

Company Background

Questions of Difference was established 14 years ago. Due to our strong record for consistently delivering quality work we have established an impressive client list which has given us the opportunity to work with over 30,000 people across 24 countries. Working with well known brands such as; eBay, RSA, Cadbury, RBS, Amnesty International, Lloyd's of London, AstraZeneca and the Scottish Government. We are proud to deliver work that really makes a difference and has an immediate positive impact on our clients.

We are increasingly seen as thought leaders in our areas of specialism:

- Partnering
- Facilitative Leadership
- Cultural Change
- Conflict Management

We focus on the people related aspects of organisational consultancy. The majority of our work falls into the following four categories:

- Strategic advice and facilitation for Partnerships to enable them to work effectively together, manage their differences and deliver on the collective goals
- Talent development through bespoke development programmes with specific emphasis on Senior Leaders and Middle Managers
- Change Management with a strong emphasis on bringing about significant shifts to the existing culture of the organisation through a range of employee engagement strategies and processes
- Conflict Management services which range from formal mediation to informal facilitation of disputes

The Questions of Difference service offering is delivered through providing strategic consultancy advice, training and development, coaching, facilitation, large event design and delivery, public speaking and conflict management services.

Examples of the kind of work we do include:

- Providing strategic consultancy advice to complex partnerships on their structures, organisational cultures, management competencies, leadership development requirements and partnership behaviours
- Designing and delivering leadership development programmes ranging from 3 days to 2 years
- Providing conflict management and facilitation services to partnerships and organisations
- Designing and delivering cultural change programmes with a strong focus on company wide employee engagement strategies, executive team and middle management engagement
- Training people to work as internal facilitators to deliver sustainable changes and develop internal talent
- Team development at all levels to increase performance with a particular focus on senior teams
- Resolving disputes between individuals, groups and organisations
- Designing and facilitating conferences and large scale events
- Motivational public speaking

Organisations come to us when they are determined to:

- Bring about sustainable change within months, rather than years
- Provide world class leadership development for all staff, including senior management
- Improve profitability by ensuring that *everyone* in the business is captivated by the vision and goals of the organisation
- Ensure that the people in the business maximise the benefits from reorganisation, mergers or acquisitions
- Support organisations working in partnership to achieve their goals to time and budget
- Employ facilitators who will ensure that their conferences and events are interactive, dynamic and worth the investment

Results of independent research

As part of our expansion strategy, we commissioned an independent organisation to conduct research which included past and current clients, suppliers and associates. The following quote from our web site captures the key findings of this research:

'The overwhelming feedback was that we **embed** the capacity within every person to make a real difference by **inspiring** them to achieve major change; challenging and supporting them to **unlock** business challenges, conflicts and cynicism and helping them to see what can be possible. Our work was found to be truly **sustainable** because people change their **instinctive** approach to their work and daily lives through the relationship we build with them. Our business strategy is to partner with organisations in a way that builds internal capability and draws on their existing strengths to create our natural redundancy'.

Our purpose:

To grow a profitable business that positively impacts 0.01% of the world's population

Our goals:

- To ensure ongoing profitable growth with existing and new business
- Be globally recognised as a niche consultancy that specialises in partnering, facilitative leadership, conflict and change
- Be in demand for their capacity to develop others in their specialised field
- Be respected as thought leaders in partnering, facilitative leadership, conflict and change
- To attract and retain top talent
- To foster an environment that enables their people and partners to do great work

Our approach:

We bring a niche offering to the market place by using our own intellectual property products, tools and delivery style.

For a more in-depth understanding of our approach it is important that you review our web site, read the papers that are available and read 'Cash in on Conflict', the book we published in 2006.

The following section will provide you with an overview of some of the key elements of our approach.

The Chaos of Communication and TICing model

Recognising that human communication is seldom straight forward and that this often results in people getting angry with each other, we have developed a unique model and approach to interpersonal communication. This model forms the basis of much of our work on questioning, hearing and conflict management.

Affirmatively Disruptive Questioning Techniques

Given that people and organisations will go in the direction that we question them, we draw on a range of questioning formulas we have created to increase the capacity we have to bring out the best in ourselves and others through the questions we ask.

The 7 Partnering Assumptions

These assumptions form a core basis to the work we do. By inviting individuals and teams/departments to relentlessly focus on and hold these assumptions significant changes in the culture and results that people deliver are achieved. These assumptions are:

- Conflict is one of our greatest natural resources
- We hold appreciation, good will and good intent
- There are multiple realities and we choose what becomes our truth
- In every situation we find what is working and learn from it
- The questions we ask determine the direction we take
- The language we use creates our world
- Trust emerges through the integrity of our conversations

By drawing on our unique approach the Questions of Difference team is able to create bespoke programmes for our clients.

Requirements

As a business we depend on the ability of our consultants and we are therefore setting the highest standards for recruitment. We are committed to finding people who have a passion for what we do and more importantly how we do it, and who want to be part of a team of consultants who each bring unique strengths and differences. The Senior Consultant who joins our team will be relentless in their focus on delivering quality work.

We are looking for people who have some or all of the following:

- Experience of developing and managing people in a large organisation
- Experience and understanding of the politics, dynamics and systemic working of a large organisation
- Strong influencing skills
- Ability to gain respect by their team, peers and senior people as a motivational leader
- Experience of leading or participating in people focused change programmes
- Proven consultancy experience (which could include being part of an internal consultancy team)
- Experience of designing and delivering transformational programmes which may include cultural change, leadership development and employee engagement
- Part of a team that has implemented a change programme
- Coaching senior people with a strong focus on business outcomes and personal congruence
- Facilitation of groups working with complex issues and dynamics

Personal Qualities:

- Commercially focused with an entrepreneurial mind set
- Passion for people
- Open to learning, be adaptable in the way they work and want to explore new opportunities
- Relentless focus on what works
- Welcomes difference and is comfortable with conflict
- Willingness to challenge and be challenged
- Gravitas and strong leadership
- Dynamic and motivational
- Excited by a challenge

Salary and benefits

- Base Salary £50,000 - £70,000 dependant on experience
- Bonus up to 25%
- 5 weeks holiday with time off between Christmas & New Year
- Stakeholder/Group Personal Pension
- Private Medical & Dental cover

Role/Responsibilities will include:

- Designing and delivering Change programmes, Leadership Development programmes and Facilitation training programmes
- Contribution to thought leadership through the development of tools, models, exercises, concepts etc
- Facilitating team development events and programmes
- Designing and facilitating at events / conferences
- Conflict management for individuals, groups and organisations
- Coaching
- Developing new consultants as part of the growth strategy
- Contributing to the future strategy, financial targets and goals of the business
- Business development to establish and maintain our pipeline of future work

A Questions of Difference consultant can be defined by the following:

- Is passionate about living and working in a way that is congruent with the principles and assumptions that are at the heart of the Questions of Difference approach
- Has a natural appreciative frame – looks for the strengths and good intent in others
- Has the capacity to think on their feet and can adapt to different contexts quickly
- Is pragmatic and flexible in the way they work with a client and as part of the Questions of Difference team
- Has an absolute focus on delivering for their clients – this means hearing what they need and helping them to see what could be possible
- Is confident to work with groups at all levels within an organisation – both in a supportive and challenging way
- Is inspirational in the way they communicate
- Can assimilate and make sense of new information quickly
- Adapts their language to suit their environment
- Collaborative and creates energy in the way they work
- Is always willing to learn and is fascinated by the differences in people
- Experience of organisational change either as a leader and / or participant of it
- Holds a strong passion for people
- Has a 'glass half full' approach to life
- Has a strong sense of self awareness
- Is resilient and committed to making a difference
- Gravitas
- Is comfortable challenging people
- Has a good sense of humour

For more information and to apply online, please visit <http://www.hays.co.uk/jobs/qod>

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