of team development, communications, problem solving, decision making, and innovation.



Future Use of Emergenetics

We have high expectations for Emergenetics moving forward, particularly in two areas of our business: Team Performance and Personal Performance. In addition, Emergenetics will continue to function in the context of MillerCoors University and informal learning environments.

Using Emergenetics to Enhance Team Performance:

As teams seek to improve processes and build high performance, Emergenetics has the potential to become the key to unlock individual and group thinking strengths, potentially changing how work is accomplished. Emergenetics can help build the bridges between knowledge, skill, and behavior for teams as they seek to achieve their performance potential and create a competitive advantage.

This approach to building sustainable team performance involves focusing the Emergenetics lens on the actual work the team is engaged in day-to-day. Every team is unique in how it accomplishes work; therefore the approach to increasing team performance must be practical, measurable, and customized for each team.

Moving forward as we work with teams to discover how best to utilize their unique thinking and behavior strengths to improve business results, we hope to experience and learn how to craft sustainable high levels of team performance.

Using Emergenetics to Enhance Personal Performance:

There are two main areas where an individual could combine Emergenetics with other competencies to get powerful results: *Relational Effectiveness* and *Change Effectiveness*.

Building Relational Effectiveness through Emergenetics

Relational effectiveness is our ability to develop and maintain healthy relationships personally and professionally. In general, our relationships can be improved by understanding our own uniqueness and appreciating the uniqueness of others. We have found that relationships tend to feel the pressure during times of change, such as changing environments, shifting economic times, struggles with work-life balance, etc.

Emergenetics can provide a framework for building skills such as empathic listening and appreciative inquiry, in a manner that result in relationships which can withstand the challenges of these dynamic situations. Once we learn to understand and appreciate thinking differences we can begin to rely on each other's strengths, continually building trust and collaboration.

One byproduct of building effective relationship skills is an increase in emotional intelligence and more effective communication. As our emotional intelligence increases, our ability to handle change and ambiguity also increases. Using Emergenetics we are striving to package content in a manner that enables the listener to process it quicker based upon their thinking preferences and alleviate potential misunderstandings before they spin into conflict.



Building Change Effectiveness through Emergenetics:

Change effectiveness is our ability to manage multiple changes with flexibility, resulting in a greater degree of comfort with ambiguity and ability to shift directions with little disruption. In the MillerCoors view, the ability to manage change effectively is no longer an option; it is a requirement for personal and professional success.

- In his book “Shift Age”, David Houle describes epic changes in our society.
 - From the 1900’s – 1975 society was in the Mechanization Age
 - 1975 – 2005 was the Information Age, where knowledge and learning became valuable competencies
 - From 2005 to some point in the future, Houle defines the Shift Age: The rapid evolution of technology, processes, and information.

Emergenetics is geared to help navigate the Shift Age—everything around us is changing so rapidly that we must manage personal transitions effectively or we may become paralyzed by the many demands placed upon our lives.

- Change effectiveness can be improved dramatically as we understand how we think about change, shift our mental model of change through our thinking strengths, reduce its threat, and create personal power in the midst of change... simply by leveraging the strengths we already possess.

Change effectiveness is also connected to relationship effectiveness; during times of great changes and stress we tend to damage those relationships around us. Emergenetics builds knowledge of self and others to mitigate against the potentially damaging elements of change. Our ability to build and manage these two important capabilities in our life is critical to our personal productivity and long-term success.

Moving Forward

These are just a few of the future options for leveraging Emergenetics in ways that will result in greater performance and effectiveness for individuals, teams, and as a company.

On our journey to create America’s best beer company we will need to continually innovate, create new advantages, and build a culture of engagement and appreciation. Emergenetics is one of the many tools available to help us on this journey and achieve long-term sustainable business success.