

# Catalicity



Transformational Strategy  
for Transformational Times





**The headlines are clear, our world is changing. Every business now faces a challenge to find the way to change and ensure they have a resilient model. Business as usual will not be a long-term option. Only the fittest will survive.**

#### **So how does an existing business rise to this challenge?**

For years we have been dependent on keen individuals leading a shift in the way we operate with projects championed as stand alone, or flagship examples. A much more fundamental change is necessary in organisations wishing to ensure their future is secure.

#### **A global challenge with an individual focus**

Issues such as climate change, resource scarcity, energy security, fair wages and safe working conditions are complex and transcend the boundaries of individual systems, but the change must come from within those systems.

Politics has a part to play in enabling change, but the corporate context provides incredible opportunities to lead the way, supporting small to medium enterprises, setting supply chain objectives and developing collaborations that challenge the status quo.

Great examples of corporate leadership exist but this is far from becoming the norm.

Now is the time to innovate and ensure your unique business becomes a change maker.

#### **No longer a PR game**

Corporate responsibility has often been seen as an opportunity to draw attention. Improving green credentials was once a chance to create a fresh USP, a way to stand out from the crowd.

But the crowd is shifting. Over recent years more and more businesses have joined the PR bandwagon and the 'easy wins' have often been achieved. With new legislation arising to put more pressure on organisations to save energy, improve waste practices and reduce environmental impacts, it is time to drop the marketing tick box and turn to core corporate strategy.

#### **Strategy for change**

Fundamental change requires fundamental thinking.

It is a bold move, but reconsidering the strategic direction of your business will enable fresh routes to innovation in tackling the challenges we face.

The simple reality is a harsh one. Like it or not, change is going to come, the choice is whether to wait and adapt or step ahead of the curve and become a change maker.

To disrupt or to be disrupted.



**Business change begins at the top. Spend time working on your organisational values and design a strategy that will ensure those values are the driving force, the DNA of the business.**

Business transformation is often far less successful than it could be because it is seen as a separate exercise from the core business. It's often developed as a separate stream to test it out before attempting to merge it with the rest of the organisation, leading to alienation of employees and damage to the collective confidence of your workforce.

Catalicity will help you to define your core values, and works with you to assess how they will weave into your operational strategies, ensuring that you don't make bold statements that only ring true in flagship projects. We will facilitate programmes which root the emerging transformation in your people, the true heart of the organisation.

As a river emerges from a spring, changes at the original source affect the quality of the entire river. The structure of the river determines where it will go along the way. Forces and flows within will determine the exact course. In the organisation your business strategy is the source; with supported and guided innovation, programmes will be delivered in the best possible way to reach your goals, using the driving force of your teams to work within the landscape you have created at the outset.

That same river will also leave a legacy. It carves a path through the landscape, rises and falls with the weather but all the way along it impacts on the land it passes through, leaving positive and negative change. Your business behaves in the same way, making a mark on the communities with whom you come in contact. What is the legacy you want to leave behind? With us you will define the business you want to lead, where you are heading, set the context for innovators to create in but enable your best minds to determine the route.

Mapping out the transition you need to make is an opportunity. Change is going to affect us all but using it to find a path to responsible business operations makes good business sense.

From considering how your decisions will affect the individuals that will experience the impact and its effects, to making choices about what goods and services you procure, you already know your organisation has responsibilities.

The way you work with those responsibilities is a choice and the opportunity is to identify how this can be maximized to create mutually beneficial operating environments. It's well known that happy staff are more productive but the possibilities that emerge when staff are given the opportunity to develop through creation of innovative projects are limitless.

Smooth transition begins with a clear framework to define the scope of potential activities, followed by strategic engagement programmes to communicate the framework and provide individuals with the tools to shine. This might include commitments to reducing energy, to creating circular models that bring waste resources back to the production process, or to social aspects such as ensuring that workers in developing countries within your supply chain are treated fairly and earn a living wage.

Whatever your objectives, delivering change requires the engagement of your teams. We can design programmes that do more than just deliver your goals, they ultimately lead to a culture change.

Once the communication process is underway a period of reflection and discussion follows, allowing staff to create thinking space to innovate. This means relinquishing control from time to time, enabling individuals the scope to step outside their day to day routine either formally through guided awaydays or informally through provision of tools and spaces for creativity.

A Potential Pool will begin to emerge consisting of a collection of ideas and an emerging team of individuals who are able to demonstrate new thinking and more importantly you will start to identify a few stand out candidates who can help to move your strategy forward.

Ideas and project proposals can be tested against the strategy, ensuring that the project will deliver your objectives, before designing support for the individuals in implementing the change, keeping them involved along the way and creating the culture change in the process.



In this way, the people involved will learn new behaviours and begin to think in a different way. Those individuals will begin to inspire others and encourage them to change too.

Catalicity has developed a mechanism for delivering this deep change. Tried and tested the method delivers genuine culture shifts by embedding the ownership into the roles and responsibilities of all individuals in the organisation.

It is not a 'quick fix' solution, created and implemented by a standalone team, which falls over as soon as the individual leading it moves on.

It is a change to the make up of the business, consolidating the aspirations of your strategy into every thread of operations, ensuring that the essence of your values become intrinsic to the way you do things.

We don't offer narrow focused projects.

We deliver fundamental transformation of your core business, implemented by working within your teams and nurturing the latent talents of your entire staff.

The ancient Iroquois prophecy The Seventh Generation suggests we must educate ourselves to base decisions on the impacts they will have on our descendents. This not only helps us to consider the longer term but also the breadth of far reaching impacts we have.

Working with Catalicity means taking a step into the future, for you, your organisation, your team and all the communities touched by your business.

**Imagine knowing that the legacy you leave behind will be a good one, just by doing good business.**

We can offer a suite of services to help you develop your strategy, find your route forward, define the scope of activities, understand and challenge the details and ultimately build a better, more responsible business. Talk to us about your plans soon.



#### **Strategic Development**

With decades of experience in a wide range of sectors we can work with you to define your strategy, helping you to look beyond your specific industry for inspiration and to identify potential new business models that could work for you. In a changing world, the business that adapts will be the business that thrives.



#### **One to One Transformational Executive Coaching**

Ensuring that your executive team are fully committed to your strategy is critical to success. With our transformational coaching style we can ensure that each of your Directors can find their approach to leading their team in achieving your goals. There is no right or wrong, just finding your own path to achieving the aims you all agree on.



#### **Narrowing the focus**

With a vast array of possible projects we will help you to define what is most important to you and your operations. Financial materiality may not always be the answer, what matters to your neighbours isn't always obvious but we can enable a review that determines the directions that are feasible and what else you might be able to consider for the future.



#### **Research and sensemaking**

Understanding and making sense of external changes and, more importantly, opportunities from new concepts can be a challenge. Beyond making your commitment to change effective research is essential to ensure the right strategies are selected to take forward to maximise the internal benefits and external positive impacts.



#### **Defining your business legacy**

Key to becoming a responsible business is making a decision on what your organisation will leave behind. Environmental, social and economic impacts can be significant and this decision can lead to major change. Getting it right is critical, all you need is the right catalyst.



Your business is everything it is today because of the team that built it.

Within their expertise is the understanding that is needed to manage the transition through the challenges we all face.



Each member of your team is a catalyst, capable of making the changes necessary to strengthen your business, all that is needed is to help them find their path.

Catalicity works with you and your team with a challenging blend of workshops, coaching and research to enable core values to come to the fore ready to shape the future of your organisation.

The Catalicity Four Elements Coaching Model underpins this approach, inspired by the Earth, Air, Fire and Water that drive our natural environment.

Fundamental to the development of your strategy is creating a solid base for growth, like preparing the soil for planting the seeds of the future. This is the **earth**, representing the **values** that you all hold, where the roots of change must take hold if they are to produce the fruit of true change. By combining the values of your team you will find the true values of the organisation. These are the things that matter most to you and your customers. It is important to remember that people buy from you because you offer what they are looking for, so it is essential that you find the right balance to retain them and build on these foundations.

Choosing behaviours that remain true to your individual and collective values creates authenticity and provides a space in which your top talent can drive deep change through the business. To enable this we work together to identify where their **strengths** lie, helping you to find the best blend to energise your plans, like providing **air** to help your plants to grow.

None of this will succeed if your team do not believe they can put their decisions into action. This means creating a nurturing space to encourage ideas and innovation, support for researching how to make these ideas work and mechanisms for trying them out. We spend time with each leader, working within their field of expertise, helping them to expand the boundaries in which they operate to build their **courage** in finding and implementing new models. With the right support to light the **fire** within them we will really get things moving.

As your team develops and deepens their commitment to the values you have defined together, their strengths build and courage grows until their ability to take **action** flows like **water**.

Using this framework both with teams and individuals facilitates embedded change across the organisation. The full coaching model is set out on the next page, talk to us soon about how we can help you.

Working with the Catalicity Values cards we will help your key business leaders determine what their own values are, and help you determine what the collective values of the organisation are.

It is critical to recognise that values do not live in a document issued by the board. They are evident in the actions of your team, the decisions they make and the way they work with your customers.

Once the Values are defined helping your leaders to find their strengths defines the strengths that you have as an organisation.

With these strengths individuals are able to plan the way forward, confident that they have the tools and the power to act on their decisions.

Values combined with strengths can become reality.



Some of the biggest limiting factors in business arise from issues with fear and confidence.

Many leaders are most able to rise up and take action when they have understood the values they bring and are able to recognise the strengths they have, building their courage to put them to use.

The simple knowledge that they have unwritten permission to act becomes a driver for change.

No strategy is complete without action to implement the plans.

Actions can only be taken effectively by people empowered by you and empowered by their own thinking to get things done.

Finding the elements that make up their leadership model enables this action, leading to transformational changes in your team, enabling them to catalyse the changes you desire.

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