

UK Edition

July 2024

THE CEO

P U B L I C A T I O N

**The Importance of
Creating Culture in
the Workplace**

**Awareness, Clarity,
and Alignment
before Actions
leading to Results.**

**Play the chip
of intuition in
decision-making**

Top 20
**Dynamic
CEOs of
2024 in
the UK**

Dr. Mohamad Ayash
CEO of Dolmen Development UK



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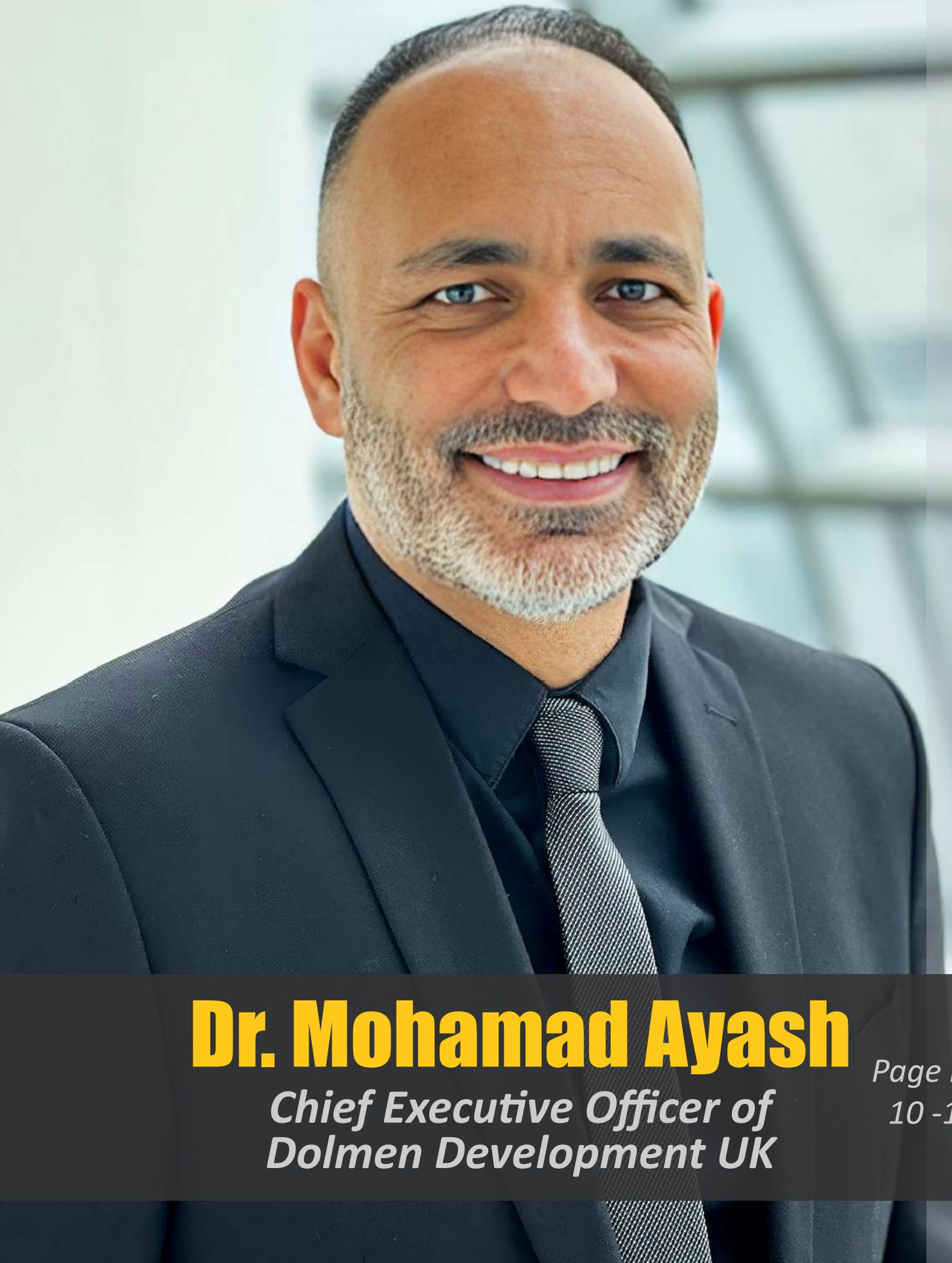


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Cover Story



Dr. Mohamad Ayash

*Chief Executive Officer of
Dolmen Development UK*

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Should you
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The Future of CEOs in UK

UK CEOs' plans for future growth are being shaped by the ongoing cost of living crisis and concerns over geopolitics and political uncertainty – political uncertainty ranks as UK CEOs' top threat to growth over the next three years.

But despite that, they're feeling more confident in the prospects for their businesses over the next three years than they were 12 months ago. Over three-quarters (77%) are confident in the growth prospects for their own company, compared to 73% in 2022.

How we work is changing. CEOs and CPOs need to get together and work out what new roles and skills they need in the workforce as tasks are automated and augmented by AI. They need to start plugging the skills gaps around net zero, AI and business transformation.

Attracting and retaining the necessary talent will mean rethinking the employee value proposition (EVP). It's no surprise then that UK CEOs place this as a top operational priority to achieve growth objectives over the next three years. In fact, it comes only behind advancing digitisation and connectivity across the business.

What does your EVP need to look like? To determine that, you need to understand the next gen employee. For baby boomers, there was a recognition that long hours and hard work led to career success and consequently comfortable living conditions and retirement. For the next gen growing up in a less reliable world, this connection is not so obvious. Many are looking for alternative paths, with more job role satisfaction that aligns to their values, and more flexibility to enjoy better work-life balance.

AI and machine learning are considered the most important technologies for helping businesses achieve their short-term ambitions over the next three years, according to our Global Tech Report. CEOs are committing to Gen AI over the longer-term and estimate that their investments will pay off in three to five years.

CEOs want surety over the use of AI. Over half say lack of regulation will be a barrier to implementing gen AI. And two-thirds think that the degree of that regulation should mirror that for climate commitments.

There's a fine line to walk here. Regulations and governance need to be pro-business if the UK is going to punch above its weight and become a leader in gen AI. It's a funny thing: growth is always job one for CEOs, but the path to get there is never clear. Here are our top pioneering CEOs who have been making a difference for their organisations and also the industry.



Adam Patrick
Managing Editor

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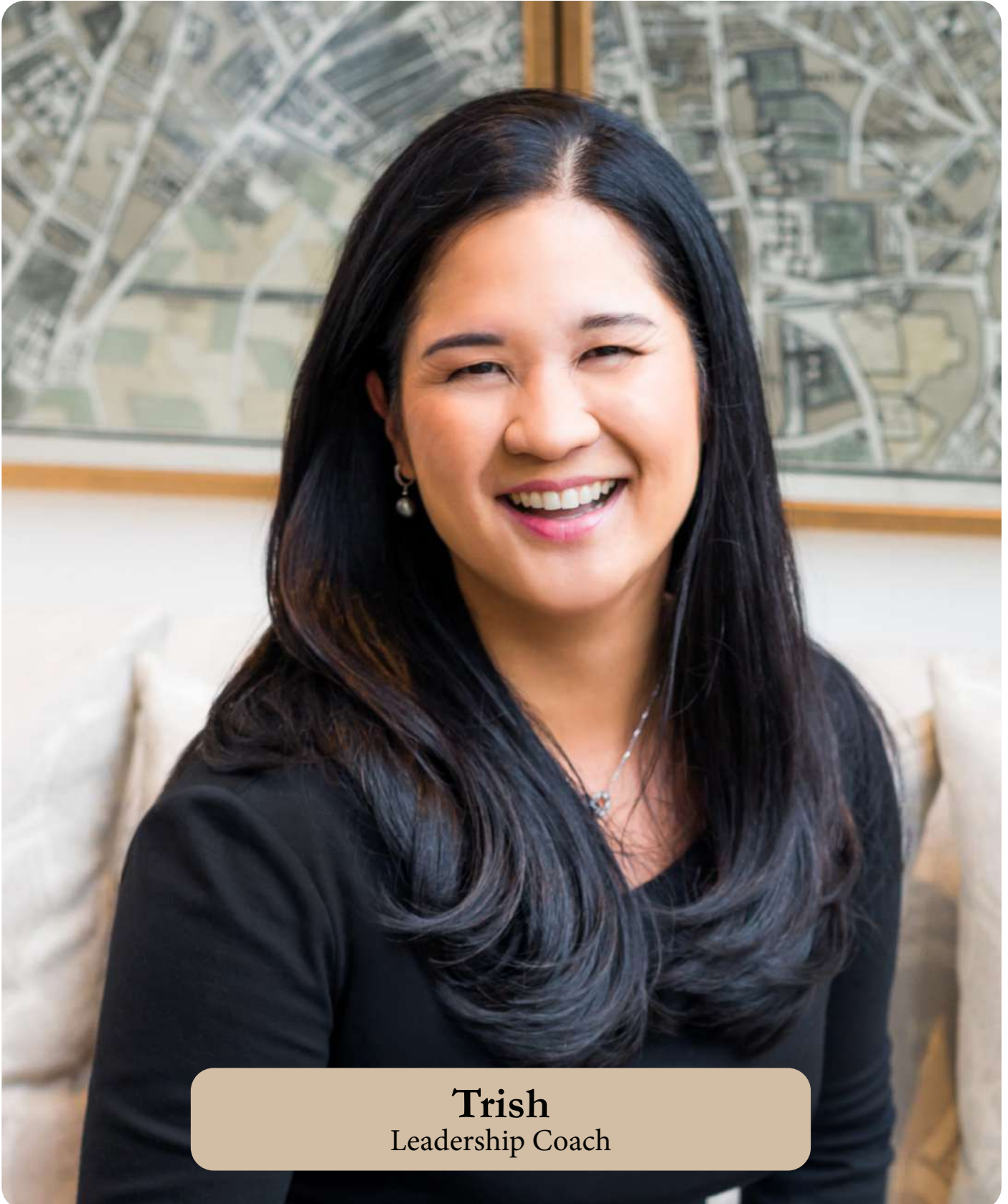
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The Importance of Creating Culture in the Workplace



Trish
Leadership Coach

Without a doubt, family is everything to me. I grew up in the Philippines where everything revolved around family. No matter what was going on in life, family always came first. I moved to the United States when I was 11, but that sense of commitment and community remained with me and has always directed my path forward. Being part of something larger than myself provides me with an emotional safety net—it offers support and comfort when I need it most. When I look back at the jobs I've had throughout my career, the ones where I thrived offered a similar sense of family, belonging and acceptance. I looked forward to going to work because I enjoyed myself and felt surrounded by people who cared about me and my well being. The bonus, of course, was that I was also making money.

When I first joined TTR Sotheby's International Realty as Vice President of Business Development, there was a noticeable lack of family and culture. A cohesive company identity did not exist. No one gathered or socialized in a company-wide, organized way. Rather, they were just a group of independent contractors housed under one roof. The lack of community felt foreign and uncomfortable to me. After months of being miserable by the disconnect I was experiencing, I decided to create the environment and the culture I craved, and which I knew would help this company grow. As I witnessed in previous jobs, the presence of cohesiveness, community and a sense of family increases productivity, efficiency and retention while also promoting personal wellness. Win-win.

Here are three practices I rely on to create culture within a workplace:

Gratitude

Last year, I introduced a selling-focused seminar at TTR that emphasized the importance of starting out each day with gratitude. Feeling grateful starts your day on the right path. Before getting out of bed in the morning, think about things you are grateful for, for example: your health, your breath, the joke that made you laugh the night before. Daily positivity naturally evolves into an abundant mind, which creates a happy and successful individual. I often tell my agents this: when they feel as if they are spinning, take five seconds to make a gratitude list. Your blood pressure will decrease and your heart rate will slow down. Gratitude and negativity cannot live within the same space.

Along that same line, most of our associates now begin their days by writing affirmations, and I have most, if not all, my agents practice meditation

or some kind of introspective activity. They are able to use meditation before big meetings, during stressful situations, or simply as a tool to center themselves as needed.

I also encouraged firm partners to instill small, yet thoughtful, gestures into the workplace, such as saying thank you for small favors, offering help with large projects, and sending flowers on an employee's birthday or when there is a death in the family. Better yet, I tell the partners, pick up the phone and call the employee personally. It doesn't have to be overdone. With any of these gestures of gratitude, the message is clear: We are a family. We are grateful for you. When good things happen we celebrate together, when bad things happen we are there for you. We appreciate you.

It doesn't matter where we fall on the ladder, everyone wants to feel valued and seen. Being acknowledged in positive ways just feels good.

Relationship Building

Establishing culture requires going back to the basics. People crave and respond to human connection. Emails, texts and video chats are quick and easy, but they cannot replace the human element offered in a phone call or face-to-face meeting. Technology is an efficient tool, but it undermines human relationships and connections, and those are the elements needed to instill a sense of trust, support and belonging. Especially in a tech-dominated world, people and relationships matter.

At TTR, we consciously create opportunities for community. We organize business events on a quarterly basis so our associates can come together to network, exchange ideas and enjoy each other's company. I also founded a wellness program that encourages fun, team-building exercises that allow our agents to interact outside of the office. Whether it's a private yoga class, an Escape Room challenge, a cooking class or a walking tour around the city, the agents get to bond on a different level and create relationships that will benefit them personally and professionally. The events don't have to cost a lot; people just enjoy doing things that take them outside of their workspace. (Bonus points for coming up with activities that don't run after-hours or include a bar or alcohol.)

In addition to the wellness program, I developed a free, coaching program for our associates. The program offers access to an internal real estate coach who focuses on their business, and sessions with me, a certified leadership coach. More specifically, in this role I help associates define what success means to them, what their ideal life looks like, and what might be

getting in the way of what they want to achieve. We work together to determine where they would like to go and how they can get there. Once a path has been established, we work toward it as a team.

Real estate is an all-consuming profession; to be successful you need to live and breathe the work and have it become part of your identity. But at TTR, I have made it a priority to assist agents in establishing a healthy work-life balance and make that balance work to their advantage. I help them set boundaries, such as, no answering emails past 10 p.m., or Saturday is family day. I encourage them to make their personal lives, and their family, a priority, which improves their quality of life, and, ultimately, their job performance.

The most astonishing result of the various programs I have implemented is how grateful our agents are to be able to talk and have someone listen. They have things to say and would like to be heard. Active listening deepens that sense of trust and belonging and results in a commitment to themselves and to the company.

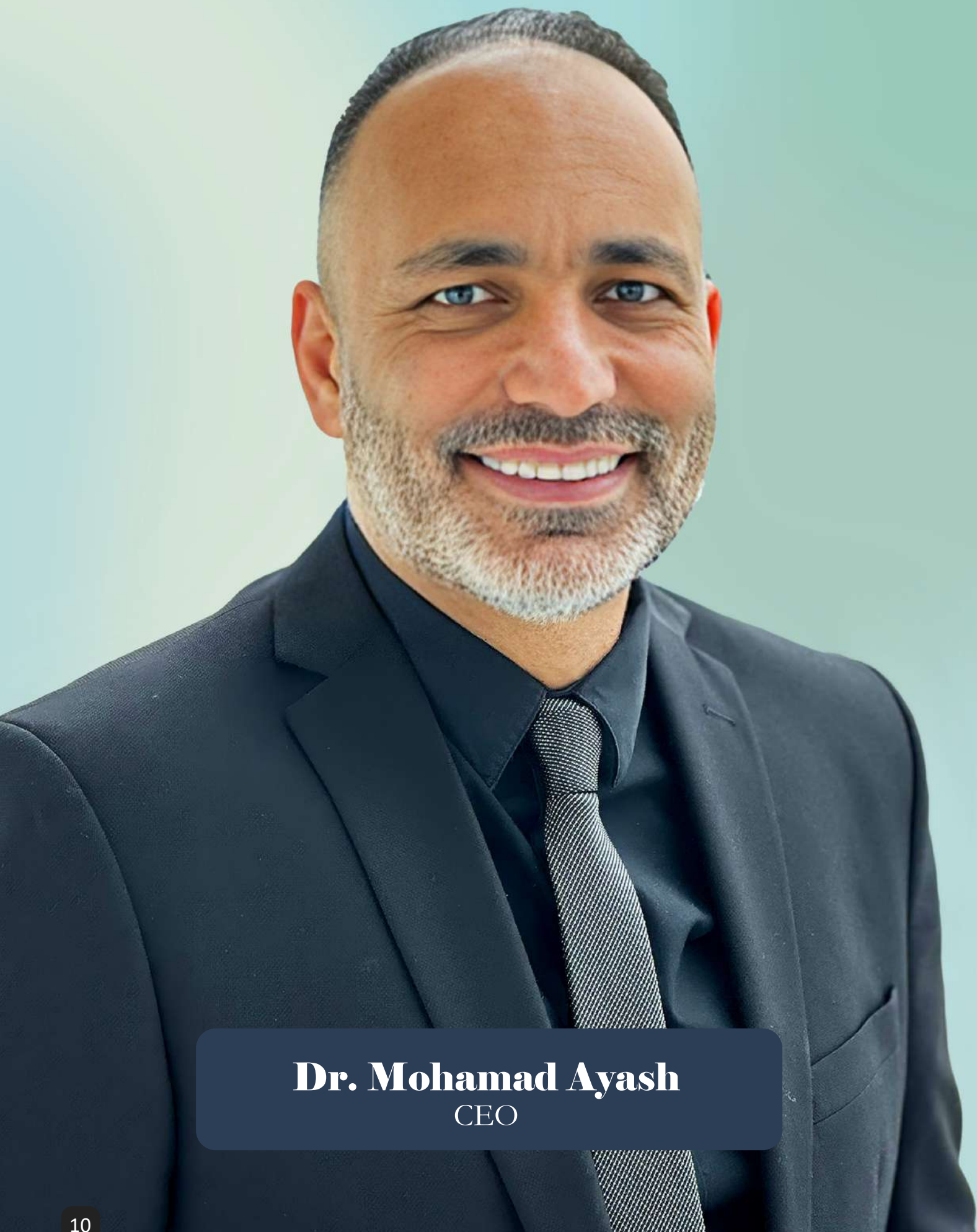
Giving Back

Creating a culture of giving back to the community is key for any organization, large or small. Not only is it the right thing to do, it also feels good. Helping those in need naturally uplifts our spirits.

Community outreach is one of the pillars of TTR. We are in Washington, D.C. where people are naturally wired to give back, and being leaders in the communities where we live and work is one of the keys to our success. We encourage our agents to become involved in an organization they feel deeply about, and we support their philanthropic endeavors. The more present and visible they become as a volunteer, the more we help support their efforts and the organization's mission. By creating partnerships with local organizations, we open the door for them to reach out to us when they need assistance.

We offer our agents the time, space and support they need to give back and work for the greater good. By doing so, our agents are able to become positive examples in the community, the industry and within their own families.

No matter the industry or size, companies are only as successful as their people are happy. Happy employees thrive, and they are productive and committed. Change is hard. The only reason people change jobs is because they are unhappy or something is missing.



Dr. Mohamad Ayash
CEO

Dolmen Development

The Heartbeat of Innovation & Success

Dr. Mohamad Ayach, the CEO of Dolmen Development UK Ltd, stands as the visionary design and creative force propelling the company to new heights. His journey is as inspiring as it is impressive, beginning with a strong foundation in mathematics before transitioning into the realm of architecture. Armed with a diploma in Mathematics, Dr. Ayach embarked on an architectural odyssey, culminating in a doctorate in the field. This unique blend of mathematical precision and architectural creativity has endowed Dr. Ayach with an exceptional ability to master the intricacies of his profession. His expertise is not confined to a single locale; he has successfully managed and driven projects across several countries, showcasing his ability to oversee and execute designs on a global scale.

Dr. Ayach's leadership is characterized by a rare combination of hard work, rigorous research, and an exceptionally high intellectual mindset. These qualities have set him apart in the industry, enabling him to navigate the complexities of managing a high-level company with remarkable ease. His dedication to excellence and innovative approach have consistently pushed the boundaries of what is possible in architecture and design. Under Dr. Ayach's guidance, Dolmen Development UK Ltd has flourished, delivering projects that are aesthetically pleasing, structurally sound, and functionally efficient. His ability to harmonize the analytical rigor of mathematics with the creative flair of architecture has made him a leader in the field, driving the company's success on a global stage.

Success was never an easy word to say; the journey is paved with demanding days and numerous obstacles. Dr. Mohamad Ayach's story is a testament to this truth. His path to success began in the 1990s as a site worker, facing the grueling demands of the construction field. Those early days they included working out of a small workshop in his village, handling contracts that rarely exceeded hundreds of dollars. From these humble beginnings, Dr. Ayach's relentless determination and hard work laid the foundation for what would become Dolmen Development UK Ltd. This multi-regional company now covers all the construction, consultancy, and development aspects.

Dr. Ayach draws profound inspiration from two iconic figures: Steve Jobs and Zaha Hadid. This unique combination of role models profoundly shapes his mindset, driving his groundbreaking achievements in architecture and design. Steve Jobs and Zaha Hadid are renowned for their revolutionary contributions over the past 50 years, transforming their respective industries through sheer perseverance and visionary thinking.

With his dual background in mathematics and architecture, Dr. Ayach embodies a synthesis of these remarkable influences. The analytical rigor and precision of mathematics complement the creative, visionary aspects of architecture in his mind, enabling him to develop both cutting-edge managerial strategies and innovative design methodologies. Steve Jobs was influenced by the story of the early beginnings of SJ when he was forced to sell 100% of his company, Apple, and after hard work, he was able to get it back 100%. This same story was the push for Dr. Ayach when he was also

forced in 2009 to sell Dolmen 100% and could get it back entirely in 2012. Dr. Ayach has absorbed the importance of visionary thinking and relentless pursuit of excellence.

Dr. Ayach has learned from Zaha Hadid the power of bold, unconventional thinking and the courage to challenge established norms. Hadid's groundbreaking designs and her ability to envision and realize impossible structures. She was known for the Mega scale projects. She was able to overcome all the challenges and achieve them. His willingness to experiment with new ideas, materials, and techniques reflects this influence, always striving to create designs that stand out and make a lasting impression.

His journey underscores a fundamental belief: hard work always pays off when coupled with the proper mindset and unwavering perseverance. Without enduring the tough days, the good days would never arrive. Countless ups and downs marked Dr. Ayach's rise from small contracts to leading a major company. Yet, through it all, he held onto the conviction that success is more than just an outcome—it's a mindset. No matter his company's challenges, his belief in the power of persistence and resilience never wavered. This mindset has defined his journey and set the tone for Dolmen Development UK Ltd's approach to every project and challenge. The story of Dolmen is one of transformation, from modest beginnings to a leader in the industry, highlighting the importance of embracing every experience, learning from every setback, and constantly pushing forward.

Creating A Great Company

The story behind the name Dolmen Development UK Ltd. is deeply rooted in the essence of human civilization and the timeless foundation of construction. The name "Dolmen" refers to the first forms of housing and shelter created by our ancestors. Long before modern advancements, after the phase of living in caves, early humans began building dolmens—simple structures with sides and an overhead element to create a living space, a place they could call home. The Dol-

men represents the birth of architecture, the cornerstone of construction that provided shelter and safety. As civilization progressed, these basic structures evolved into the complex, automated, and electronically integrated homes we see today. However, the fundamental concept of a dolmen remains at the heart of every modern construction. It symbolizes a place of refuge, a sanctuary built with care and precision.

"This profound connection to the origins of human habitation inspired us to name our company Dolmen. It reflects our respect for the foundational principles of construction and our commitment to building spaces that resonate with the essence of home," says Dr. Ayach. "Just as the Dolmen was a solid base for early human shelters, we strive to create enduring and reliable structures that meet the needs of contemporary life. Our work is a tribute to this ancient legacy. We honour the simplicity and ingenuity of those first builders, while integrating the latest advancements in technology and sustainability."

The name Dolmen reminds Dr. Ayach and his team of where they began and guides them as they push the boundaries of what is possible in construction and development. At Dolmen Development UK Ltd., they believe that every project we undertake is part of a continuous journey from the past to the future. "We are inspired by the enduring principles of the Dolmen—stability, protection, and the creation of a meaningful living space. This inspiration drives us to innovate and excel, ensuring that our clients and communities benefit from structures that are as reliable and enduring as the very first homes built by human hands," adds Dr. Ayach.

For Dolmen Development, creative ideas are the heartbeat of innovation and success. These ideas are not just spontaneous flashes of inspiration; they result from years of accumulated experiences and visuals that come together in unique and exciting ways. The company believes in the power of collaboration and harnessing the collective talent of its people. Dolmen Development ensures they are always equipped to achieve the best outcomes by staying on the cutting edge of technological advancements in their field. But their commitment continues beyond there. The company is deeply passionate about sustainability and always considers the environmental impact of its ideas. Every project they undertake is designed with the planet in mind.

Dolmen Development has also transformed its work environment to foster creativity. Their shift to experimental co-working spaces allows the team to work in ways that suit them best—

choosing how, when, and where they work. These dynamic spaces are a breeding ground for new ideas, offering many possibilities and encouraging out-of-the-box thinking. To bring these ideas to life, they provide all the necessary tools. For example, Dolmen Development's 3D printing lab is an essential part of their creative process. It allows the team to turn their innovative concepts into tangible models, making visualizing and refining their ideas easier. At Dolmen Development UK Ltd, they are dedicated to nurturing creativity, embracing new technologies, and prioritizing sustainability. This holistic approach drives their success and ensures that they create lasting, positive impacts through every project the company embarks on.

Building A Brilliant Future

Dolmen Development's mission is to provide end users with a unique experience at the right time and place, with the highest standards of quality and reliability, while generating enduring value for their clients and shareholders. They are committed to delivering the best through revolutionary outcomes, driven by sustainable values and the enduring principles of the Sustainable Development Goals (SDGs). "We recognize that our planet places demand on us as it continually provides for us. This understanding is deeply embedded in our operations. We ensure that sustainability is not just a priority but the foundation of all our actions," explains Dr. Ayach. "We are dedicated to implementing sustainable practices across every aspect of our work, ensuring that our projects contribute positively to the environment and society. Our commitment to sustainability is reflected in our efforts to minimize environmental impact, promote energy efficiency, and utilize eco-friendly materials and practices."

The company believes sustainable development is an obligation and a vital component of its mission to create lasting value. By prioritizing sustainable values, Dolmen Development aims to make a meaningful difference in the world, ensuring that its projects benefit clients and shareholders, the planet, and future generations. Dolmen Development is driven by a vision of a better, more sustainable future. It is dedicated to meeting today's needs without compromising future generations' ability to meet their own. Through innovation, dedication, and a relentless focus on quality and sustainability, they strive to set new industry benchmarks and positively impact the world.

One of the significant achievements of Dolmen Development is their innovative work on a Group of Malls under the name of SPOTS, the largest mall in Lebanon, costing over half a billion



“

Our work is a tribute to this ancient legacy. We honour the simplicity and ingenuity of those first builders, while integrating the latest advancements in technology and sustainability.

”

dollars. This large-scale project presented significant challenges, particularly in the deep management of tenants, and it was awarded ISO awards in mall management. To address this, Dolmen Development implemented a groundbreaking concept that revolutionized the development of this mall. These innovative approaches enhanced the aesthetic and environmental quality of the design, drastically reduced running costs, and saved millions of dollars for the investors and shareholders, significantly improving the mall's ROI.

2011 Dolmen Development achieved a significant milestone by completing the “Safe Haven” project in Copenhagen, located in Engrave Brygge. This ambitious venture, executed during the international financial crisis, involved the creation of a block of islands surrounded by canals, complete with facilities for docking kayaks, canoes, and smaller motor and sailboats. The project, a high-end residential development, boasted a selling price of 1 billion Euros. Dolmen Development was pivotal as the team leader for this significant development, guaranteeing the necessary financing, securing due diligence, and ensuring architectural success.

As the team leader, Dolmen Development adeptly managed and coordinated between landlords and investors, ultimately forming a Special Purpose Vehicle (SPV). This SPV facilitated collaboration with renowned international entities such as PWC for auditing and tax solutions, Eversheds and Plesner as global law firms, and Poulsen Architects. Dolmen's deep coordination with the Municipality of Copenhagen was crucial in discussing and aligning local planning requirements,

ensuring the project adhered to all regulatory standards. Their leadership and strategic vision were instrumental in overcoming the challenges posed by the financial crisis and bringing this prestigious project to fruition, making “Safe Haven” a hallmark of architectural and economic achievement.

With Dr. Mohamad Ayach's visionary mindset, Dolmen Development has successfully expanded its footprint globally, particularly after the transformative period of the COVID-19 pandemic. During a time when the world was at a standstill, Dr. Ayach recognized the importance of adapting to new realities and saw the potential of remote working as a strategic advantage for managing overseas projects. This foresight led him to plant Dolmen as a leading company in several countries, including the United Kingdom, France, UAE, Benin, USA, and Lebanon.

Dr. Ayach's global expansion journey was not merely about geographical reach but also about building strong relationships and fostering a collaborative spirit. His exceptional public relations skills and charismatic personality have been instrumental in attracting clients and partners who enjoy working with him as the CEO and Founder of Dolmen Development. His ability to connect with people and his unwavering commitment to excellence has created an environment where clients feel valued and projects are executed seamlessly.

Under Dr. Ayach's leadership, Dolmen Development now thrives in multiple countries, providing top-tier services and ensuring the best work experience for clients across all continents. This international presence allows

Dolmen to leverage diverse markets and offer innovative solutions tailored to the unique needs of each region. The expansion into these countries reflects Dr. Ayach's strategic vision and his dedication to excellence. It demonstrates his ability to turn challenges into opportunities, ensuring Dolmen Development remains at the forefront of the worldwide construction, consultancy, and development sectors. Thanks to Dr. Ayach's leadership, Dolmen Development continues to set new standards of quality, reliability, and client satisfaction, significantly impacting a global scale.

One of the most brilliant ideas at Dolmen Development is the establishment of their Research Lab, known as DDRL (Dolmen Development Research Lab). This initiative allows them to delve deeply into the latest technological advancements, ensuring they stay at the forefront of innovation. AI is being one of the major tools in our Laboratory through studying, testing and applying these technologies on our projects to have the best outcome. Additionally, their 3D Printing Lab, with its expertise in additive materials, enables them to elevate their design concepts and create cutting-edge furniture and fittings. “These labs not only enhance our capabilities in engineering facades, finishing materials, and hotel furniture but also position us as a hub for international architects, engineers, consulting firms, developers, and contractors,” elucidates Dr. Ayach. “By leveraging advanced technologies, we can offer unparalleled solutions and support to those executing projects in unfamiliar territories.”

Top 20 Dynamic CEOs of 2024 in the UK

Experts suggest not waiting for all the regulatory and ethical questions to be answered though. Get going with proof of concept. That doesn't have to mean a huge investment. It's about running hackathons to build out use cases with suppliers, customers and employees.

When it comes to emerging tech, your big tech spend should be going on getting the groundwork in place. The number 1 ambition for cloud is supporting the operation of emerging tech, according to our Global Tec Report. And UK CEO's see advancing digitisation and connectivity across the business as their top operational priority for achieving their growth objectives.

The results you get using Gen AI are only as good as the data you put in. That means having consistent systems and processes, and making use of cloud, so you don't have to spend all your time on collecting, cleaning and curating data. With the foundations in place, AI will deliver leaps forward in employee and customer experience.

It's a funny thing: growth is always job one for CEOs, but the path to get there is never clear. Here are our top pioneering CEOs who have been making a difference for their organisations and also the industry.

murray_x
work smarter.

Andy D Bass
DIRECTOR CEO
MURRAY UNIFORMS



MENTA
Business ADVICE
TRAINING EVENTS
NETWORKING SPACE

Alex Till
Chief Executive /Director
MENTA



KiNGS
SECURE TECHNOLOGIES

Bob Forsyth
CEO
Kings Security



 **The Finchley
Charities**

Carmel Miedziolka
Chief Executive
The Finchley Charities



Twin

Caroline Fox
CEO and Co-founder
Twin Group



 **The
Consultation
Institute**

Corey Smalley
Chief Executive Officer
The Consultation
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Furqan
CEO
Sora Aviation



Gary Osner
CEO
ZZPS Limited



Gordon Burnley
CEO
Heliex Power



Gunea Luthra
CEO
Eggs Invest



Dr. Hao Pang
Founder & CEO
Quantum Science



Joanna Swash
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Moneypenny



John Campbell
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Julia Martin
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ISEB



John Cooper
CEO
Interfloor



Lejgy Gafour
CEO
CULT Food Science Corp



Mark Goodway
CEO
The Matthew Tree Project



Dr. Mohamad Ayash
CEO
Dolmen Development UK



Russell Wall
CEO
Arts Therapies UK



Thomas Vargoczky
CEO
Pryfiber



The Consultation Institute

Leading with Visionary Leadership



Corey Smalley
CEO

“

For Corey, the core philosophy and belief are that failure is essential to any creative and innovative process. So, he encourages team members to be courageous in their decision-making while embracing the fear of failure.

”

Corey Smalley joined The Consultation Institute (tCI) with a challenging brief to take the company to a new level of commercial and creative success,” says Elizabeth Gammell (tCI Interim Board Chair). Corey has deep-rooted business and ethical values that drive his performance, combined with his ability to envision the company’s future and chart a clear path toward its strategic goals. As the CEO, “Corey Smalley possesses a remarkable set of qualities that have significantly transformed our company. His visionary leadership, strategic thinking, and innovative approach to problem-solving have been instrumental in steering the organization towards growth,” says Karen Fourie (tCI Commercial Director). Moreover, Corey expects those working for him to give their best and, in return, has done much to discover previously hidden talents. He has achieved this by nurturing their untapped potential and forming an advisory board of experts to help mentor and support them. Corey enthusiastically leads from the front, encouraging and reassuring his team, but he is also very good at providing space for them to come up with suggestions. Corey has led the creation of a corporate strategy (out to 2030), along with a clear Purpose, Vision, and set of Values, all of which will enable the Institute to expand the range of services and markets in which the business operates.

The mix of military experience and business acumen means that Corey’s approach to risk is finely attuned. Therefore, he can approach the challenges of executing a demanding strategy and stretch targets with a combination of visionary leadership and the ability to take risks.

Starting with a cultural reset, the transformation that Corey worked to inspire with the Institute has been one that many organizations struggle to get off the ground. He focused on approaching the challenges of change management, specifically concerning cultural change, with openness, transparency, and a genuine curiosity to learn how the culture within the Institute can be understood and improved. “Corey knew going in that the

real work associated with DEI was not going to be comfortable and would likely result in many difficult conversations, which he would not be able to shy away from,” explains Katie Allen (DE&I Advisor to tCI). “And, even knowing this, he stepped in confidently and continued to ask questions to truly understand how best to service the current team and associates and those the Institute wanted to engage in the future.”

“This authenticity, courage, honesty, and perseverance have paved the way to creating a workplace culture that values differences, places importance on staff feeling psychologically safe and able to speak up and allows room for uncomfortable conversations. Their culture constantly strives to be a place where people feel they belong and can thrive in their roles” adds Katie Allen (DEI Advisor to Corey). Therefore, despite inheriting a somewhat challenging financial record, the cultural reset and further investment in people, processes, technology, and infrastructure have resulted in a clear upturn in the bottom line and cash flow.

Building with Creativity & Innovation

For Corey, the core philosophy and belief are that failure is essential to any creative and innovative process. So, he encourages team members to be courageous in their decision-making while embracing the fear of failure. “Setting the right conditions has also been key to success over the last two years, where I have worked tirelessly to create an inclusive work environment and a safe space to flourish,” enlightens Corey. “I also saw fit to form a multidisciplinary Creative Team, who push the boundaries of creativity and innovation, while commissioning post-doctoral research projects, which enable the Institute to remain thought leaders in the space of engagement and consultation.” Moreover, building strategic partnerships with like-minded, ambitious organizations is vital to the Institute’s growth strategy. Furthermore, Corey invested in a leadership development programme for the team, which combines practical workshops, 1-to-1 coaching, and a unique challenge engine, which encourages the wider team to think differently, and in turn, has led to the development of a Learning Hub, with fresh content and ideas for the clients and members to benefit from leading to success.

The idea of “success” is interpreted on a very individual and personal level. It can mean different things to different people. In Corey’s experience, “success” evolves, and he has been fortunate enough to experience numerous successes in his career. “From my experience to date, I would em-

phasize that “one size doesn’t always fit all.” I didn’t have what might be considered a typical upbringing. As a result of modern nomadic childhood, I spent time living in the UK, Europe, and Hong Kong, and by the age of 16 had lived in 10 different houses,” elucidates Corey. “These frequent relocations had a disruptive impact on my academic education, and adversely impacted my exam results. As a result, the opportunity of further education and university did not present themselves. Without a strong academic foundation, my approach to education and training became one of life-long learning and continually upskilling to meet the needs of ever demanding roles – to put this into perspective, I was 45 when I completed my MBA. I believe that this approach, alongside my ability to adapt to new places, cultures and people quickly, (and accepting of continuous change) has enabled me to grasp opportunities and for my career to evolve successfully.”

Building A Great Future

The Consultation Institute has a vision where “We imagine a future where different insights are considered through meaningful dialogue,” and which is underpinned by their company purpose of “Best practice decision making to secure better outcomes for citizens.” Over the last 20 years, the Institute has helped thousands of clients engage and consult more effectively while creating an alumnus of students trained and educated by the Institute. “I am now working to align the experience and insights I have gained through my career, including experience of working cross-sector (both in the UK and internationally), with the two decades of trust, credibility, and industry standing that the Institute has established, to launch additional professional services and training into the international market,” says Corey.

Corey believes whole-heartedly in the value of investing in people. Prioritizing individual and team growth has had a significant impact in enabling the organization and revenue to grow. The Resilient Leadership Elements™ framework (which underpins tCI’s Leadership Development Programme) has focused development in the four crucial elements of Awareness, Clarity of Direction, Resilient Decision-Making, and Leadership Presence.

Collectively, these achievements underscore the profound impact of Corey’s visionary leadership and the Leadership Development Programme on the organization. The transformative journey they have embarked upon has strengthened the team’s capabilities and positioned them for sustained success in the face of evolving challenges. Corey takes pride in seeing everyone grow, and while he

is confident in his leadership ability, he is modest enough to admit when he requires further upskilling and support. This makes him a great person to work with.

Over the last 2 years, growth has been achieved organically, yet during the next phase of the Institute’s strategy, growth will also be achieved through M&A. This will allow the Institute to better support the members, clients, and stakeholders.

More recently, the Institute has recognized that robust and resilient leadership is vital for creating an environment where engagement and consultation are meaningful and inclusive and contribute to informed decision-making that benefits whole communities and citizens. So, to the delight of the members and clients, the Institute recently launched a set of co-branded leadership development products and coaching services, which are delivered in a hybrid way to meet the needs of busy professionals.

Additional concepts that are shortly to launch are a postgraduate university program, additional accredited learning pathways, and new routes to the most senior echelons of the Institute—those being Fellow and Companion.

Karen Fourie, the Institute’s Commercial Director, has witnessed firsthand the positive impact of Corey’s leadership on client satisfaction. Client testimonials consistently express gratitude for their innovative services, which has strengthened client relationships and increased loyalty, positively impacting the Institute’s commercial success.

Corey’s strategic initiatives have resulted in measurable success for the Institute’s commercial endeavors. The revenue growth speaks volumes about the effectiveness of Corey’s vision and decisions. By diversifying their product offerings and embracing calculated risks, the Institute has met and exceeded its commercial targets, demonstrating the tangible benefits of Corey’s transformative approach.

Corey’s forward-looking vision and strategic goals have provided a roadmap for the future commercial success. “As the Commercial Director, I see immense potential in the upcoming projects and expansions he envisions. This proactive approach positions us to capitalise on emerging opportunities, ensuring sustained growth, and reinforcing our reputation as an industry leader in commercial effectiveness,” adds Karen Fourie, the Institute’s Commercial Director.

ZZPS

Working for the Greater Good



Gary Osner
CEO

Gary Osner's career in parking started in 1991 when he was asked by APCOA if he could collect unpaid Excess Charge Notices, then priced at £40, a challenge he took on and succeeded at by adding a commission to the value of the charge and collecting it from the motorist. He then pitched the concept to Sureway Parking, now Saba Park, to collect a Notice of Impending Prosecution via the Civil Court. This effectively introduced what we now know as the collection or administration fee payable by the motorist. Using this successful formula, Gary started to work with a growing number of operators including CP Plus to collect parking charge notices issued at motorway service areas.

As parking became an increasingly important part of his business, Gary became involved with the British Parking Association ('BPA'), both corporately and personally. During his first period as a BPA Board Director Gary worked with the Operational Services Board to launch the first Approved Operator Scheme Code of Practice (CoP) in 2007, Roxburghe became one of the founder members of the scheme. Around the same time Gary joined the Institute of Parking Professionals as it was launched and has continued to support the scheme as it developed into the Individual Members programme.

In 2012 as the industry was preparing to work with the forthcoming Protection of Freedoms Act (PoFA) regulations, Gary worked collaboratively with the BPA's Operational Services Board to update the CoP and ensure it was compliant with the new regulations and has continued to contribute, subsequently drafting sections of the CoP relating to parking on private land managed under Railway Byelaws for the last edition.

The implementation of PoFA meant the abolition of clamping on private land, to ease clamping operators into the more regulated world of ticketing, Gary unveiled PCN Parking Services to offer dedicated portals to both operators and motorists allowing each to manage their PCNs appropriately. This quest for excellence developed further when Gary launched ZZPS Limited in 2014 on the simple concept that to deliver outstanding results, ZZPS had to treat clients and customers to an unparalleled level of service.

As ZZPS started trading, Gary was elected to the BPA's Council of Representatives as a member for the private parking operators and shortly after was appointed to the main Board for his second term. In 2014 the Individual Members scheme invited applications for Fellowship and Gary was one of the first group, seven in total, to

be accepted. Gary continues to be a stalwart of the Operational Services Board where he represents the views of small and large parking operators alike.

Understanding the importance of training, Gary has supported both ZZPS's enrolment of all staff into the Individual Members scheme as a corporate sponsor and ensures that all ZZPS staff are trained to CIWM WAMITAB NVQ Level Three in Notice Processing. As ZZPS works with a significant proportion of the private parking sector, this commitment supports the BPA's goal of improving standards across the industry.

This dedication to excellence at every level has turned a once fledgling ZZPS Limited into one of the leading suppliers for the management of notices emanating from parking on private land, from initial issue through to back-end enforcement, and one of the most respected firms in the sector.

Since the enactment of the Parking (Code of Practice) Act in 2019, Gary has worked tirelessly with his colleagues on the BPA Board to respond to the consultations launched by the Ministry of Housing, Communities and Local Government, now the Department for Levelling Up, Housing and Communities, and the British Standards Institute. His commitment to the industry coupled with his fair and consistent approach has been an invaluable voice promoting the voices of the operators and in particular the small operators whose voices could otherwise be lost in the assertion of the more confident contributors.

Gary's passion for excellence is second to none and he has an acute eye for detail, both characteristics have assisted in his success to date although, without doubt the attribute that contributes most to his success is an unfaltering commitment to fair play.

According to Tina Kealy – Chief Operating Officer, ZZPS Limited, "Whilst it was not thought possible, the level of commitment demonstrated by Gary has multiplied exponentially particularly over the last couple of years as the Parking Code gained momentum towards publication. He has shown assiduous resolve throughout this period of uncertainty to protect the wider interests of the parking industry addressing the importance of justified fair play and with others has appropriately highlighted concerns to provide a voice to smaller operators whose input may otherwise have been lost. This ardent determination is one of the most revered characteristics that so many who know Gary will enumerate. I have worked with Gary well in excess of a decade and have always been impressed and inspired by his

overriding objective of measured fair play. As a colleague, mentor and leader Gary leads by example and encourages self-development and growth and looks to aid and assist this at every turn. Gary is a true advocate of promoting Women in Parking and actively champions and encourages involvement wherever and whenever he can."

She adds, "Gary's approach to the industry to seek and encourage improvements is analytically proactive, questioning how to drive the industry as a whole forward. Gary is exceptionally knowledgeable and takes a fervent interest in every aspect of the parking industry to further understand where modifications or clarification may be required to provide a customer centric experience whilst protecting the interests of the operators. For as long as I have known and worked with Gary, he has been involved in helping to drive up standards and improve education and awareness through his involvement with the BPA through Service Boards, Advisory Panels, and the main Board. His commitment to educating others is unparalleled and inspiring to all that meet him."

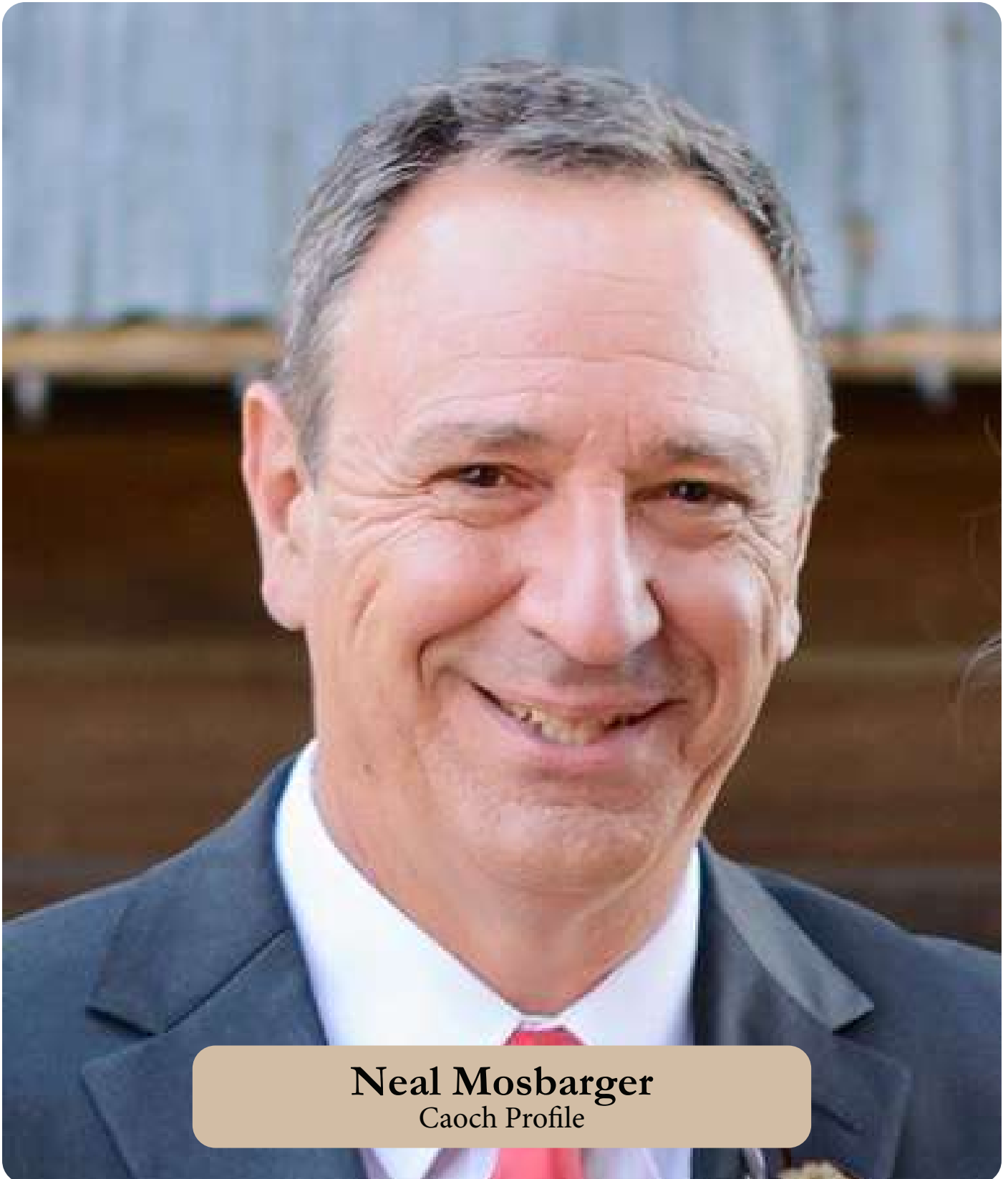
Gary has been hailed as a genuinely humble man whose focus is the goal for the greater good rather than seeking personal indulgence through praise or recognition although is always keen to deliver praise and encouragement to others. His commitment to the industry over many, many years makes him an exceptionally worthy candidate for this award, and it is my pleasure to be able to write this testimonial in support.

“

Gary's passion for excellence is second to none and he has an acute eye for detail, both characteristics have assisted in his success to date although, without doubt the attribute that contributes most to his success is an indefatigable commitment to fair play.

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Awareness, Clarity, and Alignment before Actions leading to Results.



Neal Mosbarger
Coach Profile

Whenever my kids were facing a challenge, be it a school exam or a competition, we'd send them off with our favorite line from the movie *An American Tail*, about Fievel the mouse. "Release the secret weapon" we'd bellow (best said with a lazy "R"). In this animated show it was the mice against the cats, and at the show's climax the mice turn the tide of battle by releasing the Giant Mouse of Minsk – a huge mechanical mouse that chased the cats down the pier and into the bay. This quote always brought a smile and a reminder to our kids that they were a secret weapon.

As a team coach, I continually work with organizational leadership using the same mantra "Release the secret weapon." In this case, the secret weapon is an autonomous, self-directed team. A team that makes decisions, solves problems, anticipates corrective action, is agile and efficient. This is a team built on trust. Leadership trusts those closest to the problem and each team member wholly relies on their teammates and leaders, thus closing the circle of trust.

Yet, autonomous teams don't spontaneously develop on their own. It takes intentional effort, by all involved, to create an environment free of fear where a self-directed team can flourish and be successful. To facilitate such a team transformation, I recommend the ACAAR model as the process for supporting leadership and team members: Awareness, Clarity, and Alignment before Actions leading to Results.

Awareness

"Hence the saying: If you know the enemy and know yourself, your victory will not stand in doubt; if you know Heaven and know Earth, you may make your victory complete." ~Sun Tzu

Much has been written on how the essence of effective leadership is tied to the leader's emotional intelligence. An emotional intelligence that includes the fundamental capabilities of self-awareness, social awareness, and I'll add, situational awareness. In my experience, most leaders already have a well-developed emotional intelligence. The challenge, typically resides in developing team emotional intelligence.

Team situational awareness is often easily improved with a communication plan that encourages a flow of timely information amongst all parties. However, improving team self and social awareness requires a work environment where people feel safe challenging the status quo and being personally challenged. A clear tell on the strength of a team's awareness

can be heard in what is not being said.

Clarity

Clarity is primarily focused on answering the questions of what, who and how.

WHAT: What are the team's deliverables? What does success look like? What will be gained when the project is completed?

WHO: Who will be involved? Who is the customer? Who is responsible for the deliverables and who is receiving?

HOW: How will we work together? How will we hold each other accountable? How will we resolve our differences?

I often get the most quizzical looks when I ask what the team agreements are. So, I end up asking the question from several different perspectives: What are the agreements between leadership and the team? What are the internal team agreements? What are the team-to-team agreements? What are your customer agreements? (Note to the reader. What are your agreements?)

Alignment

On the surface, an alignment check determines if the project falls within your company and team's mission statement and performance goals. For example, what is the expected ROI? As we do a deeper alignment check, we evaluate how the project falls with in our business ethics and standards. On a personal level, what turns up when doing a gut check for both the team and leadership? Are we using our team's strengths? Is there a team member who needs an opportunity for growth? What will be our team's approach and plan, and are we likely to achieve the success objectives defined during our clarification phase?

Awareness, Clarity and Alignment before Action. By avoiding the urge to just start running, and instead spending the effort in the awareness, clarity and alignment phase, most leaders find the planning almost does itself. With deliveries defined, an understanding of what success looks like, and work agreements made, the planning is ready to begin.

Action

Execution errors are likely to occur. No plan will be perfect. Your plan may overlook a needed hand off, and some tasks are going to have unforeseen difficulties. In spite of these shortcomings, how your team responds will drive their overall effectiveness.

Having team awareness of the busi-

ness and team environment (knowing themselves, heaven and earth), clarity on their mission and objective, and team alignment of purpose and strength, primes the team to respond successfully to challenges without leadership direction. The team fully engages to implement the commander's intent.

Results

Monitoring results is simply good project management practice. Both leadership and the team need to know how well each are doing on the project. Are we being efficient? What is our estimate to completion with respect to cost, schedule, and performance? Are we meeting the contractual requirements? How are we showing compliance? Are our plans and adjustments keeping the project aligned with the established success criteria?

The measured business results are somewhat straightforward: budget, schedule and deliverables. On the hand, measuring the team intangibles is often overlooked.

Team dynamics, although difficult to measured, needs to be addressed. How are we doing as a group of people? Where are we in sync and where are we stressed? What's working? What are you noticing? What are we not saying? When working with teams I'd like to share a secret for maintaining long term relationships: "When your right, apologize." (pause and wait for the smiles) "Because it's not about being right, it's about the relationship." In the end, all success flows from the relationships.

Summary

The ACAAR model provides a structure for team discussions, growth and development. The process creates space and time for the details of the project and team dynamics to be worked out. Most importantly, the process provides an opportunity to foster relationships, to establish agreements among the participants, and for members to become aware of the team field – the team spirit – where each member is a contributor. As leaders we strive to get the multiplication effect of the many working to a common purpose. Awareness, Clarity, and Alignment before Action leading to Results, this is the process for launching an effective self-directed team. Are you ready? Release the Secret Weapon!

Quantum Science

A Technology Redefining the Future



As the technology becomes more widespread, we expect to see many more new and exciting uses emerge, changing the lives of billions of people around the world

Dr. Hao Pang
Founder & CEO

Dr. Hao Pang, founder, and CEO of Quantum Science has worked in quantum dots (QDs) since graduating with a Ph.D. in materials chemistry in 2009. His first role in this field was as a research scientist, where he helped develop QD inks. During this time, he was also

studying part-time for an MBA, after which he realised there was an untapped value in these materials that he spent hours in the lab daily.

Using the knowledge he gained from talking to customers and from business school, Hao put together a strat-

egy to develop and commercialise QD inks. He subsequently began building a supply chain for his developed materials, intending to integrate them into optical components. He later led the entire product launch and secured a multi-million-dollar licensing deal.

At the same time, it was becoming increasingly clear that the display market was growing more aggregated with relatively low barriers to entry. Noticing the success QDs had shown in disrupting the global display market, Hao saw that Apple was investing in QDs for near-infrared purposes and found a significant opportunity for QDs in imaging and sensing applications rather than display.

Hao firmly believed that QDs' potential lies in shortwave infrared (SWIR). Thanks to his experience, he had the skills to produce high-quality QD inks capable of SWIR sensitivity. Subsequently, he left his role and began talking with investors and industrial OEMs, founding Quantum Science one year later.

Quantum Science is a leading British materials innovation company focusing on developing and commercialising quantum dots (QDs), nanomaterials, and technologies for imaging and sensing markets. Quantum Science has a team of world-leading experts in QD synthesis and scaleup, nanocrystal and nanoparticle surface engineering, ink formulation, thin-film processing, and QD semiconductor device engineering.

The steadfast leader is a forward-thinking entrepreneur whose persistence and business acumen have driven him to the top of the semiconductors field. Highly knowledgeable in organic and quantum dot semiconductor materials, Hao's skills and specialism based on 20 years of experience in the semiconductors materials sector have enabled him to build Quantum Science from the ground up, overseeing a successful team committed to the company's vision. Hao is committed to ensuring the company's core values are engrained in its day-to-day operations while helping develop the knowledge and skills of employees.

Revolutionary Solution for SWIR Industry

Quantum Science's INFIQ® technology allows users to precisely tune the size or bandgap of quantum dots to absorb broadband light anywhere from the visible to the infrared range.

INFIQ® QDs are nanoscale semiconductors sensitive to different light wavelengths, including visible, near-infrared, shortwave infrared (SWIR), and even long-range. The wavelength that a QD is sensitive to depends on its size, which can be directly controlled during synthesis, tuning them to absorb and emit particular wavelengths.

Because these wavelengths are so specific, every INFIQ® QD essentially acts as a sensor that collects infrared data, which can be used in a near-limitless range of applications.

QDs are already used in things like TV displays, as they can be tuned to emit visible light. However, Quantum Science is focused on accessing SWIR wavelengths, as this area is fascinating to many emerging technologies, from virtual and augmented reality to medical science and industrial scanning.

Where INFIQ® QDs differ from other sensing technologies is in their blend of high performance and accessibility. The two other most prominent sensing technologies on the market are either not powerful enough to access light in the SWIR range consistently or are prohibitively large and expensive, often costing up to \$10,000 per unit. Offering high-performance SWIR sensing at just a fraction of this, QDs represent a paradigm shift for the industry.

Moreover, in the QD market itself, INFIQ® technology stands apart. Most QD production processes are hindered by inefficient production. Up to 14 thin QD layers are sequentially deposited on a substrate, with chemical treatments and washing steps applied to each layer. This method suffers from poor control of nanoparticle synthesis, particle degradation, and instability, limiting batch-to-batch uniformity and preventing production at a large enough scale for mass commercialisation.

In contrast, Quantum Science is unique in its ability to formulate stable colloidal QD inks that enable QD coatings to be deposited in a single step, meaning image sensor manufacturers can deposit them in a single later. Not only is this less time and labor-intensive, but it also minimises material waste and the risk of defects. As a result, INFIQ® QDs offer market-leading performance and facilitate mass production of cutting-edge optoelectronic devices, helping to bring revolutionary sensing technology to market more quickly than ever.

Transformative Technology

INFIQ® QDs improve the quality and quantity of infrared data that can be accessed by imaging and sensing technology. With the growing demand for SWIR-sensitive materials across sectors, INFIQ® QDs are poised to revolutionise existing technologies and unlock exciting new features that previously seemed the stuff of science fiction.

Take smartphones, for example. SWIR will offer a higher panel transmission rate and avoid light on the screen when operating. The outcome of these features enables SWIR QD face ID to be fitted beneath a smartphone's screen, integrating 3D sensors and Face ID capability under the

OLED display allowing for complete edge-to-edge screen coverage without the need for a forward-facing camera 'notch.'

In health and fitness, INFIQ®-equipped smartwatches can detect substances in your skin or sweat to monitor your well-being. Such devices could see beneath the skin for changes in melanin or haemoglobin levels or help people with diabetes check glucose levels by looking at their watch.

This ability for SWIR light to 'see' beneath the skin can have more specialist applications in medicine. Because SWIR light can penetrate deeper into tissue than other wavelengths and causes less damage than X-rays, QD-equipped sensors can help doctors detect hidden medical conditions. Cancer and certain other diseases also have specific SWIR spectral signatures, which these sensors can detect, enabling earlier and cheaper diagnosis.

"As the technology becomes more widespread, we expect to see many more new and exciting uses emerge, changing the lives of billions of people around the world," says Hao.

Towards the Future

According to Hao, it is a fascinating time to be in the SWIR industry. Recent research has found the SWIR sector will explode in value from \$300 million to \$2.9 billion over the next five years. Growth in consumer markets will account for most of this, with SWIR-capable consumer electronics alone expected to be worth around \$2 billion in 2028. The increasing interest from major consumer electronics companies will be vital to this growth.

In three years, SWIR imagers will start appearing in high-street technology like smartphones, with broader market penetration predicted shortly afterward.

QDs are best placed to power this revolution, and Quantum Science is preparing by upscaling its production capacity. Earlier this year, the business expanded into a second laboratory in the UK. It will serve as a production hub with sufficient output to supply millions of SWIR sensors each year.

Quantum Science is aware of the growing need for a QD product that does not contain restricted heavy metals such as lead. This will make the technology safer and better suited for an even more comprehensive array of applications. As a result, it has developed lead-free INFIQ® QDs, which will become commercially available within the next two to three years.

Money Penny

Innovator of Powerful Solutions



Joanna Swash
CEO

The chances are most people have spoken to a Money Penny PA without even realizing it, as the company manages more than 20 million calls, chats, text messages, and emails for more than 21,000 clients annually. The company was founded in the year 2000 by brother and sister Ed Reeves and Rachel Clacher and has grown rapidly to employ more than 1000 people with a turnover of \$62million. Joanna Swash was recruited as Money Penny's first sales person 15 years ago and has been a driving force behind that growth, and today she is the group CEO.

Joanna has been a key part of the leadership team and most recently has led the exciting advances in Money-

telephone answering company used while founder Ed Reeves was away windsurfing. The receptionist there told one of his clients that she couldn't put paper in the fax machine as she was 'only the answering service'! As a result he lost that client. That was the moment when he really felt that there was a better way that businesses could be run: offering small business a dedicated PA and receptionist who is briefed by the business to answer calls exactly as if based in the office. So, Money Penny was born with just a \$10k investment and is still the only US and UK answering service offering a dedicated receptionist as standard.

Joanna has been central to the development of Money Penny's customized

well and sustained growth through keeping a glass half full approach. During lockdown we've found that people are more open to new ideas, new ways of working and accepting change, so our aim has been to seize the opportunity and profit from it. We hadn't considered that the whole Money Penny business was capable of being run on a daily basis from various remote locations across the country, but it has, and now more than 1000 employees work from home and no one who calls would know.'

Joanna established a Fast Recovery team when lockdown began, to look at ways to help clients navigate the storm. A variety of initiatives were introduced such as a 'holiday freeze' for those small companies struggling, a free digital switchboard to help larger companies who needed to manage high call volumes but had no remote working tech on their corporate switchboard during the rapid transition to home working.

Joanna says, 'Measures we put in place to manage the trend of dropping call volumes and reduced client dependency had a positive effect on what we offer: Website Live Chat and Digital Switchboard (a speech recognition system that replaces manned switchboards) have both become the fastest growing products for our business.'



penny's tech and AI services. She has also driven the company's commercial entry into the US market which is growing rapidly. The Money Penny family includes Voice Nation and Ninja Number, based in Georgia, Atlanta, and it has offices in Charleston, South Carolina and a head office in the UK.

Having dealt personally with thousands of larger businesses who have moved to Money Penny's outsourced communications support, Joanna has a unique 'no-nonsense' business style and is passionate about ensuring businesses 'stick to what they are really good at'. Joanna has a wealth of experience working with companies of all shapes and sizes and from wide-ranging sectors, from large corporates to SMEs including plumbers, hairdressers and law firms, with her primary goal of delivering excellent client experience and business efficiency.

The business problem that led to the creation of Money Penny was a disastrous experience with a

suite of inbound call, live chat, digital switchboard and customer contact services that help businesses earn new customers and retain current clients. A prime example of Money Penny's value to its clients is seen in the service provided for international law firm Sterne, Kessler, Goldstein & Fox, to capture calls around the clock. With clients based internationally and across different states in the US calling at different times, the company was finding it increasingly difficult to answer every call and their clients disliked leaving voicemails. Money Penny therefore provide overflow call support, delivering the same exceptional service as the company's house team. The law firm now benefits from Money Penny's 24-hour provision.

Until the recent Covid-19 crisis Money Penny was firmly in 'thrive' mode, but like many companies it was forced into 'survive' mode and had to be creative, innovative and adaptable and Joanna led the charge. She says, 'We traded through the 2008 downturn

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During lockdown we've found that people are more open to new ideas, new ways of working and accepting change, so our aim has been to seize the opportunity.

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Play the chip of intuition in decision-making



PoYee Poon Dorrian
Coach Profile

“Thanks to big data, machines can now be programmed to do the next thing right. But only humans can do the next right thing.” – Dov Seidman, Founder and Chairman of LRN

In a jungle of fast-moving technology collecting and churning out an enormous amount of facts, figures, numbers, and data at an exponential rate, the capability to interpret information and turn them into insights has become one of the pillars to critical leadership success.

Top management consulting firms and business schools design simulations that offer a myriad of scenarios with rapidly changing data to challenge one's decision-making ability, ranging from executing a brand strategy at an enterprise level to hiring potential talents from college.

Whether it be in a contrived experiential learning environment or a real-life boardroom showdown, an astute leader would exercise prudence to look at as much relevant and objective evidence as available to support their thinking process. At times, the use of a Decision Matrix may be the only way to analyze and debate rationally, logically, and reasonably.

Yet, we are in a time in history when the world is becoming more interdependent, volatile, uncertain, complex, and ambiguous (VUCA) than ever before. It is imperative to expand one's aperture and to synthesize broader perspectives – a practice of being radically inclusive to be informed by a fully well-rounded picture. For such a view to emerge, let's consider the following questions:

What is your definition of data?
How inclusive are you in ensuring diversity and quality of data feeding into your decision-making engine?
What is your bias in selecting your sources?
What is your reaction when presented/ confronted with non-quantitative data such as attitude, aptitude, emotion, and even your intuition?

What is intuitive decision-making?

The term intuition may suggest instinct, sixth-sense – something elusive and even mystical. To explore intuitive decision-making, we need to come to understand what intuition is. While there is no one definition, Webster Dictionary describes intuition as the act or process of coming to direct knowledge or certainty without reasoning or inferring. Intuition gives us the ability to know something quickly – the kind of rapid thought happens outside of conscious awareness. In layman terms, intuition is commonly known as the “gut feeling” or “hunch”

– what we know without knowing how we know. Intuitive decision-making in the context of the leadership management approach was dubbed as a “non-sequential information processing mode which comprises both cognitive and affective elements.”¹ This perspective was grounded on the research that demonstrated the importance of a multidimensional approach to decision-making. When encompassing rationale, heuristics, insight, and intuition as data points, leaders have a better grasp of the changing dynamics in which they have to operate.^{2,3} As a result, an increased ability to make decisions effectively in a VUCA world of acceleration.

Why use intuition?

Intuition has long been perceived as a less validated, less effective, and even inferior approach to the merits of analytical thinking and critical reasoning. Yet, gathering from coaching conversations in recent years with my executive clients, I have noticed a trend in leaders starting to recognize the limitation of heavy reliance on the use of statistical data. They are becoming aware of the missed opportunities when overlooking valuable information that is stemmed from within themselves. Their intuition about intuition is, slowly but surely, gaining a deserving seat at the c-suites table. One CEO client shared,

“I should have been more adamant about this particular people solution and not be swayed by the CFO. He is a black-and-white “numbers guy” whose strength is not around dealing with interpersonal dynamics. I am a big-picture person. Reading people and the environment is what I do exceptionally well. Most of the time, we balance each other out. That is why we have been great partners! On this one, I knew I should have trusted myself and made an executive decision on the direction the company should take. Yes, his numbers made sense, but something inside me just told me I was right. Had I been more confident in trusting my inner voice, we could have had avoided this unnecessary battle we have been in for the last eight months.”

In the whirl-wind spin of a complex business environment, intuition drives decisions. Decades of research have shown that analytical decision-making is excellent for deconstructing problems into smaller chunks, similar to solving a math challenge. On the contrary, intuition involves spotting patterns and wholes, which is necessary when making quick decisions about whether something is right or wrong, real or fake. Gerd Gigerenzer, a psychologist and former professor of psychology at the University of Chicago and now the Director at the Max Planck Institute for Human Develop-

ment in Berlin, has been dedicating his career to focus on the ways we can learn to get things right. In his book *Risk Savvy: How to Make Good Decisions*, Gerd remarked that “top executives are buried under a mountain of information that there is no algorithm to calculate the best decision... and the data don't tell them what they should do.”⁴ Gigerenzer said, “Intuition, in the form of feeling, is the unconscious intelligence that is needed as conscious intelligence.” Such a view is suggesting the rising need for an integrated approach where both analytical reasoning and intuition are used in tandem when contextually relevant to complement each other in a decision-making process.

When to consult your intuition?

Studies have provided empirical evidence that leaders are more likely to use intuition when challenges are ill-defined, ambiguous, and poorly structured. Intuition is particularly useful when leaders are faced with conflicting facts or inadequate information.^{5, 6, 7} Other factors that influence the efficacy and use of intuition include the perceived importance of the decision, its potential impact, and job position. “We found that people trust their gut and rely on intuition when making a broad evaluation in an area where they have in-depth knowledge of the subject as the domain experts.” Explained Michael Pratt, an expert in organizational psychology and the O'Connor Family Professor of Management and Organization at Boston College's Carroll School of Management.⁸

Pratt and his colleagues conducted a series of research on intuitive decision-making effectiveness relative to domain-expertise. The hope from their findings is that it should support organizations to gain a better understanding of the use of ‘gut’ in making decisions by employees and CEOs alike. “As people move up in organizations, they are often required to make judgments that may not be readily solved by rational analysis. However, emerging leaders have to be careful in making such intuitive judgments.”⁸ Companies are running leaner and faster than ever before. Talents are spread thin and often groomed to be well-versed leaders, and they do not spend enough time in one domain. For example, high-potentials graduating from colleges may become part of a ‘leadership immersion program’ in an organization where they are encouraged to have broad exposure to the business. They are moved from finance to marketing, to IT, to R&D. The result of it may be well-rounded employees. However, they may not gain the experience needed for intuitive decision-making.



ESTD 1859

BES Group

Leading with Fortitude



John Campbell
Group Chief Executive Officer

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We are proud of the progress we have made with our ESG initiatives over the past few years and take our responsibility as both an employer and an industry-leading service provider very seriously.

”

John Campbell, the Group Chief Executive Officer of BES Group, is a dynamic leader distinguished by his forward-thinking approach and ability to foresee and comprehend the challenges that accompany change. John acknowledges that change is inevitable in growth and progress and is willing to embrace it despite potential difficulties.

According to John, dynamic leaders do not take risks recklessly but take calculated risks. They meticulously analyze potential outcomes, weigh the pros and cons, and make informed

decisions. “I instill this mindset in my teams. Risk-taking is crucial for innovation and growth. Dynamic leaders understand that staying competitive and driving progress requires stepping out of comfort zones and exploring new opportunities, even when uncertainties are involved,” he explains. “They recognize that not all risks yield positive results but view failures as learning opportunities. This resilience and willingness to learn from mistakes helps them navigate challenges arising from risk-taking.”

Taking calculated risks has significant

benefits. It drives competitive advantage, enables the exploration of new markets, and propels organizations forward. Assessed risks in decision-making can lead to substantial breakthroughs and advancements, contributing to the overall growth and success of the organization. And this is how John has taken his organization to new heights.

All-round Leader

Several essential qualities of John's have enabled his team to transform the business into one of the fastest-growing TICC organizations. Armed with unwavering confidence, John and a number of his senior team have been together for numerous years, building trust and compatibility that has enabled successful delivery of strategic growth plans. Alongside John's customer obsession, a core value among the seven cultural themes he has established in the Group has aided in instilling a focus and desire within the business to place the customer at the center of every decision they make.

It is pertinent to mention that John and his senior leadership team lead by example. He spends time with both staff and customers to understand the solutions they provide and the challenges the stakeholders face. This enables them to react quickly and effectively, maximizing their results.

"As a leader, I fully believe in the potential of each individual in the Group to set us apart from our competitors. I empower my teams to make decisions, take managed risks, and avoid procrastination. This creates a dynamic and flexible model that adapts swiftly to our customers' needs," says John. "Finally, my team and I achieve our goals with purpose. I ensure that the strategies and plans we have developed and agreed upon are executed and delivered. This is what true leadership is about."

Guiding & Mentoring

The BES Group employs various methods to foster and generate new ideas. Its employee suggestion scheme continually produces valuable ideas for the organization. This is a significant source of innovation, often originating from employees who interact directly with customers and possess valuable insights into potential improvements and innovative solutions.

Some of their best ideas recently have emerged from cross-collaboration between different parts of the business. For example, their asset reliability division and infrastructure division jointly developed a solution for one of their largest customers, integrating technology and physical inspections to

enhance the asset integrity solutions they received from the Group.

Innovation is also driven directly by customers. Their requirements challenge John and his team to find creative solutions. Customers provide valuable feedback through surveys, reviews, and direct interactions, highlighting areas for improvement or new product ideas. The Group also holds strategic sessions with critical customers, offering deep insights into market needs and future trends.

Executive leadership also plays a crucial role in driving innovation. Visionary leaders often set the tone by encouraging a culture that values creativity and risk-taking. At the BES Group, their strategic vision inspires ideas that are aligned with the organization's goals.

Staying abreast of industry trends and emerging technologies spark new ideas for products, services, and process improvements. Competitor analysis also inspires and helps identify market gaps that they can exploit. Adopting and adapting technology and data further drives innovation. Their in-house data science team analyzes data to highlight opportunities and undertakes technology projects to disrupt the market and drive real change in the sector.

"Finally, we look outside the TICC (Testing, Inspection, Certification & Compliance) sector and across the broader commercial world to review and consider best-in-class approaches that the BES Group could adopt or adapt. This includes areas such as customer service, ESG and process improvement," adds John.

Building A Great Organization

The BES Group's vision is "Together, we create and deliver trusted, sustainable customer solutions," supported by the Mission "To become the dominant UK and Ireland market leader in asset integrity, inspection, testing, and certification, with significant overseas operations, through sustainability and technological services." These statements highlight several key strategic areas that they continuously focus on.

Firstly, customer obsession is a philosophy John prioritizes. It means understanding, meeting and exceeding customers' needs and expectations. It involves embedding the customer's perspective into every aspect of the BES Group's operations, decision-making processes and strategic planning.

Secondly, being a trusted advisor means providing valuable advice and guidance and earning high trust and credibility from clients and stakeholders. This transcends typical transac-

tional relationships, forming a deep advisory connection where they are relied upon for our expertise, integrity and genuine concern for our customers' best interests.

Thirdly, sustainability refers to meeting the BES Group's and their stakeholders' present needs without compromising future generations' ability to meet their own needs. This holistic approach integrates environmental, social and economic dimensions to ensure long-term health and well-being for the planet and its inhabitants. "We are proud members of the UNGC, hold the ESG Mark, have established our SBTi targets, and identified nearly 70% of our solutions as 'sustainability solutions'," says John. "Finally, technology adoption and innovation are essential for improving our operations and providing solutions to our customers. We have acquired several technology-based businesses and developed tech solutions to grow the Group. I see this as a significant differentiator in the TICC sector."

John and his team are incredibly proud of how quickly and profitably they have grown the business over the past year and a half. They achieved a 57% increase in top-line revenue and a 32% increase in bottom-line profit, with 16% of this growth being organic. This success required immense focus and effort from the entire team, driven by an unwavering commitment to providing the highest quality solutions to the customers.

Their efforts have also resulted in a substantial percentage of revenue from cross-selling, strengthening their role as trusted advisors to customers. Additionally, they are incredibly proud to have completed ten acquisitions in their first year and a half, which they have seamlessly integrated into the Group. This demonstrates a sustainable buy-and-build model as they pursue international expansion.

"We are currently focusing on several strategic areas. One major focus is international expansion into Europe and North America, which will allow the Group to leverage its knowledge, skills and expertise to grow the business globally. This expansion presents significant opportunities for substantial growth and is an exciting prospect for us," explains John. "Our commitment to Environmental, Social, and Governance (ESG) has become an important priority for the BES Group. We are proud of the progress we have made with our ESG initiatives over the past few years and take our responsibility as both an employer and an industry-leading service provider very seriously."

Interfloor

Pioneering Underlay Manufacturer



John Cooper
CEO

The approach of John Cooper, CEO of Interfloor has been to build a team of exceptional senior managers and then to create the environment where they can perform to the best of their abilities. He instills a customer centric culture, breaks down departmental “silos”, fosters a “can do, will do” approach, and creates an open and honest atmosphere where problems are shared and solutions delivered. “Driving innovation throughout the company and the marketplace has been key when setting ourselves apart from our competitors. This has been recognized with winning several industry awards,” he adds. “Most recently Tredaire FR6, our newest flame retardant underlay, and Decibel Soundseal our acoustic flooring solution, both won a prestigious Gold Award at the 2019 National Flooring Innovation Awards.”

Interfloor was born in 2002 out of the merger of the two oldest and largest flooring underlay manufacturers in the UK, Tredaire and Duralay. Specialist flooring accessories manufacturers Gripper rods and Stikatak were then added to create the largest underlay and flooring accessories company in Europe. “We want to add value for our customers, providing high quality products which enable them to be successful, and we do this by doing more than just distribute products,” says John. “We are focused on providing our customers with better products, better brands and better service. We are reliable, focused on product quality, and offer a wide range of in-store support.”

According to John, Interfloors extensive range of high-quality underlays enhances the performance of the flooring in any home. With a carpet, it’s the underlay not the carpet that gives the comfort and warmth underfoot, and it’s the underlay that extends the life of the carpet by absorbing a lot of the shocks and pressure and so protects the carpet. The underlay also helps to absorb both in-room and between-room sound, and by acting as a barrier to embedded dirt it helps preserve the carpet pile making it easier to clean and more hygienic. High tog ratings are of course excellent for helping to keep heating costs

down, but for underfloor heating a low tog rating is required so as the heat can easily migrate through the carpet and into the room. “We make specific underlays that have a low tog rating but a good comfort level, so the room can be warm but also feel great underfoot,” explains John.

With hard flooring (laminare, Luxury Vinyl Tile, solid wood) it’s obviously less about comfort and all about acoustics, moisture control, and ease of installation. Also, with more and

more houses and apartments across Europe having underfloor heating and some form of hard flooring installed, John and his team have developed specific underlays to meet that need. Acoustic performance is becoming increasingly important due to tougher and tougher regulations covering building construction and managing

ly got up to full speed, to the point where at the end of July they were at maximum capacity and with a full order book through to Xmas! “A lot of work went in to ensuring we had a safe working environment for our people who responded magnificently with over 98% returning to work within 24-48hrs of being asked, and



“

We are focused on providing our customers with better products, better brands and better service.

”

sound transfer within rooms, and more importantly between rooms and between floors. “To help here we have partnered with an outstanding acoustics company in Sweden called Aprobo to develop products that are not for laying down post-construction but are actually specially designed for installing within the construction itself,” says John.

But with the advent of the Covid-19 pandemic there has been a major shift in the market as domestic retail stores closed and construction faltered, and John had to think fast to best safeguard his people and the cash flow whilst managing an ever-changing global picture. With early signs of lockdown easing in the UK, the company restarted production way ahead of their main competitors and quick-

ly got up to full speed, to the point where at the end of July they were at maximum capacity and with a full order book through to Xmas!” adds John.

For the days to come, John’s immediate focus is on increasing investment in order to grow manufacturing capacity to improve service across the year, as well as increasing warehousing space so as to increase raw material stocks in order to cope with likely supply chain disruption as we head towards Brexit. “Interfloor has won ‘Best Underlay Manufacturer’ for the second year in a row which reflects on how the team has worked diligently to ensure customers receive the high quality of products and high standard of service they have come to expect from us, regardless of what the world throws at us,” says John proudly..



Intelligent Retail Management

Cloud solution for managing retail spaces, product categories, planograms and shelf labels.

Why Quant?



5%–15%

Increase in Sales

20%–30%

Reducing Overstock

40%–60%

Operations Time Saving



Increase Sales

The majority of companies using Quant have seen a 5–15% increase in sales in key categories. Optimized planograms and store floor plans improve visibility of important products, customer experience and logistics efficiency.



Reduce Overstocks

Reducing overstocks in stores by 20–30% is one of the most common results about a year after deploying Quant. The improvement is mainly achieved by optimizing the sales space and linking planogram data to ERP and logistics systems.



Improve Processes

Thanks to easier planning, built-in task management and a complete solution for the communication between headquarters and stores, our customers are able to improve a number of key processes. An example is reducing the time needed to display products when opening a new store to less than half.



Store Specific Planograms

Thanks to the smart automatic generating of planograms optimized according to sales based on user-defined templates it is possible to maintain the planograms in up-to-date state also in large sales networks with diverse stores without increasing demands on human resources.



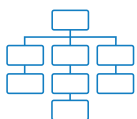
Integrated Solution

Quant is an integrated solution for Space Planning, Category Management, planograms, ranging, Shelf Labels and POS printing, communication with stores and In-store Marketing.



Exceptional Support

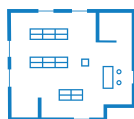
Our consultants are available to help you when you need it. We train your users and help with data integration so Quant can be live in less than 12 weeks.



Category Management



Planogram Software



Floor Planning



Automatic Replenishment



Task Management



Shelf Label Management



Leading good intentions to transformative impact.

The responsibility to build a better world is one we all share. Yet solving society's toughest challenges requires radical shifts in how we think, work and act. We partner with corporations, brands, nonprofits, foundations and governments to drive sustainability and weave positive social impact into decision-making at all levels.

Our work helps clients be catalysts for progress and address the key issues of our time, including corporate purpose, ESG, climate and sustainability, racial and gender equity and social justice.

ISEB

Accept, Transform & Inspire



Julia Martin
CEO

Julia Martin has relentless energy and celebrates the benefits of her neurodiversity. She uses creative thinking and problem-solving to see the bigger picture and create smaller steps to realise those ambitions. She can fit double a normal workload into five days and motivate staff to achieve things they didn't think were possible. She can see ways to do something quickly by breaking things down, which means her productivity is incredibly high. It also helps to love what you do and set a strategy you believe in wholeheartedly! She can trust staff to deliver and sees leadership as guiding and mentoring rather than micromanaging.

Julia brings foresight and forward thinking to everything she does. She doesn't want to run a company the way all others are run but constantly strives to improve. Her brightest leaders in the company could have been lost had she not put in place strategies to let them balance work and home and their responsibilities there. As a result, she has a team of incredible women whose talent she gets the benefit of just by flexing how they work and making looking after the family normalised. Company values include ACCEPT, TRANSFORM, and INSPIRE (they are her values too).

ISEB is also a learning organisation. They're in the education business, so they must think about growing and developing themselves all the time and invest in that. Gone are the days when companies could only list objectives and KPIs and hold employees responsible for delivering that. "We need to give something too. Great things happen if you believe in people, support them, and give them the tools to make work a rewarding part of their life and not just an obligation. It's about living your values and doing the right thing," says Julia.

The pioneering leader takes her role as a privilege and responsibility. It's a huge honour to be trusted to run a company and develop it for the future. She doesn't take that lightly, and it shows in their work. If she's willing to roll up her sleeves and do anything (and she does), then she demonstrates that there are parts of the business they're all responsible for.

Inspiration & Ethics

Julia was inspired by her father. He came from a single-parent working-class background, but his intellect, neurodiversity, and later the education he could access as a result of this meant he not only started his own company but changed the face of the industry with his inventions. He taught Julia not just to celebrate success but dig into the bits that didn't go right and ask how she could con-

tinually improve. It was an incredible lesson in the transformative power of education and how he never wavered from his principles. He would make decisions that weren't about making the most money but were the best for his staff, for his company, and in line with his principles. She does not doubt that the fact he didn't ever sell out and stayed true to his principles was part of his success.

He also gave Julia her first start and insight into business, trusting her with a business area you might not typically give to a 20-year-old, but that she grew, made her own, and learnt a tremendous amount from. It's something she does when she recruits people and mentors them now. She lets them make something their own, and they never stop impressing her, doing things she may never have thought of and allowing their expertise to shine.

Her father created an industry-leading, international, technologically-advanced business from their kitchen table because he was clever, worked hard, never stopped learning, and cared about people. Making the world a better place was more important than making money. That's not to say she doesn't admire significant figures. Still, she believes we have heroes in our lives and our focus on greatness is sometimes more impressive if it's based on principles rather than publicity or notoriety.

Building A Company

ISEB was created in 1903 to run Britain's oldest entrance exam, the Common Entrance (CE). For 120 years, they have been the examination board that has sat at the heart of the UK's independent and international schools. Their long and respected heritage means they are trusted by schools, teachers, pupils, and families, and their independence means they can continue to innovate in assessment design.

Building on the trusted foundation of their CE exams, ISEB offers a growing range of diverse and flexible assessment options for schools worldwide, whether independent, maintained, or state-funded. Julia has enormous ambitions for ISEB; one current focus is SEND and neurodiversity, and the board has significantly invested in research in this area. She feels that regulations, ways of thinking, and current guidelines are very outdated, and there doesn't seem to be any new thinking to update these and support children.

ISEB is looking at changing the regulations to ensure a fairer system for children taking examinations today. The current system does not recognise that many children go undiagnosed.

Many adjustments can be made, and adjustments are not universally applicable; extra time, for an ADHD student, for example, is an adjustment that can make things worse. We want to invest in research and work with the best minds to update the system so that ISEB can lead by example to benefit the maintained and state sectors.

Julia is here to change the assessment experience for all pupils. In addition, ISEB believes it's its responsibility to invest in and research effective assessment designs to create qualifications that won't need reasonable adjustments in the future. The goal is to make them a thing of the past because assessments can be genuinely inclusive to pupils, whatever their conditions or needs. She's not saying they will solve things overnight, but, as an exam board, it's their responsibility to make a difference. She sees her job as a huge privilege and lives her values at work to leave everyone and everything better than she found them.

ISEB has so much to achieve. The sky is the limit when your values are quite 'big'. Julia aims to show people what can be done if they put their minds to it and assemble the right team. Her company is here to support education and the sector through great ideas, assessments, research, and data. She genuinely knows and believes they can and will do that.

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Given the booming regional market, MixJet Flight Support is uniquely positioned to become the operator of choice for discerning businesspeople and VIPs, building on our reputation for delivering top-notch services across a diverse client base

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CULT Food Science Corp.

A Pioneer of Food Technology



Lejjy Gafour
CEO

Lejjy Gafour, CEO, CULT Food Science Corp. Lejjy is a self-taught entrepreneur and experienced company operator who made his start creating opportunities at the young age of 14, and he has been working, leading, and building businesses ever since.

Lejjy is the former co-founder and CEO of a YCombinator-backed biotechnology company and one of Canada's first operating cellular agriculture companies. He has over 15 years of experience in public and private enterprises executing strategy, technology, and product development for everything from financial institutions, manufacturing, and public health to world-class universities. He was also a founding member of Cellular Agriculture Canada and currently serves on the board of New Harvest Canada.

Lejjy believes that cellular agriculture, and other advanced food technologies, will become a pillar of how we create food over the next decade. He believes food is a fundamental aspect of life and that humans are gazing upon a new horizon of food technologies that will allow people to tackle the systemic problems they face as a society. "I am one of only a handful of cell ag venture and product development individuals with experience as a cellular agriculture founder. I was fortunate enough to be an early pioneer in space," says Lejjy. "I try to be as generous to the innovators as possible. Since it is a new industry, you have to take an ecosystem-minded, person first approach. You never know who will ultimately have the next billion dollar breakthrough, and CULT is designed to be the group that generates and supports that happening."

Support System

Lejjy has become an inspiration and mentor for many. He tries to teach important lessons throughout his life, participate in early-stage events as much as possible, and interface with local startup groups. "While it is of course something that must be time managed, I try to provide time for even simple things like calls with new grads or new founders without any pretense. Being a founder is hard work, and it can often be difficult to get help without strings attached," explains Lejjy. "I did not come from a privileged background. I have starved for weeks at a time in my past. I have been working full time from the age of 14. People who are in a similar situation to what I was are usually the first to be overlooked. Especially if it is a person of color or another marginalized group. I do my best to support people who do not fit the classic shape of an entrepreneur who came from a random ivy league university, as those who have not had the tra-

ditional founder profile can even be great at executing the complex work when it comes to grinding it out in an early startup. There isn't a course you can take that can prepare you for the feeling of risk and responsibility of gambling it all on a strong idea."

The pioneering leader gives his most to anyone who asks without trying to expect something in return, which he terms as the best way to support new founders and forge a strong network. "My advice is that no one's first pitch is perfect – it is insane that there are leaders out there that will write off entire entrepreneurs off their first pitch," elucidates Lejjy. "When in reality the best ideas can come from anywhere – you just have to help people bring that forward. Not to compromise on vision, if you focus on trying to do something, vs just trying to be something, you will always make progress bigger on your way."

Success for Lejjy is achieving real change towards a better world – more sustainable, equitable, and abundant. The work is just a vehicle for achieving that bigger goal. There are all kinds of small successes along the way, but that's the beginning and end of the journey! "It is never a straight line and what must be done is never finished – you always have to keep going. Taking a cross disciplinary approach is useful no matter what line of work you are in," says Lejjy. "I have often borrowed tools from design to solve problems in biotechnology. It is very easy to get tunnel vision within an industry and keeping a wider perspective on tools, ideas, technologies, and people no matter what work you do will help you do a better job."

Building A Movement

CULT Food Science Corp. is a food technology company pioneering the commercialization of cellular agriculture products. The first-of-its-kind in North America, CULT Food Science aims to provide individual investors with unprecedented exposure to the world's first cellular agriculture consumer brands and its portfolio of an innovative startup, private or early-stage cultivated meat, cell-based dairy and other cultured food companies.

"We are an asynchronous company. We have employees across North America in different time zones with related companies across 4 continents. Processes designed to support this style of management are really important," adds Lejjy. "Sometimes it can be contrary to how you classically might want to approach management when the goal is always to promote decentralized leadership. Having worked in many different organizations over the years, the most important innovations are how you shape the team

and how they work together." For Lejjy the biggest achievement for the company has been to be able to work for a cause that is making a difference.

CULT is the first-of-its-kind platform for everyday people to get involved in cellular agriculture products. It is the future of food and materials. They are making many world-first announcements. World-first platform, world-first products, all with the vision of forging a better future for food through cellular agriculture. For the future, CULT is launching new products incorporating cellular agriculture ingredients for the first time. This, combined with what they will be revealing coming out of their venture studio efforts, will provide investors and customers access to some of the most novel opportunities in biotechnology on the horizon. "CULT Food Science is making cell-based products and businesses an everyday reality. But we are going beyond just working on the future of food, we are seeking to define it," says Lejjy.



**CULT
FOOD
SCIENCE**

*I am one of only
a handful of
cell ag venture
builders with
experience as a
cellular agriculture
founder. I was
fortunate enough
to be an early
pioneer in space.*

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The Matthew Tree Project

Rebuilding Lives of Millions



Mark Goodway
CEO

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The success of a work such as this can be measured in many ways. The charity's positive impact on each person, family, or household it engages with is just one. By this measure, the charity was being successful straight away.

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On a Sunday morning in the summer of 2010, Mark Goodway was on his way to the church when he stopped at the traffic lights and noticed an elderly homeless gentleman to his left lying on the pavement motionless. He was dressed in jacket, tie, and shirt. Admittedly, all had seen much better days, but Mark felt it was an admirable attempt to retain at least some degree of dignity in the face of such humiliation. Mark noticed people walking by him, seemingly unaware of the man on the floor, and it made Mark realize that this man was invisible to people who had no time to take on additional problems. When Mark reached his

church and sat on his chair, he realized he was no different than anyone who passed the motionless man! This feeling changed him. It transformed his mindset, intention, and responsibilities towards those in need. Mark knew he had to help those in need whichever way he could.

Mark established The Matthew Tree Project and set about an intense task of research to understand what was already being done in poverty alleviation, what was working, and what was not. It became apparent that many charities and the welfare state were extensively involved in offering a broad spectrum of services, but also

that some people were falling through the gaps. It seemed to Mark that the best way to add value to what was already happening would be to create a social change model that caught the people who were falling through the gaps while, at the same time, using the working knowledge that would be gained in this activity to engage with policymakers to close the gaps.

It also became clear that people falling into financial crisis were inevitably at risk of becoming homeless. At that time, the average cost to re-house homeless people was estimated to be circa. £20k plus the human cost of someone going through such an experience, which some, sadly, never recover from. It was, therefore, important to Mark that what he created engages early enough to prevent homelessness.

This would save the state a significant amount of money and also spare vulnerable people the pain and misery of going through the experience of being homeless.

The first challenge was identifying and engaging people before it was too late. It seemed common sense to Mark that anyone in this situation would miss meals as all available funds are swallowed up by rent, rent arrears, debts, utility bills, and fines. This is why food became part of The Matthew Tree Project offering. Providing food aid to the 'vulnerable housed', people would come. By offering food on a long-term basis, i.e., for as long as there is a need, an environment is created to properly understand the underlying causes and barriers preventing progress. This 'long-term' approach was unique at that time, and Mark and his team believe it still is even now, but it was the most critical element as one can only get to know someone and gain their trust when they invest the necessary time. It was important to Mark that no one is ever turned away and that clients are in control, which includes deciding when to close their case. This is what has been created.

After 11 months of intensive research and learning, Mark launched The Matthew Tree Project in June 2011.

The success of a work such as this can be measured in many ways. The charity's positive impact on each person, family, or household it engages with is just one. By this measure, the charity was being successful straight away. Through the open and honest conversations, the frontline team has with the clients, as new 'needs' are identified, work goes into how the charity can best help. Over the years, more people are being helped in many more ways, so the measure of success is constantly growing.

The Matthew Tree Project is inspired mainly by Mark's Christian faith with an ethos underpinned by Matthew 25 vs 31-46; Mark 12 vs 28-31; James 2 vs 14-17. The Matthew Tree Project is the living embodiment of these passages.

Helping People in Need

At the heart of The Matthew Tree Project's innovative and pioneering award-winning multi-agency social mobility change model (Rebuilding Lives) are the people it supports, who are empowered and in control of their unique journey. Rebuilding Lives is shaped by the people it seeks to help. It works hard to bring a wide range of expertly joined-up service elements together to create a unique and personally tailored 'full support package' wrapped around each vulnerable household in the program.

The ethos and culture of The Matthew Tree Project come from Mark, are fiercely protected, and percolate through every activity, member, and aspect of the organization. The organizational chart is presented 'upside down' compared to standard practice, which reinforces the culture that the most important people, those who know best what we need to do for them, are the clients; the second most important people are the volunteers – those who give their time freely to help those less fortunate; third is the staff; and fourth is the board of trustees – whose job is to support everyone involved in the charity. Volunteers and staff are empowered to do what they need to meet the client's needs, as determined by the clients. Management is empowered to do what is needed to provide the frontline team (volunteers and staff) with the resources and tools they need to deliver the services and support clients need. This fluid and evolutionary organization model freely operates within the charity commission regulatory framework and the financial constraints of the charity.

Rebuilding Lives is a Truly Holistic Tripartite Crisis Support Programme addressing the multiple and complex underlying causes as well as the effects of poverty, characterized by the treatment of the whole person, considering 1) mental, 2) physical, and 3) social factors, rather than just the symptoms.

The 'Rebuilding Lives Crisis Support Programme positively impacts self-confidence, self-worth, and self-esteem and converts hopelessness into hope and belief that a healthier, happier, wealthier future is possible and worth fighting for. The Rebuilding Lives Programme builds resilience and is transformational.

The Rebuilding Lives program is delivered Monday to Friday from the

charity's Holistic Crisis Support Hub, creating a community amongst its clients and a sense of value, belonging, and ownership. This reduces isolation by bringing people together in a safe and socially vibrant environment to help themselves and each other and engage positively in the broader community where they live.

Rebuilding Lives provides immediate relief and substantive & transformational change. Immediate relief includes stabilizing the crisis, i.e., avoiding becoming homeless, stopping missing meals, and keeping the house warm. The substantive change includes resolving debt and managing money, maximizing income and reducing expenditure, staying in addiction recovery, eating better, feeling better about self, having more control over life choices, learning new skills, not being isolated, and engaging more in the broader community. Transformational change includes higher aspirations, self-belief, a positive shift in worldview, caring more about others, and a better quality of life.

Being Recognized as A True Visionary

National recognition has been achieved by way of an MBE awarded to Mark, Founder & CEO of The Matthew Tree Project, in the Kings Birthday Honours List, June 2023, for Services to Charity and to Disadvantaged People. Mark accepted the honor on behalf of the hundreds of people who have been involved with and have supported The Matthew Tree Project since 2010, without which none would have been possible.

Ronald Reagan once famously said, "There is no limit to the amount of good you can do if you don't care who gets the credit."

Mark insisted that the model created is freely shared 'open source' with others in the hope that it will be copied and adopted – regardless of whether credit to The Matthew Tree Project is given. He believes this is the fastest way to massively adopt effective work practices to achieve systemic 'change' nationally.

Providing food for people in need is a critical element of the work of The Matthew Tree Project, and since 2010, there have been others performing this service, known as Foodbank. Some are small local practitioners, and some are large national charities. Mark's approach differed as he was adamant that any food aid offered included helping people address the underlying root causes of their problems and servicing the symptoms – the lack of food. This has been created through the Rebuilding Lives Programme, making Mark's vision and work pioneering.

Should you re-brand your career as a leader?



Sherri Thomas
Coach Profile

As an executive, you've worked your entire career to build a powerful leadership brand. You have achieved many successes, and have an impressive portfolio and reputation built on technical mastery, business acumen, industry knowledge and leadership skills. Congratulations! You've proven that you have the brilliance, drive, and resilience to be a successful leader in today's global economy.

But now you crave something different. A new passion has bubbled up and you need a different career challenge. You may be thinking, Is it worth the risk to leave my current job and switch career tracks?

As a leadership coach inside a Fortune 100 company for the past 3 years, as well as having my own private practice as a career coach for the past 10 years I've helped more than 1,000 leaders re-brand and advance their career. In this article, I'm sharing what I've learned about the biggest hurdles leaders face when re-branding and tips to overcome them.

But first, let's align on what re-branding means. Re-branding isn't changing from one company to another. That's just changing your job. Re-branding involves making a major career shift and rebuilding your reputation in a different industry or job role where you've never been before.

How can you minimize the risk of re-branding so you can reap the reward?

1. Get clear on the "why."

Re-branding yourself early in your career is easy. Re-branding later when you're an established leader is tricky. There's more at stake. Reputation. Lifestyle. Money. The possibility of failure. Stepping into a new role where you have little influence, smaller turf and limited brand cache is humbling. It requires courage to let go of mastery you've worked hard to acquire.

To help your self stay strong while you forge a new career path, get clear on your motivation and why you want to change. Take inventory of what you could gain in your new role such as challenge, growth, passion, etc. Also ask, What am I losing by staying in my current situation? It may be costing you time to write that book, energy to start that new initiative, or acquiring funding to launch that new company. Getting clear on why you want to leave your current situation will help you stay the course and take action to change your career.

2. Does re-branding mean a salary decrease?

Not necessarily, but you'll need to be strategic. If you want to go from tech exec to a marketing leader, the first thing I recommend is to research the highest paying industries. Pay Scale's "Economic trends: reflections on 2019, predictions for 2020" reveals that finance, healthcare, energy, retail, construction and real estate will be high growth industries in 2020.

Keep in mind that just because you have a job in a specific niche doesn't mean that you must work in that specific industry. In other words, if you're a leader in IT, it doesn't mean that you have to work in the IT industry. There are all kinds of industries and companies that need experts in IT, finance, sales, HR, marketing, communications, PR, customer support, legal, business operations, management, leadership and other fields. I successfully upleveled my own career four times by switching industries.

Also, target the higher paying companies. There are companies within the same industry that pay more than others so do. Fortune's 100 Fastest Growing Companies list is based on the top three year performers in revenues, profits and stock returns.

Finally, some job roles pay higher than others. I received a 32% salary increase simply by re-branding from a marketing to a technical role inside a Fortune 100 company. Same job grade, different role. Do your homework and research high paying industries, companies and job roles on sites such as GlassDoor.com and Salary.com

3. What if I fail?

There is a pivotal moment in every career change when you ask yourself, Am I REALLY going to do this? And then it happens... self-doubt creeps in. In our careers, as well as in life, change is always riddled with doubt. Fear of change. Fear of failure. Fear of the unknown.

One of the secrets of re-branding is knowing how to set yourself up for success. Since moving into a different career requires that you have different skills and experience, you'll need to be proactive and invest in yourself to skill up. Go get the advanced degree, training or specialized certification if it's required. I worked with a General Manager at a Golf Resort who was passed over for several job opportunities after being laid off, because he wanted his next employer to pay for a required certification. In other words, he was being rejected from 6-figure jobs because he didn't have a \$3k certification. Invest in yourself to get the training, education and experience you need to re-brand your career.

What if you fail? There are different

ways to look at failure. You could say that you fail if you don't take the shot and try to re-brand your career. Let's take worst case scenario and say that your new company, job or initiative fails. Then what? You'll walk away with new knowledge, new experience, and a wider network. Failures are only failures if you don't learn something from the experience. How could you use the experience as a stepping stone to your next career?

And finally...

There's a kind of quiet confidence that we all have down deep inside. A confidence that comes from knowing what we're capable of doing. Believe in yourself and others will, too. As your Career Coach, my hope is that you re-brand into a new career where you feel fully empowered and appreciated.

About Sherri Thomas

Sherri Thomas is a leadership coach inside a Fortune 100 company, as well as Founder/President of Career Coaching 360. She has helped more than 1,000 executives and professionals pivot, re-brand and advance their career. As a leader helping organizations build diversity and talent management programs, Sherri has spoken at conferences and events across the world including the United States, Singapore, Malaysia, Bali, Haiti, Israel, Canada, Mexico, Vietnam, Ireland and Kenya. Her award-winning book, "The Bounce Back – personal stories of bouncing back higher and faster after a layoff, re-org or career setback" was named 2013 Best Career Book by the Indie Book Awards. Her first book, "Career Smart – 5 Steps to a powerful personal brand" was previously #3 on AMAZON's TOP 10 LIST for personal branding books. Download "15 Clever Ways to Get More Job Offers" free video training at CareerCoaching360.com

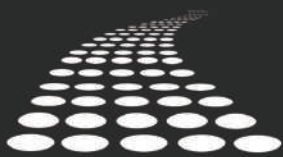


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