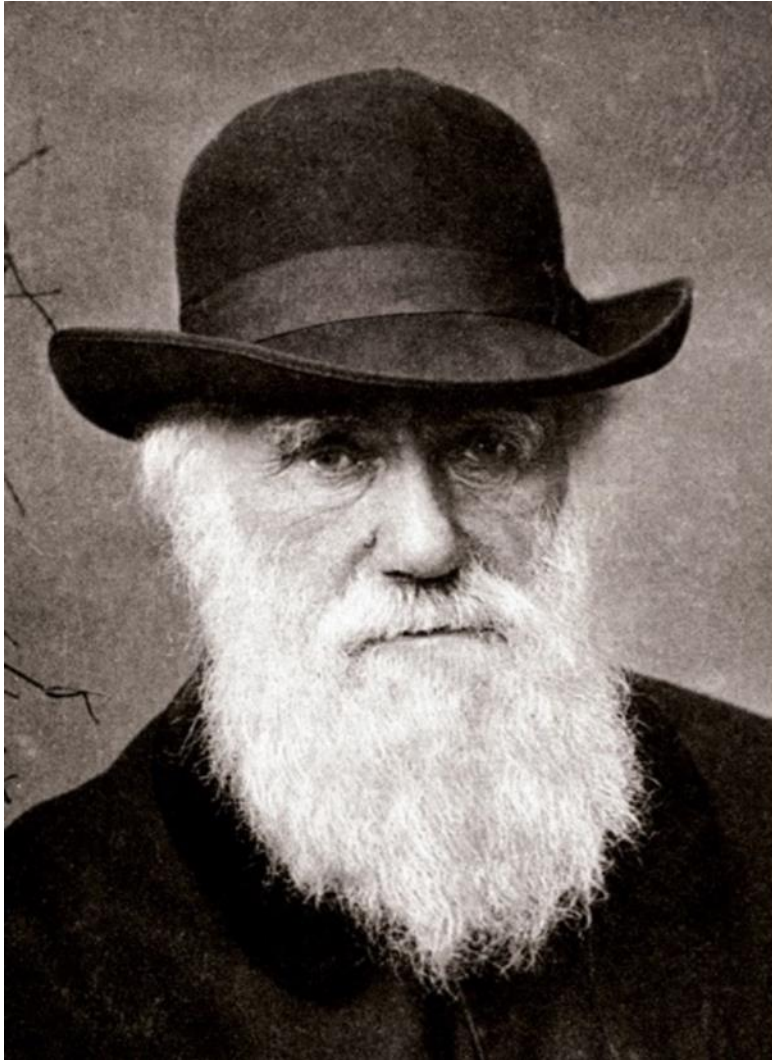


Leading change

Tim Solly

Head of HR

British American Tobacco PNG



Adapt or Die

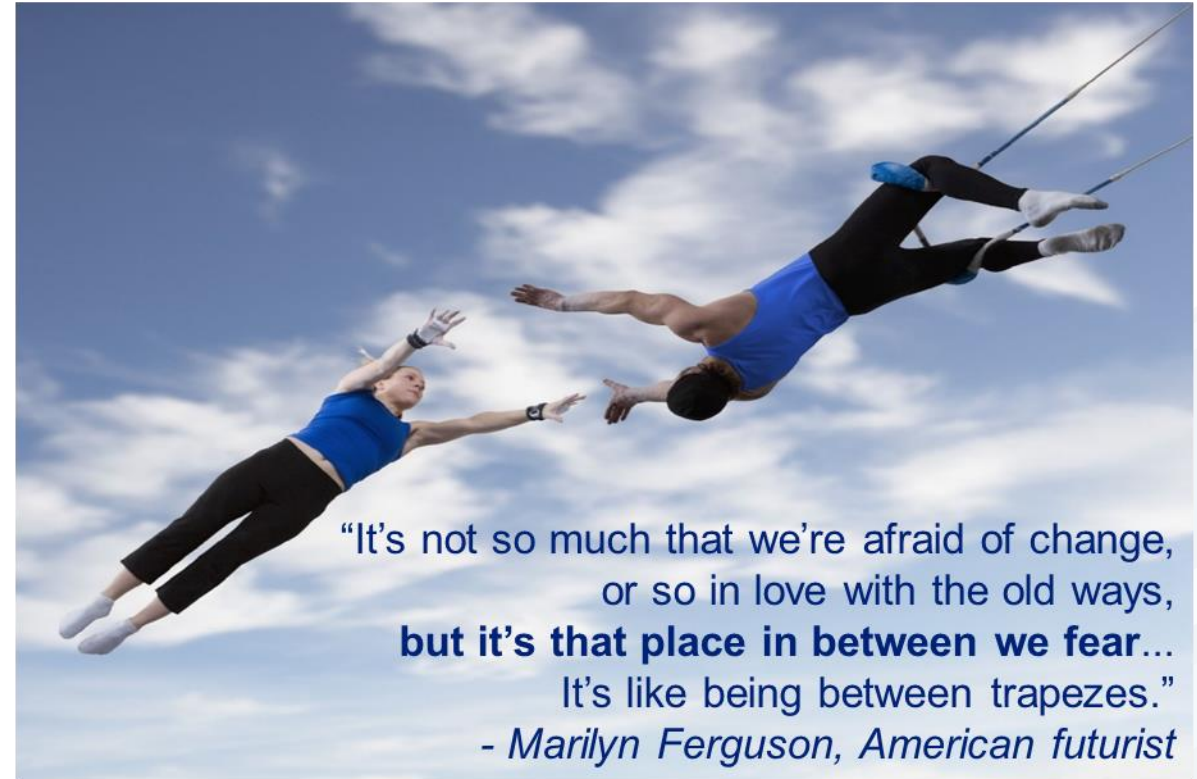
“It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change”

– Charles Darwin

Why lead change?



- 70% of corporate transformations fail – John Kotter, 2007
- Its complicated!
 - Rational/Emotional
 - Science/Art
 - Technical/Human
- Resistance is the natural reaction
 - Fear of Loss
 - Fear of the Unknown
 - Fear of Failure





The BAT story

DRIVING GROWTH

FUTURE FIT PORTFOLIO



Smoking Causes Lung Cancer
Smoking Causes Tuberculosis
Kool Filter Kings
Rothmans
Spear

Small Video
Collaboration
Innovation

TM&D EXCELLENCE



TM&D

FUELING THE GROWTH

MANUFACTURING EXCELLENCE



customer
quality
service
satisfaction


QUALITY
SPEED

TALENT DEPLOYMENT



PASSIONATE
INSPIRATIONAL
The BAT Leader
Passionate, driven, inspired and people to deliver outstanding results.

INVESTMENT



SWIM Simplify

Why change the HR agenda

One size fits all approach to development wasn't working

Leaving technical development solely in the hands of Line Managers proved to be inconsistently applied at best

Western commercial culture mismatched with PNG culture

Internal structures were not supporting our development agenda based on current capability

How did we change?

Acted like we were in marketing and segmented our employee population based on needs and requirements

Propose different activities for the following groups to align with the specific challenges relating to each group:

- 1 – Senior Management
- 2 – Junior Management
- 3 – Non Management

Re



But first we needed a company mantra







Technical Skills Development



Booster Programme



Graduate Development
Revamp



Management Transition
Programme



Critical People Review



Drive Team Investment

Development Map

Area	Development Areas	Development Intervention		
		2017	2018	2019
People Development	<ol style="list-style-type: none"> Increase constructive engagement with the different leadership teams (Primary EXCO & Area Finance Leadership Team) More connections with the greater BAT Finance community Demonstrate effective peer learning relationships while pursuing common goals Needs to maximize own impact on others by being more vocal and engaging with a wider spectrum of people Taking on a more mapping and active role in positions contributing towards developing finance talents More rigor in managing team's performance and development 	<ol style="list-style-type: none"> Support FD in Area Finance alignment meeting and independently run at least one meeting On-going Q3 Drive the process process in conjunction with Marketing and Supply Chain counterpart and ensure quality of input in the SOF forum, by Q2 Drive cost effectiveness and resource allocation in collaboration with Department heads Q2 Ensure robust development plans for identified top Finance talents Q3 On-going coaching and follow-up on development plan, Quarterly on-going 	<ol style="list-style-type: none"> Drive the Finance road-map for 2018 Q3 Finance Excellence Program Q4 	<ol style="list-style-type: none"> Key interventions in the new Role: <ul style="list-style-type: none"> Escalation as a full performing FD Bring more rigor in internal and external networking Lead and own the value chain of the business Building sustainable team pipeline for the function.
Functional Competency	<ol style="list-style-type: none"> US GAAP Quality ASPAC Finance Assessment 	<ol style="list-style-type: none"> Ensure comparative analysis between US GAAP and IFRS and embed changes in the reporting cycle Q4 	<ol style="list-style-type: none"> Appear and qualify in the Regional Finance Assessment Centre 	
Business Competency	<ol style="list-style-type: none"> External engagement In Depth manufacturing and production planning process Full circle of sale Strategic Leadership Agenda of BAT 	<ol style="list-style-type: none"> Active involvement in 2017 Budget engagement 	<ol style="list-style-type: none"> Deliverer job attach with Manufacturing and Regional Ops Finance Q2 Active involvement in 2018 Budget engagement 	<ol style="list-style-type: none"> Active role in developing strategic leadership agenda for the business.
Stretch Projects / Activities	<ol style="list-style-type: none"> Drive one of the Drive 1000 Agendas independently 	<ol style="list-style-type: none"> Assess gaps in IFRS implementation and submit accordingly Q1 	<ol style="list-style-type: none"> Assess gaps in IFRS implementation and submit accordingly Q1 	<ol style="list-style-type: none"> Drive the 1000 Agendas P&L (MFRS)
Roles		Finance Controller (36)	Finance Controller (36)	Finance Controller (36) / FD F3 / similar (36)

Key talent Capability Acceleration



Learning & Insights Shared



Learnings from experience

Change creates fear and uncertainty

- Communicate : Repeat, repeat, repeat
- Build trust & openness
- Create belief & energy

Change takes planning, effort & time

- Be clear that it's a journey - create the light at the end
- Set clear expectations & milestones
- Ruthless prioritization
- Drive accountability & ownership

Change starts with you!

- Manage your own energy
- Manage your expectations
- Ask for help & support when needed
- What's in it for you?



Thank You