

# Leading Leaders across the Science of Food: 5 Lessons Learned



## Who We Are



Our purpose  
is to *nourish* the  
world in a safe,  
responsible and  
sustainable way.



**155,000**  
employees



**70**  
countries



**155+**  
years of experience

A **trusted partner** for food, agriculture,  
financial and industrial customers in more  
than **125 countries**.

Agriculture

Food

Animal nutrition  
and protein

Financial and  
industrial

## Grounded in science and purpose

- 12,000+ members
- 90+ countries
- 3,000+ companies
- 700+ colleges and universities

**Industry, Academia, and  
Government/Regulatory**





Lesson #1: In this rapidly changing world,  
***Behaviors Matter.***

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- Knows our customers and gains insights into customer needs.
- Identifies opportunities that benefit the customer.
- Builds and delivers solutions that meet customer needs.
- Starts with customers in all aspects of work.

- Seeks to understand different perspectives and cultures.
- Contributes to a work climate where differences are valued and supported.
- Applies others' diverse experiences, styles, backgrounds, and perspectives to get results.
- Is sensitive to cultural norms, expectations, and ways of communicating.

- Comes up with useful ideas that are new, better, or unique.
- Introduces new ways of looking at problems.
- Can take a creative idea and put it into practice.
- Encourages diverse thinking to promote and nurture innovation



- Picks up on situational cues and adjusts in the moment.
- Readily adapts personal, interpersonal, and leadership behavior.
- Understands that different situations may call for different approaches.
- Can act differently depending on the circumstances.

- Has a strong bottom-line orientation.
- Persists in accomplishing objectives despite obstacles and setbacks.
- Has a track record of exceeding goals successfully.
- Pushes self and helps others achieve results

- Works cooperatively with others across the organization to achieve shared objectives.
- Represents own interests while being fair to others and their areas.
- Partners with others to get work done.
- Credits others for their contributions and accomplishments.
- Gains trust and support of others.

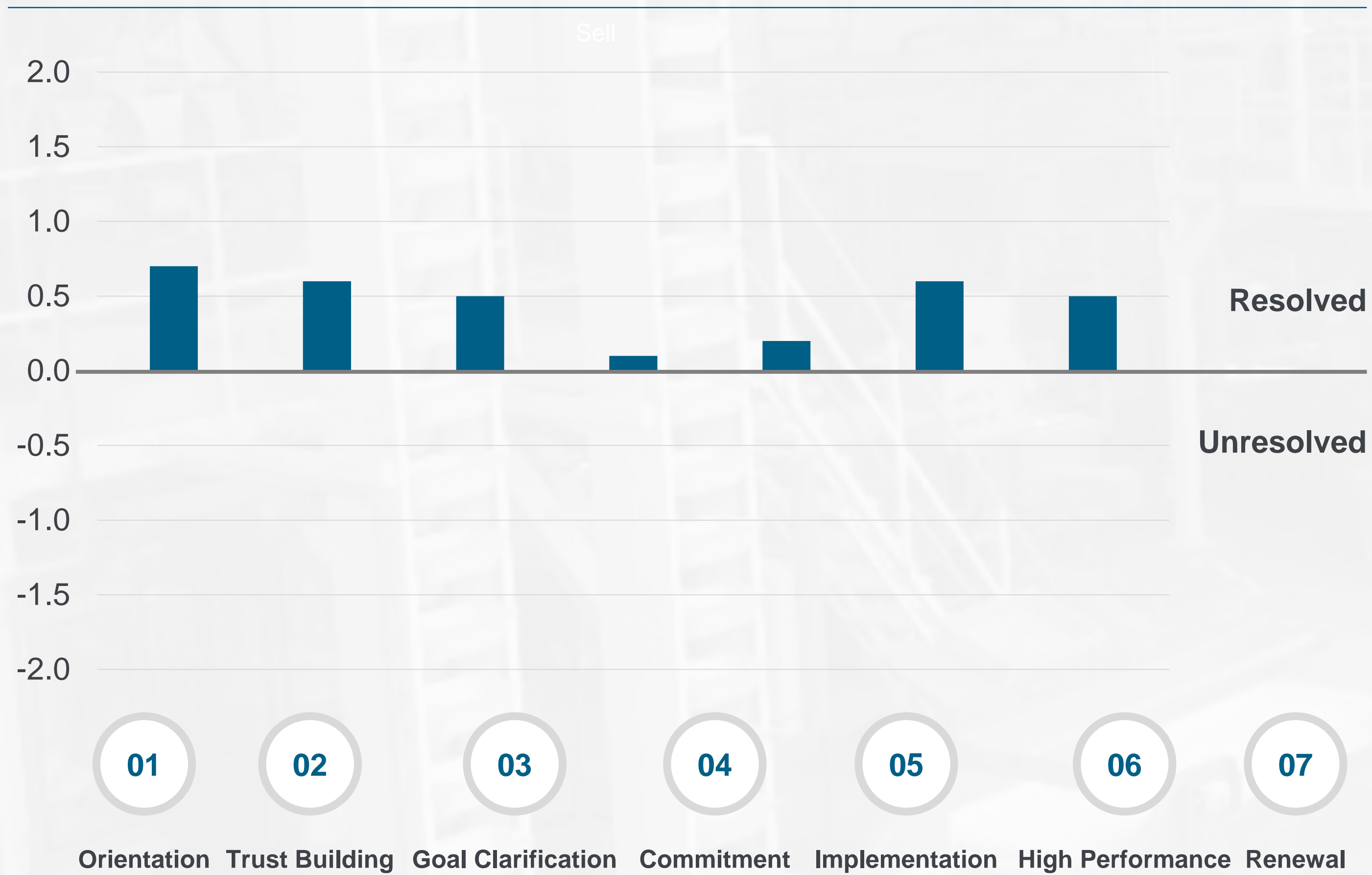
# Cargill Leadership Behaviors

We are all expected to demonstrate leadership behaviors to drive high performance



Lesson #2: In this rapidly changing world,  
***Teams are Everything.*** —————

## Team Performance Survey




Creating

Sustaining

# FSQR Success Framework

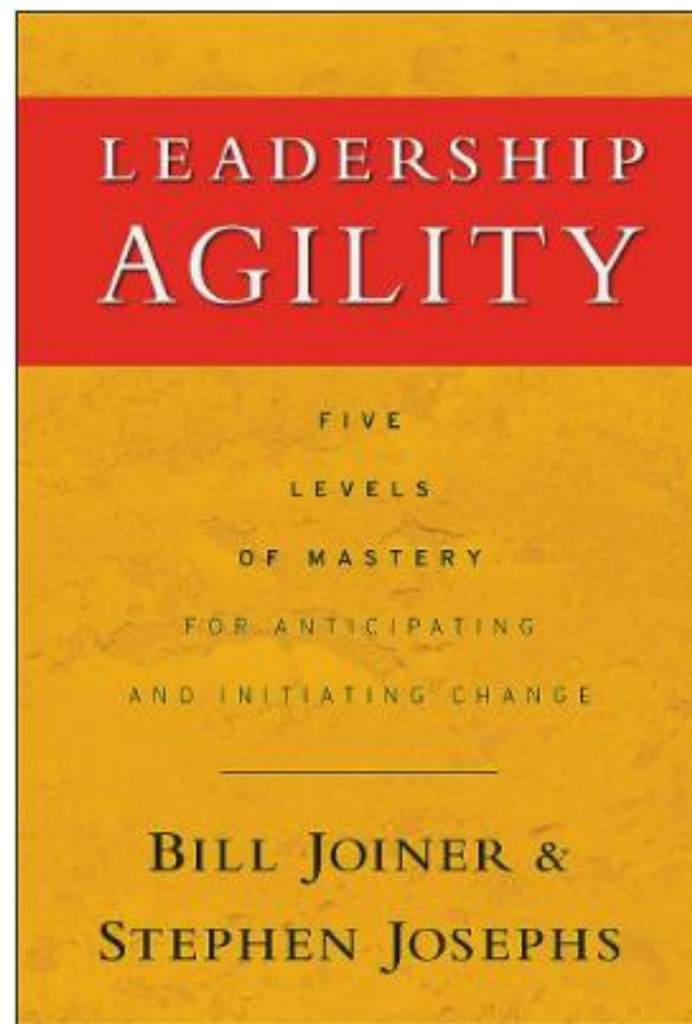
## Your Team Scores by Stage of TPM

- The bars above the 0.0 line indicate the team felt it had resolved the issues involved in the stage indicated
- The bars below the 0.0 line indicate there are issues to be resolved

A group of white chicks in a barn. The chicks are fluffy and white, standing on a wooden floor. The background is a wooden structure, possibly a barn or a coop, with some light coming through the windows. The overall tone is slightly blue and soft.

**Lesson #3:** In this rapidly changing world,  
***Manage your  
“Expert-Achievers”  
Carefully.***

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## ► Conventional Stages

**Expert (~45%)**

**Tactical, problem-solving orientation.** Believes that leaders are respected and followed by others because of their authority and expertise.

**Achiever (~35%)**

**Strategic, outcome orientation.** Believes that leaders motivate others by making it challenging and satisfying to contribute to larger objectives.

## ► Post-Conventional Stages

**Catalyst (~5%)**

**Visionary, facilitative orientation.** Believes that leaders articulate an innovative, inspiring vision and bring together the right people to transform the vision into reality. Leaders empower others and actively facilitate their development.

**Co-creator (~4%)**

**Oriented toward shared purpose and collaboration.** Believes leadership is ultimately a service to others. Leaders collaborate with other leaders to develop a shared vision that each experiences as deeply purposeful.

**Synergist (~1%)**

**Holistic orientation.** Experiences leadership as participation in a palpable life purpose that benefits others while serving as a vehicle for personal transformation.



**Lesson #3:** In this rapidly changing world,  
***Develop Agility.***

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# Four Key “Agilities” Managers Must Strengthen to Remain Relevant



**Technical  
Agility**



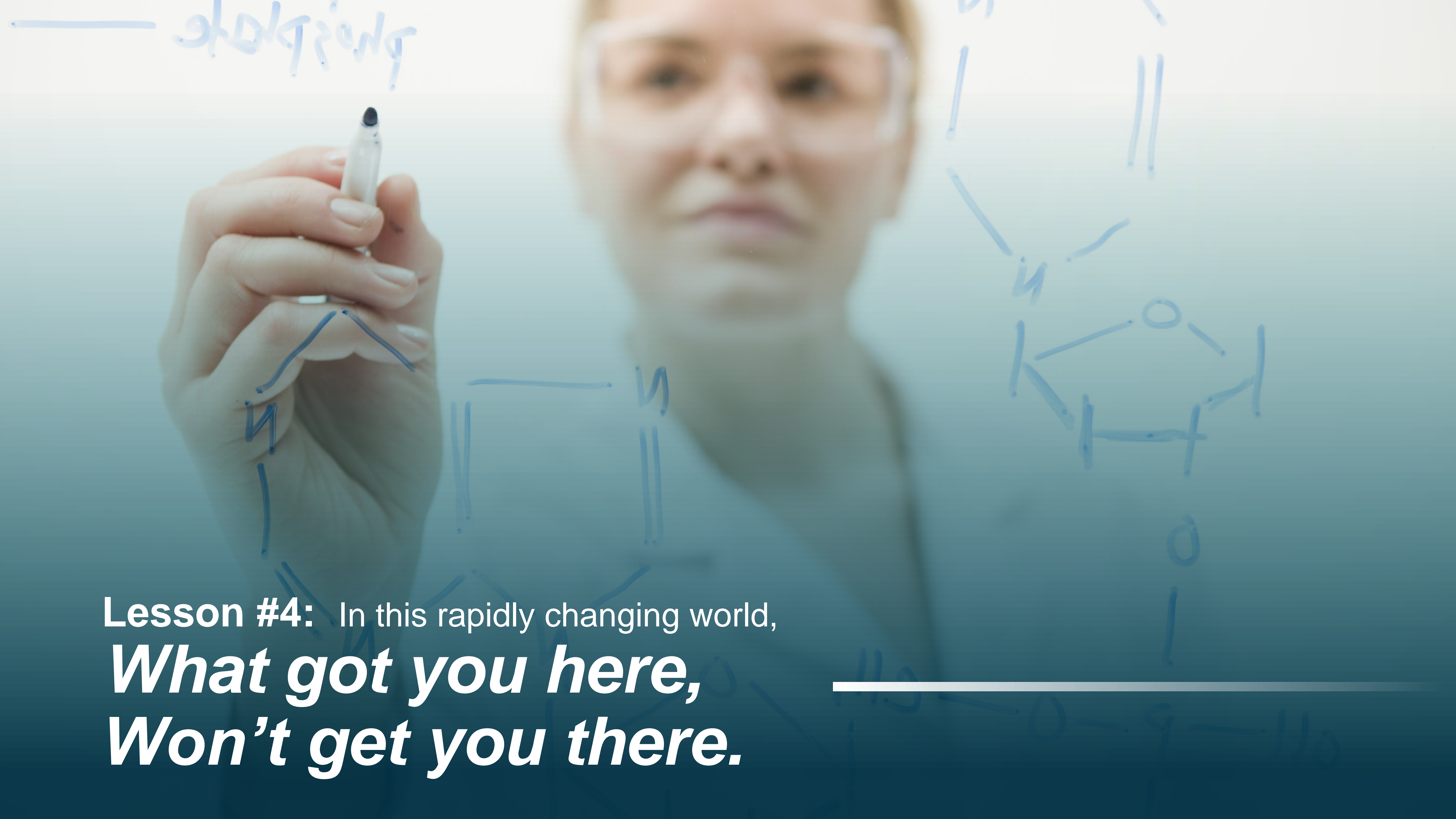
**Data  
Agility**



**Project  
Agility**

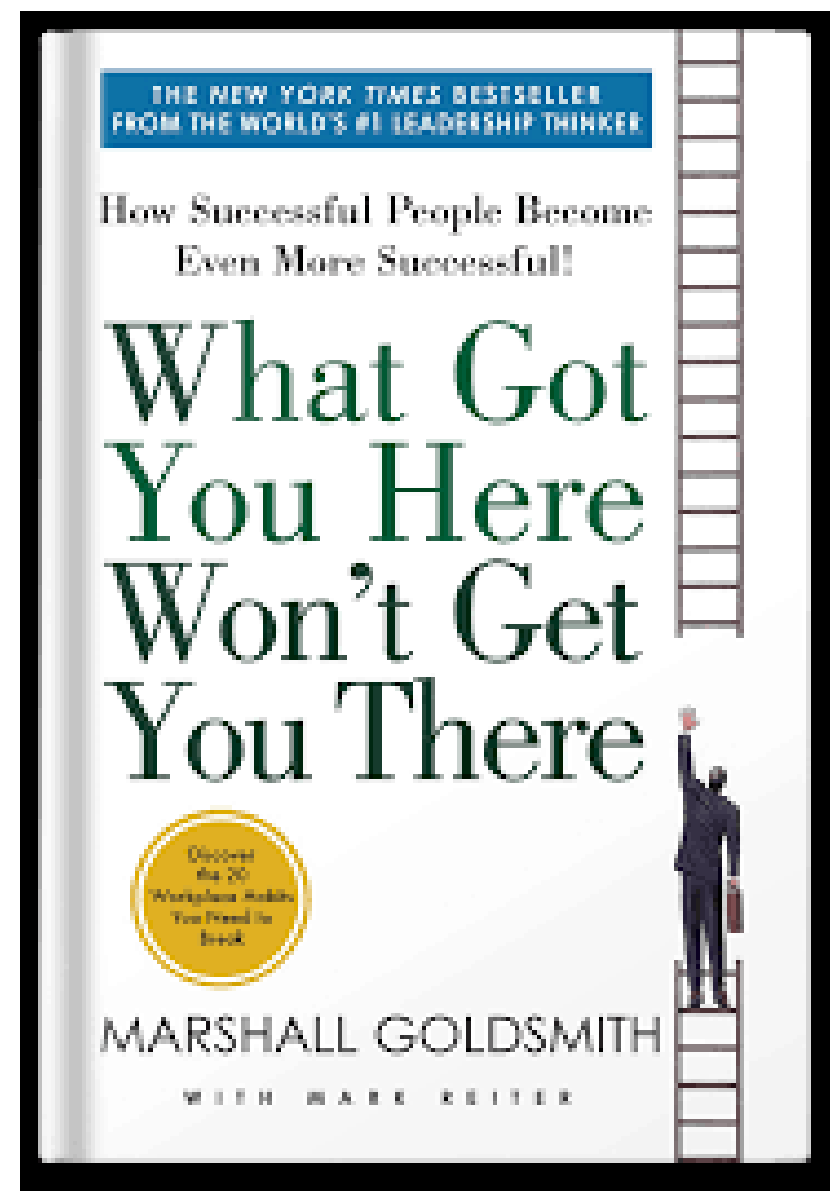


**Networking  
Agility**



Lesson #4: In this rapidly changing world,  
***What got you here,  
Won't get you there.***

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- Early in your career, you're valued for what you KNOW. Late in your career, you're valued if you CARE.
- The higher you go in an organization, the more your suggestions become interpreted as orders.
- Don't tell people how smart you are. Nobody gives a damn.
- Give away ALL the credit.
- Delusional self-confidence causes you to resist change.
- Get feedback from others to understand your (bad) habits.

I Love you Daddy.

Lesson #5: In this rapidly changing world,  
***Remember what  
matters most.***

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Thank you!

**Cargill**<sup>®</sup> Helping  
the world  
thrive

Cargill