Catalysing Leadership in a Digital World
In 2017, Cargill asked global business school, INSEAD, to co-design and deliver “Catalyst”. This vast programme of blended digital and face-to-face learning – in parallel with live projects – targeted the company’s top 1,700 leaders and covered:

- Changing leadership mindsets for a turbulent world
- Strategies for digital disruption
- New techniques for innovation
- Aligning culture, strategy and innovation.

Three years later – in the midst of a global pandemic – Cargill has fared remarkably well, generating revenue 1% over the previous year. An external impact auditor estimated that 97% of participants were practising “new and innovative behaviours” as a result of Catalyst. Key success factors included:

- Systematic impact mapping to design the content
- Executive sponsors, part-learners, part-mentors, to validate content internally and create two-way communication between leadership levels
- Smart use of digital learning to maximise time flexibility and parallel implementation of learning.
- Scale and simultaneity of rollout – creating a new common language for Cargill.