

## About Perform Green

Perform Green is a futures-focussed consultancy that comprises people from across the public sector and industry who are recognised as subject matter experts in their respective fields. Founded over 10 years ago, we support our clients to apply whole-system approaches to deliver positive change, co-creating a green and smart society, to leave more sustainable places, organisations, communities and the wider and economy.

Our specialists work with partners to innovate in:

- the application of data, digital and connectivity to create smarter and more sustainable organisations and places;
- change and organisational development (OD), applying systems thinking, OD and design thinking techniques to deliver sustainable, positive change;
- the development of businesses cases and economic strategies/models to help organisations, places and communities to thrive and realise lasting benefits;
- the development of models and strategies to enable organisations and places to become more environmentally sustainable.

Some recent examples of innovation, R&D and whole systems projects include:

- **5G Connected Automated Logistics** (5G Create programme): Creating an industrial demonstrator for 5G-enabled remote operator HGV's;
- **Sunderland Smart City**: working in partnership with Sunderland City Council to redesign services using cutting edge technology;
- **Bridgend Economic Strategy**: creating a county-wide economic futures framework, economic strategy and investment prospectus to benefit the people, businesses, and natural environment across Bridgend County Borough;
- **TeamGB Carbon Footprint**: Working with Hull University to research and identify ways to reduce Olympic sport participation carbon emissions by 50%.

We apply our first-hand experience, technical expertise and academic expertise to generate whole-system change, balancing OD and technology know-how with a sense of social purpose, uniting multiple parties for the greater good and leaving a positive legacy for our clients. We are a certified B-Corp meaning we place equal value on people, the planet and profit and our core values infuse everything we do.

## Our Systems Thinking Expertise

### Pauline Roberts, MSc

Pauline is an MSc qualified Systems Thinking consultant with deep experience from a practical, experiential and academic perspective, who has worked with the NHS, local authorities, MoD, pharmaceutical industry, police, charity and voluntary sectors. She has a background in pharmaceutical industry and in public services in strategic, quality management and operational management roles. Pauline is a visiting lecturer at City University Business School in Applied Systems Thinking and an Associate Lecturer with the Open University on the MSc Systems Thinking in Practice modules.

Pauline is a passionate advocate for helping others to empower themselves to apply systems and complexity thinking in their own situations. Her aim when working with people is to support them to think differently and have the confidence and skills to apply systems thinking for themselves and open up their own opportunities.

### Dr Tim Woolliscroft, PhD

Tim's PhD applied systems thinking to the areas of smart cities and healthcare.

He took a systems thinking methodology to explore how smart city ideas could improve healthcare efficiency. Through this study he gained an understanding of systems thinking tools and approaches. Techniques included the use of rich pictures, reflexivity and conceptual modelling. Since completing his PhD he has engaged in a wide variety of research and consulting projects, with both public and private sector organisations.

Tim's expertise includes the application of systems thinking into design approaches such as user research, service design and design thinking. The combination of systems thinking and design form an effective basis for helping clients understand complex problems and to find solutions to them.

## Wider Whole-System Expertise

### Smart Place

A specific area of our expertise is in the development of Smart Cities, Smart Places and Smart Organisations: using advanced connectivity, data and digital to transform places and organisations. Perform Green are acknowledged experts in this field and have led and supported award-winning Advanced Connectivity strategies for our clients, including: Bristol, Isle of Wight and Sunderland. Furthermore, Tim and Barney are visiting lecturers on the Smart Cities Management MSc at the Ziguat Global Institute of Technology in Barcelona.

### Barney Smith, MA, MSC

Barney has held various senior roles in the public sector, including Head of Knowledge Management and Head of Strategy, Governance and Performance at the Countryside Agency, Chief Information and Knowledge Officer at Natural England and CIO of Core Defra; has also advised blue-chip companies on elements of corporate strategy and innovation e.g. Eon and NEC.

#### Key Skills

- Strategy and Business Case Development
- Delivering innovation through the application of data, digital and advanced connectivity
- ICT Sourcing Strategies
- Board level advisor, assurance of novel, complex or mission critical programmes
- Leading large-scale change programmes & partnership development
- Strategic outsource negotiation, implementation and optimisation

### Toby Rhodes, Med, FITOL

Toby is an organisational learning and business change consultant providing strategic support to organisations seeking to innovate and improve performance. With over 10 years' business analyst and consultant in ICT and big data in the finance industry, and 20 years' as an organisational learning and change facilitator, working with businesses, local authorities, and the voluntary-sector to engage employees and other stakeholders to facilitate collaborative innovation. Clients include the NHS SCW CSU, Sunderland City Council, Bristol City Council, UK Commission for Employment and Skills, Defra and the EGU.

#### Key Skills

- Whole-system Thinking
- Operating Model Development
- Organisational Culture
- Business Strategy Development
- Economic Strategy Development
- Collaborative Innovation Facilitation
- Stakeholder Engagement
- Learning & Organisational Development
- Planning & Executing Change & Transformation

## Capability Development in Systems Thinking

Although we are able to provide training workshops and mentoring, our approach to capability development is most often through supporting our clients to deliver real projects. Our key area of expertise, and our preference is working alongside people are making systems thinking real to them. All of our work, training, tools, workshops come from personal experiences of working with systems thinking for over 20 years.

We provide packages of work tailored to the needs of each client, focussed on guiding each organisation towards developing the capacity and capability of organisations. In the course of supporting project and programme delivery, our support will typically include a combination of:

- being a critical thinking partner;
- 1-1 and workshop-based training;
- mentoring and coaching;
- the provision of systems thinking tools and guidance in how to use them, including a suite of materials called Creating the Conditions for Change developed by Pauline Roberts, an accessible kit to support people to apply systems thinking in practice. This is a creative and accessible way of applying the viable system model, which is the first of its kind and not in mainstream academics.

### Training / Workshops

Pauline, Tim and Toby all have deep experience delivering training and workshops, in a includes a mixture of academic and professional contexts. We have the capability and expertise to design bespoke training and workshops in systems thinking, systems change and systems leadership for a range of clients across public services and for those undertaking place-based systems change work.

Academically we have delivered training to both undergraduate and postgraduate students. Specifically, Pauline is a visiting lecturer in Applied Systems Thinking at Bayes Business School, City University London, and an associate lecturer with the Open University, delivering postgraduate courses in: strategy with systems thinking in practice; managing change with systems thinking in practice.

## Mentoring

Our involvement in and support for real projects means that capability development and knowledge transfer often takes place through formal and informal mentoring arrangements. Our mentoring approach often includes working collaboratively with clients on problem solving activities. Through a collaborative approach we are able to introduce tools and techniques and demonstrate how they can be used in practice. This approach ensures that not only are new skills and knowledge gained, but that they are applied to the challenges in hand. This ensures that learning is relevant, applicable and applied to deliver beneficial outcomes within meaningful timeframes.

## How we help people apply Systems Thinking to a project

We work in a number of ways to help people apply systems thinking to a project, with a focus on turning systems thinking concepts into usable ideas. We work alongside people on their projects so that they can gain systems thinking insights in context of real-world applications. We also work with groups in workshop sessions to help them consider where systems thinking might be applicable in their projects. Our work as a coaches and mentors supports people as they come up against the real practical and emotional challenges of applying systems thinking in practice.

## Project examples where our specialists have used Systems Thinking

Example of projects are wide and varied and include:

- a project with the MoD to reduce costs, increase capabilities, meet surge requirements and explore opportunities for change
- a diagnostic review of Adult Social Care for a Local Authority
- design and facilitation of a local Commissioning Academy programme for the Wirral partnership
- CAMHS transformation for the NHS
- development of a new model of community nursing for the NHS
- design and facilitation of a Systems Changers programme to enable place-based change
- delivery of workshops to enable a national organisation to adopt and use the Creating the Conditions for Change kit.

## Systems Thinking tools or techniques that we offer

- Creating the Conditions for Change toolkit for organisational and systems change
- The Viable System Model is a key area of expertise, using it both in its harder systems sense and as a way to support Creating the Conditions for Change to enable systems change
- Soft Systems Methodology
- Multiple cause diagrams and causal loop diagrams
- Application of metaphor to organisations
- Critical systems heuristics
- Using systems thinking to support QA
- Using systems thinking to make strategy
- Using systems thinking to make change

## Perform Green: Creating a Green and Smart Society