

CASE STUDY

Leadership Excellence: How Zestfor Empowered a Global Organisation to Thrive

Client: Carla De Schepper, Group People & Culture Director, Animal Care Group



Outcomes

- ✔ Leadership effectiveness ratings from 360° feedback revealed a stronger ability to balance high challenge and high support.
- ✔ Enhanced consistency in leadership practices created trust, accountability, and empowerment across teams.
- ✔ Positive feedback highlighted the program's immediate and lasting impact on leadership effectiveness.

Background

In 2019, our HR function transitioned to a People & Culture team, reflecting a deeper commitment to developing a culture-first approach. This involved reorganising our team around specific expertise areas, enhancing our ability to support the business and empower employees. Key goals included: driving leadership excellence, creating a high-performance culture, and cultivating an inclusive workplace. Recognising that leadership was the cornerstone of success, we sought to strengthen leadership practices across all levels of the organisation.



The Challenge

Our leadership challenges included:

- **Inconsistent Leadership Practices:** Leadership approaches varied across countries, leading to uneven team performance and engagement.
- **Global Leadership Mindset:** Leaders struggled to balance high challenge with high support, affecting trust, performance, and morale.
- **Embedding Key Leadership Behaviours:** Critical behaviours like self-awareness, authenticity, and accountability were not consistently applied.
- **Accountability and KPIs:** Aligning leadership accountability with global KPIs and incentives was a challenge.
- **Navigating Change:** Leaders needed tools to manage complexity, inspire change, and maintain high performance.
- **Building Leadership Capability:** We required a pipeline of future leaders to sustain growth.

The Zestfor Approach

After extensive research and recommendations, we partnered with Zestfor to address these challenges. Their experience with pharmaceutical organisations and pragmatic approach aligned perfectly with our needs.

- 1. Tailored Program Design:** Zestfor developed a leadership development program rooted in our core leadership mindset of high challenge and high support. The program incorporated Insights Discovery to build self-awareness and strengthen leadership behaviours.
- 2. Senior Leader Engagement:** The initiative began with the senior executive team, ensuring alignment and commitment to the program.
- 3. Phased Implementation:** Workshops and coaching sessions were rolled out to different leadership layers, adapting content to their unique challenges.
- 4. Practical Tools and Techniques:** Leaders received actionable tools to integrate key behaviours into their daily practices.
- 5. Flexibility:** The program offered both in-person and virtual delivery, accommodating leaders' schedules across multiple countries.



Results

The partnership with Zestfor delivered measurable improvements:

- Leadership effectiveness ratings from 360° feedback revealed a stronger ability to balance high challenge and high support.
- Leaders adopted structured feedback and coaching practices, resolving challenges and driving performance.
- Enhanced consistency in leadership practices created trust, accountability, and empowerment across teams.
- Positive feedback highlighted the program's immediate and lasting impact on leadership effectiveness.



“The Zestfor team’s authenticity, energy, and deep understanding of our business made them an exceptional partner. They seamlessly tailored the program to our culture, equipping our leaders with tools to drive meaningful change. The results exceeded our expectations.”

Carla De Schepper,
Group People & Culture Director, Animal Care Group

Why Choose Zestfor?

- **Tailored Solutions:** Zestfor designs programs aligned with your unique business needs and culture.
- **Proven Expertise:** The team's experience with complex organisations ensures practical insights and tangible results.
- **Engaging Delivery:** Zestfor creates an interactive, safe environment that inspires leaders to reflect, grow, and embrace change.
- **Long-Term Value:** Their focus on embedding sustainable practices ensures ongoing leadership development and organisational success.

We plan to expand the program to emerging leaders, integrate leadership behaviours into performance frameworks, and measure long-term impact. With Zestfor as our strategic ally, Animal Care Group aim to drive leadership excellence and achieve sustained growth.

Ready to Transform Your Organisation's Leadership and Culture?

We specialise in helping technical and scientific organisations like Animal Care Group achieve measurable results through bespoke leadership and team development programs. If you're ready to build a culture of trust and high performance we're here to help.

Contact us today to discuss how we can tailor a solution to your unique challenges:



Call:
0845 548 0833

Email:
enquiries@zestfor.com

Visit:
www.zestfor.com

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