



Will Warshauer
President and CEO

“I've enjoyed and benefited from your intellect, your experience, your perspectives, your ability to "get" TNS and your unfailing patience, positivity and sense of humor.”

“TechnoServe’s most recent engagement with Caplor Horizons has been on our global strategy renewal. They helped us design and run a highly engaging and participatory process – across 1,800 staff in 27 countries – that resulted in a high level of enthusiasm and buy-in from our colleagues around the world, and a ‘north star’ for our organization that really captures what we want to become over the next ten years or more.

Their approach and guidance struck a great balance between moving things forward in a concrete way while also creating lots of opportunity for participation and input. I also appreciated the extensive network of experts and advisors that they were able to access and plug into the process to stimulate and expand our thinking on the importance of culture, agribusiness trends and feminist leadership, among other topics.

It has been a real pleasure working with you. I've enjoyed and benefited from your intellect, your experience, your perspectives, your ability to "get" TNS and your unfailing patience, positivity and sense of humor. Our staff are telling us repeatedly how much they appreciate the inclusive nature of this strategy process, and we certainly couldn't have done that without you. I'm sure we will bother you for more advice soon!”



Kindra Halvorson
Chief Transformation
Officer

“I can't overstate the importance of both the strategic and tactical inputs from Caplor Horizons that help us to make the most of these all-too-rare opportunities to learn from each other, and apply our collective wisdom to meeting the challenge of bringing business solutions to poverty.”

“TechnoServe has benefitted tremendously from engagement with Caplor Horizons for more than five years now. This has made a very considerable and positive impact in terms of leadership and team development and also strategy renewal and delivery.

TechnoServe is a US-based INGO that fights poverty by helping people build regenerative farms, businesses and markets that increase incomes in about 30 countries globally, helping to bring about a sustainable world where all people in low-income communities have the opportunity to prosper.

Caplor Horizons has made an excellent contribution to our work. I came to know Caplor Horizons as Vice President of TechnoServe’s East Africa region.

The regular and highly cost-effective engagement with Caplor Horizons has dramatically improved the quality, outputs and outcomes of the forums that they have been involved with.



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The diversity of expertise that they bring through their network of experts, and the application of their distinctive tools and resources, including the Caplor House model, has enabled them to provide specific and targeted support to a wide range of teams in the region. Their growing understanding of our culture and work has made their engagement incrementally more valuable each time.

Since any such gatherings of teams involve a substantial investment of time and money, I can't overstate the importance of both the strategic and tactical inputs from Caplor Horizons that help us to make the most of these all-too-rare opportunities to learn from each other, and apply our collective wisdom to meeting the challenge of bringing business solutions to poverty.

- **In 2021**, Caplor Horizons designed, guided and delivered a robust strategy renewal process for engaging staff in nearly 30 countries in the development of a forward-looking "compass" that will guide our organization into the future. In addition to refreshing our vision and mission, Caplor Horizons helped us bring in and define elements that were previously missing, like culture and beliefs, that motivate and engage all of us in our day-to-day work.

Our engagement has been consistently thought-provoking, productive and delightful, from our initial discussions about how we might approach a participatory process that could span 5 continents and 1800 staff, to the introduction of subject matter experts that can deepen our thinking on key topics, to superb facilitation from you and your advisors, to the firm but diplomatic advice on articulating our emerging Compass. I'm feeling excited and confident about the Compass that will result.

- **During 2018**, Caplor Horizons has successfully designed and delivered leadership and team development activities with teams in Southern Africa, Mozambique and Kenya. This has involved various people from Caplor Horizons including Sue Stockdale, Rosie Bishop, Simon Oldroyd, Dan Bishop and Iain Patton.
- **Since 2017**, Dan Bishop has been providing mentoring input to the Country Representative in Kenya, our largest country programme. In November 2017, he and Simon Oldroyd had delivered a leadership development session with the Kenya team.
- Also, in 2017, Usha Ladwa-Thomas facilitated a session focused on supervisory skills with the team in Uganda.
- **In 2016**, Lorna Pearcey and Ian Williams facilitated a highly successful 3-day retreat for 65 leaders and managers of our East Africa work. They helped us to constructively and transparently address some of the challenges facing the team while keeping a productive focus on our agenda to strengthen the learning culture.



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- Also, in 2016, John White, conducted a leadership development session with our 'Smart Dukas' team, led by Alice Waweru, in Nairobi; and Helen Garforth and Jean Sellar facilitated an all-staff retreat in Uganda involving over 80 people; both of these engagements were very well received by my colleagues.
- **In 2015**, Bill Ross and John White carried out a leadership development session focused on effective communication with Jonathan Thomas and the SAFE (Solutions for African Food Enterprises) team. SAFE is one of the substantial initiatives in the East Africa region. The session was highly appreciated by the SAFE team.
- Also, in 2015, John Berry and Ian Williams worked with the core leadership team in the East Africa region. Over 20 people (pictured below) were involved in the event which was held in Ethiopia. As well as facilitating proceedings, John and Ian helped develop our strategy, carry out leadership and team development and provided sales communications training. Once again Caplor Horizons was highly effective.
- At the beginning of this collaboration, in March 2015, Lorna Pearcey and Ian Williams, worked led a highly successful regional leadership retreat. This took place in Kenya and brought together more than 70 managers from at least a dozen countries. Ian and Lorna were able to strike a remarkable balance between the big picture – helping us identify and stay focused on our overall objectives – and very detailed, hands-on coaching to individuals and groups that included mid-level managers to the head of the division. At that point, this was by far our most effective retreat

With thanks to everyone involved at Caplor Horizons for their guidance and support.”



Pam Chitenhe
Regional Director,
Southern Africa

“The process was simple, including imagining, working and playing while putting the building blocks together.”

“Since I joined TechnoServe, I have wanted to engage in a strategy development process, in the context of our vision, mission and values, to ensure alignment between the region and the countries regarding who we are, what we are trying to do, how we will achieve it and what we will measure to ensure we were on target.

There was a level of resistance from most Country Directors, as they are generally very busy and they also felt that the country plans that they had traditionally completed annually were adequate.

After two years of discussions, Caplor Horizons was recommended to me by colleagues who had worked with them. Iain Patton and Dan Bishop from Caplor Horizons spent two days with the Southern Africa senior leadership team in 2018.

On the first day, we learnt about the theory of strategy development; what is a strategy, inner organization, who is responsible for its development, why is it necessary, what skills do the different people bring to the process. On the second day, we prioritized the issues we wanted to address in our strategy development process, at the regional level. We were organized into groups to tackle these issues. We pulled this information together in an effort to start developing our Strategy On A Page (SOAP).

Caplor Horizons really helped us as a team to align on what we needed to do and why. The SOAP development process helped with objectivization, assisting everyone to see what it is we had been discussing. The process was simple, including imagining, working and playing while putting the building blocks together. The process was also energizing and helped the team to commit to certain deliverables that they are now working on.”



Jane Grob
Country Director,
Mozambique

“In early September 2018, Dan Bishop and Sue Stockdale travelled to Maputo to work with senior and mid-level staff in our TechnoServe Mozambique office.

Over a week, they facilitated two 2-day leadership trainings; a first session with 20 mid-level staff and a second session with 20 senior-level staff. The sessions both focused on the Caplor House model of leadership, effective communication, and creating an effective team. One participant commented, *“What I liked the most was the communication and leadership strengths topics. Communication is so important on a daily basis and is the key to strengthening our leadership skills and creating an effective team.”*

The mid-level staff training was complemented by a one-day Program Management Approach training (led by TechnoServe), which refreshed the staff on practical tools to implement some of the leadership and management techniques they learned. TechnoServe Mozambique will be engaging with Caplor Horizons again in mid-2019 to have a second round of leadership training for all senior and mid-level staff.”



John Logan
Country Director,
Kenya

“The content itself is excellent, while moderating discussion between leaders in the various programs promotes great teamwork and problem solving.”

“Caplor Horizons ran a number of leadership training courses for TechnoServe Kenya, with great energy and enthusiasm.

The content itself is excellent, while moderating discussion between leaders in the various programs promotes great teamwork and problem solving.

Through such training managers are reminded that organizations require a strong culture, and recognize the values that they have espoused to adhere to. This development helps managers grow through understanding and responsibility, and is invaluable in TechnoServe, where personal interactions drive all the programs.”