



HIGH TOUCH



*From Field to Fork:*

## **FUTURE-PROOF LEADERSHIP**

*Unlocking Success with the Right HR Solutions*

## HR SPECIAL

### 10 Golden Rules for Successful HR Developments in 2025

In the coming years, we will face significant changes in HR. Not only in areas like AI, automation, and blockchain, but also in how we prepare our leaders for a volatile world. This means we must focus on developing resilient, adaptive, and emotionally intelligent leadership.

#### Don't Miss it

Based on recent conversations with HR leaders, I've compiled a brief summary of the most important HR developments and trends you should not miss in 2025.

#### > 1. WORKFORCE TRANSFORMATION AND SKILLS SHIFT

AI and automation are rapidly reshaping jobs. HR should focus on upskilling and reskilling to keep digital skills up to date. Skills will soon become the new norm in recruitment, with a focus on actual competencies rather than traditional diplomas.

#### > 2. EMPLOYEE WELL-BEING AND MENTAL HEALTH

Holistic well-being (mental, physical, and financial) is now central to the employee experience. Companies are increasingly offering mental health support through apps, flexible working hours, and extended benefits.

#### > 3. HYBRID WORK OPTIMIZATION

Hybrid work has become the norm, but 2025 will focus on the 'workplace experience': creating fair experiences for both office and remote employees. AI tools are enhancing productivity and collaboration in hybrid work environments.

#### > 4. DATA-DRIVEN HR

People analytics is crucial for decision-making, such as predicting turnover, improving engagement, and measuring productivity. Real-time data drives performance management, compensation strategies, and workforce planning.

#### > 5. DIVERSITY, EQUITY, INCLUSION, AND BELONGING (DEIB)

DEIB initiatives are moving from symbolism to action, with measurable objectives tied to business performance. Neurodiversity and inclusive leadership are emerging as key areas of focus.

#### > 6. LEADERSHIP DEVELOPMENT AND SUCCESSION PLANNING

Preparing leaders for a volatile world requires a focus on resilient, adaptive, and emotionally intelligent leadership. Mentorship programs and AI-driven leadership development platforms are gaining popularity.

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#### > 7. EVOLUTION OF HR TECHNOLOGY

HR automation, AI-driven recruitment, and talent management platforms are on the rise. Additionally, generative AI is playing an increasingly important role in recruitment, employee engagement, and content creation. Blockchain is also becoming popular for secure credentialing and skills verification.

#### > 8. PURPOSEFUL CULTURE

Employees want their work to align with their values. Corporate social responsibility (CSR) and environmental, social, and governance (ESG) factors are influencing employer branding. Internal mobility programs are promoting employee growth within organizations, which strengthens retention.

#### > 9. GIG ECONOMY AND ALTERNATIVE WORK MODELS

The growth of freelancers, gig workers, and project teams continues. Companies must adapt their policies to effectively integrate gig workers while ensuring compliance with labor laws.

#### > 10. INNOVATION IN COMPENSATION AND BENEFITS

Personalized benefits (such as well-being and flexible benefits) cater to the individual needs of employees. There is an increasing focus on pay transparency and fairness to build trust and retain employees.

#### > WANT TO KNOW MORE?

By following the steps outlined above, you can develop successful HR strategies within your organization that are not only effective and strategic but also contribute to its long-term, sustainable success. If you would like to learn more, discuss this topic, or have any other relevant questions, feel free to contact me!



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## WE IDENTIFY BETTER CANDIDATES MORE QUICKLY

Why You Should  
Choose High Touch  
Executive Search



### **Personal**

We focus on developing genuine interpersonal connections, not rigid processes. We cultivate deep human connections in a relaxed, informal way.

01



### **Boutique Office**

At High Touch, we are deeply involved throughout the search process, approaching it with full dedication. As a result, we consistently identify better candidates more quickly.

02



### **Agri, Food, and FMCG Specialization**

In this market segment, we know our way around and speak the language. We possess in-depth knowledge of the market, including its trends, challenges, and the types of candidates required.

03



### **Exclusive Senior Partner Network Anywhere in the World**

We operate through a global network of Senior Partners. Clients work directly with these experienced professionals, eliminating unnecessary intermediaries and overhead.

04

**APPLY NOW:  
THE HIGH TOUCH  
STEP-BY-STEP GUIDE TO  
LEADERSHIP DEVELOPMENT.**

**> GUIDE TO LEADERSHIP**

10 Steps to Enhanced Leadership Development. Apply Now and Discover Practical Tips.

Send an email to [info@hightouchglobal.com](mailto:info@hightouchglobal.com) with the subject '**Guide to Leadership**' and you will receive the report via email.





## 11 STEPS TO THE IDEAL BOARD TEAM

Leadership is the art of balancing reason and intuition. This applies not only to leading an organization but also to managing a board team. You inspire, formulate a vision, set strategic goals, and motivate the team to achieve those goals. In addition, you must also be able to build a bridge between the board team and other stakeholders, such as employees, customers, or partners. But how do you put together such a board team? How do you go about it? I have 11 tips for you on how to do this properly.

1

### WHAT SKILLS ARE NEEDED

First, determine the most ideal composition for your team. Look at sector experience, functional expertise, diversity, and independence. Identify the specific skills and experiences needed and ensure a good balance between the different areas of expertise and perspectives.

2

### ATTRACT VARIED AND QUALIFIED CANDIDATES

Next, start with a structured hiring process and attract varied and qualified candidates. Use external search agencies and networking channels to find a range of potential candidates. Remember: diversity in both thinking and background should be your priority. It promotes innovative and well-informed decision-making.

3

### PROVIDE COMPREHENSIVE ONBOARDING

Once you've assembled your "dream team," offer them a thorough onboarding program that familiarizes them with the organization's mission, values, governance structure, and strategic priorities. Introduce them to key stakeholders and relevant documents, and give them access to training and mentorship opportunities.



**4****FOSTER OPEN COMMUNICATION  
AND COLLABORATION**

Create a culture of open communication, mutual trust, and active collaboration within the board team. Encourage open dialogues, respectful discussions, constructive feedback, and active participation. This promotes transparency and informed decision-making.

**5****DEFINE ROLES  
AND RESPONSIBILITIES**

Clearly define the roles, responsibilities, and expectations of board members, board committees, and leadership positions. Ensure that the scope of authority and supervision is clear, so there is no confusion and accountability can be enforced. This increases the efficiency and effectiveness of the board.

**6****STRATEGIC THINKING  
AND ALIGNMENT**

Actively involve board members in strategic discussions and decision-making processes. This fosters support and understanding regarding the vision, mission, and long-term goals. Encourage forward-thinking and drive innovation so that the board can respond effectively to new trends and challenges in the sector.

**7****EMBRACE DIVERSITY OF THOUGHT**

Avoid groupthink. Instead, promote a broader, deeper approach to complex issues. Strive for diverse insights by valuing different backgrounds, experiences, and ideas. Encourage dissenting viewpoints and constructive debates to strengthen decision-making.

**8****EDUCATION AND DEVELOPMENT**

Offer board members training and development opportunities to continuously improve their management skills. This is the best way to keep up with the latest trends, best practices, and changing regulations. Facilitate access to conferences, seminars, and training courses relevant to both the industry and the personal role of each board member.

9

**EVALUATE REGULARLY**

Regularly review the performance and effectiveness of the board to identify strengths, areas for improvement, and development opportunities. Use feedback from evaluations to adjust governance practices and improve overall effectiveness. This process should also examine the dynamics of governance and cooperation between members.

10

**DIVERSITY, EQUITY, AND INCLUSION**

Make diversity, equity, and inclusion an integral part of governance by actively seeking diverse perspectives and backgrounds. Ensure that the recruitment, selection, and advancement process is fair and inclusive. This not only contributes to a wider range of ideas but also creates a governance climate in which all members feel heard and valued

11

**LEAD BY EXAMPLE**

Leadership must demonstrate ethical conduct, professional integrity, and a strong commitment to the organization's mission and values. Leadership sets the tone for the culture within the board and acts as an example for other members.

**> WANT TO KNOW MORE?**

By following the steps outlined above, you can develop successful HR strategies within your organization that are not only effective and strategic but also contribute to its long-term, sustainable success. If you would like to learn more, discuss this topic, or have any other relevant questions, feel free to contact me!

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## C-LEVEL ONBOARDING FROM ZERO TO 90

Effective onboarding of a C-level executive requires a strategic and holistic approach. After all, it is essential that the new leader becomes productive quickly, integrates well into the organization, and contributes strategically to the success of the company. Onboarding not only covers practical aspects but also culture, stakeholders, relationships, and expectations within the organization.

### > MAKE A PLAN

“With a well-thought-out plan of action, you have the best chance of successful onboarding,” I say to my good friend Robert as we have coffee at his house. Today, we’re having an interesting discussion about onboarding C-level candidates. “Such a process is really different from that of other employees,” I explain to Robert. “After all, these are mainly senior roles that will have a major impact on the organization’s direction.”

### > USE FOUR PHASES

Robert wonders what a good onboarding plan looks like. I sip my coffee and continue, “A plan of action is based on four phases: 0, 30, 60, and 90. Zero stands for preparation; 30 for the days of acquaintance and observation; 60 for the days of integration and planning; and 90 for evaluation and optimization after 90 days.”

### > 0 - PHASE OF PREPARATION

“Make the expectations clear in phase 0. Define the role, responsibilities, and strategic goals. Communicate to your team and the organization the arrival of the new leader, including their background and focus. Also, think about logistical preparations: arrange office space, IT access, and reporting structures.”

### > 30 DAYS OF GETTING TO KNOW EACH OTHER AND OBSERVING

I explain to Robert that when a new executive starts working, the first 30 days are needed for getting to know the organization and observing. “In this phase, you explain the mission, vision, values, and culture of the organization. You also provide the history and strategy of the organization. You’ll spend time building relationships and facilitating introductory sessions with direct reports, fellow leaders, and other key stakeholders.”

## C-LEVEL ONBOARDING FROM ZERO TO 90

I tell Robert that, in this phase, the introduction of the executive to customers, partners, and relevant suppliers should also take place. Additionally, strategic analyses and other crucial business information, such as financial reports, operational challenges, and market insights, must be shared.

### > 60-DAY INTEGRATION AND SCHEDULING

Robert wonders what should happen in the next 60 days. "They are for shadowing and active listening," I explain. "You let the new executive observe how meetings and decision-making processes unfold, and you encourage them to gather feedback from different levels within the organization."

Robert nods in agreement. "Are you also going to start setting strategic priorities in this phase?" he wonders aloud. "Yes," I answer, "in this phase, together with the board and the leadership team, you determine which short-term goals are essential, and you begin building trust while creating an environment in which vision is shared and feedback is received. Additionally, we schedule check-ins with mentors or sponsors within the company, such as the CEO or a chairman."

### > EVALUATE AND OPTIMIZE AFTER 90 DAYS

After 90 days, it's time for an evaluation to discuss successes and identify challenges. "What do you do with that information?" asks Robert. "You use it to adjust your strategic plans based on the insights from this period," I answer. "Perhaps there's a need for leadership development, coaching, or external support. Maybe something else. In any case, do everything you can to get the executive more deeply involved in broader organizational initiatives and external networks."

### > KEY SUCCESS FACTORS

"If I understand correctly," says Robert, "it's a phased process in which each stage focuses on integration, strategic evaluation, and strengthening leadership." I nod in agreement and tell him there are also some key success factors. "To support the executive, mentorship, open communication, and pacing have a major influence on the final result. I'll tell you more about these success factors another time. I have to get to work now; I have an appointment with a C-level candidate for a client of mine."

### > QUESTIONS? SPARRING? WANT TO KNOW MORE? CONTACT ME!



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## WHY SWEDEN IS NOT ONLY KNOWN FOR ITS KÖTTBULLAR



**Jan Sandlund**  
*Associate Partner at High Touch Sweden*

Sweden is renowned for its strong welfare state, Swedish meatballs, and innovative companies such as Volvo, Scania, and Ikea. But it is also home to a highly developed food industry, with a wealth of large and medium-sized companies, as well as well-known retailers. Given this, it's no surprise that demand for professionals is rising, particularly in the agri, food, and FMCG sectors. High Touch is proud to provide top-tier executive search services in Sweden as well.

### > UNIQUE PERSPECTIVE

Jan Sandlund, an Associated Partner of High Touch Executive Search in Sweden, is a Swede through and through. With 25 years of international business experience, particularly in retail, FMCG, and executive search, Jan brings a unique perspective and a wealth of skills to our team. His passion and deep involvement with the food industry make him a highly valued partner at High Touch.

### > THE LARGEST INDUSTRY IN THE WORLD

Jan understands better than anyone the enormous challenges currently facing the food sector. Issues such as climate change, demographic shifts, geopolitical instability, health problems, and rising production costs are just a few examples. Given that food is one of the largest industries in the world, it is crucial to have the right people in place to address these challenges.

## WHY SWEDEN IS NOT ONLY KNOWN FOR ITS KÖTTBULLAR

### > GLOBAL PARTNER NETWORK

As a specialized executive search firm in the agri, food, and FMCG sectors, High Touch has a global network of executives and hard-to-find specialists. We take pride in knowing both our clients and candidates personally, which is the foundation of our mission to connect the right people with the right companies.

### > CONNECTING EXCEPTIONAL TALENT

With an MSc. in International Business and extensive experience across various industries, Jan perfectly embodies the values of High Touch Executive Search. His pursuit of excellence and broad range of experiences enrich our team and help drive our mission to connect exceptional talent with visionary organizations. We are honored to have Jan Sandlund as part of our team, and with his contribution, Sweden is now also known as the home of High Touch's specialized executive search services.

### > WANT TO KNOW MORE?

Are you interested in opportunities in Sweden? Get to know Jan Sandlund and reach out to him today.

You can email [info@hightouchglobal.com](mailto:info@hightouchglobal.com) or contact Wilko Grievink directly.



*Please contact me  
if you want to know  
more...*

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**I LIKE TO CONNECT  
WITH SENIOR MANAGERS,  
CEOS, AND BOARD MEMBERS  
IN AGRICULTURE, FOOD,  
AND FMCG.**

**SEND ME YOUR CV,  
AND I WILL CONTACT YOU..**

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**Wilko Grievink**

*CEO and founder High Touch.*

## WE ARE ACTIVE WORLDWIDE IN AGRI, FOOD AND FMCG

High Touch will also find  
the right candidate for you



Food is scarce, and the pressure on agricultural productivity will only increase. It takes the best professionals in the industry to feed the world. However, these talents are also typically scarce. That's why more and more companies in the agri-food industry turn to High Touch to find high-level executives. After all, it's much more effective to speak with people who understand what drives you and the people in your company—people who were born and raised with the same DNA as you. You'll find them at High Touch.





*No technology beats face to face contact.  
High Touch means commitment through the entire process of matchmaking.  
And it never stops.  
That is the Touch in High Touch.*

*We love going the extra mile.  
To surprise people. Overdeliver.  
It makes us happy as a professional and as a human being.  
That is the High in High Touch.*

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EXECUTIVE SEARCH FROM FIELD TO FORK

HIGH TOUCH EXECUTIVE SEARCH IN THE AGRIFOOD BUSINESS