



Angus Davison
Eccentric Chair

“This programme has begun to be – and we are confident will be – truly instrumental to the development of our organization.”

“Caplor Horizons has been collaborating with Haygrove on a leadership development programme since late 2015. This has evolved. The biggest focus has been with teams in the UK, Portugal and South Africa.

Haygrove is a circa £100m horticultural business employing approximately 900 full time and 3500+ seasonal staff globally. The principal activities include all-year-round ‘Growing’ - farms in the UK, South Africa and Portugal, producing fresh berries and cherries for the retail industry; also ‘Growing Systems’ - supplying field-scale poly-tunnels and strawberry substrate systems to other horticultural businesses internationally.

Haygrove’s strategy is to be a technical leader in its area of activities, to create remarkable opportunities for its people, and to inspire others in its sector in how it operates. The group is developing triple bottom line measurements of itself across People, Profit and Planet.

- The Growing business strategy is to increase its speed of learning through producing in both hemispheres and different latitudes.
- The Growing Systems strategy is to move tunnel based growing knowledge between crops and regions to the benefit of its customers.

Clearly, in order to deliver this strategy, every member of the Haygrove team must be inspired, motivated and communicating highly effectively across many different countries, in sometimes very challenging conditions. A key requirement is clarity of communication, at high speed, with many variable factors at play (e.g. political – Brexit, bureaucracy in Portugal, elections and unionized workforce in South Africa; economic – volatile currency exchange rates, rising labour costs; climatic – weather, nature).

Caplor Horizons has provided leadership training and mentorship support to improve individual leadership, build high performing teams, and disseminate this learning throughout the organisation. The Leadership Programme has been wide-ranging and deliberate in design and impact as follows:

- The Programme has so far been running for two years and it will continue.
- It has been carried out in 3 countries – UK, South Africa and Portugal
- Total of 117 participants: UK (52); South Africa (50); Portugal (15)
- The core team of Lorna Pearcey, Sharon Turnbull, Dan Bishop and Ian Williams have directly contributed to the delivery of the Programme as well as organising 12 external contributors, from their wider team of Advisors - all of these have been leaders in their specialism
- Analysis and reporting after each session with an evaluation at the end of the year.
- Individual mentoring sessions to embed learning.



Angus Davison
Eccentric Chair

For instance, key themes and learning topics have included:

- 'Leading Change' by Professor Sharon Turnbull.
- 'Effective Leadership and Envisaging the Future' by Richard Harvey
- 'Emotional Intelligence and recruiting, developing and retaining the very best people' by Liza Bewick.
- 'The Triple Bottom Line' and delivering a Sustainable Future' by Hannah Newcomb.
- 'Inspirational Leadership' by Sue Stockdale
- 'Cross Cultural leadership and Communication, Environmental Challenges and Climate Change' by Dr Peter Moore
- 'Neuro-science and Leadership' by Clive Hyland
- 'Leading performance' by Clive Steeper
- 'Understanding Unconscious Bias' by Chandra Ladwa and Saf Ghapson
- 'Communication' by Laura Vickery
- 'Strategy' by John White

Feedback from participants, measured through the analysis and reporting of each session, has been very positive - always with compliment of speakers and materials provided in advance for reading or in followup for embedding. Alongside the programmed sessions for participants, Ian Williams facilitated the articulation - in a rough minibus in Morocco - of our own '*Haygrove Leadership Way*'. This identifies 4 stages of development within our organisation (which are no doubt common to many organisations): 1) Inspirational Leadership; 2) Strengthening management and systems; 3) Distributing inspirational leadership; 4) Transformational Energy! The development of the bespoke Caplor leadership programme has helped us engage, inspire and develop our teams towards the aim of 'Transformational Energy'.

We have been pleased to collaborate on the development of a 'Human Horizons' – in particular, a neuroscience based tool based on the inspiration and expertise Clive Hyland. Programme delivery in Portugal and South Africa was led by Lorna Pearcey and Ian Williams. The sessions in these countries varied from 2 to 4 days on occasion with very diverse people and sizes of groups.

The whole Programme was developed in a bespoke way with us, aligned to our specific needs and shaped as it progressed. We are continuing to work with Caplor Horizons and will be adapting the programme again. During the past year we focused in the UK on a smaller group of high potential future leaders and board members; in South Africa, whilst the people remained the same (around 50 of most senior team), the emphasis was different (see case study below).

We have also made important human connections through the extended Caplor Horizons Community with others who will help us on the leadership journey. For example, Charles Handy, management guru and social philosopher; he will, we hope, continue to challenge and support our thinking on business design, governance structures and constitution.

We are extremely grateful to Lorna, Dan, Sharon and Ian, and all at Caplor Horizons, for their highly valued, flexible, and personalised training provided to Haygrove. An important lesson is that it has been particularly positively powerful in subjects related to culture, so has needed to keep evolving, perhaps more quickly on occasion than we at Haygrove initially identified. This programme has begun to be - and we are confident will be - truly instrumental to the development of our organisation. Thank you Caplor."



“They were able to match the organisation’s needs with the necessary cultural understanding and facilitate the varied and interesting topics with skill and enthusiasm.”

“Haygrove Heaven South Africa is a dynamic commercial berry growing business with three farms situated in the Western Cape and Kwa-Zulu Natal supplying soft fruit for domestic and international markets. It employs more than 620 permanent staff and up to 2,000 during peak season. It is a demanding but exciting business made up of strong (and often quirky!) personalities.

Sean Tager
Managing Director of
Haygrove South Africa

The rich diversity of South Africa is truly represented within the organization creating many opportunities for different approaches for different situations.

This is where Caplor Horizons excels, as it has provided both leadership and management development tools to address the internal and external factors that help the company to deliver on its promises and to live the purpose.

Led by Lorna Pearcey and Ian Williams the leadership development programmes, held for two consecutive years, have ably provided the training and mentorship support to improve leadership and to help build high performing teams.

They were able to match the organisation’s needs with the necessary cultural understanding and facilitate the varied and interesting topics with skill and enthusiasm.

The programmes were developed specifically for the South African farms and included topics such as Haygrove values and what they mean to the teams, active listening, the six senses of teamwork, what qualities make our teams remarkable, individual leadership, distributed leadership, the 5 C’s of learning, change management and much more, integrated into relevant and appropriate sessions over two full days.

Ian and Lorna were able to align the programme with the company’s needs, present and facilitate in an interesting and engaging way and were not afraid to change or adapt the programme to meet the needs of the attendees at short notice!

We would have no hesitation in highly recommending Caplor Horizons for your organisation’s leadership development needs and would be happy to be contacted for further information. ”