



Curriculum Vitae: Brian Lawson

October 2016

“Intelligence, integrity and sophisticated thinking. I find him hugely approachable, flexible and fantastic to bounce ideas around with”

- A rigorous leader of agile, service and system design.
- A flexible facilitator of strategic leadership and management dialogue.
- A sensitive support in situations of risk and conflict, creating sustainable solutions.

“He is open to experimentation and not afraid to put himself on the line.”

World class facilitation skills and bespoke participatory processes to deliver accelerated co-created strategic development and implementation of rapid improvement programmes, transformation and service and system redesign.

Engaging methods of visual thinking and agile approaches to business model development, rapid growth and improvement in volatile, uncertain, complex and ambiguous environments.

Applying whole system thinking and an empathetic flexible approach to individuals and large groups to overcome resistance to change and to deliver complex projects on time.

“Such knowledge and ability bring real gravitas.”

Able to work on sensitive projects and programmes with authority and trust to enable people to successfully work through conflict, recover from significant incidents and promote resilience at work.

Coaching and training leaders, managers and key staff to develop the repertoire and skills to improve performance and promote career development.

“He is passionate about being absolutely focused on the needs of his clients.”

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Examples of our current portfolio of projects in our key offer areas

<p>System and Service Redesign</p> <ul style="list-style-type: none"> • Whole system and service redesign and integration for health systems in relation to child health, primary care and domestic abuse. • Ongoing service design work for Local Authority where previous design work recognised by OFSTED Inspection. 	<p>Strategic Leadership and Management</p> <ul style="list-style-type: none"> • Support for acting Chief Executive of a private company to create a new senior leadership team and vision and drive the integration of the company. • Support for award winning business owners to create a new vision with their team and help them implement the new strategy with the engagement of staff.
<p>Complex Change and Transition</p> <ul style="list-style-type: none"> • Rapid improvement programme for failing service involving supporting, training and coaching new leadership teams, supporting rapid service redesign, providing skills training for operational managers and resilience training for staff. • Supporting the rapid creation of regional skills training organisation and creating and developing some of the core modules. 	<p>Risk, Resilience and Conflict</p> <ul style="list-style-type: none"> • Working with a City Local Authority to manage significant increases in volume and demand to manage risk and cost with a whole system approach to services for children and young people. • Assisting and supporting the strategic development of two National Organisations to address key areas of risk in sexual offending and risk to unborn children.

Other work

<p>Lecturing and Teaching</p> <ul style="list-style-type: none"> • I am an associate lecturer in organisational design at Sheffield Hallam Business School. • I am an associate lecturer in transformational leadership for the leadership centre at the University of Northampton. • I teach ILM leadership and management programmes at level 5 and 7. 	<p>Training and Development</p> <ul style="list-style-type: none"> • Comprehensive programme of skills training for workers and managers and specialise in resilience at work and development programmes for first line managers. • Comprehensive programme of safeguarding training in schools: whole school DSLs and Governors • Change and transformation development through Growth Lab and Morph Lab.
<p>Coaching and Mentoring</p> <ul style="list-style-type: none"> • I provide executive leadership and management mentoring and coaching. I am a growth coach for high growth potential businesses and I specialise in preparation for interviews. 	<p>Conferences and Workshops</p> <ul style="list-style-type: none"> • I presented a workshop at a European conference in Stockholm on agile facilitation in July 2016. • I presented work on service improvement and redesign to the Association of Directors of Children's Services at their conference in July 2016.

Examples of previous projects

In ten years I have worked with over 100 separate organisations and have completed between 2 and 80 projects with them. I am usually working on about 20 projects at any one time with between 3 and 6 Associates and two main partners. I have worked locally, nationally and internationally and I have worked with award winning teams and organisations and those in deep difficulty and dysfunction. I am a member of the International Association of Facilitators and I am currently completing a Doctorate with Sheffield Hallam Business School. These are an example of the range of projects I have been involved with:

- January 2014 – May 2015: Support for rapid service integration and transformation. Proof of concept, creating new teams, saving over 2 million pounds, maintaining resilience and performance and improving outcomes. Taking teams through transition process.
- January 2014 – May 2016: Strategic support to Chief Executive and Trustees. Provision of additional strategic support to assist in the repositioning and rebranding of the organisation, leading to winning new contracts in new areas of business. Supporting service redesign and integration to create new teams and management structure.
- January 2013 – September 2014: Strategic support to Trustees and Chief Executive of Hospice and development programme with the Leadership and Management Team to create and deliver a new strategy and enhanced operating model
- June 2012 to June 2016: Government Reviews into Domestic Homicide and Local Serious Case Reviews. I completed two Domestic Homicide Reviews for the Home Office in Sheffield and North Yorkshire. I have undertaken a Serious Case Review for Sheffield and learning reviews for Doncaster and North Yorkshire and Bradford. I provide support and supervision to others undertaking reviews.
- July 2008 to July 2012: Support business owners in rapid growth and international expansion. Support to



double the size of the award winning Company in six months from 26 to 52 people and to create the infrastructure and vision to enable them to expand internationally and to win major prestige projects whilst continuing to innovate.

- July 2011 to March 2012: Support work with an international Voluntary Organisation to modernise and transform its strategy and business model. Work with the Board and Senior Management Team to create an integrated delivery model and sustainable strategy for the future. This included supporting key figures leaving the organisation.
- January 2011 to March 2012: Work with the Board of a Private Company on creating a high performance organisation. This included team building with the Board, developing a new vision and strategy and planning the creation and implementation of a high performing organisation.
- December 2009 to March 2011: Development programme delivered with Chief Executive to 40 Senior Managers Public Sector Organisation to manage budget reductions and transform services. Achieving major first year savings of over 20million. Recognised by the Audit Commission. 20% increase in staff satisfaction over this period. Integrated vision and transformation process in place to manage reconfiguration of service delivery.
- March 2009 to December 2010: Creating a new partnership organisation for the integrated delivery of Learning and Support Services in Sheffield. Facilitation and co-production of large scale, whole system events to create a new vision for learning in the City. This included: a 'done on the day' workshop for 450 key leaders to establish a mandate; an intensive two day follow up workshop to create the proposal for the new body and a feedback conference for 150 to finalise agreement to proceed.
- September 2007 to November 2009: Embracing a digital world- University Research Libraries. Transformational strategic change and leadership. Work with the Russell group of University Research Libraries to relaunch their organisation and strategy, including running workshops at European and National Conferences and developing a Leadership Development mentoring programme.

Selection of Published Materials

- A Consilient Approach: Supporting Leaders to Manage and Sustain Successful Change in Complex, Emergent and Contingent Environments in Moving Forward with Complexity: Proceedings of the 1st International Workshop on Complex Systems Thinking and Real World Applications. Edited by: Andrew Tait & Kurt A. Richardson (2011) ISBN 9780984216598.
- Our Choice, Our Responsibility: Creating the Field of the Future in Children's Services. International Society for the Systems Sciences World Conference Paper 2011. July 17, 2011.
- Domestic Homicide Review for the Home Office
<https://www.sheffield.gov.uk/dms/sf/management/corporate-communications/documents/SSCP/Domestic-Homicide-Overview-Report---AdultC/Domestic%20Homicide%20Overview%20Report%20-%>

Employment history (in brief)

- **March 2015 to present:** Managing Director Lawson Thinking.
- **Jan 2006 to March 2015:** Managing Director Consilient Change.
- **Aug 2001 to Jan 2006:** Programme Manager, Sheffield Children's Fund, Chief Executive's Directorate, Sheffield City Council.
- **Sept 1999 to Aug 2001:** Joint Commissioning Officer, Children and Young People, Social Services Directorate, Sheffield City Council and Family Support Coordinator.
- **Nov 1991 - Sept 1999:** Training and Development Project Manager Sheffield and Wakefield Area Child Protection Committees.

Education and Qualifications

2009 - Present	Doctorate in Business Administration at Sheffield Hallam University Business School.
1983 - 1985	University of Sheffield 2.i MA Hons in Applied Social Studies, Certificate of Qualification in Social Work
1978 - 1981	University of Leicester 2.i BA Hons, Sociology and Social Psychology

