



G-Cloud 15 Service Definitions

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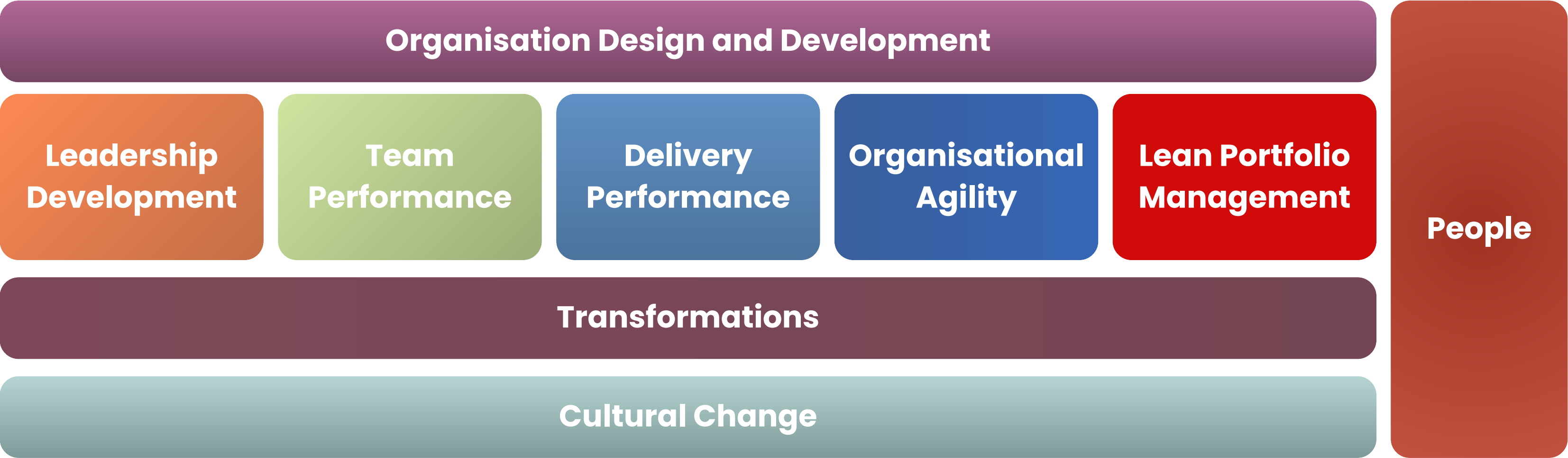
We're on a mission to help people lead the adoption of new organisational and operating models. Bringing together portfolios of innovation, change and run into customer centric services that put people first, unlock their potential, and focus on cost effective delivery of value and continuous evolutionary change.

Our focus is on supporting UK Government and public sector organisations, but we also have a long track record of supporting people and organisations in the private sector.

Our Services



We help organisations address their organisational and delivery needs and challenges



Everything we do is driven by our clients needs and the outcomes they want to achieve. We do not make assumptions about what the solution might be and do not come with pre-decided or prescribed answers, instead we draw on our toolkit of knowledge, workshops and training as required.

We believe that the best people to solve your problems are your own people. You therefore don't need a large, expensive team of consultants doing the work for you or – worse still – to you. We also recognise you don't need to be told to do something different; you need to work out how doing something different will work in your environment. This delivers meaningful change that will endure in your organisation after we have finished.

Organisational Design & Development

We help organisations whose operating models and organisational design aren't working effectively for them.

This could result in poor delivery performance, an inability to react and pivot to changing needs, an inability to control costs, being unable to prioritise, or simply that they're losing good people.

We focus on the adoption of modern organisation design principles:

- Organising around teams that are empowered to deliver outcomes and solve complex problems
- Bringing together innovation, change and run
- Rolling annual headcount and budget allocation
- Adopting new measures of success around value delivery and cost
- Investment and continuous improvement



Case Study

We helped a Government department to become Service Orientated
Read more...

We enable the people in the organisation to build and develop structures and operating models that work for them and that deliver the organisation's goals. This is supported with education about new ways of working (including the work of Corporate Rebels and our own Service Thinking), assisting in the introduction of changes, and helping leaders to understand their role in modern organisations. We then work with teams to embed a continuous improvement approach to ensure that the model continues to evolve as the organisation matures.

For more information please see - <https://clearstargroup.co.uk/organisational-design/>

Case Study

We helped a Government department to fund portfolios rather projects & programmes
Read more...

Service Thinking

Our open-source organisation design model

<https://servicethinking.net>

Leadership Development

We help leadership teams (at every level) to be more effective

Leaders can often find themselves in charge of siloes, focussed inwards, and placed in a zero-sum competition with other parts of the same organisation.

“
The Clear Star team transformed the way we worked together, removing tensions, and creating space for us to achieve our potential
”

Through coaching, mentoring and facilitating, we help them operate as a team rather than a collection of individuals. We work with them to establish broader team agreements and collaborative working patterns; focusing on the delivery of collective outcomes alongside their individual day to day responsibilities, and by helping them understand how to be effective in modern organisations.

For more information please see - <https://clearstargroup.co.uk/leadership-development/>

Team Performance

We help teams to be able to deliver predictably, sustainably and at pace.



Many teams struggle with the next step after they've formed or implemented a new way of working. It's really common for teams to plateau and never quite reach 'high performing team' status. The desire for speed often leads to an inability to forecast future delivery, or difficulty providing metrics that other parts of the organisation need in order to make strategic decisions. We help teams achieve their own balance between all the trade-offs that are necessary in reality.

Our team culture package of working agreements, real time strategy, simple guiding principles and new ways of working helps create these high-performing teams. It embeds a culture of continuous improvement that persists.

For more information please see - <https://clearstargroup.co.uk/team-performance/>

Delivery Performance

We help delivery organisations to deliver more value more predictably and to better manage complexity and risk.

Case Study

We helped a key Government supplier improve their programmatic governance and delivery

[Read more...](#)

We do this by focusing on the people. We help them organise themselves effectively and ensure they have all the required skills and experience. Then we focus on ensuring they have a clear operating model that empowers and allows everyone involved to contribute equally.

We use techniques that build networks of self-managing, cross-functional teams. Aligning them through big room planning events that allow everyone to contribute and commit to a shared plan, and to discuss, review and resolve dependencies and risks. This enables predictability, incremental delivery and evidence based measures of progress.

For more information please see - <https://clearstargroup.co.uk/delivery-performance/>

Organisational Agility

We help organisations that want to achieve greater organisational agility and be more responsive to ever-changing demands.

but who don't know where to start or are struggling to get the value they expected from previous transformation attempts.

Blog Posts

- [Our definition of agility](#)
- [Our approach to agility](#)
- [Moving forward from agile delivery teams](#)

This is primarily achieved through the adoption of a systemic approach to the delivery of customer-focused value that doesn't depend on any specific set of practices or framework. Instead, we focus on building a shared set of organisational values and principles before helping clients find the right set of practices that work for them.

And this includes enabling functions outside of the traditional delivery team environment (up/down and right across) such as portfolio management, governance, commercial, finance, security and HR, ensuring they support and enable the move to greater organisational agility.

For more information please see - <https://clearstargroup.co.uk/organisational-agility/>

Transformations



We help organisations to transform themselves.

Whether that is because they don't know where to start, they've started a transformation programme and it's failing, or they have had previous attempts fail, and they don't want history to repeat itself.



We do this by teaching organisations how to run effective transformation programmes based on other successful transformations and the latest industry thinking. We focus on outcomes over a fixed plan, empowering their people to lead and work out the right answer, and engaging leaders in guiding, supporting and embedding the change.

We're one of the only UK accredited Kotter Certified Change Leader consultancies.

— “ —

You provided the right way of thinking
– it is OK to experiment, get things
wrong or try something completely
different and learn from it.

— ” —

Blog Posts

- [Principles of Successful Transformations](#)

— “ —

You helped us ensure staff looked favourably on the changes being introduced, which helped overcome some of the inertia in the system and built a cadre of supporters

— ” —

Case Study

We helped turn around a major change programme in a large government agency

[Read more...](#)

For more information please see – <https://clearstargroup.co.uk/organisational-transformation/>

Cultural Change



We help leaders who want to change the culture of their organisation.

Be that being more security focused, to introducing empowerment, trust and delegation, or to address deep seated preconceptions about the organisation and how it works.

— “
Your work with the Guiding Coalition drove a change in mindset, culture and behaviour across functional silos to support departmental transformation.
” —

There are no quick and easy solutions to this. We start with leaders. We help them understand their role in driving changes and how their behaviours might need to change.

Then we pivot to helping the wider organisation look at the way it's organised and the way it operates. We demonstrate how these things underpin the current culture, and how they might also need to change.

Only by helping the organisation change the way it operates, and by focusing effort on sustaining this, will the culture of the organisation effectively change.

— “
The Clear Star team drove service thinking and starting to shift our culture towards one that treats services as an important part of what we are here to do
” —

For more information please see - <https://clearstargroup.co.uk/cultural-change/>

People

We provide brilliant people to fill temporary gaps in organisations

With a focus on delivery management, key agile roles and portfolio management

We don't just provide good people who can do the job, we provide people with experience in training and coaching people in that job.

That means you not only get someone who understands the role inside out, but someone who can train, coach and guide a long term successor.

Our people have a track record of delivering major impacts, and come with our company wrap that provides assurance, risk management, and the ability to flex and adjust to your needs.

For more information please see - <https://clearstargroup.co.uk/brilliant-people/>





Our Toolkit

We bundle these in with our service delivery to best achieve your outcomes as well as offering these direct

Training

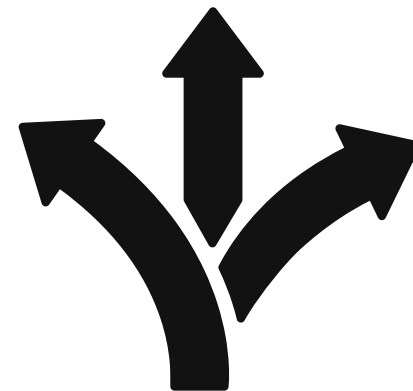
levelling up your organisation

**TRAINING
FROM THE
BACK OF
THE ROOM**
TBR PRACTITIONER

Most of our training courses and workshops are built using approaches and techniques from TBR. We are firm believers in engaging the whole person and whole brain exercises to help teams grow. We are able to offer training in this approach.



Through ICAgile we offer agnostic agile certifications in Agile Fundamentals, Agile Product Ownership, Agile Team Coaching and Systems Coaching and Thinking.



Pathway training – this popular approach allows us to step away from classroom based learning and deliver growth through a combination of taught modules with mentorship and coaching to ensure practical application of the subject.



Scaled Agile certification is provided by our SPCs (SAFe Programme Consultants). We are able to teach all courses and every one of our trainers has practical experience in the roles they teach.

going beyond a 2 day bootcamp to address mindset change

Coaching

unlocking your potential



Our approach does not focus solely on learning techniques and practices, we explore the whole human and create space for growth.

Our coaches are experienced in leadership coaching, skills coaching, goal coaching, systemic coaching and team coaching.

We explore each person's journey, how it aligns to team/organisation goals and create coaching plans for teams and individuals.

We have used these techniques to help align leaderships with their teams and help explore conflict.



Workshops

20 people in a room does not make a team

Teaming

We offer a series of workshops to help a team get on the same page. From understanding their ways of working to exploring signs of conflict and giving each other permission to challenge. These workshops are built to help progress the Tuckman Model and accelerate team performance.

Leadership

Impact vs Intent
Empowerment vs Abandonment
These are two key areas facing leaders today which we explore and help build communication plans, intent based roadmaps and address the language we use to add clarity to our leadership approach.

Culture

We go beyond the buzz words defining organisation culture. We explore tiered culture within organisations and actions to lead to the intended culture state. Our series of workshops aims at exploring culture, defining it and creating actioning plans to avoid a known negative culture state.

Facilitation

Often overlooked but facilitation is one of the most useful skills we can have in our busy world. We spend many hours together on calls each day but how many of them can you say were valuable. Through these workshops we explore techniques to add value to our time together and how make work fun again.

....plus many more which can be built around your needs



We are qualified LEGO Serious Play facilitators, and find it a wonderful tool for creating spaces where everyone inputs and contributes equally, where strategy and alignment can be uncovered, and where people can have fun whilst achieving significant outcomes.



We're huge fans of Liberating Structures, a fantastic set of tried and tested facilitation tools that address a wide range of workshop needs.

Assessments

Helping you to understand potential next steps

We don't believe in traditional assessment processes and outputs - measuring you against some arbitrary standard and giving you a mark out of 10.

Our focus is on providing you real value - helping you understand how things are at the moment, what is and isn't working, and what the options might be for moving forward.

We do this by talking to your people, understanding their view from within your organisation. And then we use our knowledge and experiment to propose potential next steps.

We do this at a team level, at an organisational level, and for projects and programmes.





Our Open Source Models

Service Thinking

A model for organising around value through empowered teams responsible for the delivery of value at the lowest cost

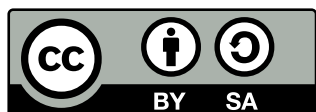
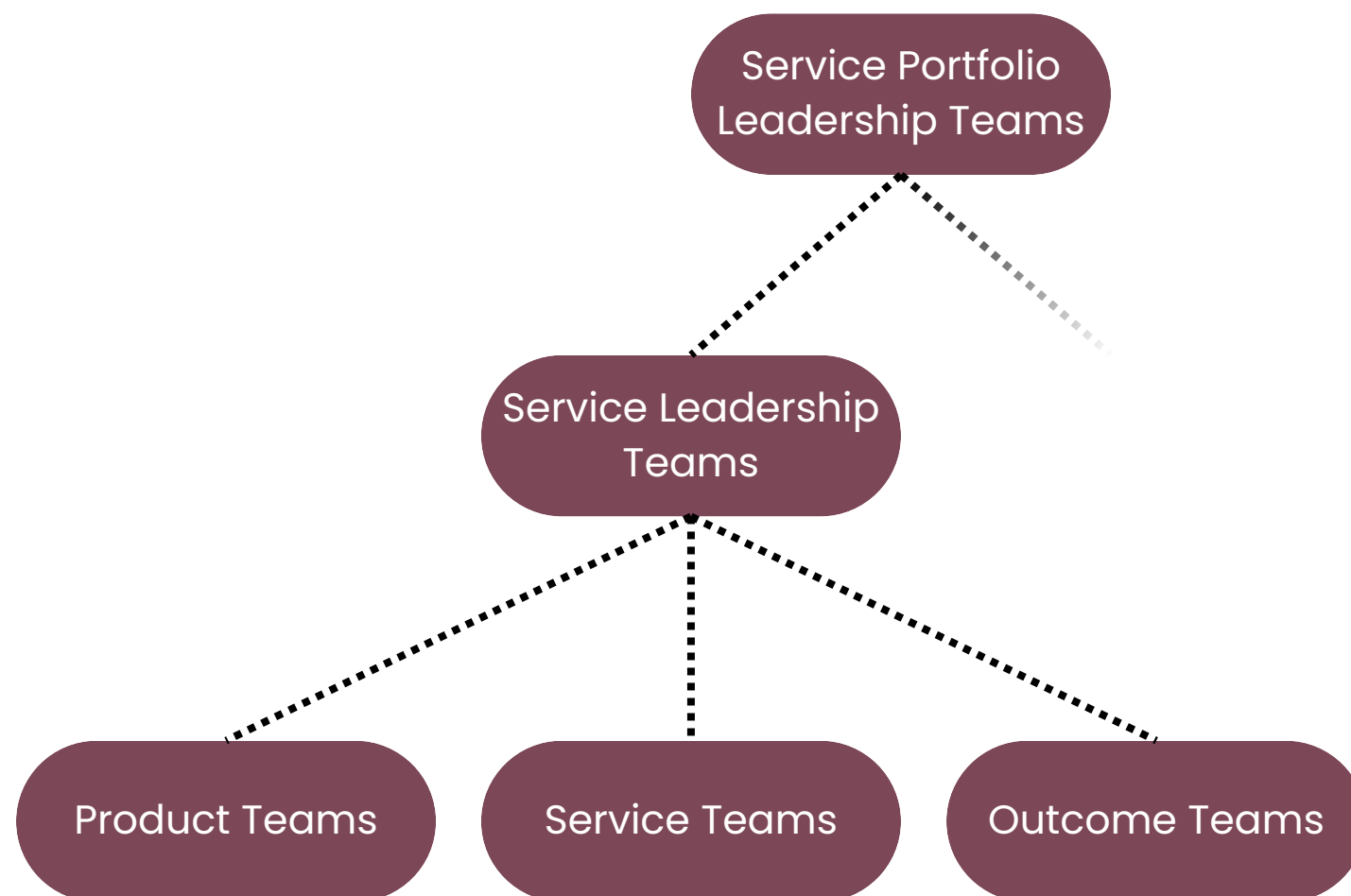
Networks of teams become the organisational unit over individuals in a line management hierarchy

A shift to leadership, entrepreneurialism and teamwork provides a new working platform

Every team is cross-functional, with end-to-end responsibility for delivering value to their customers, with enduring measures of success.

Leadership teams coordinate multiple teams to deliver higher-level services (or portfolios of services)

Lean Portfolio Management provides a new operating model for these leadership teams.



<https://servicethinking.net>
<https://yokoten.net/c/service-thinking/13>

Team Foundations

A model for empowered teams that take collective responsibility
for the delivery of complex outcomes

Team Working

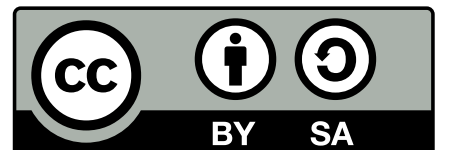
- Shared values
- Communication (& meetings)
- Decision-making
- Resolving conflict
- Psychological safety
- Roles & responsibilities
- Working agreements
- Difficult conversations
- Giving and receiving feedback
- Looking after each other
- Breaking down silos

Entrepreneurialship

- Understanding complexity
- Measuring success (delivering more with less)
- Taking ownership and responsibility
- Solving complex problems (innovation)
- Delivering outcomes (iteratively with feedback)
- Customer centricity
- Balancing innovation, change & run
- Performance & continuous improvement
- Driving change in your customers/organisation

Leadership

- Leadership vs Management
- Empowerment, Autonomy & Accountability
- Creating transparency, trust and openness
- Delegating Decision Making
- Leadership Through Intent
- Leadership Language
- Leading in complexity
- Leading innovation & learning
- Leading with purpose
- Creating a continuous learning culture
- Helping teams deal with tension & conflict

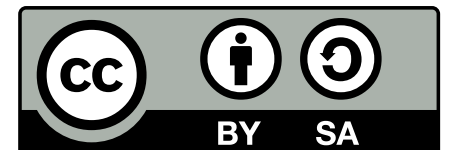
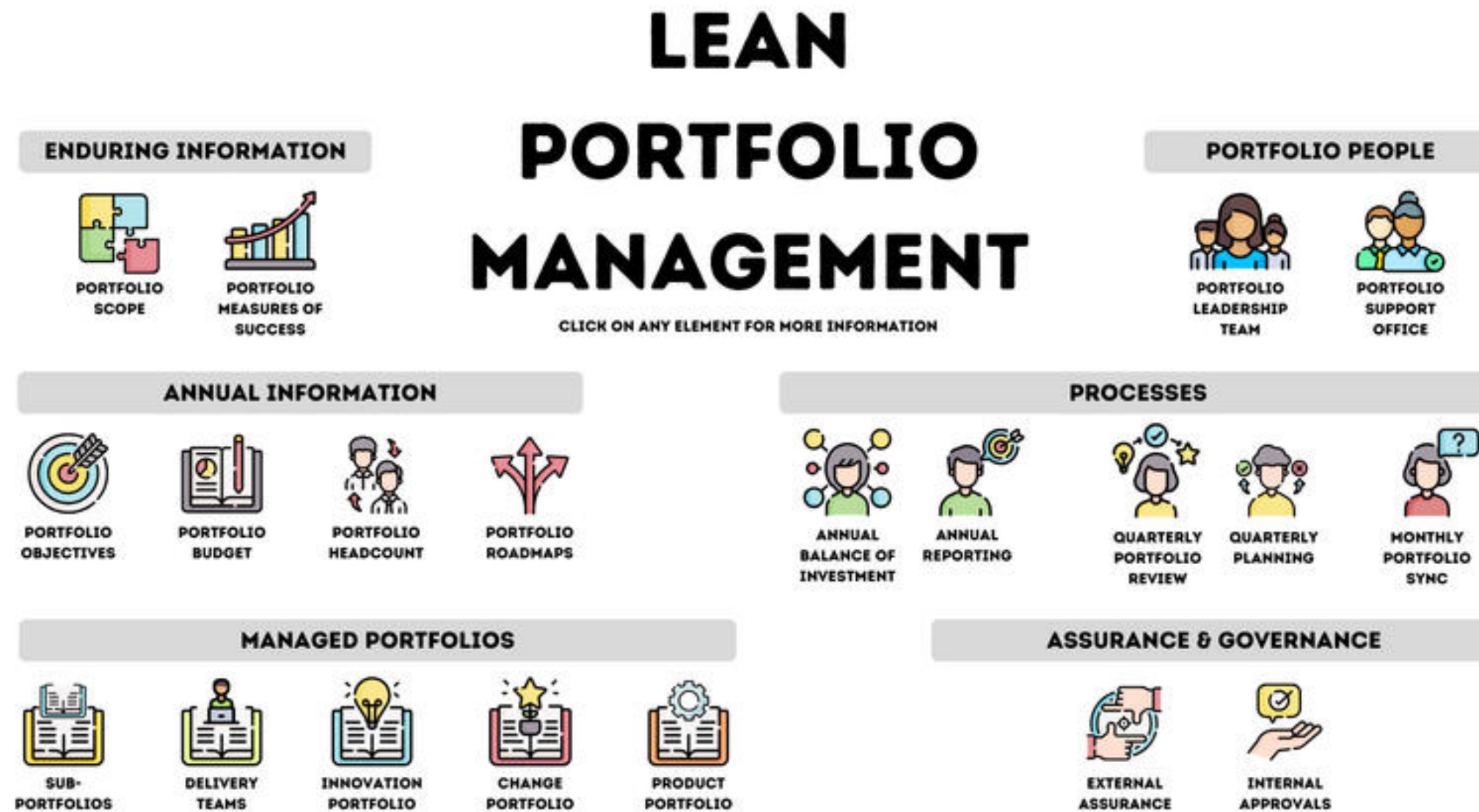


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Lean Portfolio Management



A model for managing portfolios that are organised around value (products and services) rather than projects or programmes



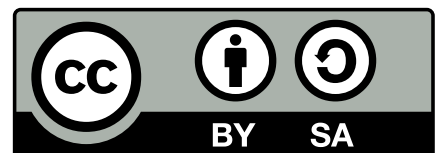
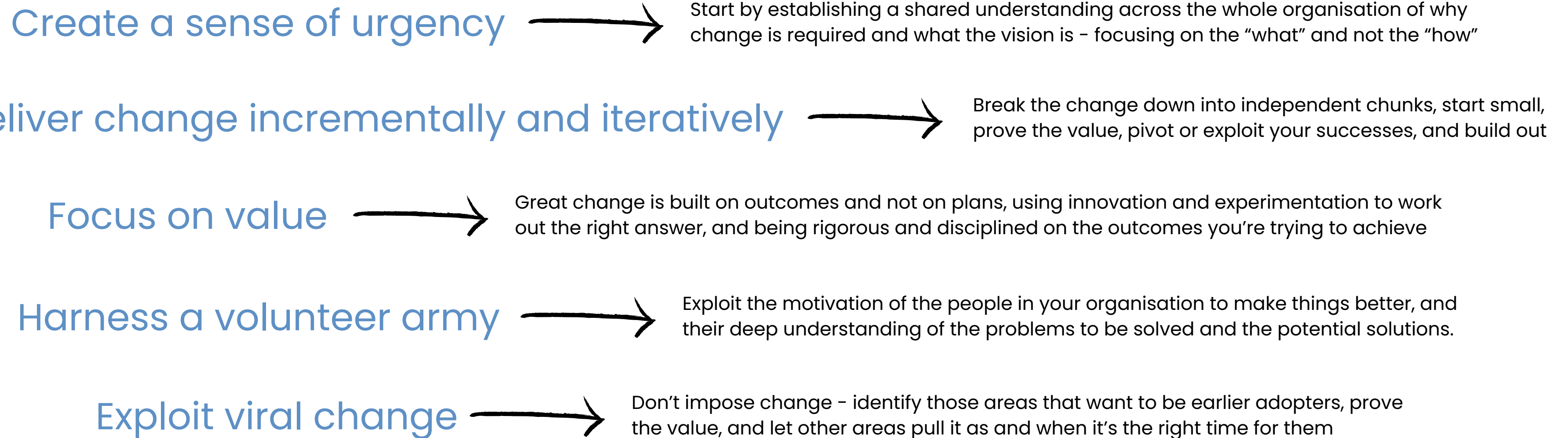
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<https://leanportfoliomanagement.net>
<https://yokoten.net/c/lean-portfolio-management/12>

Effective Transformations



A model for organisations to transform themselves through democratic viral change that delivers real outcomes



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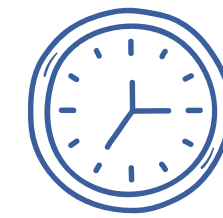


Our Offerings / Quick Start Workshops

Initial Discovery

We would recommend that a tailored series of interviews, coaching conversations and shadowing sessions (over 5 days) would be the quickest collaborative approach to ensuring that we understand the current ways of working, the organisational culture and behaviours and will identify the most visible challenges that teams encounter.

That will enable us to provide you with a report of our findings and recommendations on which 'quick-start' workshops we believe will have the largest sustainable impact, at the lowest cost to you.



Duration

5 days plus a report

Leadership Skills and Behaviours



Through a series of workshops we will equip your people with the skills and behaviours needed to be a leader in the Distributed Digital Age.

Our Quick-Start Workshops combine a range of topics that are tailored to your needs. Some of the individual topics in this theme are:

- Empowerment
- Delegation or Distribution
- Transparency
- Systemic Thinking
- Psychological Safety
- Service and Product Thinking

Leaders will have a better understanding of their role and how they can serve the organisation as a community of life long learners.



Duration

2 days

Understanding Complexity

Through a series of workshops we will introduce the topic of complexity and how your people can navigate and respond when working in (and with) complex adaptive systems.

Our Quick-Start Workshops combine a range of topics that are tailored to your needs. Some of the individual topics in this theme are:

- Cynefin
- OODA
- Weak Signal Detection
- Lego Complexity Play
- Complex Adaptive Systems
- Sensemaking

Your people will be better equipped to identify and appropriately respond to the complex environments they work within and will be better prepared for future technological and human-centred challenges.



Duration

2 days

Teaming Cultures

Through a series of workshops we can help groups of people become a team with a shared purpose, understanding of the human in the room within a people-focussed culture.

Our Quick-Start Workshops combine a range of topics that are tailored to your needs. Some of the individual topics in this theme are:

- Ways of working
- Team Charters
- Manuals of me
- Journey Lines
- Creating preconditions for success
- Building communities
- Preventing conflict
- Clean Language

These workshops are effective with individual teams, team of teams, right up to the C-suite. Their focus on the human connections allows for effective working practices to emerge and resolve common patterns of conflict.



Duration

2 days

Maturing Your Agility

Through a series of workshops we improve your working practices and your ability to respond, resolve and react at pace.

Our Quick-Start Workshops combine a range of topics that are tailored to your needs. Some of the individual topics in this theme are:

- Team Topologies
- Value Stream Mapping
- Dysfunction Mapping
- Agility Health Checks
- 'Eat that frog' time review
- Facilitation best practices
- Golden Thread (Canvas to Stories)
- Personas and Journey Mapping

your organisation will be optimised for the flow of value, with the skills and behaviours to quickly adapt to future challenges and opportunities.



Duration

2 days

Lego Serious Play

Lego Serious Play uses Lego bricks to engage your whole team, and unlock hidden knowledge, innovation and insight. Through a series of structured exercises, this introductory workshop can demonstrate the power of this method, and give your teams greater insight about how they can work better together, or real-time strategies to deal with their business challenges.

- Team formation
- Team bonding
- Better meetings
- 100% engagement
- Surfacing Knowledge
- Insight and innovation
- Real time (adaptive) strategy
- Simple Guiding Principles

your Team will have new insight, and strategies based on real-world, actionable simple guiding principles to enable empowerment and rapid decision making towards a common goal.



Duration

2 days



Case Studies

Case Studies



Building Momentum for Agile Adoption

Covers the work we did with our partners, Cprime, to build momentum around the adoption of agile ways of working in the digital area of a major government department. Helping people in the organisation build their understanding of agile ways of working alongside running experiments to help build confidence and remove blockers to adoption. Read more about our approach and its impact...

[Download here](#)

Transforming an Organisational Change Programme in a Large Government Agency

Covers the work we did to turn around a major organisational change programme in a major government department through the adoption of agile ways of working and change thinking from Kotter, engaging leaders in setting a clear vision and removing impediments, and empowering teams and volunteers to create viral change...

[Download here](#)

Improving Programmatic Delivery and Governance in a Key Government Supplier

Covers the work we did to stabilise the delivery of current projects and programmes and to drive improvements in programmatic governance within a key Government supplier, increasing rigour and alignment, switching focus to outcomes over processes, and shifting leaders to focus on strategic decision making.

[Download here](#)



About Us

We bring together a broad range of
expertise from our experience across
the public and private sectors

How We Work



We exemplify everything we say and teach in the way we work. We work this way in order to maximise the value we deliver, as well as to demonstrate our approach to clients, allowing them to experience what we teach.

We always collaborate in full partnership with our clients, preferring to work in cross functional joint Clear Star and client teams under a client led steering group or Guiding Coalition. We do this to put clients in full control of their transformation and to enable ongoing transformation and continuous improvement after we've left.

Our vision is for organisations that take responsibility not only for their day-to-day operation, but also the delivery of their strategic goals and the constant evolution and transformation of the way they work.

Our Values

We are a company with strong opinions and values that drive the work we take on and the way we deliver it.



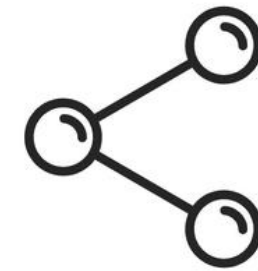
Integrity

Principles and ethics are more important than profit – we will walk away if we don't feel we're adding value, we won't take contracts where we don't think we can, and we'll look to work with partners and suppliers that share our ethics and values.



Transparency

Transparency, sharing and the common good is critical – we're open sourcing everything we teach and will continue to do so. We hope this will enable organisations to transform themselves without our (or anyone else's) help.



Accountability

We believe in taking accountability for everything we do, both as a company and as individuals. We plan carefully to ensure we can make commitments and will raise anything that might impact delivery of these as soon as we're aware of it.

Who we've worked with

Some of the organisations we, or our founders, have worked with:



Foreign, Commonwealth
& Development Office



Strategic Command
Defence Digital



National Cyber
Security Centre



Strategic
Command



Ministry
of Defence



Strategic Command
Defence Intelligence



Ministry
of Justice



Home Office



Department
for Environment
Food & Rural Affairs



Justice
Digital

ROKE

RSA



ULTRA



Contracting with us

Crown
Commercial
Service
Supplier

Digital
Outcomes &
Specialists 6

G-Cloud 14

ACE | Delivered by
vivace



CONSTELLIA
APPROVED

Bloom*
*Opening up procurement®
Accredited Supplier

Futures Lab
Powered by EDP

psr:SOW
Accredited Supplier

 Bramble Hub


JOSCAR
REGISTERED

With access to many other frameworks through a range of partnerships

ESG & Emissions

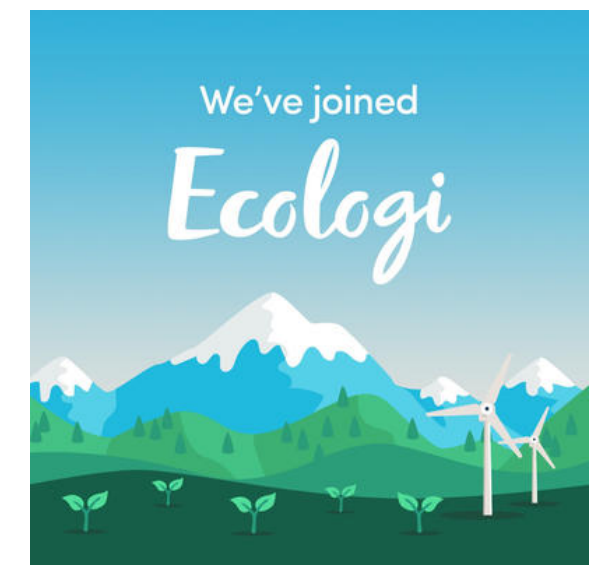
We believe that every company has a duty to reduce and offset its greenhouse gas emissions, and this has been something we've done since day 1.

We've therefore made a public commitment through the SME Climate Hub to reach Net Zero (see our public profile [here](#)), along with a commitment to report annually on our Greenhouse Gas emissions.

We are actively working to reduce our greenhouse gas emissions. We're currently investing in electric vehicles and green electricity, and we're working on prioritising suppliers that actively invest in emissions reductions and offsetting.

We also invest to offset our emissions through our partnership with Ecologi, including sponsoring conferences through investing in offsetting the emissions they generate. Our public Ecologi profile is available [here](#).

For more information on what we've learnt about measuring, reducing and offsetting carbon emissions, please see our blog post on [what we've learnt about greenhouse gas emissions](#).



Armed Forces Covenant



We are proud signatories to the Armed Forces Covenant, and are a Bronze award holder of the Defence Employer Recognition Scheme

Our commitment includes:

- Ensuring there is always a veteran on the company board
- Promoting the fact that we are an Armed Forces and veteran-friendly organisation
- Supporting the employment of veterans; providing open source material for service leavers to adapt their mindset to the civilian workplace; supporting the employment of Service spouses and partners
- Supporting our employees who are members of the Reserve Forces
- Supporting serving personnel and service leavers in their CPD and transition through our open-source material
- Providing pro-bono training, coaching and mentoring to members of the armed forces community
- Supporting Armed Forces Day, Reserves Day, the Poppy Appeal and Remembrance activities
- Supporting Armed Forces charities with fundraising and supporting staff who volunteer to assist.

Our People



Our People



Jo Hills



A civil servant for 18 years, working in policy, corporate, programme delivery and portfolio roles. Most recently as Deputy Director for Defence Digital Portfolio Team. Extensive experience of leading large, complex digital portfolios, building and transforming teams to support their effective management

Alan Jennings



An ICF ACC executive coach who has coached and trained leadership all over the world. Expert in Lego Serious Play and the application of Training from the Back of the Room.

Jon Malcolm



A British Army Officer for 21 years, deploying in a wide range of operational roles. Significant experience of coaching teams and their leaders to make real world, consequential impact from theory and concepts. A strong focus on helping teams to self-organise to identify and address their own challenges .

Our People



Matt White



Extensive experience enabling organisations to achieve enterprise transformational outcomes. Overseen the adoption of Lean practices in large, complex, highly regulated government programmes, and been involved in taking the principles of digital services (and GDS practices), applying these beyond digital teams across an entire department.

Previously a Crown Servant for 20 years in several central government departments and Law Enforcement Agencies, delivering national and international programmes that provided foundational national security capabilities.

Peter Gardiner



Over 7 years experience helping organisations transform themselves using Lean and Agile principles and practices –scaling agile delivery, creating product- and service-focused organisations, and the practices that underpin these including organisational design, lean portfolio management, and product and service thinking.

Previously a developer and architect for over 15 years delivering systems for public and private organisations, following a thread of trying to create bigger and bigger impacts, culminating in the realisation that the most meaningful and impactful change was always to be found in changing the way the organisation worked rather than delivering any technology system.

Thank You

We're on a mission to help the people in Government organisations adopt new organisational and operating models that put them first, unlocking their potential, bringing together innovation, change and run to create a focus on cost effective delivery of value, and enabling continuous evolutionary change that allows them to stay ahead of a changing world.

Enabling your people to deliver sustainable change....

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Open Source Collaboration

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