

**TCM** GROUP

Putting  
People First™

Application pack for the position of:

# Director of Transformation Services







**Are you seeking a leadership role in an award winning and highly regarded people, culture, and leadership consultancy?**

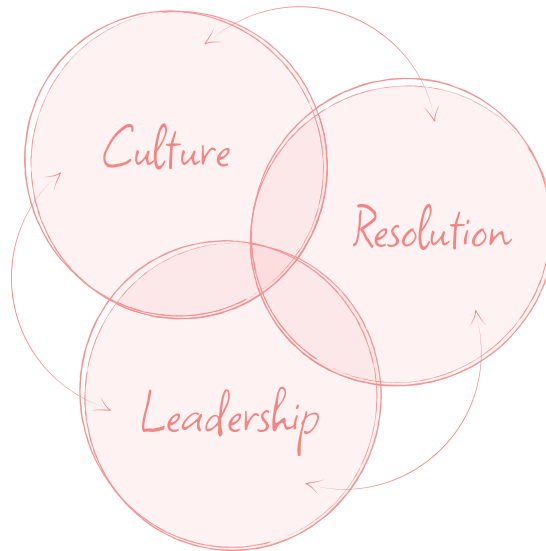
**Are you passionate about the development of purpose driven, values based and person centric workplaces?**

**Are you a natural entrepreneur who thrives in a commercially driven and high growth environment?**

**Are you determined to affect change in the world of work?**

## The TCM Advantage

TCM empowers people and organisations to adopt purpose led, person-centred and values based approaches to culture change, conflict and complaints resolution, human resources, people management and leadership.



We are passionate about protecting relationships whilst securing lasting and sustainable outcomes at times of conflict, change, crisis, controversy, and challenge. We work in partnership with our customers to develop the overarching strategies, the core values, the systems, the processes, the mindsets, and the behaviours which engender a fair, just, inclusive, sustainable, and high performing culture – a transformational culture.

Our consulting team comprises some of the top global talent. Through their expertise and their endeavours, they encourage co-operative problem solving, open dialogue and stakeholder engagement.

Our customers benefit from our insightful teaching and consultancy methods which are accessible to all. We are inspired by approaches such as behavioural science, positive psychology, appreciative inquiry, restorative justice, principled negotiation, nonviolent communication, and emotional intelligence.

We believe in the ability of people to resolve often intractable problems with compassion and collaboration, when the correct conditions are in place. We also believe that an engaging, empowering, and proactive resolution of business challenges is more effective than the confrontational, adversarial, and often punitive approaches which are currently in use in a great many organisations.

## Introduction

Click [here](#) to read what people say about TCM on TrustPilot.



**The TCM Group is a leading and award-winning provider of cultural change, conflict management and leadership development services and training. Established in 2001, over the past 21 years, we have secured a world class reputation and a first-class client list.**

We have worked at a strategic level to embed cultural change, leadership development and conflict resolution programmes within organisations as varied as Royal Mail, Network Rail, NATS, Aviva, HSBC, Lloyds Bank, TSB, Capgemini, Ofcom, BA, Virgin Atlantic Airways, Tesco, The BRC, The Metropolitan Police, London Ambulance Service, and the entire UK Civil Service (with whom we have a framework agreement to deliver mediation and leadership training).

Led by David Liddle, founder and CEO, we have been a driving force in the development of purpose led, values based and person-centred organisations. Our unique Transformational Culture Model™ is being applied in a wide array of organisations and our transformative leadership and management practices are becoming increasingly mainstream. In 2014, TCM published the now ubiquitous Resolution Framework™ which offers a robust and modern alternative to damaging and divisive grievance discipline and performance management systems.

With our values providing a golden thread that runs throughout our business, we operate out of the Business Design Centre in Islington, and we have a state-of-the-art training and mediation venue (The TCM Academy). We have a team of 16 full time employees covering a range of head office roles. The TCM team also includes c100 freelance associates. Please [click here](#) to view the current TCM team .

In 2018, TCM was awarded Mediation Provider of the Year at the National Mediation Awards (hosted jointly by the Civil Mediation Council and The College of Mediators). In 2019, we were finalist for the Best HR/L&D Consultancy of the year at the CIPD's People Management Awards. In 2020, we were the proud winners of the HR Consultancy of the Year at the Personnel Today Awards and in 2021, we won the Change Management Award in partnership with TSB Bank. We have been shortlisted for numerous awards during 2022, many of which are announced this Autumn.

You can read more about The TCM Group on page [12](#) onwards.

## About the role

We are seeking a qualified and highly experienced HR and/or OD leader to head up our transformation consulting activities thereby supporting us to realise our ambitious growth and expansion plans.

The primary purpose of this exciting new role is to assist our customers to develop and sustain a transformational culture within their workplace. A transformational culture is defined in David Liddle's highly acclaimed latest book, *Transformational Culture, develop a people centred workplace for improved performance*. David has developed The Transformational Culture Model™ which provides a unique blueprint that facilitates the shift to a purpose-driven, values based, and person centric workplace:



As well as leading on the development and deployment of the above model within our customers organisations, the successful candidate will be a member of the TCM leadership team. As such the successful candidate will support the development of a people, values, purpose, and performance centric culture across TCM. Our values define our business, and the successful candidate will help us to weave our values as a golden thread throughout our business in such a way that they enhance the experience of our customers, our colleagues, and our consultants, whilst helping to optimise business performance.

As a well-established consultancy, a substantial amount of our work is generated through relationship management, recommendations, and referrals. Therefore, a substantial part of this role will include customer engagement and relationship management. Of course, securing and retaining new business is also important. Working with a fabulous business development and administrative support team, you will lead an end to end business development and contract delivery process spanning our people and culture and leadership consultancy services including handling enquiries, tender and bid production, customer onboarding, project management, contract compliance, troubleshooting & problem solving, evaluating the impact of our services, and ensuring an exemplary level of follow up and aftercare.

Drawing inspiration from agile project management, we have developed a proprietary OD and project management system called The TCM System™. The TCM System™ is used to design, deliver, and manage a wide portfolio of projects and programmes:





Working closely with our CEO, fellow directors, programme co-ordinators, business development team, support staff and a team of the very best HR, OD and L&D professionals, you will lead on the development, promotion, implementation, and evaluation of the following aspects of TCM's transformation consultancy programmes:

- Integrating a transformational culture within our customers organisations (values based, person centred and person centric).
- Supporting HR with the shift from transactional to transformational (putting the human into human resources).
- Developing and implementing our customers people and culture strategies.
- Designing cultural change programmes for our customers to assist and facilitate the required structural, systemic, relational, behavioural and cultural shift.
- Integrating modern, robust and humanising HR and management systems, guidelines, policies, and procedures.
- Integrating the TCM Resolution Framework™ (the proven alternative to discipline and grievance procedures).
- Overseeing some of our exciting initiatives such as Transformational Trailblazers™ and Culture Catalysts™.
- Leading the design and development of leadership and management programmes under our brand Engage Leadership™.
- In partnership with our director of investigation and resolution services, leading the development of TCM's coaching services under our brand Engage Coaching™.
- Overseeing change management, organisational development, and turnaround consultancy programmes.

You will be an ambassador for TCM and its principles which will include designing and running workshops and speaking at conferences and events. Excited about the world of social media and digital communications, you will enjoy engaging in regular social media and web-based activities such as writing blogs, webinars, and online chats/clinics.



You will be the quality lead for our suite of transformation consulting services and courses and you will grow, lead and manage our team of freelance transformation consultants. You will be passionate about the quality of the services our consultants are delivering and will develop and deliver a robust quality assurance and continuous improvement system within TCM's transformation team and more widely across our business. Your proactive approach will ensure that you are able to predict and plan for the changing needs of the business and ensure that we have access to the necessary talent to deliver our commitments.

You will seek to continually improve our range of resolution and people & culture courses and training programmes. You will also be required to extend our flexible learning solutions, ensuring that our courses and programmes are taking full advantage of digital teaching and eLearning solutions and applications.

The leadership team at TCM are proud of what we have achieved over the past 20 years. Looking ahead over the twenty years, we are extremely ambitious, and we are excited about the potential for significant growth and expansion measured in terms of customer acquisition, customer retention, revenue growth and profitability.





## About you

We are seeking an exceptional candidate to join the business. You should possess the following experience, knowledge, skills, and qualities. As part of your application, please prepare a covering letter which gives examples of your experience and qualifications in section 1, and which demonstrates your knowledge, skills, qualities, and attitude in sections 2 and 3 below:

### 1. Experience and qualifications:

You should possess a minimum of 5 years' senior level experience in an HR, OD and/or L&D leadership role. This should be supported by a relevant post-graduate qualification. In addition, you should possess the following experience and qualifications:

- High level membership of a recognised professional body such as the CIPD, ILM or TILM.
- Experience of leading effectively in an evolving, complex, and sometimes ambiguous environment.
- Experience of programme management including working on multiple projects and managing complex information.
- Experience of developing and integrating quality systems and continuous improvement processes which deliver customer value and improve internal operations.
- Experience of developing and maintaining relationships with customers and colleagues.
- Experience of using digital systems including MS Office, MS Teams, Zoom, etc.
- Experience of innovating, independently and through collaborative teamwork, promoting feedback, challenge, and debate to help optimise business solutions.



## 2. Knowledge and skills

You will need to bring a knowledge of entrepreneurship and a deep understanding of organisational development (OD) and the pressures facing HR and leaders to become more transformational (purpose, values, and person centric). In addition, you should possess the following skills and knowledge:

- Outstanding leadership skills and knowledge.
- Outstanding written and verbal communication skills.
- Outstanding influencing and negotiating skills.
- Outstanding presentation skills.
- A deep knowledge of quantitative and qualitative data research methods and how they can be deployed in a real world context.

## 3. Attitude and qualities:

Working in an ambitious, fast paced and evolving owner managed business, you will require bags of tenacity, flexibility, personal resilience, and good humour. In addition to these attributes, you should possess the following attitude and qualities:

- Continuously developing and honing your leadership skills through coaching, training and/or engaging in professional development activities.
- Demonstrable attention to detail and accuracy.
- Demonstrable commitment to quality and continuous improvement.
- Able to quickly digest and understand complex business needs and challenges.
- A well organised completer-finisher.
- A team player but also highly self-motivated.
- Passionate about the needs of customers and/or service users.
- Innovative - seeks out and implements creative solutions to business challenges and problems.



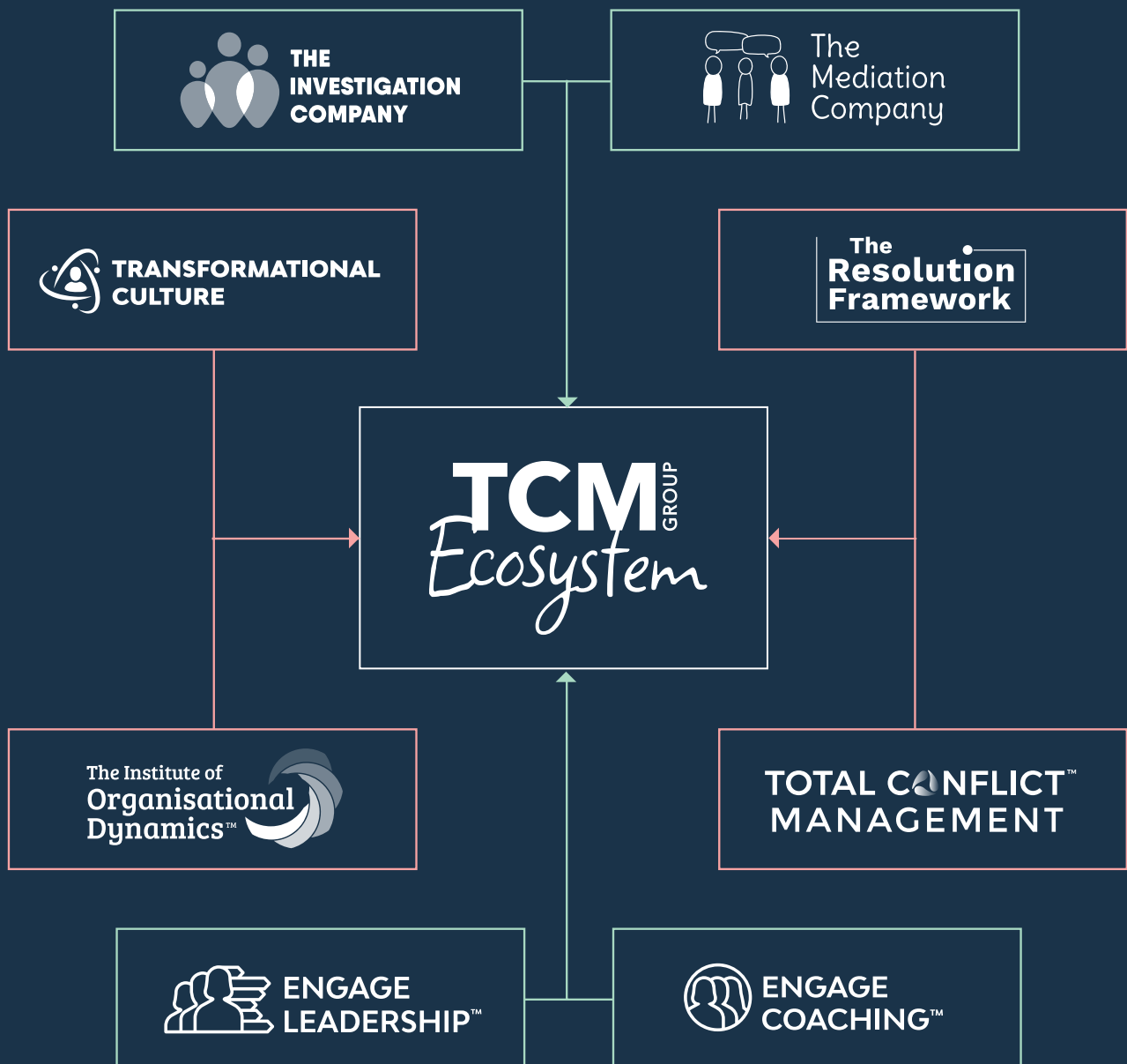
## Key facts and how to apply

<b>TITLE:</b>	Director of transformation services.
<b>LOCATION:</b>	Hybrid working. Indicatively three days per week home based, two days per week office at TCM's head office in The Business Design Centre in Islington, North London.
<b>JOB TYPE:</b>	Permanent, Full-Time.
<b>SALARY:</b>	<p>Earnings of £100,000+ per annum. This salary is calculated as follows: £70,000 p/a gross annual salary plus c£30,000 p/a profit share bonus scheme.</p> <p>(Bonus for FY 21/22 was £21,000 with FY 22/23 predicted to be £30,000).</p>
<b>BENEFITS:</b>	Pension scheme plus generous holidays and birthday leave. Access to our current employee benefits scheme via our HR platform. TCM will be introducing a more substantial employee benefits programme in FY 22/23.
<b>REPORTS TO:</b>	CEO of TCM, David Liddle.
<b>HOW TO APPLY:</b>	Please send your CV and covering letter to <a href="mailto:jobs@thetcmgroup.com">jobs@thetcmgroup.com</a>
<b>GO LIVE:</b>	26th September 2022.
<b>CLOSING DATE:</b>	28th October 2022.
<b>PROCESS:</b>	<p>CV and covering letter submitted.</p> <p>Long list agreed by TCM board (early November 2022).</p> <p>Longlisted candidates' complete application form, psychometric test and attend an online interview.</p> <p>Shortlisted candidates invited to attend a one day selection centre at TCM HQ in London.</p> <p>Face to face interview with selected candidate(s) following selection centre.</p> <p>Provisional offer made to selected candidate.</p> <p>References, DBS and other mandatory checks undertaken prior to formal offer being made.</p> <p>Successful candidate notified and formal offer made.</p>



## More about The TCM Group

The TCM Group is a global provider of conflict resolution, culture change and leadership consultancy and training. The TCM ecosystem comprises 9 brands which are set out below in the form of the TCM ecosystem. More details of each TCM brand can be found by clicking on the associated logo:



Putting People First™

“Transformational Culture by David Liddle provides the guidance to leaders, managers, and HR professionals on the importance of putting purpose, values and people first. David delivers a blueprint for creating an inclusive, sustainable, and high performing culture.

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FINANCIAL SERVICES LEADER, EY

TCM's founder and CEO, David Liddle, has achieved many accolades including top 20 HR Most Influential Thinker and Thinkers50 Radar. He has written two highly regarded books and has contributed to many others, including a recent text by Thinkers50.



#### Managing Conflict

<https://amzn.to/2EbDX7O>



#### Transformational Culture

<https://amzn.to/3vIH7e4>



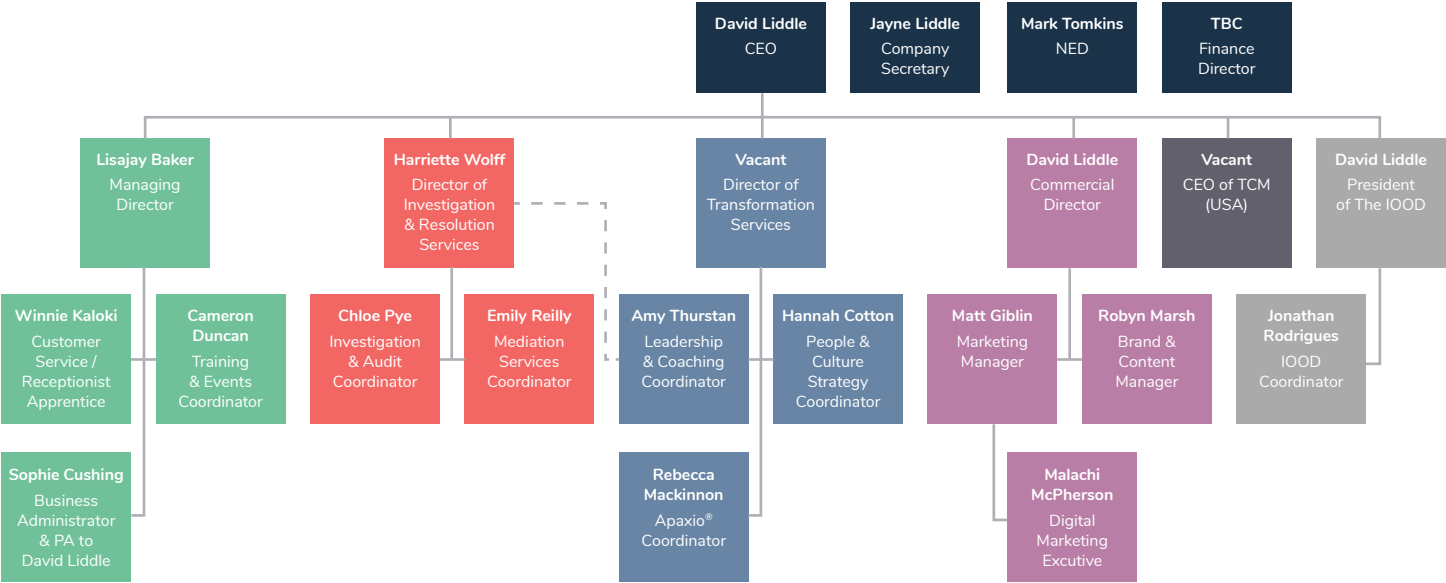
#### Perpetual Transformation

<https://amzn.to/3gC0TN2>



# Business outline

TCM benefits from a diverse blend of full time colleagues, freelance consultants, and external partners. The current TCM organisational structure is set out below:



The team at TCM are proud of what we have achieved over the past 21 years. We are accredited with Customer First and we are currently going through the process to become an accredited Investor in People and a Certified B Corporation.

As this document highlights, TCM is experiencing an exciting period of rapid growth and evolution. We welcome the opportunity of working with you to achieve our ambitious future plans. We are also actively developing our presence in the USA and this role will support that expansion.

Throughout our existence, we have adopted a lean business methodology and we use outsourced partners to support our head office team.

Our external partners include:

- Design and web: Aubergine 262.
- Website ecosystem: all sites are built in WordPress by Aubergine 262.
- PR and communications support: a range of freelance and PR agencies.
- CRM: Salesforce.com.
- Marketing Automation: Pardot.
- Data: Zoom Info and Honch.
- For bids and tenders, we have a contract with Contracts Advance with support from two external bid writing firms TendersUK and Contracts Advance.
- Bookkeeping: Xero.
- Accountancy: the Accountancy Partnership (TAP).



## Notes