



Recruiting leaders who create sustainable impact on the company and its future

CUSTOMER



Givaudan[®]
ENGAGING
THE
SENSES

GIVAUDAN USED SILEGA COMMANDER™ TO RECRUIT NEXT GENERATION LEADERS

YEARS IN BUSINESS



100+

SALES (2011)



CHF 3.9B

EMPLOYEES



8,900

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Customer

Givaudan is the global leader in the fragrance and flavor industry, offering its products to global, regional, and local food, beverage, consumer goods, and fragrance companies.

Headquartered in Vernier Switzerland, Givaudan holds a 25% market share in this industry. It has a workforce of over 8,900 employees and subsidiaries in 45 countries. Givaudan has a presence in all major markets and a network of 82 sites in mature and developing regions.

Givaudan invests more in research and development than any other company in the industry and has the heritage, scale, and supply chain to seamlessly serve worldwide customers with innovative products and concepts.

Background

Starting in 2010, Givaudan reinstated its annual recruitment exercise for management associates to develop leaders in the Asia Pacific countries.

These management associates were selected from a large pool of applicants from Asia Pacific countries and put through a robust and rigorous interview program to ensure that only the best talent was selected for development and eventual leadership positions. The shortlisted candidates were gathered in Singapore to complete a business simulation as the final step in the selection process.

Main business objectives

- To select six management associate finalists from a dozen shortlisted candidates, based on observed behaviors during the simulation exercise.
- To focus on behaviors demonstrating leadership potential, planning and strategic agility, and the right ethics and values.



Solution used

Silega Commander™.

Results

Following the business simulation, Silega Asia presented each candidate's results (calculated using a quantitative computation formula) for review and discussion.

From analysis and discussion of the data plus notes from the HR team based on observed behaviors during the simulation exercise, the team collectively picked the six winning management associates for 2012 by. The selected management associates demonstrated leadership potential qualities along with planning and strategic agility throughout the business simulation exercise, and they also had ethics and values consistent with the Givaudan culture.

The future

Givaudan plans to expand the use of business simulation to support organizational learning in other business processes such as leadership development and team alignment.

About Silega

Silega is a global full-service training company. We help our customers quickly improve performance by developing their competencies for greater success. Our areas of expertise include business simulations, executive workshops, measurement tools, training transfer, coaching, and consulting.

REGION



Asia Pacific

TARGET AUDIENCE



Management Associates

Givaudan^o
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About Silega Commander™

Silega Commander™ is a business simulation that helps participants unlock the hidden potential of their organization and achieve sustainable growth through managing the five types of wealth. The simulation is conducted in rounds which represent various business years. As the simulation progresses, participants face the challenge of getting results, creating positive change in corporate culture, resolving problems, and communicating effectively.

This simulation helps leaders understand why decisions and behavior are often misunderstood by their followers and how to maximize their influence.