



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,**  
*Director Leadership Development*

### Emergenetics at MillerCoors >>

MillerCoors undertook a comprehensive approach to utilizing Emergenetics, certifying four individuals to train and administer and ultimately profiling over 1,500 employees thus far from diverse functions within the company including corporate headquarters, field sales, marketing, IT and operations.

MillerCoors has integrated Emergenetics into several key areas of the company in order to ultimately craft excellent development opportunities to grow their talent and advance the business:

- **Corporate Culture and Success Factors** – MillerCoors integrated Emergenetics into six Critical Success Factors that provide the foundation for Leadership Development and an optimal corporate culture.
- **MillerCoors University** – MillerCoors developed an in-house setting for employee learning and advancement called MillerCoors University and Emergenetics is offered within the core curricula.
- **Knowledge and Competency Building** – As part of the curriculum for MillerCoors University, Emergenetics is used to link different programs and learning applications with individual strengths and personal growth.
- **Team Building** – Across departments, Emergenetics is being used in a team building context providing a customized format designed to match team goals and objectives with team strengths.
- **Relationship-based Learning** – Emergenetics is a core piece to MillerCoors' leadership mentorship program pairing senior executives with high-potential rising leaders.

### MillerCoors Learning and Development Overview >>

The formation of MillerCoors in July 2008, was the result of a joint venture combining two companies—Miller Brewing Company and Coors Brewing Company. Two values central to the new culture at MillerCoors are continual learning and people development, and these values guided the process around designing the new organization, selecting talent, building product knowledge, integrating systems, strengthening customer relationships, and developing a strong, cohesive company culture.

As part of this process, MillerCoors' Learning and Development department sifted through the various training programs, selecting only those that would help build competencies and talent and drive strong business results.

Emergenetics had been used for over five years with Coors Brewing Company prior to the merger, garnering significant recommendations from learning and development professionals within the Coors team. Through this positive feedback, Emergenetics was selected and integrated into the new MillerCoors employee development portfolio.



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## MillerCoors University Spotlight >>

MillerCoors University (MCU) provides learning and development solutions in support of the company's strategies and Emergenetics is currently offered as part of the Leadership Development series of programs. Through MCU, Emergenetics is provided on an individual or team track, resulting in a multifaceted and reinforced learning culture. MCU also extends learning by customizing Emergenetics programs to learning outcomes aligned to team goals or development plans.



## More on Critical Success Factors >>

MillerCoors developed six *Critical Success Factors* as a foundation for corporate culture and performance. Within these factors, key competencies and values are present and a leadership development curriculum was designed to enhance the leader and manager knowledge and skills. By utilizing Emergenetics as a foundation for personal and team performance, MillerCoors identified common thinking and behavioral inputs for each success factor. For example, Emergenetics builds interpersonal effectiveness, a skill which runs through three of the six Critical Success Factors: Commitment to Customers, Connection with People, and Pride & Integrity.



## Future Usage at MillerCoors >>

MillerCoors has high expectations for leveraging current usage and adoption of Emergenetics to specifically advance two key areas of business moving forward:

1. **Personal Performance** - Within the personal performance realm, MillerCoors sees two major synergies with Emergenetics—Relational Effectiveness and Change Effectiveness.
  - **Relational Effectiveness** begins with understanding individual uniqueness and understanding the strengths and uniqueness of others. Using Emergenetics helps employees realize and rely on the strengths of others, building relationships and developing trust and collaboration.
  - **Change Effectiveness** is the ability to manage multiple changes, resulting in greater comfort with ambiguity and the ability to shift directions with little disruption. With Emergenetics change effectiveness can be improved dramatically by understanding how people think about change. Emergenetics also provides the ability to shift the mental model of change through thinking strengths, reducing the threats of change and building personal power.
2. **Team Performance** - 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.
  - **Sustainable team performance** focuses the Emergenetics lens on the team's actual day-to-day work.
  - **Increasing team performance** must be practical, measurable, and customized for each team. Via their unique Emergenetics make-up, teams are built for maximum effectiveness and potential.

With the current foundation and future vision in place, MillerCoors and Emergenetics are creating a long-term, sustainable plan for developing high-performing employees and a creating a leading-edge organization.

