



CaplorHorizons

Inspiring and enabling leaders to deliver a sustainable future



INTRODUCTION

CAPLOR is a farm in Herefordshire UK where Ian, the founder of Caplor Horizons, spent his youth. It now lends its name to the organisation that he established, a charity that works for charities.

Caplor Horizons was created to help charitable organisations think differently about themselves and the new horizons that they face. At the same time it provides opportunities for those able and willing to contribute their time and expertise for the lasting benefit of society.

Caplor Horizons exists to help other organisations strengthen their leadership, renew their strategy and improve their influence, using their own model of learning, the Caplor House. In this way it aims to improve their effectiveness and ensure their sustainable future.

In the Spring of 2015 the core members of Caplor Horizons came together to create a visual picture of their shared purpose and values, using symbolic objects to tell their story. The picture that they created is on the front of this booklet.

To understand what the symbols mean please turn the page. The pages that then follow contain portraits of some of the key people in Caplor Horizons with descriptions of the kinds of experience and skills that they contribute to the organisation.



THE LIGHTHOUSE

A lighthouse is a navigational aid. We want our organisation to be a beacon of light for others, not just helping them to navigate the best way forward, but also focusing (like a lighthouse lens) on specific actions that will make the biggest difference.



THE MORRIS DANCER'S HAT

Morris dancing is an English cultural folk dance. The hat epitomises our respect for the diversity and richness of differing cultures around the world and signifies that we ensure that their traditions and ethos remain at the heart of any contribution we make.



THE ORCHID

The orchid has around twenty-five thousand species – more than twice the number of bird species and four times the number of mammal species. As well as symbolising the importance of biodiversity and sustainability, the orchid's many beautiful flowers also represent the unique influence that each individual within the Caplor team puts into practice through their distinctive contribution.



THE BOOT

At Caplor Horizons, we are committed to putting 'boots on the ground', walking the talk and providing practical support for charities and responsible businesses. By inspiring and enabling positive change, we help organisations to strengthen their effectiveness towards achieving a sustainable future.



THE PATCHWORK QUILT

The strength of Caplor's weave is in the diversity of its different threads. The patchwork quilt characterises the wide range of skills and experience that Caplor Horizons' staff, advisors and partners bring to the organisation, fostering a culture of creativity and an atmosphere of dynamic innovation.



THE PEACE ROSE

The Peace Rose encapsulates the importance of new life and renewal. It also represents the generosity and philanthropy of our Advisors who contribute their time and experience, and whose actions cascade to bring about lasting and meaningful change for the benefit of society.

IAN

I am the Executive Director of Caplor Horizons. When I was 25 years old I decided that I aspired to do something worthwhile and exciting. I set my sights on becoming an international development entrepreneur. This meant contributing to change that would reduce poverty and do something positive about the environment. I had the good fortune to be able to realise my ambition. This included being CEO of a charity for 16 years. I turned fifty in 2014, the year when Caplor Horizons was established. I realised that I was now much less interested in being a leader myself, preferring to inspire and enable other leaders to deliver a sustainable future, which is the whole purpose of Caplor Horizons.

At Caplor Horizons my main task has been to help to build a team of people and a body of individual and client organisations to work with. At Caplor Horizons we are passionate about the sustainable future part of our purpose, working towards long term results and helping organisations to think differently about their work. I am overwhelmed and humbled by the generosity of the remarkable people that contribute their time to Caplor Horizons. Also by the determination of the individuals and organisations we serve to make a difference.



USHA

I feel privileged to have been the first Vice Chair of Caplor Horizons. In the past I have been a Development Officer with Banardos and an independent consultant on equal opportunities. I am currently employed by the Welsh Government to help communities to help themselves. The core of my work in equalities, social care or leadership development, has been a drive to seek sustainable solutions that make a real difference to communities and individuals. I am passionate about giving a voice to, and developing, the resilience of those without the voice or power to access resources.

I feel unreservedly proud to be a champion for a charity I believe to be unique because it enables individuals to give of their talents and skills in a way that makes a real difference, both locally and globally. As an example, I recently travelled to Mbale in Uganda with Dr Vicki Howe to listen to the concerns of leaders from NGOs. The leaders undertake a range of inspiring work with women in poverty, with street children, with young people and many others. The visit helped them to design a programme of training, which was successfully delivered to thirty leaders later in the year by myself and three others from Caplor Horizons.



VANESSA

I am currently studying at Durham University, where social media forms part of my daily life. I help to promote the work of Caplor Horizons by encouraging the social media community to participate and engage with the organisation. I volunteer my time because I share the values of 'inspiring and enabling leaders to deliver a sustainable future.' As a member of the next generation, I am all too aware of the effect of human ignorance and of John Gardner's message that 'great opportunities often come disguised as insoluble problems'.

I work with a small, but passionate, team of people who help me to collect 'content' that is consistent with the values of Caplor Horizons. This content includes anything from quotes, to videos, to facts. This is uploaded to social media channels, not only to generate curiosity about Caplor Horizons amongst our target audience, but also to prompt action from those already involved. I see it as a way to share Caplor Horizons journey with the rest of the world, in the hope that it will inspire and enable others.



GARETH

Having been born on the family farm, along with Ian, I became passionate about the rural community and its economy. Since completing University, my life and work has been based at Caplor. This has included farming, property and, in recent years, renewable energy – installing solar panels for businesses and communities. By nature I am an entrepreneur. I have been able to build a successful business and feel that I have contributed to the development of the rural economy and a more sustainable future for the next generation.

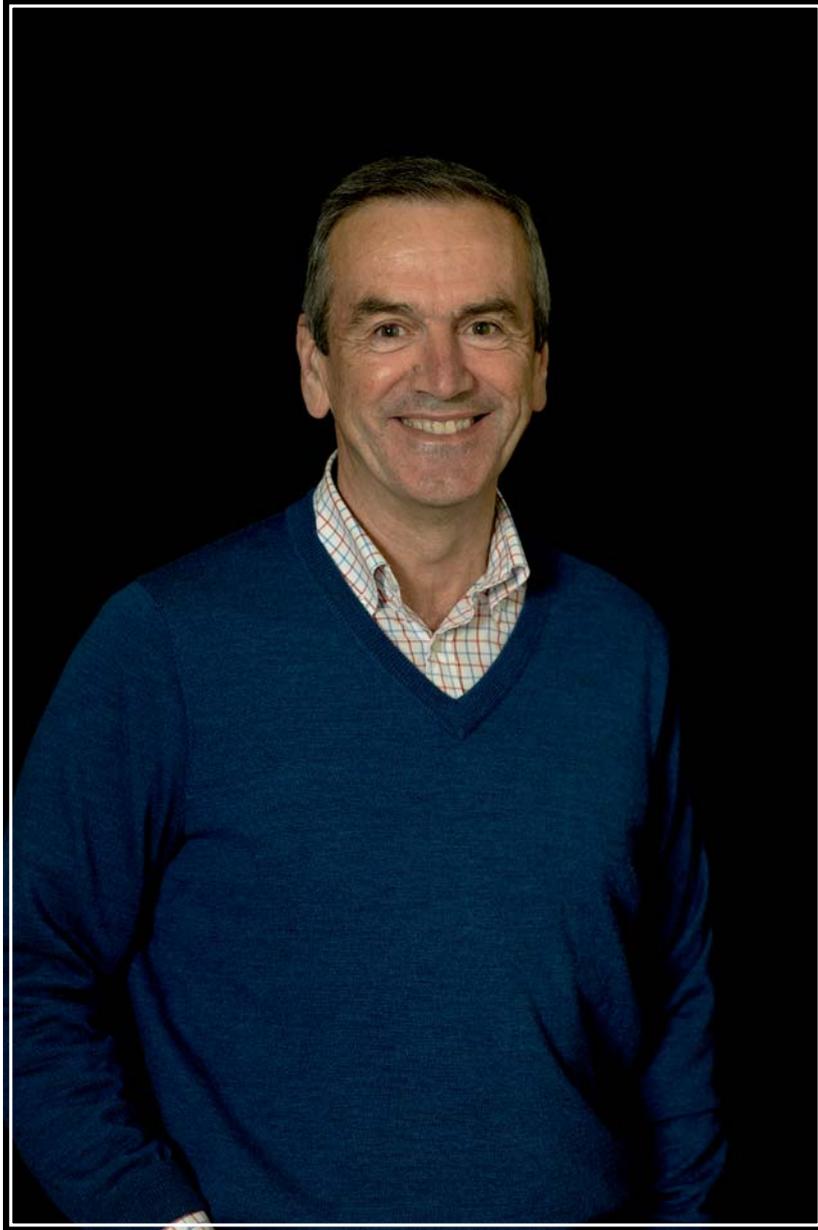
I knew that Ian shared the same fundamental values as myself. When, therefore, he thought of starting a charity that would help advance this agenda it seemed a fantastic opportunity to combine our skills, and those of others, in the one organisation. Since the start, I have been involved in the overall strategy and spent time helping to develop the Caplor House model. I have worked in Malawi and contributed to the work for the Trussell Trust in the UK. It is great to be a part of this journey, doing great work with great people for great organisations.



JOHN

I find myself Chair of Trustees of Caplor Horizons as a result of my association with Ian Williams. I am an engineer by background with a history of business start-ups and currently run a medium-sized manufacturing business. I have a fundamental belief that people enjoy doing things that they are naturally good at and, by definition, are good at what they enjoy. So by asking our advisors to do work that they enjoy and are good at they make a unique contribution. At Caplor Horizons we match these unique contributions with other charities that will benefit from the skill and experience of these experts who are giving their time freely. It has proved to be a compelling success for all concerned.

We see ourselves as helping organisations to secure their future, to be resilient and to think differently. One example is our work with the Red Cross in Africa where we delivered a leadership programme for twenty-six leaders from fourteen sub-Saharan countries in Nairobi. This was combined with a rigorous evaluation process to identify changes in leadership behaviour. For me the stories of disaster relief or the delivery of humanitarian aid in the most difficult situations called for leadership skills of the highest order.



LORNA

I am the Programme Manager at Caplor Horizons. I had previously worked in complimentary medicine, then in community and organisational development within the UK. Being a part of the Caplor Horizons team has now broadened my contribution to include working at an international level. In Caplor Horizons I co-ordinate the projects and advisors, helping to ensure that the right skill sets match the requirements of the client. I assist with the development of strategic opportunities and capture the impact that we are making. I also work directly on assignments, for instance working with TechnoServe, an International NGO in Kenya to help facilitate the development of its team and its regional strategy.

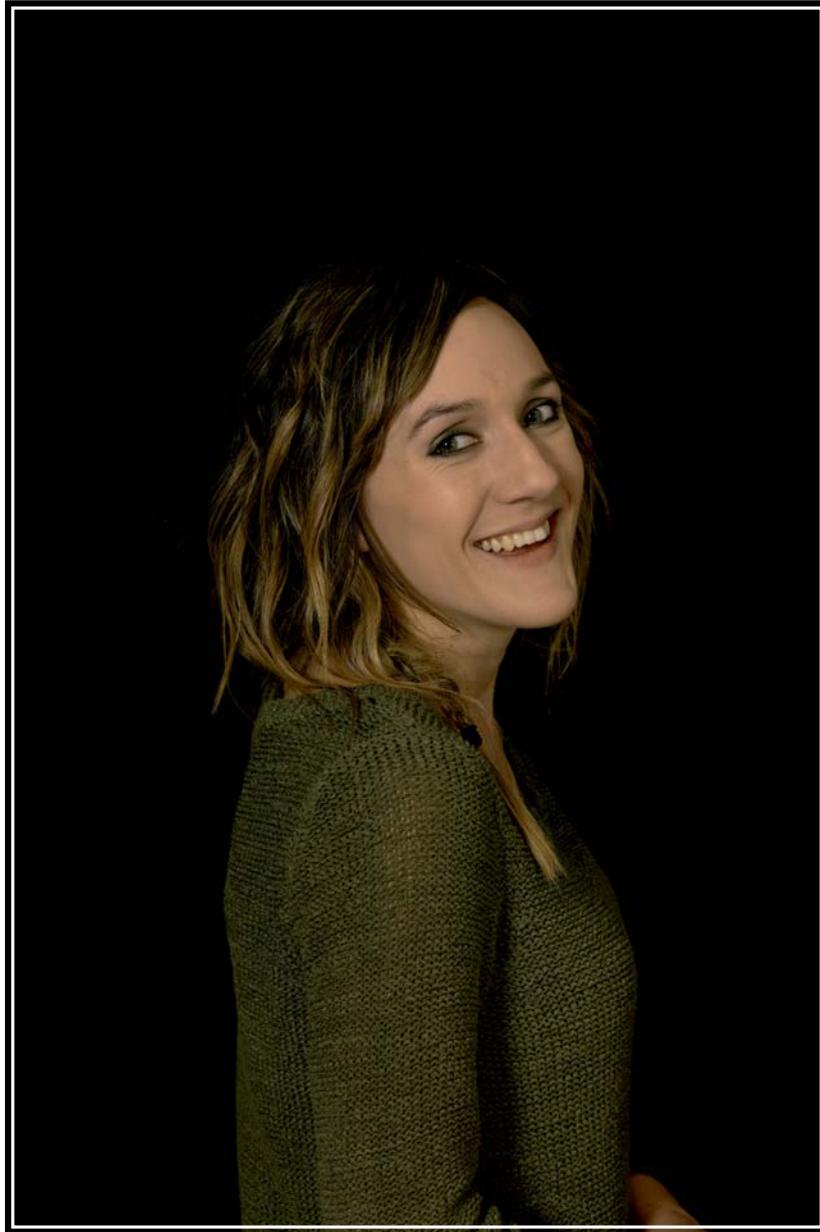
For me, Caplor Horizons combines all the key areas that I am passionate about, inspiring and enabling others to develop long term and sustainable futures. Helping to harness the energy of our volunteer advisor team, developing a new way of working and supporting people to give their time to provide high quality advice and support to charities, is such an exciting opportunity. I feel very privileged to be part of it.



OLIVIA

I am a Trustee of Caplor Horizons. I bring experience from working in International Development, providing organisational services and team care. I support Ian and Lorna in harnessing the passion and experience of our advisors. Many are fully engaged in other organisations but give what time they can to help our mission. It is through this family of highly skilled and passionate people that we are able to be a charity for other charities. In collaboration with others I help to develop the Caplor Horizons Talent Team. We aim to attract outstanding individuals and to link up with supporting organisations. I am passionate about working with others to help people to be more effective in addressing the challenges facing our planet and in seizing opportunities for change.

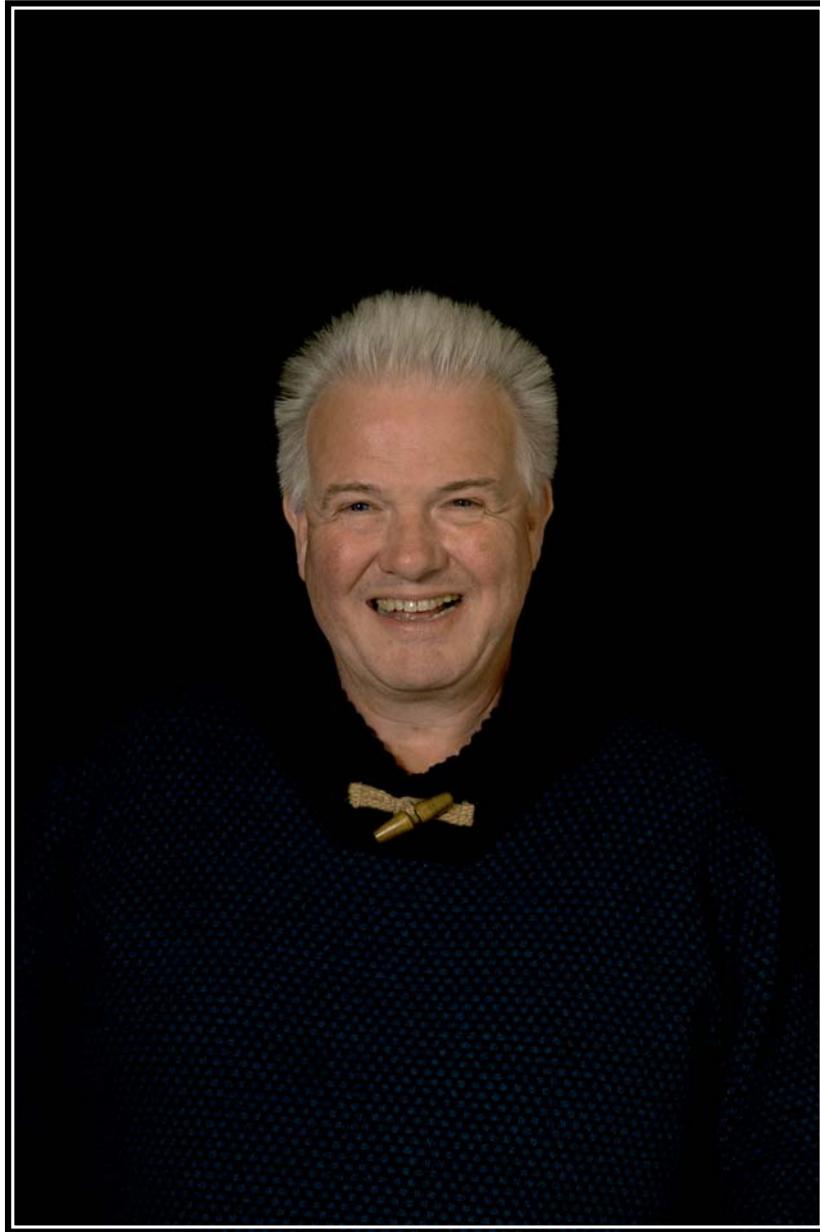
At the heart of the strategy for the Talent Team are four elements: The primacy of relationships, unique contributions (creating distinctive pathways for individuals to do their best work), diversity (the strength of the weave is in the different threads) and human scale. Our focus is not merely on growth but on ensuring that advisors are properly supported. We are, therefore, gathering feedback from advisors who are using the Caplor House model of learning.



SIMON

I am the Marketing Advisor in Caplor Horizons. I have been in sales and marketing management in the United States, Europe and the UK for over thirty years and am now working as an independent consultant. I originally became involved with Caplor Horizons back in October 2013, six months before its launch. I helped to develop Caplor Horizons' brand identity and advised on the organisation's purpose and strategic priorities. Being part of the team is fun, exciting and challenging, and it's an opportunity to help to bring about a lasting and meaningful change for the benefit of society.

My work for Caplor Horizons developed in two ways. Internally, I wrote the marketing strategy, designed diagrammatic models to represent what Caplor Horizons was all about, put together a plan for the organisation's social media programme and assisted in the development of the Caplor House learning model. Externally, I became involved in helping Caplor Horizons to deliver some elements of its work with a number of its clients, including a brand and strategy review with FEIL (Federation Experiment in International Living), one of the pioneers in international cultural exchanges.



The beginnings of organisations are important. When Caplor Horizons was in its very early stages, the core staff and the key advisors of the charity invited Charles and Elizabeth Handy to meet with them in Herefordshire to help them work out their new identity, who they were, what they hoped to achieve, how they worked and what they believed in. The Handys believe that pictures often speak louder than words. They suggested that the group work together to produce an image of their charity that captured these aspects of their work. This booklet is the result. The image on the front is their collective creation. The portraits inside the booklet describe some of the people who work in and with Caplor Horizons and why they have chosen to do it.

Charles Handy is in charge of the texts. He was born and raised near Naas in Ireland but now lives in London with his wife Elizabeth. He is a writer and broadcaster, with over two million books sold around the world, mostly dealing with the future shape of work and life in our changing society. Elizabeth produced the portraits, including the image on the front. She is a portrait photographer of some distinction, with many books and exhibitions to her name. These days they also combine their skills to produce photo-documentaries celebrating the work of various charities around the world. The Caplor Horizons booklet is the latest of these.



Charles and Elizabeth Handy



Inspiring and enabling leaders to deliver a sustainable future

www.caplorhorizons.org