



**Beverly Dixon**  
Group HR Director

“The programme was engaging, and we were incredibly pleased with the way which the sessions were structured and aligned with the business needs and shaped accordingly.”

“Caplor Horizons collaborated with G's on a leadership programme through the delivery of a series of masterclasses by professionals from its advisor and staff team. This took place between 2017 and 2019. The focus was primarily on G's in the UK, but people involved with other operations were invited too.

G's is one of Europe's leading fresh produce companies, growing and supplying salads and vegetables to major UK, and many European retailers. The farms cover 13,000 hectares across the UK, Spain, Czech Republic and Senegal and we employ 7,000 people globally. Our product ranges from conventional and organic produce including lettuce, celery, beetroot, mushrooms and onions.

G's is committed to improving the skills of its leaders so they can then inspire others within their team. G's is always looking for innovative ways to develop a connection between People, Planet and Profit. In order to create this connection, it is crucial for our leaders to feel motivated to do their job effectively and to support others to do the same. Understanding the communication and efficiency dynamics across the business globally, is vital for smooth team-working especially with challenges resulting from the environmental crisis, conflict, elections, rising costs, volatile exchange rates and so on. All such issues influence our business.

The initiative delivered by Caplor Horizons over two years created an opportunity for our leaders to question the way in which we work through a series of interactive sessions. These gave thought provoking opportunities, including through experiential learning. The professionals involved were impressive and the engagement with Caplor Horizons helped build higher performing teams.

Along with contributions from our key contacts – Lorna Pearcey, Dan Bishop and Dr Ian Williams – some of the topics and facilitators included...

- *'How can we become more inspirational leaders?' Sue Stockdale*
- *'How can we best bring about strategic change' and 'What does it take to nurture the culture we want'? Professor Sharon Turnbull*
- *'Why should we become a leader in sustainability?' Laura Adams*
- *'Neuroscience and leadership' Clive Hyland*
- *'How can we improve our effectiveness as leaders?' Richard Harvey*
- *'Cross cultural communication and team-working' Dr Peter Moore*



**Beverly Dixon**  
Group HR Director

The programme was engaging, and we were incredibly pleased with the way which the sessions were structured and aligned with the business needs and shaped accordingly.

Since it ended – and inspired by the brilliant responses at the time – my engagement with Caplor Horizons has continued.

Reflecting on the lasting and most significant differences regarding G's and myself...

- Clive Hyland's contributions seemed to have been the most memorable for my colleagues. These receive the most mentions.
- Personally, I'm well connected with the mission of Caplor Horizons. I read all the newsletters. They capture my attention. Some articles I read in detail and use them in influencing others, including in setting direction and strategy. The most important examples tend to be planet, people and diversity related.
- Caplor Horizons set up a Strategic Change and Development Group (SCDG) in 2020 and I'm a member of this. I have learned from attending the sessions – the approach, consultation and diversity of participants. I also notice that Caplor Horizons is sticking to the plan too and that's a lesson in itself!
- My latest reflections about G's is they are PROFIT, People and Planet business (they genuinely do all three....in that order) and Caplor Horizons is a PLANET, PEOPLE and profit organisation. Hence my colleagues are more aligned with a typical business school approach – metaphorically speaking. I appreciate some business schools have thankfully moved on!"