

Syngenta

Large Scale Transformation & Agility



THE CHALLENGE

Syngenta is a global biotechnical company that produces agrochemicals and seeds, as well as conducts genomic research. Headquartered in Basel, Switzerland, it conducts work around the globe to address the biggest challenge facing humanity: feeding a growing population. Their biggest strategic focus is crop protection and growing seeds.

Syngenta was in need of large-scale leadership development, transformation, and a new approach to team agility work. In 2016, Syngenta engaged Leadership Circle as their key partner for the development of its most senior executive leadership audience — the Senior Executive Team and its level of SET-1 teams. This group of 180 of Syngenta’s most senior leaders were responsible for business performance and the enterprise leadership of the organization.

The purchase of Syngenta by Chem China came just a few months later, and a significant organizational restructuring followed. All of the teams with which we had started the predesigned work within 2016, shifted. The Syngenta Senior Executive Team went from 11 members in 2016 to six (as well as all-new SET

members) in 2017. Overall, a whopping 64% of leaders in the LeadersPath left, shifted teams or were new to Syngenta.

THE APPROACH

We began a 12-month enterprise leadership pathway to 11 senior leadership (level SET-1) teams, designed coaching engagement with 25 key business leaders, and provided ongoing internal capability building work to support their own internal practitioners. We also rolled out products such as LCI, large scale maze facilitation, and client-specific dashboard websites.

Following the purchase, our facilitators had to shift design and approach again (and again), at times, delivering up to four (successful) start-up sessions with one of the teams. Undeterred, we have created and delivered a measured and sustained shift in executive leadership.

In January 2019, Leadership Circle also conducted a large maze exercise at the Syngenta Global Leadership Conference. Lovingly nicknamed “the maze craze,” we shipped 13 mazes to Europe conducted them simultaneously, all in the same room. The event was a huge success.

THE IMPACT

The most visible impact in the leadership team's shift out of the Reactive and towards the Creative, which we can see out of the Syngenta collective Pulse data, the administered TEA's, and the LCI, which served as an intermediate measurement and gave us comparative data for some of the leaders involved.

Out of our findings on the team's effectiveness, Syngenta has pinpointed three new strategic imperatives for the near-term -- to build a customer-centric, inclusive, and high performing culture, empowered, agile, and responsive.

We're in the process of issuing LCP retakes for many of the remaining 180 leaders where we can measure their progress and compare their results. As Syngenta has told us, this is something it's seeing daily in their offices; leaders becoming better leaders.

As Syngenta leaders are learning to perceive their own mental operating systems and stretch their imaginations further into the Creative, they are being pulled along by the positive evolutionary force that exists at the core of all of our true selves. Many are finding that increased conscious intention and choice are both freeing and allow for them to be more productive, conscious leaders.

Syngenta's wants and needs from Leadership Circle are ever-changing and always developing, which has allowed our organization to grow and challenge ourselves in service to them. It continues to challenge us, surprise us, inspire us, and grow us -- all the while they are working to feed the world.