

Lion is a leading beverage and food company with a portfolio that includes many of Australia and New Zealand's favourite brands such as Tooheys, Dare, XXXX, Farmer's Union, Hahn, South Cape, Speight's, Big M, Boag's, Yoplait, Wither Hills and Daily Juice. Lion employs close to 7,000 people and takes great pride in its local manufacturing footprint across the Tasman, which spans 36 sites.

Lion is a Top Company for Leaders because of its excellence in:

1. Developing authentic leaders
2. Driving culture and engagement through leaders
3. Identifying future leaders and helping them flourish

## Developing authentic leaders

Lion takes a unique approach to leadership development, harnessing and celebrating individual strengths as well as identifying the 10 behaviours that support an achievement culture. The organisation encourages its leaders to build their own 'psychological capital' by providing resources that help them to leverage their personal strengths as leaders within the workplace.

Lion places a great emphasis on authentic leadership and has developed programs to support this that are progressive, evidence based and designed for business application. These programs focus on four key areas – self-efficacy, hope, optimism and resilience – to support achievement and wellbeing for leaders and their teams. The organisation believes that authentic leadership is the key to achieving sustainable business success as a company that lives its core purpose – 'enrich our world every day by championing sociability and helping people to live well'. Lion has seen a demonstrable link between authentic leaders, engaged employees and trusting relationships with all stakeholders including customers, consumers and the community.



"True authenticity requires courage and self-awareness - there's no short cut, and it can't be faked. Cultivating authentic leadership capability takes sustained investment and in our experience it's worth the effort. We know that authentic leaders build highly engaged people, who in turn build high engagement with Lion, which has a direct link back to business results."

*Stuart Irvine, Chief Executive Officer, Lion*



## Driving culture and engagement through leaders

Lion has an achievement culture that is articulated through its people value proposition – ‘be the best you can be, really make a difference and have a great time doing it’. Leaders play a critical part in growing Lion’s achievement culture, by role modelling constructive behaviours and supporting their teams to achieve sustainable business results.

The organisation is committed to developing and sustaining its achievement culture and undergoes a Human Synergistics Organisational Culture Inventory every two years. This provides an ongoing measure of behavioural styles prevalent and has been tracked against return on capital employed to validate the impact of culture on business results.

In addition, all Lion leaders complete a Human Synergistics Leadership Style Inventory at least every two years to build self-awareness around their behaviour and how this is perceived by others. Action plans to support improvements are facilitated via coaching by internal accredited practitioners.

## Identifying future leaders and helping them flourish

Lion has a rigorous resourcing and selection process that helps ensure that the right people are in the right roles. The organisation’s talent strategy is focused on attracting and developing the next generation of leaders and selections are made based on the candidate’s current capability, learning agility and future potential. Lion looks for individuals who are both technically capable and agile learners to support the delivery of the organisation’s strategy and realise its growth aspirations.

The process for assessing prospective talent is robust and includes objective testing that looks at cognitive and behavioural reasoning, including verbal, numeric, personality and abstract reasoning. Lion’s strategic sourcing team also develops relationships with potential candidates through both traditional and innovative channels, such as social media and online content.

The organisation also has a strong capability and development framework, which allowed for 49% of vacancies to be filled internally in 2013.