



OE Cam

# Flourish



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## OE Cam LLP

3 Wellington Court,  
Cambridge  
CB1 1HZ  
UK

[info@oecam.com](mailto:info@oecam.com)

[www.oecam.com](http://www.oecam.com)

+44 (0)1223 269 009

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Editor: **Helen Pybus**

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# Flourish

Welcome to this edition of *The OE*.

Much of the focus right now is 'cost optimisation' or 'finding efficiencies' – a move to simplify structures and strip out cost from the business. But if your organisation is to flourish in the future, then you need to protect the core and preserve the very essence that makes your business special.

In this edition of *The OE*, we focus on organisation reviews that make the business more efficient whilst also retaining the 'magic'. Leading such organisational change requires a different leadership mindset, one which can operate effectively across three time horizons. For organisations to really flourish, we believe that leaders will need to build a foundation on the WHY of work and enable employees to follow their passion.

Our final article brings these ideas together to think about leading change in turbulent times and asks whether as a leader, do you actually do what you say you'll do? And we're delighted to have a guest contributor, Paul Donovan, who shares his seven big takeaways on turning around challenged businesses to build sustainable value. As Paul says "has there ever been a better time to be a leader?"

As always, we welcome your feedback and look forward to hearing what you think.

**Martyn Sakol**



**MARTYN SAKOL, *Managing Partner***

Martyn is a Chartered Psychologist and MBA, with over 20 years experience in leadership and management assessment and development across all sectors, both in the UK and internationally. The focus of his work is to maximise the effectiveness of individuals, teams and organisations.

[martyn.sakol@oecam.com](mailto:martyn.sakol@oecam.com)

by GARY ASHTON & LUCY COX

# Organisational Transformation – Don't Lose the Magic!



**How do you drive down costs, but at the same time build an organisation that will flourish long into the future?**

**The knee-jerk approach to finding efficiencies is often to cut jobs. But by going too hard on cost cutting today without taking a longer-term view about what your organisation needs to not just survive, but thrive, you risk making cuts in the wrong areas and bulldozing future success. However, too much emphasis on future growth can lead to an unaffordable set-up...**

Perhaps most crucially, if you embark on any organisational change without fully understanding what makes your company special – both for employees and customers – you could lose the very magic that makes your organisation what it is. A great example of this playing out right now is the discussion around John Lewis considering changes to its staff-ownership model. Is this part of the JLP spirit that will be lost? Or is it an anachronism that needs to be removed for the long-term success of the business?

So where to start?





...if you embark on any organisational change without fully understanding what makes your company special – both for employees and customers – you could lose the very magic that makes your organisation what it is”

## A considered approach to retaining the sparkle

Before rushing into any decisions about the way forward, it's critical to be able to answer questions such as: *What are the organisation design principles that will guide your decision-making? What are the areas critical to delivering your strategy that you need to protect or build? What part of your organisation should drive the business forwards? And how do the different parts of your organisation interface with each other?*

In our experience, there are three main steps for answering these questions and helping you to take a more considered approach to organisational transformation:

### 1. Define the dominant logic of the business

Firstly, you need to define your design principles. These will act as a check and balance to your decision making. For instance, if digital is key to your strategy, how is this reflected in the transformation? If the customer is central, how will your new design support this? Perhaps your people really value flexibility and empowerment - how will this feed into how you allocate decision authorities? Clarifying these principles will make it easier to keep on track.

Another component is understanding your competitive advantage. Look internally and externally to verify this. Confidence in articulating the areas that set you apart from other organisations will help you to protect them later on in the process.

Ultimately, much of an organisation's effectiveness is determined by where you want the power to lie. What element of your business – such as customer, geography, product or channel – has primacy in driving the business and how it operates today? And how, if at all, does that primacy need to shift? Understanding your organisation's core value chain and mapping your teams against it is important for building this understanding and highlighting where change is needed. See diagram 1 below.

Finally, the eventual structure will need to be inherently 'ambi-dextrous'. What do we mean by this? Being able to balance the short-term with the long-term is a critical skill for any leader or organisation. This capability should be reflected in the organisational design. By facilitating a simultaneous focus on business as usual and long-term change, you will enable delivery on the bottom-line, as well as account for unforeseen change and transformation. Sustainability is a good example here; any organisation looking for long-term growth needs to ensure that the accountability for building a sustainable business has sufficient weight and is balanced with the imperative to deliver profit in the short-term.

Spending enough time on this first step helps create a shared understanding among senior leaders of the logic used to shape the organisation. This will be a critical tool in engaging people in the transformation.

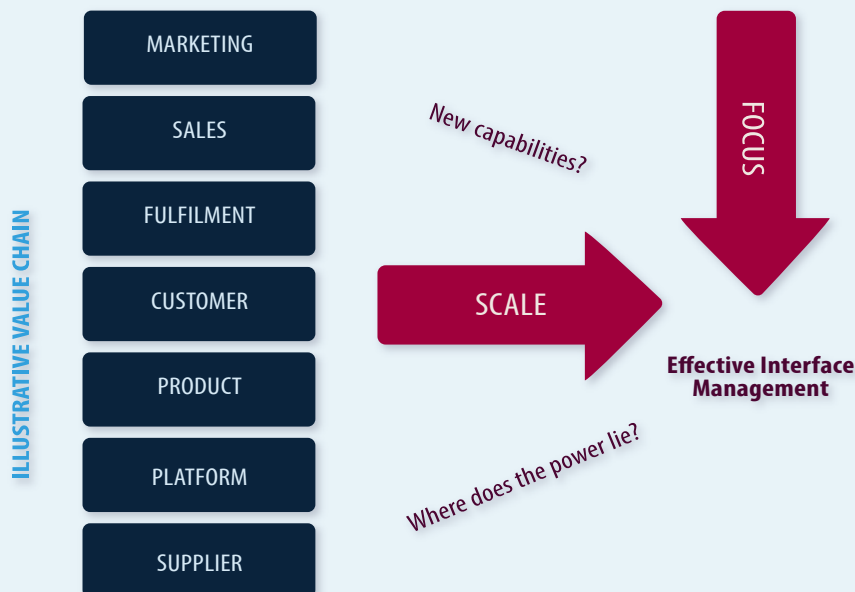


Diagram 1: Understanding your organisation from a value chain perspective



Confidence in articulating the areas that set you apart from other organisations will help you to protect them later on in the process



## 2. Clarify accountabilities, boundaries and interfaces

Nothing in life ever stays the same. As a result of small changes over time, elements of the organisation may have ended up in the wrong place, and boundaries around different processes and accountabilities may have shifted or blurred.

So step two is all about ensuring effective cross-functional working. By defining clear interfaces between critical functions and clarifying who is accountable for what, there is huge potential for more effective working between functions, and some potential for cost savings. People will spend less time duplicating work or being delayed by confusion over who does what, who has the power to decide, or who needs to be consulted – and more time on value-add work.

## 3. Find the efficiencies

Now that you have a clear future operating model that reflects your organisation design principles, and teams that understand how to interface with each other, you can look to see where you can drive efficiencies.

It is only when you have determined steps one and two that you can make sensible decisions about resource efficiencies that do not jeopardise the long-term future of the business. It will also force the business to think hard before making any cuts, as it will better understand the trade-off it is making between delivering in the short term versus the long term.

*Continued overleaf...*



## Making Trade-offs

**Scale vs Focus** - one challenge that often comes up is how an organisation can obtain economies of scale. This requires a trade-off evaluation between scale (centralisation) and focus (decentralisation).

On the one hand, working at scale means common ways of working, less duplication, more efficiency and more cross-unit learning. On the other hand, centralisation can make things slower and less responsive to the customer.

The counter view is decentralisation (more focus). This means you are closer to the customer and more responsive to their needs; providing teams with a stronger sense of accountability. However too much focus can generate duplication and even rivalry within the organisation.

**Future Now vs Cost Savings** - the second challenge is about how quickly you can implement your future operating model, as some elements may require building-in capability or capacity, which challenges your second objective of reducing costs. So, you need to determine what trade-offs you are willing to make between saving costs and moving towards your future model.

“

It will also force the business to think hard before making any cuts, as it will better understand the trade-off it is making between delivering in the short term versus the long term

”

For step 3, there are a number of options that firms are familiar with. One option is about reducing management layers and/or increasing spans of control to speed up decision making. Another area is about optimising resources through delivering activities at scale across the business rather than duplicating the same activity within each function. In looking for these economies of scale you will need to be clear about the trade-off between keeping localised, responsive focus, versus building cost-effective scale, that reduces duplication and builds cross-functional learning. (See box-out on Making Trade-offs)

### Protect the core to flourish

A focus on 'keeping the magic' and being crystal clear about what core elements in the business you need to protect or build before driving down costs, paves the way for a more considered, effective organisation transformation.

Make time to define the logic and clarify accountabilities first and you will find the right efficiencies that enable your organisation to flourish.



#### GARY ASHTON, PARTNER

Gary leads OE Cam's Organisation Development practice and consults across both public and private sectors. He has undertaken a variety of governance and performance improvement projects including Board evaluation and development, major organisation change to structures and processes, post-merger integration, and improving joint venture organisation capability.

[gary.ashton@oecam.com](mailto:gary.ashton@oecam.com)



#### LUCY COX

Lucy is a Business Psychologist in OE Cam's Talent Management practice with expertise in management and leadership development. With experience spanning organisation design, employee engagement, team effectiveness and learning & development, she enjoys using psychological insight to create mindset shifts and drive behaviour change both at an individual and organisational level.

[lucy.cox@oecam.com](mailto:lucy.cox@oecam.com)



Video by **LUCY COX & PAOLO MOSCUZZA**

# Look up!



*Look up.*

*If you've got your head down busy thinking about cost-cutting and finding efficiency savings then just stop.*

*Take a moment.*

*And look up.*

*As a leader in a tough economy, spending time and energy on giving people growth opportunities and the flexibility to do whatever they're most interested in, probably isn't at the top of your priority list...*

*Perhaps the natural instinct right now is survival and our brains are stuck in 'fight or flight' mode.*

*We're so busy with Business As Usual and chipping away at quarterly targets, that often it feels like there's no headspace for creativity or innovation.*

*It's easy to lose sight of what actually makes the organisation tick.*

*But you've got to protect the core.*

*Otherwise you could lose the very essence of what will make your business flourish. And at the core of most organisations are people & their passion.*

*Whilst it's important to ensure the organisation is running efficiently, the crucial step to weather the storm and build organisational health, is to reconnect employees with their passion.*

*What lights them up?*

*Why do they do what they do?*

*And what fills you up with energy?*

*Understanding the answer to these questions will help you to refresh your perspective and see opportunities you couldn't see before.*

*So how can we tap into this latent energy?*

**AS AN INDIVIDUAL**

*Keep track of what energises you.*

*Commit to doing more of it - even when the pressure's on - avoid throwing out all of the things you like doing.*

**AS A LEADER**

*Acknowledge any negativity AND contextualise it with your own perspective.*

*Identify the positives people might have missed, and help broaden their perspective on what's going on.*

**AS AN ORGANISATION**

*When times are tough, communicate so that people don't create their own version of reality.*

*Listen to employees. Dialogue is a 2-way process. Don't lose great people who leave and go on to say 'no one listened to me'.*

*Let's not miss out on the masses of untapped potential at your fingertips by keeping your head down and letting your focus narrow.*

*Look up!*

*By giving people the opportunity to do what they're energised by, and changing your mindset to see this as a necessity instead of a luxury, your teams and organisation will flourish.*



**LUCY COX**

Lucy is a Business Psychologist in OE Cam's Talent Management practice with expertise in management and leadership development. With experience spanning organisation design, employee engagement, team effectiveness and learning & development, she enjoys using psychological insight to create mindset shifts and drive behaviour change both at an individual and organisational level.

[lucy.cox@oecam.com](mailto:lucy.cox@oecam.com)



**PAOLO MOSCUZZA - PARTNER**

Paolo Moscuza is a Chartered Psychologist, Associate Fellow of the British Psychological Society and a registered coaching Psychologist. He has nearly 20 years experience of assessing and developing the capability of leaders and he heads up OE Cam's Leadership Development Practice. Paolo is a former winner of 'HR Management Consultant of the Year' as featured in the Sunday Times and his approach has been described as "fresh, energetic and innovative".

[paolo.moscuza@oecam.com](mailto:paolo.moscuza@oecam.com)



# To Flourish, Build a Foundation on the Why



Hi Martyn – thanks for joining me today to discuss ways that organisations, teams and individuals can flourish in 2023 and beyond, in particular looking at the decisions that leaders need to make.

My pleasure.

So let's first consider how we're all getting used to a new way of working post pandemic. A question that many leaders are still grappling with is whether to prescribe how often employees should be in the office. Mark Zuckerberg is quoted as saying "*an internal analysis of employee performance data suggests that engineers who work in person, get more done*", and he's encouraging employees to be in the office more often, as are many other CEOs.<sup>(1)</sup> As a leader, how do you navigate that decision as to whether to mandate people into the office?

Well, I mean, if you mandate 100% of people should be in the office 100% of the time, that is very straightforward, there's no ambiguity in that. Where it gets tricky is when you start going hybrid. We see with our clients that employee feedback about their working situation and positive engagement with work is strongest where management is flexible in its approach to hybrid – where an individualistic, adaptable approach is taken rather than being rule-bound. Employees are more productive with greater positive well-being. What's also indicated is clear objectives about performance rather than presence.

There are links to autonomy here and your earlier point about leaders relinquishing control - how empowering employees to make those decisions can improve performance.

Yes, the focus should be on outcomes and output - not presence and absence.



Absolutely. What about the generational angle? There's a belief that the younger generation are prioritising a greater work-life balance, preferring to work for organisations that offer the option to work remotely, more flexible hours and even bringing their dogs into the office. How can leaders both learn from this new generation and better manage them?

Well certainly have dog biscuits in the office as a starting point!

And remove the office carpets...

Yes, remove the carpets! One thing that's becoming more commonplace is the notion of reverse mentoring - younger people are coming in, having fresh approaches, being tech savvy, digital savvy, social media savvy and the older generation learning from them.

And the other thing we are seeing across our clients which I think is really important, is the whole notion of the Employee Value Proposition. The EVP is much higher up the agenda in organisations that are doing well: how do we attract, recruit and develop talent that really connects with our mission and our purpose? One of our clients is a FTSE 50 engineering firm. Its employees are getting very excited about the fact that they have a positive impact on the environment. An organisation may have, and always had, a strong EVP, but it is really important nowadays for leaders to make sure it is articulated loudly, clearly, and consistently. Bring it to life! Celebrate it!

That links nicely to the positive psychology term "flourish" where Seligman (2011) proposes there are five foundations to flourishing. One of which is having purpose and meaning in life and work, along with dimensions of positive emotion, engagement, positive relationships and accomplishments. So how can we help leaders to foster these foundations within their teams?

So positive feedback when it's merited is definitely an important thing for leaders to have front of mind. Feedback should be regular for ongoing development, not simply every six months or every year for a performance review. Give Jodie feedback that she's done a good job in x project: tell her right away, tell her why, and point out what she's doing well, so you create a feedback culture that emphasises learning and development. If things are not going well, you also should pick that up quickly.

Creating a feedback culture is really important to underpin that positive psychology and it should be positive feedback - that doesn't come naturally to a lot of leaders.

Yes, it is often easier to give advice as to what could be done better...

Exactly, rather than "actually, that was really good and why it was really good" - that's what we would say that you should be doing on an ongoing basis, it is very motivational and rewarding for the employee. Leaders can be trained to do this: in our view they need to be consciously competent around giving positive feedback when it's merited.

Especially if they know what they're doing well, they're more likely to then do it again, aren't they?

Exactly. Yes.

A decision leaders are facing this year is how do you deliver today's targets in such a difficult economy while also building for the long term. I'm thinking particularly in regard to Sustainability or ESG. What advice would you give leaders looking to implement more sustainable approaches?



Well, they need to be aware of the three time horizons - in other words, they've got to deliver on the short, medium and long-term simultaneously. It's all very well having an ESG aspiration, and suppliers could meet the standards for ESG more comprehensively, but one can't just change suppliers overnight. Sustainability isn't easy – it is a longer game, that needs short and medium term goals and steps built in, alongside the existing business as usual short term targets.

A sector that I find interesting in regard to the Sustainability agenda is Investment Firms.

We are currently working with investment professionals who are primarily responsible for ESG in top investment firms. Historically investment teams would pass the deals to these advisors for an ESG opinion. Now, with our help, the ESG advisors are actively working to increase their investment colleague's level of consciousness and capability to analyse environmental and social impact of potential investments themselves, allowing the ESG advisors to become thought leaders, developers and influencers.

There's a danger that ESG teams can perhaps operate in silos. The focus for many at the moment is gathering data to 'measure and report' against the Sustainability Development Goals (SDGs). But for sustainability initiatives to be successful, the ESG professionals need to maximise their own impact within the business: be bold, be articulate, develop capability, promote understanding, empower others whilst influencing the operators in the organisation to take ownership of their specific sustainability goals to turn the aspiration into action.

Definitely. And you mentioned bold. How can leaders determine how bold to be in this sort of thing when considering these time horizons?

Meeting the SDGs may require some big, bold moves. But there's no point making bold decisions if you can't take people with you. There's a large element around influencing stakeholders effectively. They need to think through who their key stakeholders are, who their customers are, their employees and the need to navigate those different stakeholder groups. And they need to be very good at influencing and building relationships. And the CEO needs to be seen as a partner for ESG across these three time horizons. There will be things they can do today, things that they can do tomorrow. And the bigger things may need bold moves. But in order to keep their stakeholders on board, they need to work in partnership with them, so they need to be good at navigating internal and external networks, to be prominent in paving the way.

So thinking more about the three time horizons, are there any examples with clients that you've worked with where leaders have either failed or succeeded in considering the time horizons and how has that played out?

Yes, another of our clients, a FTSE 100 company with a decentralised business model was spending millions of pounds on a new HR information system. On the surface, it seemed like a great idea to standardise and centralise. However, it would mean centralising a range of decisions that typically were made within the businesses. So in the short-term, the decision to have it was a good one. However, for the longer term careful thought is needed about how to implement it as the HR system could change their entire operating model and impact the DNA of the business where business unit autonomy has been a powerful ingredient. They were prepared to challenge the traditional assumption that a standardised system was best and see things from a different perspective.

And I suppose the last question is around how organisations can ensure they have leaders who are equipped and prepared to give themselves and their teams the best chance to flourish? What can they do?

They can assess and develop those capabilities. And look for leaders that are adaptable, curious, collaborative, and bold.

How can they do that?

By doing a comprehensive assessment, ideally incorporating insights from a psychometric tool. And then by developing it. Encourage curiosity. Encourage collaborative working. Encourage leaders to challenge traditional approaches, to step away from the hierarchical approach, and adopt a more tailored approach.

And being humble enough to realise you can always learn from others. Like you said earlier, through reverse mentoring for example.

Exactly.

Do you have any final comments on how leaders can enable others to flourish?

To flourish in uncertain times, I think it helps to focus on the *why* of work. Understand the purpose and that becomes your beacon. Why are we doing what we're doing? Not just what, how, when and where of work, but *why*.

And that can be applied to any industry at all. You know, the classic example of asking the janitor at NASA what their job was and they responded with "I help to put a person on the moon". They understood the *why*.

So, what can leaders do? They can be role models of the *why* we come to work and then champion the *how* through storytelling; creating a compelling narrative with real clarity of purpose to help build a foundation for the organisation to flourish. And as one Wise Implementer in my colleague's article says "*Organisations don't change. People change organisations (and as a leader), there is no substitute for having the right team around you... create a community of genuinely authentic leaders who are prepared to demonstrate belief in the face of adversity and be held to account*".



**MARTYN SAKOL, Managing Partner**

Martyn is a Chartered Psychologist and MBA, with over 20 years experience in leadership and management assessment and development across all sectors, both in the UK and internationally. The focus of his work is to maximise the effectiveness of individuals, teams and organisations.

[martyn.sakol@oecam.com](mailto:martyn.sakol@oecam.com)



**JODIE HUGHES**

Jodie is a Business Psychologist in OE Cam's Talent Management practice. She has a keen interest in understanding the role individual differences play in the workplace; specifically how strengths, weaknesses and preferences impact the way people work individually and as part of a team. She applies a broad variety of psychometrics with her clients and is experienced in designing and facilitating leadership development to enable individuals to work more effectively.

[jodie.hughes@oecam.com](mailto:jodie.hughes@oecam.com)



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by PAUL DONOVAN & MARK GOODRIDGE

# The Stage Performer vs. The Wise Implementer

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## Making it Happen

What's your delivery gap? Are you a Stage Performer or a Wise Implementer?

Do you *do* what you say?

We should all have a score – whether we are individuals, teams, businesses and politicians... a number which indicates how much of what we say we will do, we actually do.



Today it's the done thing to espouse authenticity, but isn't delivery the ultimate test of leadership? In businesses and organisations, authenticity is a key component of what we call culture. But are the fine words, the passion, the verbal commitment prized above actually delivering the promise? So often I've observed executive team meetings with praise and thanks for those who agree to take on a new task but little time being spent reviewing whether last month's promises have actually been delivered. Embracing new initiatives gives the illusion of action and progress, but can leave a string of owned promises undelivered. For the audience of this performance, it is pure theatre. They can applaud with vigour as they know the next act will be different and will actually deliver no more action than the former. Long ago, on asking a Director why he worked for the newly privatised British Gas replied, it's the politics, the theatre, it's such fun... He was a Stage Performer.

The Wise Implementer on the other hand delivers what they say they'll do. Even in a tough, uncertain economy they are able to balance delivering today's targets with laying the groundwork for the organisation to flourish in the future, using the learnings from execution to build trust and confidence across the business.

## Leading Change in a Perfect Storm

OE Cam recently hosted a dinner-debate focussed on how to build value and deliver transformative change in a 'perfect storm'. Our guest speaker was Paul Donovan, a seasoned CEO, now Chair, with significant experience turning around challenged businesses.

Paul took us through learnings from three major transformations he had led:

- The creation of Vodafone Ireland from the state controlled Eircell
- The turnaround of eircom (now eir), the Irish telecoms provider and
- Odeon Cinemas across Europe.

Each situation was different, but all were highly complex, involving transformation across multiple interconnected elements:

- Addressing fundamental funding constraints – often due to unusually high indebtedness
- The need for product and service reinvigoration aligned with a new strategy
- The enabling opportunities from new IT systems
- Regaining degraded customer confidence to grow revenues
- Building a platform for cultural change – the key to unlocking potential.

...All in fast moving and highly competitive markets, sometimes made worse by economic recession - in short, perfect storms.

*"You might think then that I am accustomed to operating in a perfect storm. And you'd be right. Accustomed yes, comfortable no. The first thing to say is that skipping a boat in a storm is scary. It's disorienting. Visibility is often poor. The force of the sea and the elements is way more powerful than your boat is. Your crew and passengers may be less*

*experienced than you'd like. You may have ventured further than normal from safe harbour. Your insurance might not cover the boats replacement costs. And, as no two storms are alike, you can't know for sure how long it will last and what will play out. No matter how experienced you are, you will be wondering whether you actually have it in you to get your vessel its crew, passengers and cargo back to dry land safely. It's a high adrenalin environment."*

## Reflections from a Wise CEO...

Paul's reflections are crucial for implementing enduring change and say much about the nature of leadership in building sustainable value.

The role of the leader is vital and entirely dependent on that person being able to convince others to embrace the change. This is even more important in a downturn when some managers may push back on pursuing growth strategies. To help the CEO develop their impact and influence, they must ensure they continue to:

- Activate their Chair as their mentor – two heads are always better than one
- Ensure trusted special relationships, particularly with the CFO and CPO to actively reshape the financial and cultural context of the business
- Actively broaden their own perspective, engaging with other leaders who have experienced similar challenges
- Role model 'confidence with humility' – by seeking out help from all levels in the business and by embracing reverse mentorship.

You must ask yourself whether the leadership team you have is the right one for the future, and the sooner the better. No-one ever regrets moving too quickly on exiting those who are not up to the journey. Look for talent potential further down the organisation – this will both embrace the need for institutional memory and allows for individuals to thrive when trusted with a mandate.

Engage your staff through honest feedback, and empower agility by giving autonomy to the lowest level possible. This of course involves higher levels of trust. But since Covid, many more mature leaders have shown themselves to be really challenged in how to both understand and relate to younger colleagues with completely different expectations and values that must themselves be balanced against customer and business needs. We have seen the generational "battle for supremacy" over new workplace norms such as hybrid working. CEOs reared on the physical proximity of the office believe that opportunities for learning and engagement are a direct product of the physical environment, while digital natives value the personal and financial benefits of freedom and independence.

Over time, through test, learn & adapt, a 'new normal' based on trust and understanding will surely emerge. Without it, it will be much more difficult to drive the change that faces us all.

## Building Sustainable Value: the 7 big takeaways

1

Don't overlook the importance of clarity of purpose, values and behaviours. Most people have an intrinsic motivation for wanting to think that what they do at work matters - so codify it for them.

2

Move quickly to build a broad community of genuinely authentic leaders who are prepared to demonstrate belief in the face of adversity and are willing to be held to account for delivery. Move on those who are not.

3

Script a compelling narrative to engage all stakeholders based on doing things which will help you win in the marketplace. The platform must be understood to be burning.

4

Listen and engage with your people by creating safe psychological places to build trust and understanding.

5

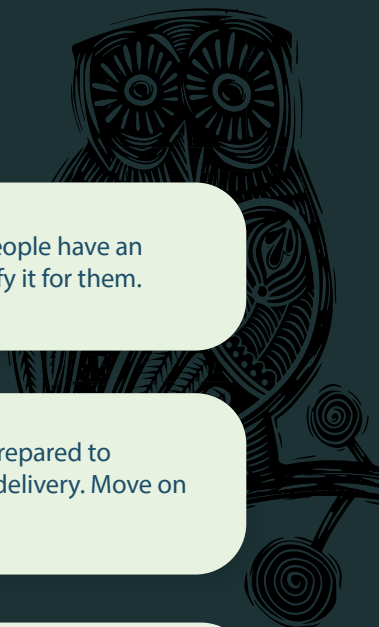
Embrace the importance of culture as an enabler of strategy. It's "what happens round here when no-one is looking" and positive culture can be a vital underpinning for change.

6

Make complex, often interrelated, changes more relatable by packaging and communicating the "Vital Few" – those truly essential things that really matter across the company and that impact the many. In doing so, alignment will follow.

7

Finally, in any transformation, things will always pan out differently to what is planned. If you make it OK for people to fail "fast and often" and reward those who learn from failure, as well as those who succeed, you will start to develop the agility you crave.







## Paul left us with two final thoughts:

*"I have a phrase that I use all the time – because I have found time and again that it is true. It is that organisations don't change – people change organisations. That is to say that there is no substitute for having the right team around you. If you were on a boat in a Force 8 you'd quickly work out who was made of the right stuff and who not. So why do we often make such a mess of this in business?"*

*"Finally, my recent experience is how different it feels to lead in a post-Covid world. Expectations of life, never mind work have changed fundamentally. The challenge of the hybrid workplace is a riddle yet to be adequately answered. The emotional intelligence demanded of leaders has never been a greater premium. Certainties that have held good for twenty years are being confounded by new realities. Has there ever been a better time to be a leader?"*

## So what's your number?

### Score Delivery Gap - Stage Performer or Wise Implementer?

100% You're not human!

80% Rare and brilliant

50% At least you're trying

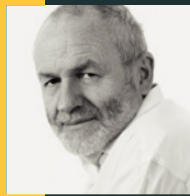
25% Cynical – is this really the job for you? Need to find your passion

0% Of straw... a paper tiger waiting for the next initiative to ignore



### PAUL DONOVAN

Paul Donovan is a businessman, investor and philanthropist. After leadership roles with organisations such as Coca-Cola, Apple and Vodafone, Paul went on to specialise in turning around challenged private equity backed businesses, including CEO roles to transform Odeon and Arqiva, creating shareholder value and driving positive cultural change.



### MARK GOODRIDGE, CHAIRMAN

Mark is Chairman at OE Cam and has built a reputation for his effective facilitation and development of Boards of Directors in both the public and private sectors. This has taken him to several countries and across a wide spectrum of organisations. His incisive and clear thinking, combined with his application of robust methods and tools, provides his clients with meaningful outcomes that add real value to them as individuals, as a Board and as a business. Mark's focus is on better business outcomes, on supporting while

[mark.goodridge@oecam.com](mailto:mark.goodridge@oecam.com)



# OE Cam

DELIVERING ORGANISATION EFFECTIVENESS

**Organisation Effectiveness Cambridge (OE Cam LLP) is a specialist firm of business psychologists and organisation consultants who maximise the effectiveness of individuals, teams and organisations.**

We believe that organisational effectiveness can only be improved through tackling the 'hard' with the 'soft'. We view your organisation from multiple perspectives – the behavioural, the structural, the cultural and the economic so that we get to the essence of your challenge and deliver bespoke, feasible and sustainable solutions.

Our clients span industry sectors and international boundaries and include: AB Foods; Amazon; Amber River; Arqiva; Blue Earth Capital; Body Shop; Cambridge University Press & Assessment; The Coal Authority; Coller Capital; Compassion in World Farming; Nike; Primark; Rocksteady; Spirax Sarco; Stonewater, The BMJ; Wickes and Yorkshire Water.

We see organisation effectiveness as a combination of organisation development and talent management:

## Talent Management

- Executive Assessment
- Leadership Development
- Executive Coaching
- Team Effectiveness
- Diversity & Inclusion

## Organisation Development

- Board Effectiveness
- Organisation Design
- Change Management
- Culture Change
- Performance Management

We are a boutique consultancy, which means that your experience with us will be a personal one. We will invest the effort to get to know you and your organisation to jointly deliver the outcome you are seeking. We are proud to be an employee-owned company.

For more information please visit [www.oecam.com](http://www.oecam.com) or call us on **+44 (0)1223 269009**.



# Contributors



## **GARY ASHTON, PARTNER**

Gary leads OE Cam's Organisation Development practice and consults across both public and private sectors. He has undertaken a variety of governance and performance improvement projects including Board evaluation and development, re-designing and implementing governance structures, and improving non-executive / executive relationships. He also works with clients on major organisation change to structures and processes, post-merger integration, and improving joint venture organisation capability.

[gary.ashton@oecam.com](mailto:gary.ashton@oecam.com)



## **LUCY COX**

Lucy is a Business Psychologist in OE Cam's Talent Management practice with expertise in management and leadership development. With experience spanning organisation design, employee engagement, team effectiveness and learning & development, she enjoys using psychological insight to create mindset shifts and drive behaviour change both at an individual and organisational level.

[lucy.cox@oecam.com](mailto:lucy.cox@oecam.com)



## **PAOLO MOSCUZZA, PARTNER**

Paolo Moscuza is a Chartered Psychologist, Associate Fellow of the British Psychological Society and a registered coaching Psychologist. He has nearly 20 years experience of assessing and developing the capability of leaders and he heads up OE Cam's Leadership Development Practice. Paolo is a former winner of 'HR Management Consultant of the Year' as featured in the Sunday Times and his approach has been described as "fresh, energetic and innovative".

[paolo.moscuza@oecam.com](mailto:paolo.moscuza@oecam.com)



## **MARTYN SAKOL, MANAGING PARTNER**

Martyn is a Chartered Psychologist and MBA, with over 20 years experience in leadership and management assessment and development across all sectors, both in the UK and internationally. The focus of his work is to maximise the effectiveness of individuals, teams and organisations.

[martyn.sakol@oecam.com](mailto:martyn.sakol@oecam.com)



## **JODIE HUGHES**

Jodie is a Business Psychologist in OE Cam's Talent Management practice. She has a keen interest in understanding the role individual differences play in the workplace; specifically how strengths, weaknesses and preferences impact the way people work individually and as part of a team. She applies a broad variety of psychometrics with her clients and is experienced in designing and facilitating leadership development to enable individuals to work more effectively.

[jodie.hughes@oecam.com](mailto:jodie.hughes@oecam.com)



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