



Developing Leaders for a Volatile Global Stage

The Ornuia Global Leadership Programme
Client Impact Story



Executive Education
Ranking 2018

Leadership teams today need to be comfortable with complexity and excited by opportunities generated by marketplace volatility.

With Brexit looming, trade disputes becoming more commonplace and competition intensifying across the board, export-led organisations are looking for their leaders to develop the mindset to navigate them successfully into the future.

At IMI, we partnered with Ornuu to design and deliver a customised programme for their global leaders that would develop the mindset needed to thrive in a volatile and complex environment.



In a volatile marketplace with unknown future risks and opportunities, Ornuia, Ireland’s largest exporter of dairy products with annual sales in excess of €2 billion, sought to develop the mindset of its top leadership team to support their strategy in growing globally organically and capitalising on their acquisitions across the world.

Ornuia’s publicly stated goal is to reach €3 billion in revenue by 2021, and the Global Leadership Programme, developed by IMI, was a part of supporting its leadership team to achieve this ambition.



Ornuia Global Leadership Programme

A Complex Challenge

The challenges in the food sector are complex and varied. While Brexit causes uncertainty in Ornuia’s UK operations, it is only 1 of 110 marketplaces Ornuia export to, so the challenge for Ornuia is to efficiently develop their business globally through a shared vision and strategy execution acumen through the leadership team and its most senior management cohort. Product prices in the dairy industry are consistently volatile (for example the price of butter hit record highs in September 2017, rising 33% from April, and has continued to be extremely volatile in 2018) which has significant impacts on Ornuia’s hedging department.

Future challenges, such as the current consumer-driven trend towards non-GMO foods meant that Ornuia needed its leadership team to constantly look at the marketplace strategically and be agile to oncoming challenges, threats and opportunities.

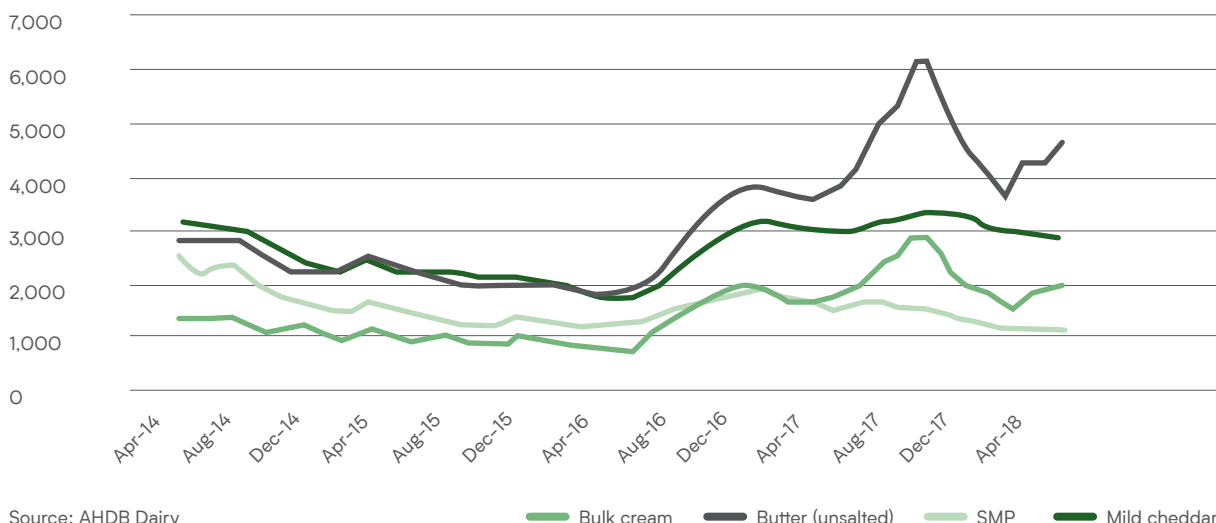
10 Days

5 Modules

3 Impactful Business Projects

23 Global Leaders

UK wholesale prices



Source: AHDB Dairy

— Bulk cream — Butter (unsalted) — SMP — Mild cheddar

Strategy for Growth



Majella Darcy,
Chief People Officer, Ornuu

The Global Leadership Programme (GLP) was part of Ornuu's carefully crafted talent management strategy to grow. As an organisation with a strong history of promoting from within, Ornuu balances performance today with sustainable performance in the long-term, this is centrally dependent on a succession pipeline right across their business.

'We are continuously looking at growth and talent' said Majella Darcy, Chief People Officer at Ornuu. 'It's really all about the people agenda — we can't have growth without the right people.'

A common challenge with leadership roles is the top echelons of management getting caught up in the day-to-day tactical operations in their business and not getting the time or space to step back and think strategically. Ornuu had the same issue.

'The programme was designed to give our leaders the headspace and tools they need in developing the strategic thinking and flexible mindset to grow globally in a volatile arena' said Lisa Melody, Head of Talent Acquisition & Development, Ornuu. 'We wanted them to think more and do less.'

'With customised programmes, it's so important to really drill into the unique challenges of the business — in this case Ornuu — and design a programme that develops their talent to match those challenges' said Julie Ryan, Head of IMI Customised Solutions. 'With senior teams, it's rarely skills training that they require, but more a strategic 'kick-start' to get their mindset right to deal the oncoming headwinds.'

46%

of high-performers perform poorly in the year after they changed positions, and it can take up to 5 years to return to original levels. This makes developing talent internally a key part of any talent management strategy.

Harvard Business Review Study



Lisa Melody,
Head of Talent Acquisition & Development, Ornuu

The focus of the programme was on developing that **strategic, agile mindset that could be translated into action**. As part of this goal participants received performance based one-to-one coaching, documented how their insights became actions in their executive handbooks and worked in peer groups to either activate or pursue a specific project that directly connected to Ornuu's strategic goals and priorities of the next few years.

Key themes of the programme reflected these challenges, including '*Growing the Business in the Global Economy*', '*Executive Decision-Making*', '*Building High Impact Leadership*' and '*Building a Winning Organisation*'.

A global panel of experts was assembled by IMI, who then curated and facilitated the sessions to tie all the sessions under the strategic goals of Ornuu.

'IMI's ability to bring together that international blend of experts was key to us working with them' said Majella 'When people would look at the line-up they would say 'that's truly international and will help me in my role', whether they were based in Shanghai or Germany.'

Results and Business Impacts

One of the most palpable business impacts for Ornuu from the programme came from the group projects. They acted as an insight into the leadership mindset shift made by participants and how that would translate into business results.

'The group projects had real business results, which was great to see' said Lisa. 'I've seen projects go back onto the shelf after a lot of blood, sweat and tears, but the three projects developed within the GLP - although not necessarily originated there - have had significant impacts on the Ornuu business on a global level.'

'The three projects developed within the GLP have had significant impacts on the Ornuu business on a global level.'

One project was on standardisation — while it commenced before the GLP — the programme supported this leading to a significant transformation programme within Ornuu. Now called 'Project Evolve', the participants within the GLP played a substantial role in bringing that to the design and implementation phase.

A second project was based around market trading and hedging and how Ornuu can use that arm or their organisation to become more effective in managing pricing, both for Ornuu customers and

Less than 10% of CEOs globally say they are 'extremely satisfied' with their organization's ability to innovate.

C-Suite Challenge™ Survey 2018

the materials Ornuu buys to do their daily business. In essence, it made them less vulnerable to the butter price volatility they had seen that year.

The third project was called 'World-Class Customer Engagement' which looked to increase Ornuu's engagement with their customers throughout the entire supply chain.

'A case study on customer engagement had a real impact on our thinking' said Lisa Melody. 'For instance, we have now created customer-centric hubs in our head office in Ireland bringing together our commercial, technical, finance and customer service team members into one hub for each of our key markets.'

On an individual level, since the programme ended nearly every single participant on the Ornuu Global Leadership programme have moved positions. **They have either taken on extra responsibility, have been promoted, or their portfolio has expanded.**

'While we had a clear vision for the outcomes, we didn't expect so much to come out of the programme. While you can never say whether these results would have happened eventually, it certainly acted both as a lens on the talent within Ornuu and as a catalyst for action. It opened up the mindset of these senior leaders and allowed them to think strategically, see what is expected of them, change behaviours and act upon shared goals.'

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A Personal Journey



Bill Hunter, Managing Director, UK Foods

The Story in Brief: Bill was transitioning into becoming CEO of Ornuo Foods UK and, through the programme, made the mindset change needed to bring out the best in the talents around him.

In his Words: 'The major realisation I had while on the programme was my role had changed. It wasn't about working harder, it was about managing other people. I need to be a shaper of strategy for my team and the decision-maker in the business - not to have my head stuck in a computer all day. That shift in thinking was a real insight and has fundamentally changed how I act as a leader.'



The average organisation has undergone 5 enterprise-wide changes in the past three years, and 73% of leaders expect change to accelerate.

Gartner (previously CEB Global), 2018





Case study



A Partnership for Performance

If you'd like to talk to IMI's Customised Solutions team about creating your own leadership development programme, go to www.imi.ie/customised or contact the team directly at solutions@imi.ie.