



THE
TRUSTED
EXECUTIVE

Case Study

Bidfood Developing leadership styles by applying the Nine Habits of Trust

For over 20 years, Bidfood has been a leading foodservice wholesaler. With a depot network of 24 sites across the country, they have supplied over 13,000 food, drink and catering products to over 60,000 customers around the UK.

Bidfood continue to push for excellence. Following a return to a stronger financial position within the group, the company are now looking to the future. The Trusted Executive's Nine Habits of Trust model was identified as a framework to drive the conversation on leadership behaviours to support the creation of a five-year vision.



Identifying a need for change

The Trusted Executive Foundation facilitators held a Discovery workshop with the senior leadership team, introducing the Nine Habits of Trust. This led to a Nine Habits survey and further workshop to debrief the results, including feedback on strengths and areas for development.

“We are entering a huge period of change and we need to get to a performance management position and change management leadership styles.”

Heather Angus, HR & Sustainability Director



The coaching habit was identified as an area for improvement to shift management leadership styles and build a greater emphasis on development and self-discovery. Initial feedback and concern was that coaching was a tactic to manage under-performance. CEO, Andrew Selley, who openly supports coaching, has made a big difference in challenging and changing these perceptions.

“We were very much a go do, can do, let's achieve organisation. We want to keep that, but we want to focus more on becoming a coaching organisation as well. So, we're coaching and developing the team.”



Andrew Selley, CEO

THE NINE HABITS OF TRUST FRAMEWORK

ABILITY



DELIVER



COACH



BE CONSISTENT

INTEGRITY



BE HONEST



BE OPEN



BE HUMBLE

BENEVOLENCE



EVANGELISE



BE BRAVE



BE KIND

“Habit No.2 - choosing to coach is a key habit for us and also Habit No.6 - choosing to be humble. We’ve got 5,000 employees and 3,500 of them are warehouse workers or drivers, involved in the operations so it’s really important for the leadership team to just be normal with everybody in the business.”

Andrew Selley

When leaders use a language that everyone can understand it increases engagement and develops a culture of trust and respect.

Embedding the Nine Habits of Trust

After completing a thorough review of the Nine Habits and how they can be

Coach: Trustworthy leaders are passionately curious and they demonstrate this by asking lots of questions, choosing to listen and empowering others.



incorporated across the business, the team identified that the Nine Habits and three pillars of Ability, Integrity and Benevolence aligned with their existing values of Care, Share and Dare.

They have systematically mapped the habits with their own values across various areas of the business. This will empower them to work towards their 2025 triple bottom line vision of 95% customer retention, 95% employee engagement and 9.5% EBITDA margin.

Andrew Selley, CEO believes the new triple bottom line vision will also positively impact retaining and attracting talent as employees become more interested in the ethics and sustainability of the business.

“We had the 2020 vision, which was very financially orientated. For 2025 we put in a triple bottom line vision about results, relationships and reputation.”

Andrew Selley



“Supporting the creation of this ambitious vision has been a pleasure. It’s great to work with a CEO that understands the importance of developing himself and his people.”

Dr John Blakey, Founder - The Trusted Executive Foundation

Creating a community for change

Heather and Andrew remain committed to developing their habits. Heather has been inspired to join the Trusted Executive Fellowship Board and Andrew is receiving one-to-one coaching from Dr John Blakey. Both Heather and Andrew believe that being transparent about their own coaching journey is fundamental to the continuing success of coaching as a leadership style across the wider team.

“There’s this greater transparency that’s evolving internally with everybody just being more open to say, “There’s always development areas and there’s always something that we can get better at.”

Heather Angus

Website: trustedexecutive.com

Contact: info@trustedexecutive.com



THE TRUSTED EXECUTIVE



Aston Business School