

# Organisational Development Consultancy Services in Leadership and Management



Growing stronger individuals, teams, organisations

### Big Ideas



Organisations change and businesses evolve, but ultimately their success is dependent on harnessing their people's talent.

We, at Salomons Consultancy, help our clients do this through the consultancy services we provide in the areas of leadership, management and organisational development. We work with our clients across the UK. We are based in Glasgow and have a satellite office in London.

We are an Organisational Development consultancy and help people to be more effective at their work. Our reputation is built on our collaborative approach and our ability to deliver high quality, sustainable solutions which make best use of available resources.

Our blend of leading edge thinking combined with a pragmatic, realistic approach, ensures our clients can build their capacity and capability to achieve organisational success.

Our style is responsive, flexible and supportive. We work in partnership with our clients to deliver excellence whether at individual, team or organisational level.

Our approach is underpinned by a genuine concern for people and an action orientated, research based, real world approach to our work. We have found that we are able to perform at our best when we understand our clients and their business well.

To that end, we invest time and energy to prepare for and develop our relationship with you. We pride ourselves in our ability to understand your needs and respond flexibly, innovatively and quickly to your developing circumstances. We will only contract and commit to work where we feel we can make a significant positive impact by adding value to you and your organisation.











### Accelerate



### Movement creates energy and energy creates opportunity, organisations need energy and impetus to move forward.

We are skilled at unlocking that energy and could help your organisation to channel this and achieve your goals effectively and efficiently. This could involve change, unblocking thinking, enhancing interpersonal relationships, and benchmarking your organisations' human resource to develop its talent.

If you work with us you can expect an inquisitive and future focused approach. We'll liaise closely with you to fully understand your business needs and then agree mechanisms to achieve them. This may sometimes require some tough reflection, acceptance and decision-making.

We strive to ensure that those implementing what is needed are fully engaged and supported throughout the process.

Drawing on proven organisational development frameworks, our approach is mainly people focused. We recognise that personal qualities, skills and attitudes have a profound impact on your organisation's effectiveness. By developing these qualities we enable your people to reach their full potential.

We help organisations understand the qualities they need their people to possess, in order to be successful and to use these qualities to help assess and select the right individuals to be part of that vision.

Our clients appreciate the time we invest to understand their unique context. This is reflected in all our interventions and helps us to deliver sustainable business improvements.

#### Interventions

- Personality profiling for recruitment
- Assessment centres for selection and development
- Executive team and Board development
- Organisational diagnostics
- Team development
- Facilitation
- Mediation

Salomons partnership with NHS Tayside has enabled us to effectively identify and recruit high calibre senior leaders to our organisation as well as providing the individual's with a developmental framework.

Lesley McLay. Chief Executive NHS Tayside

### Develop

## Rapid change, complexity and the rising importance of creative thinking are all demanding leadership from every employee.

Talking about leaders and managers creates the impression that only those in authority can lead or manage.

This creates an over-dependency on leaders to take care of us and do much of our thinking for us. In a knowledge-driven age, where organisations need to innovate and change quickly, such a concept of leadership is self-defeating.

Leadership can be defined as showing the way for others, either by example or by advocating a better way. It is the process of influencing people to change how they think or act.

Management can be defined as a process for achieving a goal that makes the best use of all available resources. This includes deciding what to do, as well as how to do it.

All employees manage themselves when they prioritise and undertake tasks. Managers apply the same principles; the only difference is that they have more resources to manage, including people. Management is simply a way of getting things done that is not chaotic, random or wasteful.

We are proud of our reputation across the UK for building leadership and management capacity from the front line to the boardroom



#### Interventions

- Bespoke In-house programmes
- Development centres
- Developmental workshops
- Talent management programmes.
- One on One development.

"Salomons consultancy have worked with the Trust over a number of years, to develop bespoke courses which have assisted our staff develop their approach to "Handling Complaints" and "Living our Values". They have been flexible, creative, and responsive to our needs and have developed solutions to meet our specific requirements. Their courses are challenging and interactive: they regularly receive very positive feedback from participants"

Richard Hayden Director of Workforce Maidstone and Tunbridge Wells NHS Trust

### Nurture



### Do you remember your insatiable childhood curiosity about how things worked?

In their pursuit of excellence people have always sought to understand the world around them. We believe everyone has a hunger for meaning.

The more we learn, the more we want to understand why things work the way they do. Ultimately, we ask deeper questions about ourselves. Who am I? What skills, abilities and aptitudes do I possess? How do I make a difference? These questions are the springboard for personal development.

Striving for personal excellence involves a careful examination of our interests, needs, values, and skills and an honest look at ourselves and at what energises us and drains us. Such exploration requires a willingness to objectively reassess self-imposed limitations, as well as those real and imagined barriers which may impede our pathway to success.

We are skilled at helping people identify and evaluate their options, make decisions and commit to action.

The pursuit of individual excellence without regard for its impact on team and organisational performance may be counter-productive. So we encourage people to recognise how the development of their own personal excellence can contribute to better outcomes for both their team and the organisation.

Overall we believe that maintaining this focus on nurturing personal excellence will lead to continuous improvement in people, processes and organisations.

#### Interventions

- Coaching
- Learning sets
- Psychometric instruments and other diagnostic tools
- 360° feedback
- Career management

"We have found the team to be flexible, responsive, innovative, insightful, prepared to deal with difficult issues with confidence, respectful of diverse views and effective at building and maintaining relationships."

Rona M King - Director of Human Resources NHS Fife.

### Who we are

#### Introduction

In 2014 our host University made the strategic decision to transfer their management development consultancy services to the departments' consultants. Posie and Chris set up "Salomons Consultancy Ltd" and we continue to work with our clients, who are predominantly from the Public sector, in both Scotland and the South East of England.

#### Chris Albani

I am experienced in working with senior teams and leaders to improve organisational, team and personal effectiveness, allowing individuals to realise their potential

I began my career in NHS management in 1984, working for ten years as a manager of services in acute, non-acute, community and mental health settings in London. Having completed an MBA, at Henley Business School in 1994, I joined Croydon Community Health as an internal organisational development consultant, where I facilitated, managers, their teams and clinical staff for four years.



In 1998 I joined Salomons, part of the Business School of Canterbury Christ Church University as a management consultant. My focus was working with clients in the NHS and other public sector organisations providing assessment for development and recruitment, coaching, team facilitation, action learning.

Having established a satellite office and team in Glasgow I progressed to the position of Head of Consultancy in 2001. I was responsible for leading the team and developing the business in Scotland which latterly encompassed the consultants based at the Southern office at our Tunbridge Wells site.

#### **Posie Maitles**

Prior to joining the NHS in 1990, I owned and managed my own group of fashion retail units. Starting small I built a team to support and manage nine shops in Glasgow with an annual turnover exceeding £1 million.

Since then I have worked within the Public Sector for 20 years, as a manager and consultant. Initially I worked for Glasgow Emergency Medical Service (GEMS) since its inception in 1996 as a manager, with responsibility for training and development of staff and other general management duties. I then joined an embryonic NHS24 in 2000 and was involved in assisting with the integration of this service into the wider NHS.



Latterly I was part of the internal assessment team tasking with recruiting staff of all grades to the new organisation, working alongside Salomons' team who had been appointed as NHS24's assessment partner

In 2002 I joined Salomons and assisted in the delivery of organisational, team, personal assignments and academic programmes, drawing on my proven facilitation, leadership, influencing, and coaching skills to provide appropriate challenges from a personal and strategic perspective. I have expertise in supporting clients to grow, develop and encourage their teams. I am qualified to ILM Level 7 Diploma for Professional Executive Coaches and Leadership Mentors and I have an MBA from Strathclyde University.

#### **Our Associates**

We have a number of trusted associates and actors who we are to call on, to provide additional and complementary support to assist us in delivering your assignments if required.

