

# Brewing the Best in Business

## Successful Leadership Development at MillerCoors

When Miller Brewing Company and Coors Brewing Company merged in 2008, the newly formed MillerCoors prioritized two central values for its combined culture: continual learning and people development. Using these values as a guidepost, the company built six Critical Success Factors to define what culture would look like in the new entity.

To strengthen learning and development, MillerCoors partnered with Emergenetics®, integrating the Profile and our workshops into the foundation of its leadership development programming. Our partnership resulted in:



Strengthened interpersonal effectiveness across the organization.



Improved alignment across teams.



Engaged leaders communicating effectively with employees.



### MillerCoors' Challenge

In the midst of the merger, the executive team of MillerCoors committed to building a cohesive culture to guide the new organization in selecting talent, building knowledge and strengthening customer relationships. To support this environment, they needed a set of programs to:

- Enhance the offerings of MillerCoors University.
- Integrate with an established mentorship program.
- Drive business results.
- Encourage team building and success.
- Build competencies and talents within the employee base.

After meticulous research, MillerCoors invited Emergenetics to partner on its program.

## Emergenetics at MillerCoors

MillerCoors integrated Emergenetics into the core curricula of MillerCoors University (MCU) by certifying four individuals as Emergenetics Profile Associates and providing the Profile to more than 1,500 employees.

MCU used Emergenetics within individual and team tracks to reinforce the learning culture and customized programs to align to specific team and individual goals.

MillerCoors also used Emergenetics to identify common Thinking and Behavioral inputs for its Critical Success Factors, which were the foundation of its corporate culture. One of the common skills required was interpersonal effectiveness. Using Emergenetics, employees learned to recognize their innate interpersonal skills and apply them to support the common culture.

## Emergenetics' Impact

By integrating Emergenetics' solutions within its programs, MillerCoors succeeded in:



Matching team goals and objectives with team strengths.



Strengthening the offerings of MillerCoors University.



Aligning learning outcomes to personal development plans.



Strengthening mentorship by better pairing senior executives with rising leaders.



Building a culture that promotes learning and personal development.



Linking programs and learning to individual strengths resulting in knowledge and competency building.

Emergenetics provides the lens for team members to see each person as an **individual** who brings uniqueness to their job and the team. Leaders are learning how to tap into the uniqueness within their teams to **improve innovation and performance**.

– Tom Reed, Former Director of Leadership Development, MillerCoors

Since the program's inception MillerCoors has expanded the use of Emergenetics programs to help teams build trust, increase performance and adapt through change.