



# Cultivate Talent

## Case Study

**British  
Sugar Group**

### British Sugar Group

British Sugar is one of the leading global sugar producers, employing 42,000 people in 10 countries. It is the leading sugar producer in the UK, producing around 1 million tones of sugar from 7 million tones of sugar beet with 4 factories, and a workforce of around 1,000.

#### Business challenge

Due to European Union market changes, increased competition and client demands, British Sugar recognized the need for greater depth at the leadership level, and a management and change management capability to allow them to implement a new business strategy on an ongoing basis.

As part of that change, British Sugar wanted to energise and develop key talent within their middle-senior management, so selected 120 high potential employees to assist the incumbent leadership team, to drive through the much needed change.

#### Client contacts

**Ian Powell**  
Head of Human Resources UK  
British Sugar

**Ian Honeywell**  
Head of Learning & Development UK  
British Sugar

#### Approach and results

Cultivate Talent worked with British Sugar to create a tailored, ILM accredited Management Development Programme, to deliver the leadership behaviours and change management capability required. It was a programme designed to provide business focused learning for their high potential associates and experienced managers in cohorts of 12.

British Sugar was keen to have a clear ROI measure on their investment in this programme, and wanted it linked to the GEARS change programme. We did this by initiating the £1m Challenge, where each delegate had to agree to work with their line Manager to deliver a change or business improvement initiative, which would deliver tangible benefits in terms of increased revenue and/or cost savings to the business

This programme has made a positive impact on the leadership and management capability within British Sugar and also helped to deliver change within the business including a significant ROI through the £1m Challenge.



**Engaging Talent, Building Trust, Inspiring Change**



## Client testimonials

**Ian Powell, Head of Human Resources UK  
British Sugar**

"The management development programme made a real difference to the attitude and behaviour of virtually all delegates. The programme supported our aims to create a culture of ambition and achievement. It provided delegates with the techniques and knowledge to improve their capability to manage, coach and lead people more effectively within a changing and growing business and a difficult economic client."

**Ian Honeywell, Head of Learning & Development UK  
British Sugar**

"Throughout the design of the programme, overall learning strategy for delegates was critical. Professional accreditation, real stretch with short and longer term visible and measurable returns were expected and delivered.

The extremely high calibre of the coaches contributed significantly towards success. Credibility was also essential; each coach was not only an expert in 'learning' but also had the background of being a successful board level leader. The programme was deliberately fast paced with significant time however, given to individual coaching and group learning.

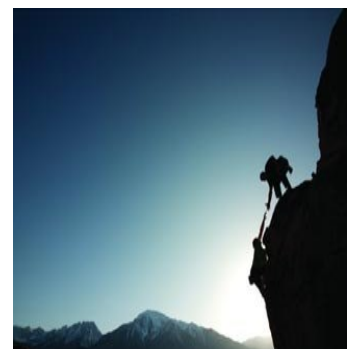
The style was based at all times, on total experiential learning right from the start. Immediate, direct peer feedback on all aspects of performance and application of learning was a constant through the programme. Very different to historic programmes. I know the individual learning the managers gained from the journey have significantly impacted on their teams and the wider business.

Supporting 1 day workshops for managers of participants ensured they were fully aligned with the programme detail, key tools and language, minimising any resistance to change in the work place.

## For further information please contact:

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