

Client Survey

December 2022

Anim_hate



Table of Contents

Introduction.....	2
Method.....	2
Results.....	4
Online Survey Results.....	4
Face to Face interview results.....	16
Conclusions.....	30

Introduction

An exercise was conducted in October 2022 to gain feedback from clients of Animate Consulting on their experience of working with the Animate consultants. This report details the results of the exercise and highlights some points for Animate to consider in the future.

Method

Two methods were employed to collect feedback from clients: an online survey and a face-to-face interview with selected clients.

a) Online Survey

The online survey was designed in Survey Monkey based on survey content developed and delivered in a similar exercise conducted by Mike Nicolson in August 2019.

The survey was sent to 100 previous and current clients. 26 completed returns (26%).

Survey participants were emailed with a three week notice period of the survey deadline and a reminder email was sent to those who had not responded two days before the deadline (nine of the 26 responses were received after this reminder notification).

Questions included the origins of clients' involvement with Animate Consulting, their opinion of work undertaken, the impact of the contribution from Animate and words they would use to describe their experience of working with Animate. Respondents were also asked about areas in which they thought Animate could improve in the future.

At the end of the survey, eight respondents provided contact details and said that they were happy to provide further information on their experience in more detail if required. These clients were additionally asked the same questions as those initially selected for a face-to-face interview.

b) Face to Face interviews

12 clients from 11 organisations were selected to give a face-to-face interview about their experiences of Animate Consulting. Seven clients responded to this request and were interviewed by Lisa Craig. These clients did not receive the online survey.

Questions included the origins of clients' involvement with Animate Consulting, the impact of the work on the organisation, what clients might say about Animate to other organisations, how Animate is different from other consultants, what Animate needs to be planning for in the future and words they would use to describe Animate. Respondents were also asked about how Animate could improve.

Results

Online Survey Results

a) Status of involvement with Animate

12 respondents (48%) said that they were involved in *'ongoing work with Animate'* while 13 (52%) said there was *'no further work planned at present'*.

The most common service received by respondents was *Coaching or Leadership Development* (9 (35%)), followed by *Support for strategic and business planning* (7 (27%)) and *Support through periods of planned or unplanned change* (7 (27%)).

Group facilitation or working with teams to resolve conflict was selected by six respondents (23%). *Research, evaluation or stakeholder engagement* was selected by five respondents (19%), *Organisational review or restructuring* was selected by two (8%) and each of the other options were selected by one respondent (4%).

One respondent noted areas that had not been offered as options. This was: *Team building (not in the context of conflict)*.

In terms of contact with Animate Consultants, 14 respondents had experience of Jo Kennedy, 15 of Joette Thomas and five of Ian MacKenzie. One respondent each named Florence Garabedian, Mike Nicolson and Mairi McTaggart as Associates they had experience of.

b) First contact with Animate

Clients were asked how they had first come to work with Animate.

Eight (31%) respondents had contact with Animate as a result of *'word of mouth'*, and seven (27%) had previous experience of Animate consultants before the company was established. Three (12%) respondents said their contact was because of an Animate response to an invitation to bid, and one

was through a networking event. No respondents had engaged with Animate through the website.

Seven respondents noted other means of first contact with Animate, namely:

*Our Previous CEO knew of their work and offered them the opportunity to bid.
We were also very impressed by the website.*

*Joette provided support to another organisation that I am a Trustee of
I got coaching with Ian through a grant for group coaching*

Colleague had worked with Animate previously

I have worked with Animate before

*There was a working agreement between my organisation and Animate
Previous manager*

c) Experience with Animate

Respondents were asked to rate their overall experience of Animate and were given options to do so. 24 (92%) described the experience as 'excellent' with the remaining two (8%) describing it as 'good'. No respondent described the experience of working with Animate as 'no opinion', 'poor', 'very poor', or 'don't know / prefer not say'.

Respondents were asked to explain their choice of answer and the main themes emerging from the responses were around knowledge and skills, thoughtful and professional approach, relationship building and responsiveness/flexibility.

The responses in full were as follows:

I found Jo to be super thoughtful and really helpful. In addition to the facilitation support provided, it was the planning sessions that added significant value to working through purpose, outcomes/outputs from sessions. She's great

Found working with Ian and Joette a pleasure. I have learned a lot from my time with them.

Have used Animate service on numerous occasions and found them professional, skilled and knowledgeable

Ian has now facilitated our staff and board away day a number of times and is sensitive in his approach and the staff team all appreciate the way he conducts the meeting

Thoughtful/reflective and pragmatic/operational in equal parts, which spoke to different people with different styles in the organisations. Well prepared sessions, good flexibility around hybrid working, always fun always thought provoking, always felt safe and trusting.

Very balanced and professional support

The relationship with ANIMATE was excellent throughout, with lots of strong values-led work and engagement on the part of both organisations. ANIMATE adapted responsively to changing timescales, organisational pressures and to our emerging needs. At times, both organisations were both waiting for the other to take the initiative - which meant that we were a bit stop/start at times.

The overall engagement work was a fantastic intervention in and of itself and the final report was rich in detail and depth. The original brief was met in the most part - more time would have allowed for a better understanding on the part of ANIMATE as to our evaluation systems - and potentially more guidance on how to proceed next!

Flexibility and brilliant coaching

Both friendly and professional. Always on hand for advice and support. Jo is very measured in her delivery, everyone warms to her immediately. It is a pleasure to work with her.

Joette has been absolutely brilliant in supporting me in my work.

*Joette captured the needs of the team well, responded to the issues raised positively and amended her plan to meet the teams needs on the day
Jo listens hard, discerns well, checks understanding regularly, asks useful and insightful questions, shares the right models/concepts at the right time, remembers and makes valuable connections, is affirming and encouraging in grounded, realistic ways, works well with both individuals and our team. She is an outstanding coach and an excellent trainer/facilitator who has substantially shaped leadership development, effectiveness and sustainability in our organisation.*

Both Ian and Joette have benefited the groups I've been in. they bring a new perspective, insight and have really helped us grow together. We've worked more with Joette and she has also seen the company develop and been really supportive in challenging times

*Personable, easy to communicate with, informed & connected
Jo's support helped to repair and develop relationships across the team. Jo had a very flexible approach to support and was able to respond to the needs of the group.*

Joette has a wealth of knowledge that we want to tap into to allow us to develop as leaders

Excellent facilitation skills. Very responsive to client needs. Great mix of holding the space for conversation and reflection while also making sure conclusions are reached or actions agreed.

Jo is a very good facilitator in a training context

Safe space to explore difficult team dynamics and process.

Positive, professional, approachable

Clearly understood the brief, were able to deliver within budget and open to recommended changes.

Positive sessions delivered by knowledgeable staff

They have worked collaboratively and flexed to provide what was requested.

Always very skilled, authentic and compassionate support

Intuitive, insightful and always do what it says on the tin :)

d) Rating aspects of Animate's work

Respondents were asked to rate six different aspects of Animate's work. All aspects were scored positively (*excellent* and *good*) with *Quality of work* and *Communication* scoring highest of the options (22 respondents (85%) selected these options as '*excellent*'). The options of *Value for money* and *Achievement of objectives* also scored highly with 16 (62%) and 15 (58%) respondents noting these as excellent respectively.

There was a slightly stronger leaning towards '*good*' as opposed to '*excellent*' in terms of the options *Turnaround times* (11 (46%) selected excellent) and *Quality of material and reports* (9 (35%) selected excellent).

Five people selected 'don't know' on the option of *Quality of material and reports*. Two selected this option for *Value for money* and one for *Turnaround times*.

e) Benefits experienced as a result of working with Animate

Respondents were asked to describe any benefits gained as a result of working with Animate Consulting. The themes emerging related to vision and clarity, feeling supported, increasing cohesion within teams, time for reflection and gaining an external perspective.

The comments received in full were as follows:

They evaluated part of our new service, which we learned a lot from.

Individually I have been in workshops with Joette and found them to be very useful I've learned a lot.

Time to think and reflect on development needs

Good forward planning for the organisation

More trust, tangible tools, sense of common purpose and collective responsibility.

Board Development

At our review meeting with ANIMATE, we discussed the fact that the process had been as important and as valuable as the product. Through active engagement opportunities, participants felt more valued, and involved - their voice matters. Staff have been more energised about participant involvement, engagement and dynamically adapting our models to suit.

Strategic Plan developed, other work ongoing.

It has allowed me to do my job with more confidence therefore helping the organisation

We now have a plan in place for moving forward into a time of change and growth

Animate have helped us to stay effective and purposeful, develop leaders, ensure sustainability, and navigate big challenges when they arise.

We have grown together as a team we have benefited from Joette's expertise working in the wider sector which is very helpful as we are a one off home various members of the team have benefited from 1-2-1 sessions/coaching. Joette's calm approach is especially good with some members all really good

Objectivity

Team development and enabling more cohesive working across the team.

Working with Joette has provided our managers and leaders with assistance to build on their years of experience and successes to allow them to be better in their roles

You are a safe pair of hands that gently guides us through strategic planning or team learning. You provide light touch and effective tools for reflection and development. You help us get to where we need to go more quickly or more effectively than we could do without you. Where appropriate you bring your own insights that complement and add value to our own.

Having an experienced facilitator working with me, who was not connected to the group and could provide objectivity

Survival and development of team

Support and creativity to bring us to where we wanted to be

Professional, friendly and easy to work with

Our sessions have allowed us time as an organisation to reflect and to effectively plan

I think the process has been very beneficial, I can engage with the process of co-design without having to facilitate. This allows for better discussions I think.

Support to reflect and learn during a complex process of change. Clear and evidence based reports that help to capture key insights and learning.

f) Animate's values

Respondents were asked to select which of Animate's five dynamic values they have experienced while working with the organisation.

24 respondents (92%) selected *Practising honesty*.

23 respondents (89%) selected *Prioritising relationship*.

21 respondents (81%) selected *Practising compassion*.

19 respondents (73%) selected *Practising courage*.

18 respondents (69%) selected *Practising curiosity*.

12 respondents took the chance to comment on these choices:

I think the attitude of Animate staff has integrated all of the values you list. Their approach to the work is thoughtful and considered, they take all views into consideration and recognise strains in relationships and work to ease them. In the way Jo shows up in all of the work she does with me and the organisation I work with.

They are live very helpful throughout any work planned and undertaken Through training methods.

Consultants reflected those values in their own behaviour and coaching, and by One of the biggest benefits of working with ANIMATE was the open, trusting and respectful engagement. On reflection, we believe that it might have been better to have a baseline discussion around shared values at the start of our journey together. This might have then enabled us to be more open and courageous with one another when we stalled or were unclear as to next steps, which did occur. Sometimes there was a holding back - including on our part - which might not have been there had we discussed values as a frame of reference at the start of the shared journey.

Guiding me and showing me ways to improve things for my service. I thought Joette was very open, honest and supportive in her role

All are evident in both individual coaching and team development. Curiosity, relationship and honesty are ever-present (others when needed :))

Being able to speak openly & frankly about what really matters - and knowing that our views were valued & understood

Just in how you facilitate. You are supportive, friendly and warm but not wishy washy!

The values have been displayed in the quality of the sessions and the attention paid to the staff members present at the sessions

g) Words to describe Animate

Respondents were offered an additional selection of words which they could choose to describe Animate.

22 (85%) of respondents chose 'supportive'. 20 (77%) chose 'professional' and the options of 'approachable' and 'thought-provoking' were each chosen by 19 (73%) people. 'Responsive' and 'good listener' were chosen by 18 (69%). The options chosen least often were 'passionate' and 'challenging' (8 (31%)).

Two respondents also took the chance to offer their own words:

Accepting

Smart (or clever), Safe, Experienced

h) Recommending Animate

Respondents were asked if they would recommend Animate Consulting and were given a scale of 1 (not at all likely) to 10 (extremely likely).

20 (77%) respondents selected 10 on the scale, 4 (15%) respondents selected 9, and 2 (8%) respondent selected 8.

i) What does Animate do well

Respondents were asked an open question about what Animate does well.

The themes emerging here appeared to be relationship building and engaging with audience, understanding and responsiveness and drawing on experience.

The responses in full were:

Engages with their audience.

Help organisations think and challenge its values and practice.

Is very responsive to clients needs

Operationalising a highly conceptual brief, focusing on purpose and objectives of the initiative, building trust and a safe and fun environment for sessions to take place.

Understanding of issues and solutions

Relationship-building and curiosity

Listening, understanding and responding in ways to support and encourage our business progression.

Joette is so experienced and able to provide ideas and support.

Having someone lead the session was much more productive than if we had tried to do this ourselves

You draw on a broad and deep well of experience and theory; you apply this flexibly and collaboratively into real-world contexts in ways which build our power, confidence and skills. This contrasts valuably with approaches to leadership development which commonly are driven either by ego or by "our model which would solve everyone's problems".

The people - integrity

*External expertise; approachable; thinks outwith the box; innovative; flexible
See previous answers. Basically you are very skilled facilitators who really understand the world you are facilitating.*

Getting the best out of a group of people

I have not been to an Animate session I did not enjoy or get value from

I think Animate are realistic but also provide a vision to work towards. They help by asking really good questions and listen well to find out how everyone in the process is expressing their needs/desires.

Supporting reflection and learning, supporting courageous curiosity

j) How Animate could improve

Respondents were asked what Animate could do to improve and a few comments were received.

Five comments related to process:

Could be useful to have some notes from 1:1 coaching - just bullet points of reflection

Report Structure

Faster turn-around times (for example with notes so that momentum is not lost), sometimes a quicker pace in sessions, mentoring in addition to coaching approaches

At our review meeting, the ANIMATE consultants advised that it had been hard to work to timescales as our team had been under a lot of pressure and didn't respond in a timely manner. However it was us that set all the deadlines. Whilst we appreciated that we were the client and in the driving seat, I believe that we would have been more focused and potentially gone deeper and wider with the research, had there been a bit more push (courageous and openness?) on the part of ANIMATE. Just a thought. (Especially if we'd had the values chat at the start - we're values-led too)

Just because you've asked ... you could maybe ask me to say in advance what level of report of a session is needed and when we need it by. We mostly don't

need much - eg transcriptions of flipcharts - but we may need it quite quickly and I sometimes regret not saying "actually can I have this by [x date]." Basically this is a criticism of me not you! But it's maybe a client management/expectation issue for you.

One respondent indicated that Animate could increase their capacity ("more capacity") and six respondents commented that they couldn't think of any ways in which Animate can improve.

Face to Face interview results

Face to face interviews were conducted with 13 clients. 5 are current clients and 8 have completed a piece of work with Animate. A summary of the responses to each question is given below.

a) What happens differently in your organisation, that you believe is as a result of working with Animate?

Respondents gave a variety of answers from understanding each other better to building resilience to specific actions/understanding that they could take forward.

6 respondents reported an improvement in the way people work together, an increased sense of team, understanding, cohesion and resilience.

We built resilience by coming together as a peer group. It helped us to function as individuals and as a team. In our organisation, development workers are autonomous, bringing people together to support each other leads to better outcomes for the individuals we are supporting. It has given us new ways of thinking, fresh ideas and perspective. We are able to name things and take ownership now and it makes real actions possible. People have been able to

realise things that they haven't seen before and we are embedding the culture we want to have.

We have a sense of cohesion in the senior management team. The team managers have been brought together when they usually work in silos. I've seen positive feedback and it has opened perceptions.

After the first session we had a much better understanding of people's preferred style of working across the team through the leadership compass. We have adjusted our working styles and incorporated the language. It has provided us with a framework within which to have a conversation.

We have seen an improvement in how senior management team meetings run. There is a stronger connection between managers – more check ins and support. We are more aware of what is going on for each other, there's a stronger sense of team.

2 respondents reported a better understanding of the organisation and its impact:

We don't normally get together so the workshops really sparked the team. We got evidence that Covey works and is needed and valued. We saw an alignment of our values with the Promise values.

People are more motivated. The storytelling made everyone take a step back and think about what they were doing. We're more present to what we are doing. Jo put things into perspective and people could see the value of their work in the community.

3 respondents referred to specific actions that they had been able to take forward:

We have a list of things that were recommended and we are trying to put them into place, for example, our Christmas party. We are going to celebrate our successes and have joint team meetings across the organisation.

We have since used the exercises that Jo used to help create objectives for the Deputy Directors.

We're not really an organisation, just me and a network. But the day with Jo catapulted us forward with an idea – to bring another member of staff in. The day was useful, gave us the opportunity to unload/unpack a lot of stuff. For the trustees it was useful to explore some of the issues I have been worrying about (succession). They still reference the day as being useful and they have been committed to recruitment since.

1 respondent talked of the space that was created for her own thoughts by commissioning external facilitators:

I appreciated the facilitation – it allowed me the space to participate/engage in the process. I also liked Jo and Lisa's ability to 'read the room' – they saw things I might not otherwise have seen and it enabled me to bounce ideas off them. That was very valuable.

b) Every organisation needs to improve, what does Animate need to do to improve?

Respondents found this question difficult to answer and instead often replied with what Animate does well. When pushed, some recommendations around communications were raised along with some questions about whether Animate is as visible or as coherent as a brand as it would like to be. 3

respondents also spoke of a sense of not quite having got what they wanted from the work but were not able to articulate exactly what they needed – and ultimately both suggested their briefing was maybe not as comprehensive as it could have been.

You could be more visible (but maybe you don't want to be – it's a balance of how much work you want). You could improve your branding, the design of your report and structures could be slicker.

We could have done with something after the day to support us to take the energy from the day and make an effective change with it. Jo provided notes afterwards and we had meetings internally but something needed to happen more quickly while people were in the zone. Either on the day or immediately afterwards. Quick wins maybe. The notes took two weeks to come and momentum was lost.

Nothing. Jo was very responsive and always available (does she want to be?).

You could be clearer in communications around asks and tasks. The discussions often had large remits and the paper shared in advance was a little confusing. Our last session ended quite flat – this was the one with the leadership - it would have been good to have a proactive task at the end.

Our session wasn't as successful as I'd hoped it would be. I wasn't sure what I wanted. I know what you can do. We had the same session pre-pandemic but it was residential and we had much more concentrated time together then. I was trying to replicate that very quickly and online. My briefing could have been better.

The report – it was what we said on the day but we were looking for something else. Actions maybe? Jo's task was to manage the day – she did that well. She

brings her personal qualities to the table. I only really know Jo though, rather than Animate. Do Animate have a consistency of service?

We had some frustrations in communications. It was unclear who was leading on which bit and who was driving. We never really wrestled with that. It was stressful for our Operations Lead to get time in diaries. It would have been good to have more guidelines for the participants. I think Mike and Ian were unsure as to what the purpose of the work was – we wanted two different things and our lack of alignment internally meant we pulled the brief back and forth. We also went back and forth on the report. We didn't get clear on what we were asking for.

c) What would you like to tell us that you imagine we might not know/realise about Animate?

2 respondents referred to the knowledge and understanding held within the Animate team:

I hope you know the knowledge that is held within the organisation. And I hope you know how much it is valued. Joette recommended a coach for our deputy – it was the right fit. I appreciate the amount you know and the experience you have as an organisation and the network that you have. Joette has built a good profile of the organisation and has adapted her style to the different players in the room.

There's something unique about your understanding of SG. If we had worked with a provider who didn't understand our context it would have been more challenging. Jo really did want to get to what would work for us.

2 respondents questioned whether Animate is doing enough to attract attention to its skills and knowledge:

You could raise your profile more, blow your own trumpet. Share more about the skillsets you bring – there's a lot of interest in the system change space. Animate could contribute more to the conversation.

That you don't market enough. It's nice to get business through word of mouth and it is confusing looking on the internet for consultants so it's a good thing. But maybe beware that people are searching that way.

And 3 respondents simply spoke of Animate's uniqueness:

Jo settled right in and felt like part of the room. This really isn't that common. She would be my first port of call for this work in the future.

Approachability – we're quite a female organisation. I looked for other people but there were a lot of men. I like the empathy that came across from Animate. How important the time taken by Ian and Jo was. It wasn't just the four sessions – the interviews, the planning time. It was never rushed and it felt really safe with them. I feel I was allowed to explore, to explain, to create, to co-design – it felt really special. We weren't paying for a service, Ian and Jo were really invested in making this work.

d) What might you say to other organisations, about Animate?

Respondents stressed the importance of Animate's bespoke approach and noted that while this means they would recommend Animate, they would also advise that organisations consider exactly what they need from the work they are wanting to commission. Again, respondents stressed the understanding and experience within the Animate team.

You are really strong on bespoke, individually designed sessions. The conversations we have had have always felt really real and underpinned by theory and approaches. We have appreciated Joette's experience of the third

sector and the toolkit she brings with her. She doesn't shy away from the challenging conversations. People have felt really held and supported.

I would recommend with the caveat of why I used Jo and suggest that people need to do their own research. Everyone needs to work out what they need.

I would recommend. I like the can do, open approach.

I would recommend but I would say you need to know what you want and you need to drive it. It was a brilliant learning experience with great development opportunities and good evidence at the end (we diversified but didn't consolidate so we don't really know what we are).

Consider them, they have huge levels of experience. They are really clear at articulating the brief back and good in terms of communications throughout.

Animate have a good understanding of what makes teams tick and how to manage better.

It wasn't a conveyor belt or a toolkit: "this is what we think you need". It did feel bespoke. Responsiveness to what was going on – Jo was happy to take our ideas and review her own plans, flexible.

It was a very positive experience and I would recommend Animate.

Animate allowed us an opportunity to reflect on our practice. They made us aware of different leadership styles which we can acknowledge and harness effectively now. It was a flexible programme which fit around the organisations needs. The facilitators were calm and encouraging and I felt heard. Animate feels different from normal consultants. It's a therapeutic service.

Just as I've already said – friendly, empathetic, efficient – materials were fast.

e) How are we different from other consultants you have worked with? (Please note we are not asking the name of those other business, only what might be different to how you have experienced Animate)

Respondents referred to Animate's personal approach, people focus and the bespoke nature of the work. It is important to Animate's clients that they are not shoehorned into a one size fits all format. Respondents also reported feeling listened to and understood and stressed the importance of the flexibility of approach on the day.

You are bespoke – with integrity, it isn't just lip service. You feel ethical, other consultants charge more. We never feel like we're on the clock with Animate, it is more about developing relationship.

You don't always get the adaptive approach on the day. Others can be too corporate. Engaging in side bar discussion as the day rolled out was really important. Jo sensed what was needed and designed everything based on what was happening. I felt really in sync with Jo.

Some of them are slick – branding and setting things out. Larger ones feel like you're being shoehorned into their format. Animate is bespoke, personable and connected. We have shared values and that comes across.

Animate is very people focused.

Animate listened to us. It wasn't just a pitch, it was a reflective approach – it felt like Jo had really considered our needs.

We used a consultant for a making a difference session. He was recommended. There was no comparison – he delivered the session, was late in giving us

feedback and when we went back to him he didn't include the actual report. We had good feedback and closure with Animate. If you say you are going to do something then it will be done. The level of communications was open and clear.

Animate did lots of listening rather than talking. The service was much more personal than business-like.

Working with the not for profit sector is key, your understanding of the sector. Other consultants are a bit corporate.

Animate works in intangibles rather than tangibles. You are of a higher order than other consultants. And you aren't chasing the cash.

Some consultants are concrete in their thinking but Jo is pretty comfortable in ambiguous circumstances with less certainty. She could be much more stretched. I would recommend her to organisations that are struggling with big issues – power dynamics etc.

f) What 2-3 words come to mind, when you think about Animate?

Rather than give respondents a list to choose from, they were asked to come up with their own words. These sometimes overlapped but not often. Words given were:

Values

Honest

Curiosity

"Getting new ways of thinking"

Adaptive

Collaborative

Effective
Open
Approachable
Professional
Competent
Ability to be flexible with knowledge in sessions
System thinkers
Ability to allow team to find a solution that will work
Innovative
Reflective
Supportive/encouraging (not intimidating, it was easy to do the more exposing stuff)
Strategic
Problem solving
Inclusive
Togetherness
Personal
Caring
Connection
Engaging
Pleasant
Fun to work with

g) Thinking into the next couple years, what do you think Animate needs to be planning to support organisations with? (What challenges do you see coming?)

Respondents really engaged with this question and raised a large number of challenges current and future. Concerns were raised about practicalities (funding and recruitment), the external crises (cost of living and climate),

adapting to changing cultures (hybrid working, increasing drive for collaboration, differences in young people's approach) and the ongoing and, as yet, unseen impacts of the pandemic.

A selection of the responses:

Funding and recruitment:

Within the context of health and social care, things are really challenging. There's exhaustion and not enough staff. This is going to be exacerbated, especially with the National Care Service proposals.

How do organisations fit in the system, the third sector. If and when more funders move to unrestricted funding, organisations will need support as to how they report on the funding – funders will need to not claim the outcomes.

We're facing lots of changes – people are leaving or retiring. The Trustees have an ambitious action plan and that plus changes of staff is quite challenging. How do you take people through that and keep the good bits whilst growing. In general though, these are tough times. There is less and less money. Jobs are getting bigger and bigger by the minute. We're all becoming jacks of all trades and masters of none.

Our strategic and business planning needs to be reviewed. The Government has announced that there will be no new money up to 2025 and everyone is going to want the money that is there. Funding, recruitment, retention.

Survival. Many people in the cultural sector are going into administration, experiencing funding cuts. Helping organisations think differently to survive.

Public sector finances – impact on capacity.

Culture:

The impact of the last two years. We need new ways to do things. How do we continue with the hybrid model of working and maintain connectedness between the clients and the team and across the sector? How do leaders shift and adapt their delivery model within these new ways of working.

There needs to be a bigger drive for collaboration across sectors. How does it work/who leads that and how can we support shifting power? When we do shift power, how do the people that previously held it let it go?

There needs to be a key focus on resilience building. Younger people have a different approach, you need to be sighted on that. Staff are going to expect greater flexibility from organisations – how are you going to accommodate that and help organisations to work through it.

The biggest thing is economics. How do we make people believe that they still need to spend time and money on organisational development when they are under pressure. The resourcing climate is difficult – money but also people's capacity. Recruitment restrictions, budget restrictions – managing down costs but not the workload. How do you make people feel invested and motivated in this climate.

Fatigue of stakeholders ... putting more on them. The whole organisation is trying to engage around lots of stuff but it is too much and not that well-co-ordinated – unless we put money into it. We need to think more on what is possible.

Effectively working in a hybrid environment:

There's an opportunity to support with resilience, support people to allow change to happen. Also an opportunity to support working across the way – within the

27

wider system including outside the organisation and people in communities to help themselves. All voices need to be heard to allow a person centred approach. (H&SC)

External crises:

Cost of living and other global things that we need to deal with. Animate are values-led, they hold their heart at all costs. We're very behind the curve on the environmental issues, we aren't even having the conversation, not thinking at all about how we're moving across our area. Pool vehicles for the statutory and voluntary sector? You should aim to shake things up – ask difficult questions and get people thinking outside the box. Maximise money, minimise the impact on Earth.

Impact of the pandemic/other crises:

There is a conflation of crises: cost of living, pandemic, climate. Issue of trauma in communities – community trauma and national trauma (as well as individual). Need to start developing approaches to support that and the symptoms. Anticipate this work. The Third Sector tends to deal with what is coming towards us that is visible. But we really need to think about resilience measures for communities.

We haven't yet seen the impact of the pandemic – emerging issues, personal stuff for staff. Reassessments of life. Cost of living pressures. There's a human impact – mental health. How will this affect individuals, teams, organisations and how can we support organisations to work through that in a meaningful way.

Individual well being. Trauma informed principles and practices and psychological safety at work

h) If we were going to communicate regularly with our mailing list (newsletter, etc.) to update organisations on what Animate is up to, what would you be interested to know about?

All respondents are interested in hearing from Animate. Some are interested in case studies and others prefer practical information – tools, programmes, articles.

A selection of responses:

Underpinning theories, practical research, reading.

New toolkits and programmes

What has worked well in other organisations. How to create a good organisational culture.

I would be interested in your insights – it would help with your visibility. Clients could promote you.

Yes. I'd like to read examples of work, successes and impacts.

No harm in telling busy people what the opportunities are. It needs to be short, sharp and visual. Advertise the whole suite of what you can do.

I'd like to hear about training sessions which are open to all in the sector. And about what other Third Sector people are doing – testimonial stuff. Networking sessions would be great, something collaborative.

Effective practice ideas and examples of improvement. Psychological stuff – articles and tips alongside that or just questions.

Yes I'd like to read stories, case studies.

Your observations of what is going on in the sector, what themes are emerging – this could be Animate's contribution to the general understanding of what is going on in the world. Something that isn't political.

Conclusions

The feedback exercise has gathered valuable insight and comments from clients of Animate over the last 3 years.

Clients are extremely positive about Animate's approach, knowledge and practical contribution to their individual or organisational development and they are able to identify specific areas where Animate have made an often significant difference.

Animate scores highly in terms of competence and insight and ability to work with different people effectively and almost all clients would wholeheartedly recommend the company to others.

Of particular importance to clients is Animate's bespoke approach and the strong values-led ethos.

One small area for consideration, indicated by a small number of respondents, relates to getting really clear on the brief for a piece of work. This appears to require taking the time to support the clients to really identify what they are hoping to achieve. There is a small suggestion too to take care of the quality of outputs (written material) in order to match the high quality of face-to-face contact.

In addition to these areas, it is generally felt that Animate might want to consider raising its profile by both advertising its full range of services to clients and contributing their thoughts to conversations about the sectors they work in. This may be in the form of a newsletter. Clients are clearly very

impressed with what they have received, but there is a sense of lacking an appreciation of Animate as a whole (in terms of both services and people). Finally, clients have raised a range of concerns facing them currently and anticipated over the coming years that Animate may wish to respond to.

