



Challenge

Agrifirm's vision statement is aimed at promoting a responsible food chain for future generations. The realization of this vision requires leadership development. As Nico Swart, Agrifirm's Group HR Director, says: 'We sought a partner whose mission, values, and strategy are in line with ours. A partner who shares our views of leadership and our expectations for our staff. We also wanted a partner who would provide the kind of high-quality content that could lift our leaders to a higher level.'

Agrifirm's values are as follows: Sharp, Trusted, Ambitious, and Responsible. In short, STAR. 'To build a STAR culture, we need STAR leaders,' Nico continues. 'They are a prerequisite for achieving our ambitions.'

Our leaders not only need to be experts in their respective fields, they must also regard leadership as a craft. They should be able to switch from top-down leadership to granting people ownership in those situations where this makes sense. Furthermore, we wanted to show our people what leadership means at the various levels of our organization.'

'We chose FranklinCovey because of the quality of the content, the match with our values, and the fact that they have people on the ground all over the world,' says Joke Mens, who oversees Global Talent Development. Nico adds: 'The content is clear, relatable, and easy to apply. Creating a common language and ensuring alignment with the differences at various individual levels is really useful.'



'The program has given our company a common language between the various departments and layers.'

- Nico Swart, Group Director HR



'People love it, because of the practical lessons, the great facilitator, and the match with the situations they come across on the work floor.'

- Joke Mens, HR Talent Development & Acquisition

Solution

Agrifirm and FranklinCovey co-designed several learning journeys. These are supported by both hard-copy teaching materials and the FranklinCovey All Access Pass®.

- Executive Leaders: *The 4 Essential Roles of Leadership*®.
- Leaders of Leaders: leadership course based on *The 7 Habits of Highly Effective People*® and *The 4 Essential Roles of Leadership*®.
- Leading others: leadership course based on *The 7 Habits of Highly Effective People*® and *The 6 Critical Practices for Leading a Team*™. Both programs were adapted to each group of participants, e.g., managers, sales managers, team leaders, or factory leaders. By customizing the program, we ensured that it was relevant to, and could be applied by, all these groups.
- The module *Change: How to Turn Uncertainty into Opportunity*™ was later added, in which a parallel was drawn with the 'nitrogen crisis' in the Netherlands and Agrifirm's recalibrated strategy. This module will enable leaders to manage these changes and ensure that Agrifirm remains future-proof.

Results

The program achieved excellent results. This was partly due to its modular structure and just-in-time learning. The program was designed so that managers could immediately apply their new insights in practice. For example, before the annual performance appraisals were due, there was a module about giving direction and setting goals. Managers were taught how to provide feedback

prior to holding performance evaluation meetings. They were also presented with the *Change* module, which addresses the role played by leaders in change management, at the start of a major transition project. 'Professional development must always be linked to the challenges people are facing at that moment. It's vital that everyone understands why we're doing this,' says Nico. Having completed the modules, the managers were much better prepared for their interviews with employees and more equipped to provide proper change management.

The FranklinCovey facilitators made a huge difference. 'It's great to see the impact on the factory leaders. They love it, because of the practical lessons, the great facilitator, and the match with the situations they come across on the work floor,' says Joke.

'The program has given our company a common language between the various departments and layers,' Nico tells us. 'The content provides our managers with a great basis for growth. We've gained a much better understanding of the areas in which our leaders have grown and what still leaves some room for improvement. Moreover, we have linked our leadership development training to what is happening in our company.'

Some of the success stems from the fact that this program was genuinely codesigned, so it reflects the challenges faced by the participants and the world they inhabit. 'FranklinCovey actively contributes ideas and selects the right coach for each group,' Nico continues. 'And they aren't afraid to hold up a mirror to us, either. If they identify any issues at a particular management layer, they tell us about them. That helps us tremendously and strengthens the

connection between the various layers.'

About

Agrifirm is a Dutch cooperative that is active in livestock breeding and the agriculture sector. It was established in 2010, following a merger between Agrifirm and Cehave Landbouwbelaag, two companies that resulted from mergers between several regional farmers' cooperatives. These organizations were founded in the early twentieth century. Agrifirm is headquartered in Apeldoorn.



Website

www.agrifirm.nl

Industry

Agriculture

Number of Employees

3,000 worldwide

Opportunity

Agrifirm was looking for a partner that would enable them to elevate leadership at all levels of the organization to a higher level.

Solution

- All Access Pass®
- The 7 Habits of Highly Effective People®
- The 7 Habits for Managers®
- The 4 Essential Roles of Leadership®
- The 6 Critical Practices for Leading a Team™
- Change: How to Turn Uncertainty Into Opportunity™



The FranklinCovey All Access Pass® helps you get the most value out of your L&D investment by providing access to content and technology, as well as a deep bench of experts to design and deliver a unique learning experience tailored to your organization's needs.

For more information, please contact FranklinCovey at info@franklincovey-benelux.com.

