



NUFFIELD
Farming Scholarships

Mentoring: A Mechanism for Driving Positive Change in Agriculture

Written by:

Helen Wyman NSch

June 2025

A NUFFIELD FARMING SCHOLARSHIPS REPORT

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NUFFIELD
Farming Scholarships

Date of report: June, 2025

*"Leading positive change in agriculture.
Inspiring passion and potential in people."*

Title	Mentoring: A Mechanism for Driving Positive Change in Agriculture
Scholar	Helen Wyman
Sponsor	John Oldacre Foundation
Objectives of Study Tour	<ul style="list-style-type: none">• To understand the value of mentoring around the world.• To understand how to implement a successful mentoring programme that will benefit UK Agriculture.
Countries Visited	Brazil, Canada, UK and Scandinavia
Messages	<ul style="list-style-type: none">- Mentorship is a key pillar of leadership.- Creating connections across silos can break down barriers and resist the rise of fake news.- A successful mentoring relationship can open doors for those not already in the industry, enabling them to have a successful career.- Ensuring that mentorship is part of a company's culture benefits employee retention.- There were many schools of thought about how to run an effective mentoring programme; this report distils these.

EXECUTIVE SUMMARY

Mentors have been key to my career success since returning to work after maternity leave; they have been critical friends, supporters, sounding boards, and, importantly, not emotionally attached to the outcome of my many decisions. This made me wonder if this is something that is available to everyone and, if it isn't, should it be?

In short, yes, it should be available, and no, it isn't available to everyone at scale in the UK.

I focused my study on what components are needed to execute an effective mentoring programme that is available to everyone. To do this, I spent time in Canada, Brazil, Scandinavia, and the UK, engaging with people from different sectors and companies to ensure a diverse range of views.

The key insights included:

- Mentoring is a key component of leadership and personal development.
- Cross-sector mentoring breaks down echo chambers and creates new networks.
- Successful programmes share common features such as a clear purpose, advanced matching and ongoing support.
- Mentoring schemes show employees that you are committed to them, and it increases staff retention.
- Dedicated mentoring schemes yield more significant results.

The ingredients of a successful mentoring scheme are demonstrated in the diagram in the recommendations section of this report.

Following my travels, I started a pilot to implement these recommendations; thank you to the Frank Parkinson Agricultural Trust, which kindly funded this. The pilot was a great way to test my recommendations and make tweaks before we rolled out the programme to UK agriculture. The first cohort joined in September 2024, followed by quick sessions with other cohorts across the country. In April 2025, Cultivate Success rebranded as TwoCan Mentor and, at the time of publishing this report, over 150 people had already accessed the programme.

In conclusion, mentoring is a valuable tool in everyone's box, and now it is available to everyone who would like to access it. We are dedicated to living the motto of Nuffield and *positively changing UK agriculture*.

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The opinions expressed in this report are those of the author alone and not necessarily those of the Nuffield Farming Scholarships Trust, of the author's sponsor, or of any other sponsoring body.

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Nuffield Farming Scholars are available to speak to NFU Branches, agricultural discussion groups and similar organisations.

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CHAPTER 1: INTRODUCTION

Welcome to my Nuffield report!

My personal Nuffield journey has transformed every area of my life, which was not my intention when I started. However, with all these things, the more you put in, the more you get out.

York is my hometown and always has been. I rarely left the county, and my world before Nuffield was happy but small. I have worked in farming and associated industries, from agronomy to renewable energy, as well as business advice, nutrient management, and environmental stewardship programmes. The core of everything I did was people and the environment. By helping people succeed personally and professionally, I had an impact on improving the world.

When I started writing this report, I realised I had experienced many firsts since shaking the Nuffield patron Duke of Gloucester's hand at my first Nuffield conference.

Here are just a few:

- My first long-haul flight (I have a significant fear of flying).
- This was my first time travelling on my own (I have a significant fear of situations I cannot control).
- Arriving in a country for four weeks with a handful of contacts, I booked a night or two of accommodation; however, I could have stayed longer.
- Doing something that scared me every day, especially when I was travelling (especially in Brazil, which is no reflection on Brazil but my anxiety about highly remote locations and a history of food allergies).
- Presenting to 100s of people all over the country on a subject that I love.
- Creating mentoring networks across UK agriculture that are changing the lives of individual people.
- Making great new friends in the UK and around the world.

Most of all, presenting my Nuffield findings at the Exeter conference with my children in the front row made it all worthwhile. We will never forget that day, and it demonstrated to them that if their mum can face her fears, then so can they.

My Nuffield journey has and continues to create memories that will last a lifetime. Thank you to everyone who has helped me.



Figure 1: The author, Helen Wyman.
Photo: author's own.



CHAPTER 2: BACKGROUND TO MY STUDY SUBJECT

Mentors have been key to my career success since returning to work after maternity leave; they have been critical friends, supporters, sounding boards and, importantly, not emotionally attached to the outcome of my many decisions. My mentoring relationships started with chance meetings, and I didn't know I needed them until years later when I reflected on the importance of these relationships. My roles have always been outgoing, allowing me to regularly meet a wide range of people, so by the laws of probability, I was likely to eventually meet someone who would take me under their wing and guide me. This got me thinking that many people and farmers in this country do not have or do not want to network/attend events and would not know how to create mentoring relationships. This formed the basis of my Nuffield Farming Scholarship, and I was determined to find ways to share the superpower of mentoring with more people.

The first question is always about the word "mentoring." My experience is that it means very different things to different people. None are incorrect; however, I needed to choose one definition for this report. I therefore went with the definition that a mentor is there to guide their mentee. They know the general industry but are not there to instruct or advise their mentee. A coach, however, does not need industry knowledge to help their client.

Throughout history, mentoring relationships have been used to pass on skills and knowledge from generation to generation. As the world becomes more isolated, these natural relationships are not forming as quickly, so knowledge is lost as each generation leaves. The concept of pairing with an individual who has walked the path you are looking at and will help guide you to avoid the potholes they fell into is not new; however, it has fallen out of favour, especially across sectors or organisations outside of direct technical areas.

As the world developed and we saw an increase in technology and machinery, the number of people on farms has waned dramatically over the last century. A single person or small family runs many farms in a remote area with limited access to face-to-face contact with people and influence outside their sphere (I have notably excluded social media due to the echo chamber algorithm effect and rate of false information). The opportunity for mentoring has dramatically reduced, so even those who want to share their learnings and help others do not have the outlet to do so. This further increases the sense of isolation.

Farmers worldwide provide the key to unlocking the door of so many of the Global Sustainable Development Goals. This is why the focus should be on this sector and why mentorship should be a part of this solution. The ability to share



and pass on knowledge will enable the industry to move forward quicker and not constantly relearn past mistakes.



Figure 2: Global Sustainable Development Goals, United Nations

Limited academic research has been done on the effect of mentoring on the agricultural community. However, Kathy Kram's seminal work has highlighted the importance of a structured programme to guide people through the stages of mentoring life cycles. A number of papers have been written about the importance of mentoring for staff retention within larger corporate organisations, which could be adapted for UK Agriculture.



CHAPTER 3: MY STUDY TOUR

I am very grateful to have conducted the travel below and express my sincere gratitude to my hosts along the journey.

My aim was to stay in each country for extended periods, to start to understand what makes it tick, and to have time to meet new and interesting people I did not know existed before I arrived.

For context the world was just coming out from the global COVID-19 pandemic and lockdowns. Long flights with face masks and very expensive car hire are two things that stick in the mind!

England – April 2022:

I travelled in the UK, to discuss the current mentoring landscape and understand more about the potential demand for mentoring.

Canada – July 2022:

Four weeks were spent in Canada, mainly Ontario, Prince Edward Island, and Saskatchewan. Initially hosted by Nuffield Scholars, it expanded into the wider food and farming ecosystem, including academia, voluntary organisations, leadership courses, and businesses.

Scandinavia – August 2022:

I spent one week in Sweden and Norway, meeting farmers and networks to discuss mentoring. Ideally, I would have stayed longer, as I only scratched the surface of what is happening in these Nordic countries.

Brazil – October 2022:

I was fortunate to spend four weeks travelling in Brazil and becoming absorbed in the country's culture, people, and history. The very young agricultural system, its short seasons, and the innovation to work with difficult climate conditions were fascinating. I met farmers, farming leaders, chemical companies, and universities and was very kindly hosted by Nuffield Brazil.

England – Spring 2023:

When I returned home, I wanted to continue my studies, so I continued to speak to people around the world and attended the Women in Business Event in London hosted by the Financial Times. This gave me a broader insight into how mentoring is viewed in agriculture.



At this time, we started a pilot mentoring programme in the UK with the generous support of the Frank Parkinson Agricultural Trust. This enabled us to test many of the theories discovered on my travels.

The opportunity to travel has widened my view of what we do here in the UK and how important it has been to gain perspective. I am eternally grateful for the kindness and generosity of all I met on my travels, and I look forward to meeting them again one day.



Figure 3: Author's travel destinations. Graphic: author's own.



CHAPTER 4: MY FINDINGS

People talk about their light bulb moments from their Nuffield travels. I didn't have one of those. However, gradually, over time, a picture started to emerge, and the jigsaw started to come together. After speaking to many people (more than I can fit into this report), I came to my recommendations. So, in this section of the report, I will take you through some of the key highlights from my travels, which all came together to form the Conclusion and Recommendations.

4.1 Insights from Organised Programmes

4.1.1 Advanced Agricultural Leadership Program (AALP) – Canada

In Canada, AALP is a prestigious leadership programme, and I was very privileged to spend time with its current Program Director, Gabe Ferguson, and previous members.



Figure 4: Gabe and Dave Ferguson at their home in Ontario July 2022. With fellow scholar Chris Taylor
Photo: author's own

Gabe conducted a project with the Royal Ontario Institute in 2019 to look at the potential integration of mentorship within AALP. Discussing the results with Gabe was fascinating, and it included how important the 'Why' is to mentoring relationships. It struck home that relationships need a central path to follow to ensure that both parties are focused on moving forward. This ensures that no one wastes their time and that the mentee moves towards their goals. Linking to this point was our discussion around setting expectations for the relationship so both parties understand the boundaries and

how this is different from other relationships they may have.

The discussion with Gabe and fellow AALP alumni looked at other options for mentoring relationships to form and continue. For example, inviting many people to an event, finding out organically who would like to be matched and allowing that relationship to continue. Another idea is to form triads. A triad would be a group of three direct peers, no mentor/mentee, all equal; they work together to be critical friends. If the triad could not solve the issue, they would invite a specialist to the triad for a short time.

[Rural Ontario Institute | Advanced Agricultural Leadership Program](#)



4.1.2 Famasul Jovem - Brazil



Famasul (Federation of Agriculture and Livestock) is a professional organisation representing the state's agricultural and livestock sectors. Famasul Jovem is the junior leadership board of Famasul based in Mato Grosso do Sul, Brazil. I had the opportunity to spend time with junior board members to understand more about the broader culture, systems and their lives in agriculture.

The relationships that formed between board members were powerful, and it was clear how important it was for them all personally and professionally.

The board received training and other opportunities to expand their networks and skills. They will become role models for future generations in this state.

Creating community and peer networks is a key component of success.

4.1.3 Ontario Soil Network - Canada

Welcome to Ontario Soil Network - Ontario Soil Network

Meeting Tori Waugh, the Executive Director of OSN, was an inspiring experience; she is exceptionally knowledgeable and passionate about people, community and connecting people to share knowledge. Unlike most knowledge exchange programmes, OSN trains a unique group of farmers across Ontario with all the skills needed to drive change in their local areas. This includes developing their non-technical skills to ensure that they can build communities to share their technical knowledge.

After the training, the OSN farmers return to their farms and engage with local farmers about improving soil health. This programme has gone from strength to strength and is impacting large areas across the state.

An interesting point Tori made was that farmers have to undergo a rigorous application and interview process, with only a percentage of applicants gaining a place on the course. This ensures that people are genuinely committed to the mission and are more likely to follow through with the knowledge exchange after the training.



Figure 5: Woody and Catherine Van Arkel, Ontario and members of OSN. I travelled with Chris Taylor, a fellow Nuffield Scholar. Photo: author's own.

4.1.3 Dairy Farmers of Ontario - Canada

Dairy farming is the largest sector of Ontario agriculture and Dairy Farmers of Ontario is the marketing group that represents it. Over seven years ago, they started an advanced mentoring programme to encourage entrepreneurship, with the aim of pairing people to support each other.

The technology employed advanced matching techniques that went beyond desired relationship outcomes. This enabled rapport between the mentor and mentee to be built quicker, making the relationship more likely to succeed. If matching is done without this, relationships break down or fade away, deterring people from entering other mentoring relationships in the future and making them feel they have wasted their time.



4.1.4 Arla Sweden

It was my pleasure to spend time with a long-time Arla 360 dairy farmer in the UK and meet his mentor in Sweden. Arla is a multinational farmer-owned dairy company with farms in many different countries. As was evident, dairy farming varies across regions and local policy landscapes; therefore, it is important to form relationships across countries to increase the understanding of other people's positions when inputting to Arla group decisions (as it is a cooperative). Arla often arranges for visits to different farms and promotes cross-country knowledge exchange in different ways.

4.1.4 Ignatius Farm, Ontario

Ignatius Farm - Ignatius Jesuit Centre



Figure 6: Pictured on the farm is a leaflet explaining the new farmer training programme at Ignatius Farm. Photo: author's own.

Ignatius Farm is a testament to the power of community to come together to build an organic farming model that empowers local people. The farm employs coordinators and trainers who work with people to train them in organic agriculture. There are plots of different sizes available for people to use. As people gain more experience and the demand for their product grows, they move onto larger plots

of land. This experience showed the power of community, and if you give people a chance to get involved, the benefits are exponential. The mentorship at this programme was passing down the skills day by day, side by side, from trainer to student and peer to peer.



4.2 Insights from Educational Establishments

4.2.1 AgriHub



Figure 7: The author at AgriHub with members of the team. Photo: author's own.

AgriHub, funded by Senar, the overarching levy body, was a place of innovation and collaboration. We learned how they connect startups with mentors, tech companies and researchers. The dedicated team at AgriHub showed us a platform that fosters these connections, acknowledging that collaboration is key to the industry moving forward rapidly. It was based on providing a portal for accessing all the information, people and businesses in one place. In a country where agriculture is still in its early stages relative to the UK, connections are vital for innovation. Although it is in its infancy, many of the businesses and agricultural techniques are more advanced than in many countries in the world.

[Agrihub](#)

4.2.2 Ontario Veterinary College



Figure 8. The author with Prof Andria Jones (right). Photo: author's own.

Professor Jones works as a Professor at the Department of Population Medicine and is the Director of Well-Being Programming at Ontario Veterinary College. She kindly gave her time to share insights on mental health within Canadian agriculture, which is in a similar situation to the UK.

Professor Jones: *"The people in agriculture that we consistently see as greatest cause for concern are the women. This is in part*



due to large amounts of unpaid work, role conflict, and lack of social connections their counterparts engage in (for example, livestock markets or technical meetings). The women also rarely form part of outreach programs which are unconsciously focused on the male farmer.”

We discussed that ‘farmers’ wives’ tend to be underserved regarding support, networking avenues, and community attention. Although I believe this oversight isn't deliberate in many cases, it's a societal norm deeply entrenched over time. Mentorship is an effective tool to address this situation through one-on-one or group meetings. Connections outside the farm are key, and enabling women to attend these meetings needs to be considered. So, I was very encouraged when I heard that some Canadian companies increase the number of women at events by reducing the hurdles surrounding primary care-givers. The example that was given was to offer free onsite childcare for the duration of the meeting

[Andria Jones | University of Guelph](#)

4.2.2 University of Guelph

It was fascinating to meet with several professors at the University of Guelph and how they are working on projects that benefit the whole agricultural industry.



Figure 9. The author with Prof Ataharul Chowdhury. Photo: author's own.

Professor Chowdhury is an Associate Professor at the University of Guelph, focusing on the challenges farmers face in distinguishing accurate information from misinformation and disinformation. Social media significantly increased this issue as incorrect information passes quickly between people without fact-checking. Providing farmers with the opportunity to connect with people outside of their echo chambers holds significant value when determining what is true. I see this in my day-to-day work as a farm consultant;

certain areas or communities hold inaccurate information about schemes or processes because there is no one from outside the community checking if it is correct or simply asking, ‘Are you sure that is the case?’

[Ataharul Chowdhury | School of Environmental Design and Rural Development](#)



4.3 Insights from Businesses and Individuals

4.3.1 Grupo Morena

We were warmly welcomed to Grupo Morena, a large farm in Mato Grosso, Brazil. I was very impressed with the organisation's ethos and how it revolved around valuing individuals. Vanessa Chiamulera, a 2021 Nuffield Scholar, Head of Processes, and family member at the company, demonstrated that valuing people as the centre of the company's culture yields remarkable results. The business left no stone unturned, from personalised welcome videos to HR practices more often found in large corporates rather than rural agricultural businesses.

Examples of HR practices employed at Grupo Morena:

- A career plan for everyone, no matter your grade.
- Benefits package that includes health care, training, English language classes, birthday money, and an exchange programme.
- Clarity on your role and how it fits into the broader organisation.
- Individual training specific to your position.
- Bring external speakers and ideas into the business to ensure they don't become insular.
- Investment in mental health, with weekly one-to-one sessions with a professional.
- 360 performance reviews.



Figure 10: Both photos taken at Grupo Morena with fellow UK scholars Edwards Towers NSch and Aisla Jones NSch. Photo: author's own.



4.3.2 Sape Agro

Sapé Agro

Artur Falcette, Nuffield scholar and, at the time, manager at Sape Agro, kindly



Figure 11: Photo: author's own.

hosted us at their farm and hub for farmer information exchange. Sape leads the way on many fronts and has an ethos focusing on innovation and people development. He emphasised the importance of continuous learning in his own development and in the teams around him; for example, they have a behavioural scientist regularly on the farm to work with Artur and

his management team. On the farm, they have developed a farmer knowledge exchange centre, where farmers come and spend several nights while learning about new ideas and sharing information with new people. It clearly demonstrated the power of creating new connections in a positive and inclusive environment.

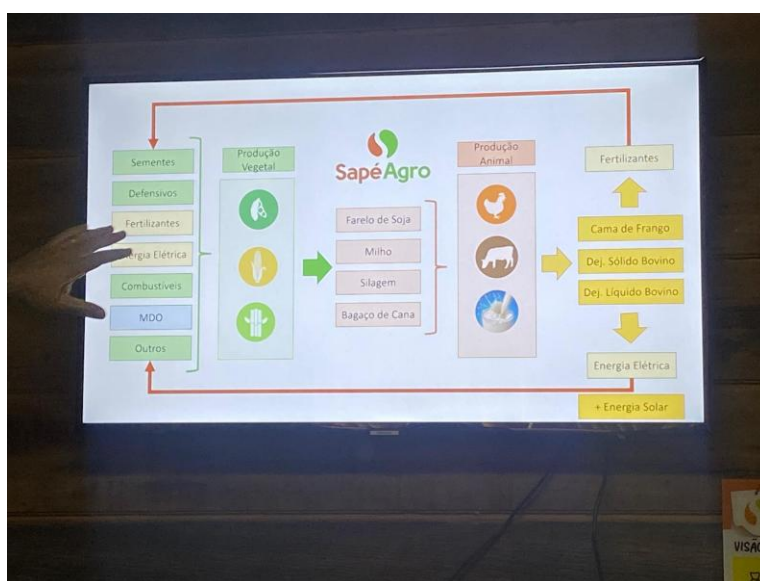


Figure 12: Image showing the scope of Sape Agro in 2022. Photo: author's own.



4.3.3 Leitissimo

Leite de Vacas Criadas no Pasto - Leitissimo

Leitissimo is the home of Sally, Simon and their family in the heart of Bahia, Brazil. Their story is truly inspiring and shows that determination can get you through no matter the hurdles put in your way. Leitissimo is a pasture-fed dairy unit based on Simon's experience of the New Zealand system. However, they had to overcome many hurdles, not only the high daytime temperatures for the animals but also the milk. They overcame this by creating UHT milk and yogurts, which can then be transported across Brazil and enjoyed by many people.



Figure 13: Simon showing the author and Ed Towers NSch his herd of milking cows. Photo: author's own.

Leitissimo, like many Brazilian farms, is exceptionally remote, which means they have to create their own community and village on the farm. Whole families now work together, and the children are schooled there, too. Community ideas such as sports days are a great way to bring people together. The importance of valuing people was key to staff retention.

Sally from Leitissimo and Nuffield Brazil was key to the success of our entire Brazilian adventure. Sally's time, effort and dedication to organising an exceptional itinerary of interesting people and businesses made the trip very special, and Brazil will always hold a special place in my heart. We can never thank Sally enough, especially for hosting us in her house during our trip.



Figure 14: Simon and his children showing the author and Ed Towers NSch his herd of milking cows. Photo: author's own.



4.3.5 9 Mile Brewery 9 Mile Legacy Brewing • Innovative. Collaborative. Premium.

Shawn Moen, co-founder of the 9 Mile Brewery in Saskatoon and Canadian Nuffield Scholar, kindly gave up his time to discuss the importance of mentoring when starting up a business.



Figure 15: The author with Shawn Moen at 9 Mile Brewery. Photo: author's own.

Setting up a brewing business is always tricky; however, the challenges can be even more significant when your background is not in this area. Shawn was clear that mentors hold a vital role as critical friends. Someone who is not emotionally or financially involved in the business can help you see things objectively and then help you conclude what to do next. They won't tell you what you want to hear or make business decisions based on self-interest; their interest is to help you in whatever way they can.



Figure 16: Ann Gordon. Photo: author's own.

4.3.6 Ann and Cam Gordon, Ontario

After stepping off my first long-haul flight, I hired a car at Toronto airport and started to drive to the home of Ann and Cam Gordon, watching out for the huge lorries, huge trucks, and more stop signs than I had ever seen.

I was made to feel at home instantly, and so much so that after my first stay, I returned later in my trip. We have since met up multiple times and consider Ann and Cam great friends.

Ann is a Canadian Nuffield scholar and highly successful in all aspects of leadership, agriculture and agricultural aid projects across the globe. There are so many things that I learnt from Ann, Cam and their friends that I find it very difficult to summarise

in a short paragraph. However, in relation to this paper, mentorship is a key pillar of leadership. Please refer to Ann's Global Leadership Framework below. This



cemented my understanding that to be an effective leader, everyone needs to be involved in a mentorship programme, whether as a mentor/mentee or both.

GLOBAL LEADERSHIP COMPETENCY FRAMEWORK
<p><u>Adaptation and Innovation</u> Enjoy & manage ongoing challenges ~ Show curiosity & creativity ~ Be interested in life-long learning & social interactions ~ Work independently/be self-reliant ~ Observe patterns of change & adjust to these shifts ~ Be improvement oriented ~ Display self-efficacy, functioning well in stressful or unexpected situations ~ Maintain balance between adaptation & own cultural identity ~ Be self-sacrificial, resilient, dedicated, flexible, a critical thinker & a risk-taker ~ Adapt to work in a new/different environment ~ Be open-minded & receptive to new ideas ~ Possess a sense of humor.</p>
<p><u>Cultural Intelligence (CQ)</u> Understand cultural dimensions & the relationship of history, values, religion, culture, & gender norms to people, their societal systems & leadership expectations ~ Observe mindfully ~ Conceptualize & interpret situations ~ Recognize own assumptions & unconscious bias ~ Adapt behavior to act appropriately & successfully ~ Show respect & unpretentiousness ~ Demonstrate positive moral perceptions ~ Possess realistic views specific to an ethnicity or host country/culture ~ Understand power dynamics.</p>
<p><u>Relationship Building Skills</u> Be aware of & sensitive to others' perceptions and concerns ~ Foster cooperation & collaboration ~ Strengthen others by recognizing contributions & encouraging capability ~ Manage conflict & difficult personalities ~ Be supportive ~ Mentor & coach ~ Possess strong oral & written communication ability, facilitation skills, creative problem solving capacity, solid negotiation & social skills ~ Be a team integrator ~ Inspire trust ~ Earn respect ~ Know when to lead and when to follow ~ Show dignity, integrity, authenticity & humility ~ Be honest, sincere & fair.</p>
<p><u>Analytical and Emotional Intelligence (IO & EO)</u> Know own values & beliefs & operate with a clear personal code of ethics ~ Be mindful of own motivations/expectations of life in or working with another country/culture or ethnic group ~ Possess solid cognitive ability ~ Maintain positive & enthusiastic attitude ~ Show good judgement ~ Be able to manage ambiguity ~ Set high level of performance & excellence ~ Be open to constructive criticism ~ Exercise self-care, management & understand own limits ~ Learn from mistakes and experience ~ Model exemplary behavior ~ Possess self-awareness, self-knowledge, self-confidence, social awareness, patience & determination.</p>
<p><u>Intercultural Communication</u> Understand diversity within & between cultures ~ Analyze situations appropriately ~ Communicate clearly & convincingly (verbal, non-verbal & written, multi-lingual, using new technologies & appropriate medium) ~ Practice observational, networking & advocacy skills, ~ Communicate expectations & principles for excellence ~ Empower others towards shared/common vision of the future ~ Give & receive suitably, constructive feedback ~ Use diplomatic conflict resolution, active listening & precision questioning ~ Display empathy & openness ~ Be inspirational, motivational & trustworthy.</p>
<p><u>Strategic, Financial and Organizational Abilities</u> Be visionary, resourceful, reliable, decisive, logical, administratively competent and a multi-tasker ~ Plan, organize & coordinate ~ Effectively manage information (investigate, analyze and verify facts) ~ Set priorities ~ Be intuitive, politically astute, globally-minded, financially & economically literate (micro and macro) ~ Succeed in complex systems and understand technology impacts ~ Advocate for good governance ~ Manage time and risk ~ Be supportive, accountable, & responsive ~ Display technical & sector competence ~ Balance family life & work goals.</p>

GLOBAL LEADERSHIP COMPETENCY FRAMEWORK – an Update to the *Intercultural Leadership Skills Framework* (2006)
 © Ann L. Gordon - April 18, 2019

4.3.6 FT Women in Business event

Back in the UK, I decided to attend the FT Women in Business event in London. It was great to see how many times mentorship was discussed by many of the presenters and that it was assumed people would be involved in this career tool. The conversation in the room differed vastly from the conversation in the food and farming sectors. This was good as it allowed me to gain insights we can relay back.



Diversity and inclusion were big themes of the day, and I was lucky to have interesting conversations with people involved in this sector about how they use mentoring.



Figure 17: Photo at the event taken by the author.

The mentoring schemes people were involved in tended to be in-house, unstructured, and inherently biased because the matching was made by an individual. Some were run as an extension to an HR department that was already busy, which meant some relationships ran out of steam and people's opinions on mentoring were tainted.

4.4 Chapter Conclusions

These are the conclusions from my findings:

- Mentorship is a key pillar of leadership.
- People are key to the success of businesses, so look after them.
- Critical friends are vital.
- Creating connections across silos can break down barriers and resist the rise of fake news.
- A successful mentoring relationship can open doors for those not already in the industry, enabling them to have a successful career.
- Ensuring that mentorship is part of a company's culture is beneficial to employee retention.
- There were many schools of thought about how to run an effective mentoring programme.
- Look at ways to remove the bias from mentorship pairings.
- Dedicate time and resources to mentorship programmes.



CHAPTER 5 : RECOMMENDATIONS

In this section, I've outlined a visual representation below to illustrate the essential steps and factors that should be taken into account when initiating a mentoring programme. These recommendations are applicable both within individual companies and across various industries, regardless of the specific objectives.

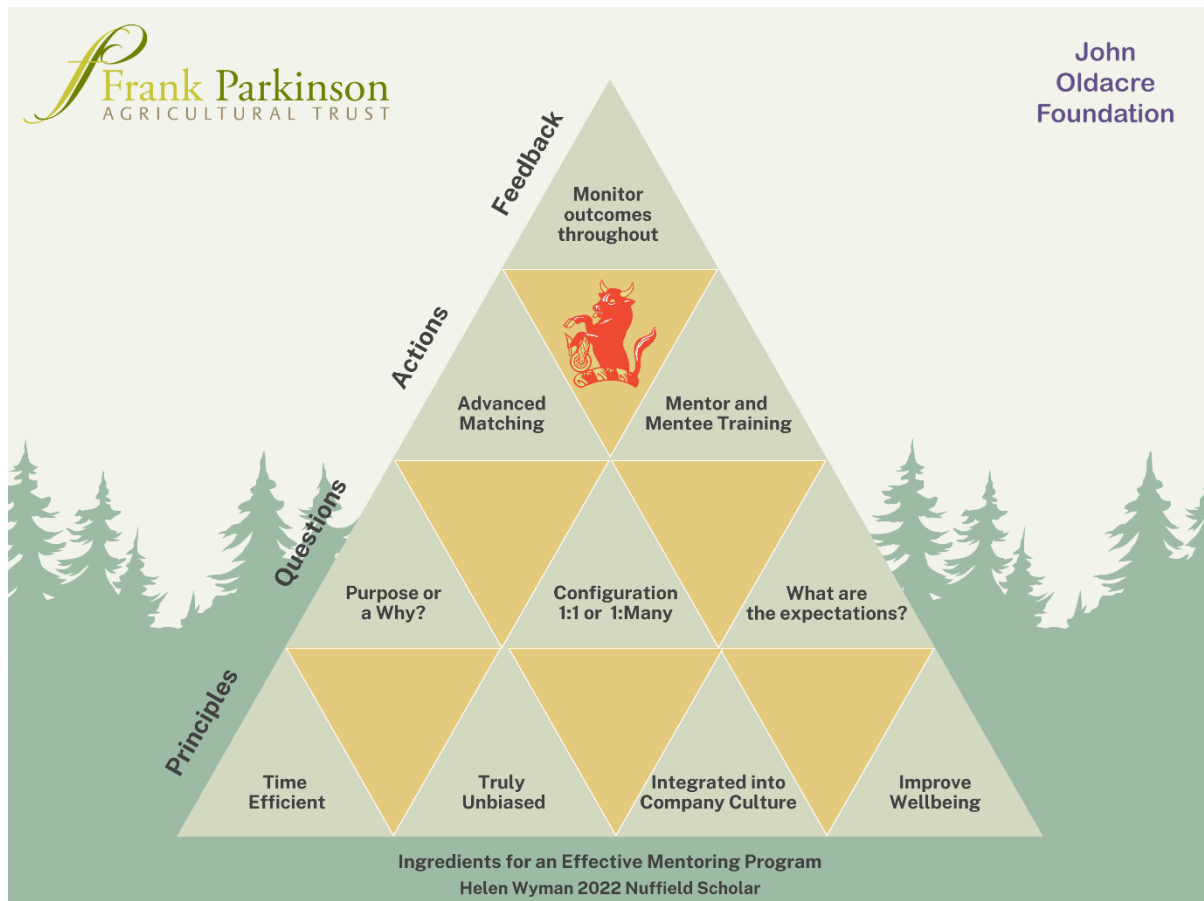


Figure 18: Graphic: author's own.



CHAPTER 6: AFTER MY STUDY TOUR

Nuffield has truly been a life-changing experience for me and those closest to me. Not only have I changed jobs, but I have also become self-employed to concentrate solely on delivering the aims of my project on the ground here in the UK.

I would like to thank the Frank Parkinson Agricultural Trust for supporting the pilot of the mentoring programme. It was a fascinating process that galvanised the fact that this initiative is very much needed within UK agriculture.

In the summer of 2024, Cultivate Success (now Twocan Mentor) was formed to deliver the results of my scholarship professionally across the whole food and farming ecosystem. We believe in creating a network of trained mentors and mentees and connecting people with our advanced matching software. I ensured that we used what I had learned to influence our decisions and how we evolve in the future.

I am determined to make a difference to as many people as possible.

Mentoring is a superpower that should be available to everyone; this is the driving force behind what I do every day.



Figure 19: York Fundamentals on Mentoring Training Day December 2024. Photo: author's own.



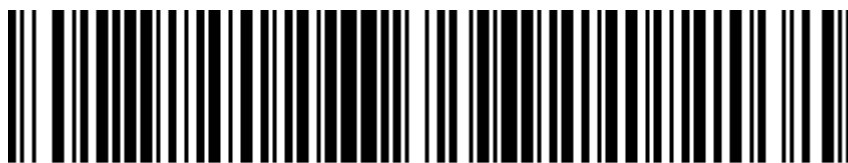
CHAPTER 7: ACKNOWLEDGEMENT AND THANKS

I would like to take this opportunity to thank my sponsors, The John Oldacre Foundation, which kindly sponsored my Nuffield Farming Scholarship, and The Frank Parkinson Agricultural Trust, which generously sponsored the rollout of the pilot programme in UK agriculture. These sponsors truly enabled the study to impact the lives of people in agriculture.

I feel humbled by the support I have been shown here in the UK and everywhere I have been lucky enough to travel. The people are what made this journey a unique and memorable experience.

Thank you to my friends, family, and work colleagues who encouraged me to apply and helped make the trip possible.

Finally, thank you to my past, present and future mentors for your continuing support and belief in me.



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