



3B Invest in development and training

Reinforce our culture of learning and continuous development

Impact

88 percent of General Mills officers have been promoted from within the company.

91 percent of our directors have been promoted from within the company.

80 percent of our managers have been promoted from within the company.

Focus: We respect, develop and invest in our people. We have a long history of making employee development a key priority for the company and established the General Mills Institute more than 20 years ago to provide learning opportunities. We know that engaged employees create value and drive business performance. In order to attract and retain competitively superior talent, we develop all employees and work to have a depth of leadership prepared to take on new responsibilities when necessary.



Development plans: We are single-minded when it comes to development; we plan for, invest in, track and evaluate it. Development takes many forms, including

General Mills workplace culture

Virtuous cycle of great workplaces



performance appraisals and Individual Development Plans (IDP). General Mills employees have the opportunity to create professional development plans with the assistance of their supervisors. Managers and employees discuss career goals, strengths and development needs, and then use this information to identify action items. IDP completion rates are tracked to monitor employee advancement in career planning.

Coach and train

Coaching: Great managers are key to retaining and motivating employees. Internal analysis has shown that employees

who work for “great managers” are twice as engaged, motivated and innovative as those working for “good managers.” We created our Great Managers initiative in 2009 to train and increase the effectiveness of our managers around the world. In 2015, we centralized and modernized our strategy. Launched in July 2015, the updated Great Managers development program delivers continuous learning – providing 2,400 managers with the knowledge they need, when they need it, in a way that’s easy to consume. The program’s four-pronged approach includes:

- Centralized global classroom training
- Interactive live virtual sessions

Building manager proficiency

The updated Great Managers development program provides continuous learning to 2,400 managers around the world. The program helps leaders become proficient in the four key areas necessary to facilitate competitively superior results across their teams:

- Setting priorities
- Developing people
- Assessing talent
- Growing and inspiring teams

- A social-enabled website to give managers 24/7 access to bite-sized learning content
- Communication to keep managers informed and engaged

Training: We offer numerous courses at the General Mills Institute and online learning classes that support professional development. Training courses range from “Core Business Essentials” and “OnBoarding Fast Start” for new employees to “Managing People” and “Advanced Managing People” for improving managers’ skills. We leverage our robust offering of eLearning courses and other technology solutions to meet