

Learning differently
Thinking differently
Acting differently



IMPACT REPORT

**Caplor Horizons
2022-23**

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Reflections from Laura Adams, Chair of Trustees

I'm thrilled to be writing this as I celebrate three years as Chair of Caplor Horizons. Keeping with the theme of three, I'd like to share three things I've learned as Chair over recent years:

Firstly, I used to think that 'creativity' was the domain of certain industries, such as marketing or advertising. But Caplor Horizons has taught me that **creativity is possible anywhere and necessary everywhere!** It is a key tool in effecting positive change. What is crucial is to embed creativity in an organisation's culture. Caplor Horizons does this by deliberately creating safe and encouraging spaces for aspirational conversations, granting permission for 'throwing out the rule book' and celebrating diversity and stories from lived experience. The creation and work of the Strategic Change and Development Group is testament to this.

Secondly, I now understand that **compassion is a sign of strength and a key foundation for effecting lasting systemic change.** Since the emergence of the Black Lives Matters movement in 2020, Caplor Horizons has been undertaking a programme internally to help its people embody and lead an anti-racist organisation. This intensive commitment has required individuals to face confronting truths about their own unconscious bias, commit to unlearning things they thought they knew, and focus on what the author Glennon Doyle describes as 'transforming' rather than 'performing'. By which she means truly becoming an anti-racist rather than learning to say the right things.

Thirdly, I appreciate that **courage can show up in different ways in people.** It can be easily visible through heroic acts of self-sacrifice, especially at obvious points of crisis or emergency. But it can also show up quietly, through sustained commitment to make a positive impact over time, despite set-backs and challenge. And it is through this 'quiet courage' lens, driven by passion and belief, that I want to pay tribute to the extraordinary efforts from everyone who has had a hand in creating and delivering [The Commitment](#). 2023 will be a pivotal year for setting the future trajectory of this operation, first established four years ago, which has served to amplify the voices of over 12,000 people in the UK concerned about climate change and biodiversity loss, through the tenacity of its team.

Finally, I want to thank our wonderful Trustees, staff members, Advisors, partners and wider Caplor Community for your dedication, resilience and support during my time as Chair. I feel honoured to get to work with you and wish you every success in delivering a sustainable future for all.



Reflections from the Co-Directors

We are excited to be sharing our latest impact report with you. This covers the period from April 2022 to March 2023.

While it has been a challenging year in many ways, we remain inspired by the incredible work of our clients and partners and feel honoured to get to walk alongside them on their journey to be more effective and achieve long lasting change in the world.

Through working with our clients and partners we've had an impact on a wide-range of issues including justice for refugees and people seeking asylum, global humanitarian response to crises, climate change and biodiversity loss, defending and protecting against environmental crime and abuse, the elimination of violence against women and children, support for women that have survived trafficking and sexual exploitation, alleviating poverty and food insecurity, and more.

Our findings show that our input enables greater **connection, clarity, confidence, commitment**, ability to navigate through **change** and strengthened organisational **culture**.

We will continue to consider how we can improve our ways of working and challenge ourselves to think differently, learn differently and act differently.

Ian Williams, Lorna Pearcey, Rosie Bishop



Caplor Horizons is dedicated to facilitating transformational change in not-for-profit organisations in the UK and around the world.

In our experience, not-for-profits are often highly accomplished in many respects regarding what they set out to achieve. They dedicate the majority of their focus and attention on the communities that they exist to serve.

However, whilst this is positive, they often do not have the resources or space to concentrate very effectively or sufficiently on themselves; on strengthening their ability to do their work even better. This is a missed opportunity to step up their level of contribution to whatever causes they are working towards.

We target our efforts to make a distinctive contribution to organisational change and effectiveness. Our approach is participatory and experiential with the aim of creating awareness, skills, and supporting individuals to make effective decisions with the potential to contribute to large-scale change.

“
We believe that transforming leadership, strengthening resilience and increasing collaboration are essential to address the issues we face.
”

1 TRANSFORMING LEADERSHIP

We believe that everyone is a leader. We all have incredible potential; the key is to harness it and use it for the benefit of others.

Traditional notions of leadership are outdated. Our work champions alternative models of leadership such as shared leadership, feminist leadership, and leaderful approaches. These models recognise and celebrate the diversity of skills we have and the importance of sharing power in order to achieve a collective vision.

We have been piloting our emerging leaders programme and offering direct coaching to change makers.

2 STRENGTHENING RESILIENCE

In order to survive and thrive in an everchanging and turbulent world, charities and those that work there need to be resilient. This means being able to adapt to change, withstand shocks, and respond to setbacks.

Our work supports individuals to consider their own personal resilience through attention to their health and wellbeing. We also support organisations with strategy renewal, governance reviews, fundraising support and more to ensure greater organisational resilience.

3 INCREASING COLLABORATION

Collaboration, when done well, can help us achieve greater impact. It can be the key to solving complex problems, reaching more people, and achieving systemic change.

However, collaboration can be challenging. It requires trust, communication and persistence. We work with individuals and organisations to build the skills and environment needed for collaboration. We also create and facilitate spaces for people to collaborate both within our community and across organisations and sectors.



Updates from the year

We are delighted to have advanced our **change makers programme**, which is being piloted with three of our UK partners: a collaboration of 7 different refugee organisations, the team at Riversimple, and a collective of individuals involved in the Glastonbury Town Deal project. So far feedback has been positive and lots of learning for both the participants and us has been gained.

“**The webinar was really insightful, practical and well presented! I'm sure the Caplor House coaching tool will be a very welcome addition to the coaching toolkit – it looks very easy to use and relevant in the workplace (as well as outside it!), which hopefully will give it some traction.**”

We have made transformational strides on **our coaching approach** through a dedicated working group led by Iain (Patton), with thanks, in particular, to input from Ann (Alder). This has led to the development of our Caplor House Coaching Tool which we shared with our wider community during a webinar with over 60 people from 10 countries. Lorna (Pearcey) and Rosie (Bishop) also completed an intensive coaching course, while Kemal (Shaheen) took part in a high sensory coaching course.

We have finalised the results of an **action learning group** that was led by Séamus (O’Gorman) around **collaboration**. Séamus has creatively devoted his experience, learning and insights to create two outstanding papers on developing the craft of collaboration.

We have created **new learning resources**, for example Kemal led on writing up a conversation with Charles Handy (our third in a series) called ‘We beats I all the time: reflections on meaningful change and the importance of relationships’. We have also renewed existing learning resources, for example Sharon (Turnbull) has updated three frequently referred to papers that she had written around values, culture and the soul in leadership.

We have continued our journey to become an **anti-racist organisation** facilitated by Chandra (Ladwa) and Saf (Ghapson). As well as our staff team, this has involved Laura (Adams), our Chair, Jonathan (Kazembe), a Trustee, and Peter (Moore), our Governance Advisor and Board Secretary. This process has challenged us to sit with discomfort and have difficult conversations; seeking to ‘understand’ our power, privilege and unconscious biases before trying to ‘fix’ them.



About Caplor Horizons



We have continued to share learnings about our **Co-Director model** and its links with **feminist leadership**. Ian (Williams) and Lorna recently took part in a webinar hosted by FAIR SHARE about shared leadership. In addition, four different organisations we are working with have been inspired to consider or implement co-leadership as a result of our success. This is having knock on impacts to others in the sector who have also been inspired to explore this way of working.

We are delighted to announce that out of 73 organisations monitored this year, Caplor Horizons ranked **10th in the FAIR SHARE Monitor 2023**. This means that we have an equitable proportion of women on staff and in leadership roles.

We set up our **People and Planet Committee** in December 2022 which is a subcommittee of the Board. This is set up in a similar way to the Finance Committee to help readdress the balance between the 4 Ps (purpose, prosperity, people and planet) and ensure that issues around “people” and the “planet” are considered just as much as “prosperity” (finances). Topics considered include social and environmental justice issues and how we can make sure as an organisation we are accountable, our commitment to anti-racism, and our support, remuneration and engagement of staff, advisors and volunteers.

We have been especially successful in **Ireland** in recent times, in part resulting from our engagement with the Irish Emergency Alliance and our growing reputation among not-for-profits there, notably: Christian Aid Ireland, World Vision Ireland, the Irish Association for Social Inclusion Opportunities (IASIO), African and Caribbean Support Organisation Northern Ireland (ACSONI), Self Help Africa, ActionAid Ireland and An Cosán.

We are also getting back to more **in-person activities**. In 2021-22, 87% of our sessions were online and just 13% in-person due to the enduring impacts of Covid-19. Whereas this year, 43% of sessions were online and 57% in-person.

We had 113 volunteers contributing 830 days of **pro bono support**, which is the equivalent of £415,000. Our Advisors continue to be committed to providing their services and support to those in need. Their diversity of skills are widely appreciated by the individuals and organisations we work with.

“All my interactions with folk connected to Caplor Horizons inspire, motivate and enable me to learn and live better.”



'The Commitment' – A time of change and transition

What's the background? In April 2019 Caplor Horizons started incubating [The Commitment](#) as part of our strategy to focus on making a significant difference to the environmental crisis. Since its establishment it has grown positively in many ways. This includes having over 12,000 people in the UK pledge that they will put climate change and biodiversity at the heart of their decision making when they vote at local or national levels. Caplor Horizons usually works with organisations that are established rather than incubating them. However, during these past few years, it also helped incubate another environmental initiative called The Great Collaboration, though this was on a much smaller scale.

What was our commitment to The Commitment? We envisaged at the outset contributing to the early stages and then becoming a partner to it once The Commitment 'left home' to become independent or part of another organisation. The Commitment remained at home longer than we initially anticipated because we were still adding value and the implications for our core business were manageable; moreover, it has been win-win in many respects with a great deal of valuable learning.

Why are we now in a time of transition? Following discussion at our June Board meeting, a decision was made to transition to *minimising activities of The Commitment and moving it outside Caplor Horizons*. The rationale for this decision was: (a) a sense that this would enable Caplor Horizons to fully focus on its core business; (b) a need for The Commitment to secure funding to renew its way forward.

What will happen next? William (Eccles) and Peter (Moore) will lead on this. And, until the transition is complete, Lorna, Rosie, Ian, and the trustees of Caplor Horizons, will continue with respective management and governance level responsibilities. At the June Board meeting, William stepped down as a Co-Director and he is now concentrating on being *Director of The Commitment* (an 'Advisor' role whilst The Commitment remains within Caplor Horizons). Peter is contributing as part of his role as *Board Advisor* to Caplor Horizons.

What are the consequences? One of the most significant changes is that in order to minimise activities we no longer have any full-time staff members working on The Commitment. We are immensely grateful to the excellent staff team that has been contributing until recently and we are sad to lose them as colleagues. Furthermore, we are highly appreciative of all the outstanding supporters and volunteers that have been – or continue to be – involved.

What will happen longer term? The Commitment is expected to leave home by March 2024. By then it is hoped that further resources will be secured and The Commitment can continue building an ever greater impact on the political attention paid to climate change and biodiversity. We remain committed to being a partner to The Commitment long term, post the transition process.

We are very thankful to everyone who has been supporting The Commitment in one way or another and we hope that you will continue to do so.



"The solutions already exist, now we just need the political will."

Dominique



"I want my politician to focus on the cause as well as the symptoms."

Tom

How we measure impact



Why is it important to measure impact?

We measure, capture and report on our impact to understand the changes that have resulted from our work and the difference that is being made. We conceive impact as the value created from our activities and actions. Doing this allows us to see the progress we have made so far, celebrate our successes and improve our ways of working to better deliver on our strategy.

How do we collect evidence of impact?

We systematically collect feedback and evidence of impact throughout the year, in both qualitative and quantitative ways. Our approach includes...

- Systematic feedback surveys after sessions
- Testimonials from partners
- Community surveys
- Deeper dive reviews

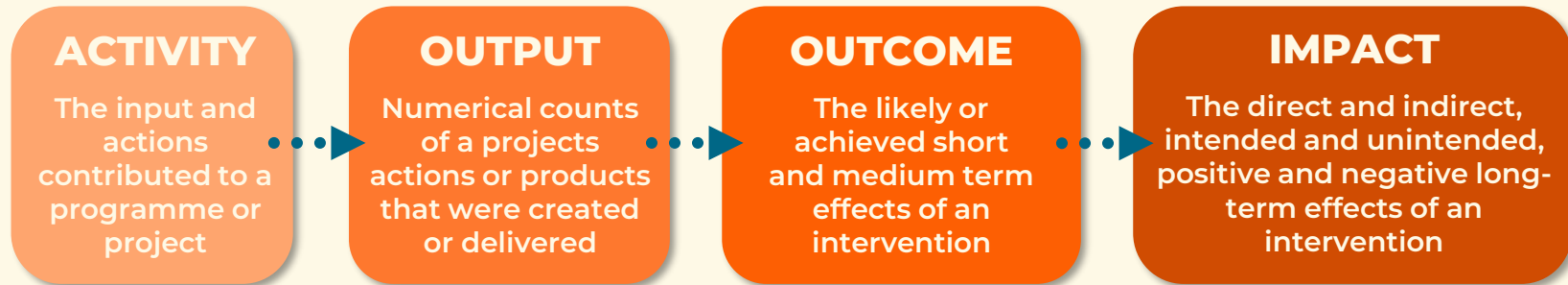
What framework do we use?

We like to use different frameworks to identify and report our impact.

For example, previous impact reports have used our theory of change model (ripples on a pond), the 4Ps of a sustainable future, our strategic goals, the Sustainable Development Goals (SDGs), and the Caplor House model.

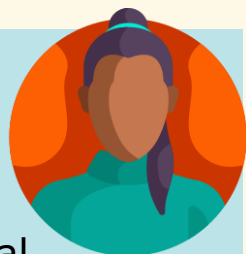
In this impact report we have assessed our activities, outputs, outcomes and impact of some of our significant partners using testimonials and systematic feedback.

Using this approach, we have been able to draw out key themes and analyse how long lasting these impacts are or will be.



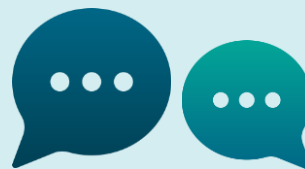
Our Year in Numbers

800



The number of individual changemakers we worked with

20



The number of individual CEOs and senior leaders we coached

84%

Number of people that scored our facilitation an 8 out of 10 or above

Number of people that scored the usefulness of our sessions an 8 out of 10 or above

65%

Number of people scored the content of our sessions an 8 out of 10 or above

64%

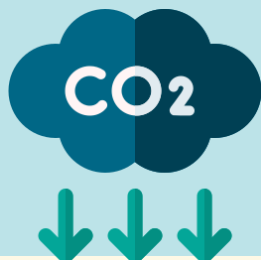
115



The number of sessions we delivered: 43% online, 57% in-person

0

We continue to be a Carbon Zero organisation



10

The number of organisational strategies we developed or renewed



830



The number of voluntary days given by our Advisors

12k

The number of commitments reached. This is 12,000 votes for politicians who will prioritise climate change and the natural world.

8

The number of our Ripple Papers we updated or published



We worked with

23

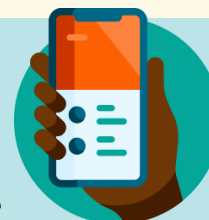


to deliver their work across

50

organisations different countries

2000



The number of people our newsletters reached in over 30 different countries

This impact report takes a deeper dive into nine of our partners/programmes. These are...

- Environmental Investigation Agency
- Refugee Action
- Emerging Leaders Programme
- International Presentation Association
- Ella's
- Irish Emergency Alliance
- Riversimple
- Self Help Africa
- Irish Association for Social Inclusion Opportunities

It looks at the activities, outputs, outcomes and impact of our interventions.

Our findings show that we are having an impact in six key ways summarised by 6Cs.

Connection

Our interventions are highly participatory and experiential. They always embed leadership and teamworking exercises. They create opportunities for people to connect and develop deeper relationships across the organisation. During workshops, participants share learning and experiences with each other, leading to a more united organisation and an improved sense of team which is a core component of being a more effective organisation. Online spaces are able to connect people from all over the world, for example the International Presentation Association and Self Help Africa. Face-to-face spaces enable a depth of relationship where people can challenge one another in constructive ways and feel the energy of others in the room, for example the Environmental Investigation Agency and Riversimple.

Clarity

We take a three-phase approach to developing strategy: 1) where are you now and what have you learnt? 2) where are you going? 3) how are you going to get there. All organisations cited that they had gained greater clarity around their strategic direction because of Caplor Horizons' input. Introducing them to our distinctive "strategy on a page" process enabled team members and their wider stakeholders to be 'on the same page' about the organisation's core essence and direction including the vision, mission, purpose, story, values and strategic objectives. This clarity has helped individuals and organisations to navigate complex challenges, be more focussed in their approach and secure lasting change. This impact can have short-term benefits, for example immediately after a strategy workshop. Longer term benefits come when organisations continue to have strategic conversations, for example every few months, to ensure they are still on the same page and are clear about their priorities. This is something we support and encourage and is evident in most organisations we partner with.

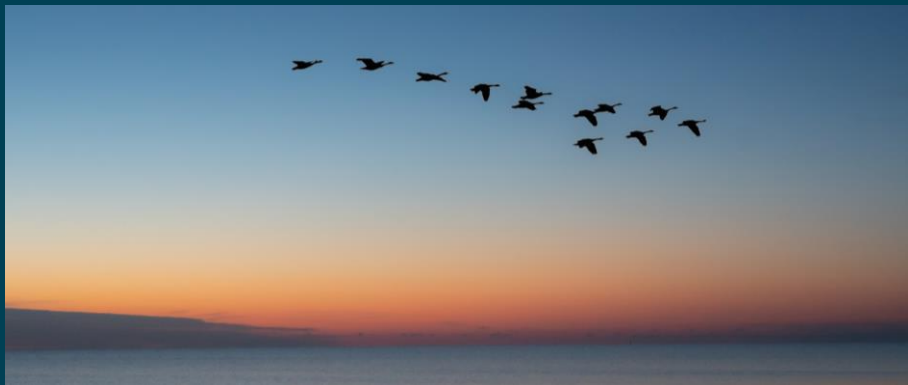
Confidence

Confidence is about valuing yourself and trusting your judgement, capacity and abilities. This is a core component of being an authentic leader. It is about finding power from within. Our analysis shows that direct coaching and/or mentoring has particularly had an impact on development people's self-confidence. It has enabled individuals to feel assured in their decision making and leadership skills and supported to take risks or be ambitious. Even the most senior leaders can struggle with self-belief and having a confidential sounding board for their thoughts can be very helpful when navigating complex challenges. Our input can also help improve organisational or business confidence, both in the people who work there and from outside partners and funders. As a result, many of our clients and partners have reported increased fundraising income since working with us (an indirect impact of our work). Finally, our sessions also help improve people's confidence with speaking in front of a larger group and sharing their ideas and challenges with their colleagues.

Commitment

Our analysis shows that our input enables people to reconnect to their overall vision, purpose and values, instilling a greater level of commitment to the organisation and team. We place a high importance on gaining wider stakeholder buy in and ownership over organisational effectiveness programmes and often say that the process is as important as a result. Our feedback shows that stakeholders appreciate being involved in this way and the organisations report greater backing and successes from all involved as a result.

Our model also enables our Advisors to express their commitment towards delivering a sustainable future by offering their distinct skills and expertise at a low or no cost. This year we had 113 volunteers contributing 830 days of pro bono support, which is the equivalent of £415,000. In particular, Peter (Moore), Ann (Alder), Elliot (Malik), William (Eccles), Eliza (Lawrence), Blaise (White), Deven (Thakkar), Ralph (Sequeira) and Seamus (O’Gorman) gave between 20 and 50 days of contribution. We could not achieve our impact without their incredible dedication and support. In turn, they themselves report that the work and learning have an impact on them, providing them with fresh perspectives and a more global viewpoint.



Change

Change is all around us. In the last few years alone, we have seen the spread of the coronavirus, rising levels of climate change, increased conflict and polarity, and a rise in the cost of living. As a result, our work focusses on strengthening individual and organisational resilience for navigating through change and transition. People particularly appreciate the opportunities to discuss and share their vulnerabilities, understand how different people respond to change and how best they can support them, and to find clarity amidst the fog. At times when the easier decision might have been to give up, people have appreciated the way Caplor Horizons have “walked beside them” and given them encouragement and compassion to keep going. At the same time, we challenge our partners to have difficult and courageous conversations about the future of their organisation and how it needs to adapt to remain relevant, particularly in light of decolonisation and the climate crisis. This is an area that we can continue to improve and be even more courageous on as we are discovering through our journey towards anti-racism.

Culture

Strengthening organisational culture is a core component of all our workstreams. Whether we are brought in to facilitate a strategy renewal process, a governance review or work on leadership and teamworking, we always place a large emphasis on the importance of culture. Culture can be defined as “the way we do things around here”. It can often be invisible or unconscious and manifests through values and behaviours. An organisation’s culture will not change overnight and so our impact may take a long time to be evident, however once an organisation’s culture is improved, other interventions are much more likely to have a long-term impact, therefore the role it can play is transformational. Some of our partners have explained that our focus on culture has made the organisation a better place to work where people feel cared for and valued. This enabled greater staff productivity, motivation and ultimately improved retention rates.

We are a learning organisation and always think it is important to reflect on the challenges we have faced and the learning these have brought so that we can continue to provide a better service and work in more effective ways. We have structured our challenges and areas of improvement around our three core values: creativity, courage and compassion.

Being Creative

This has been a challenging year for Caplor Horizons. We have faced difficult financial headwinds resulting from having to register for VAT in the UK and deal with the knock-on effects of the rise in the inflation/cost of living. We have also had to turn significant attention to reviewing The Commitment and its approach; this used up considerable time and energy and meant we have not spent as much proactive time as we'd like to on the core of Caplor Horizons. In "Caplor House" terms we have been more in the "kitchen", rolling up our sleeves operationally, rather than creatively in the "observatory", especially regarding our business model.

How will we improve – We are dedicated to focussing more attention on our 'business model' and how we can work more effectively to increase our impact. Already discussions have begun on how we can transition to working smarter and not harder: this could involve rebalancing our contribution from the relatively more time intensive and highly specialised/bespoke areas of our work – notably, strategy, structure, culture and governance – to more of our 'off the shelf' work such as our change makers programme which focusses more on leadership and teamworking. This could free us up to spend more time on strategic initiatives and consider how we can keep remaining relevant in the world we live in. Other ways we are looking to do things differently are through renewing our Advisor model in line with our anti-racist strategy. We are also looking to develop a Caplor House App and explore the potential uses of Artificial Intelligence (AI) in our work.

Being Courageous

At times we have found the balance between being courageous and compassionate a hard line to walk. Being courageous involves having difficult conversations, challenging ourselves and our ways of working, and taking tough decisions. The decision to part with The Commitment was a courageous decision that had significant knock-on consequences for members of the team which were not easy. Would it have been more courageous to do this sooner? Were we so conscious about being compassionate and creative that we delayed making a courageous decision? Alongside team considerations was the strategy of The Commitment itself. How long do you keep progressing something before deciding to change it substantially, especially when impact is hard to measure in the short term?

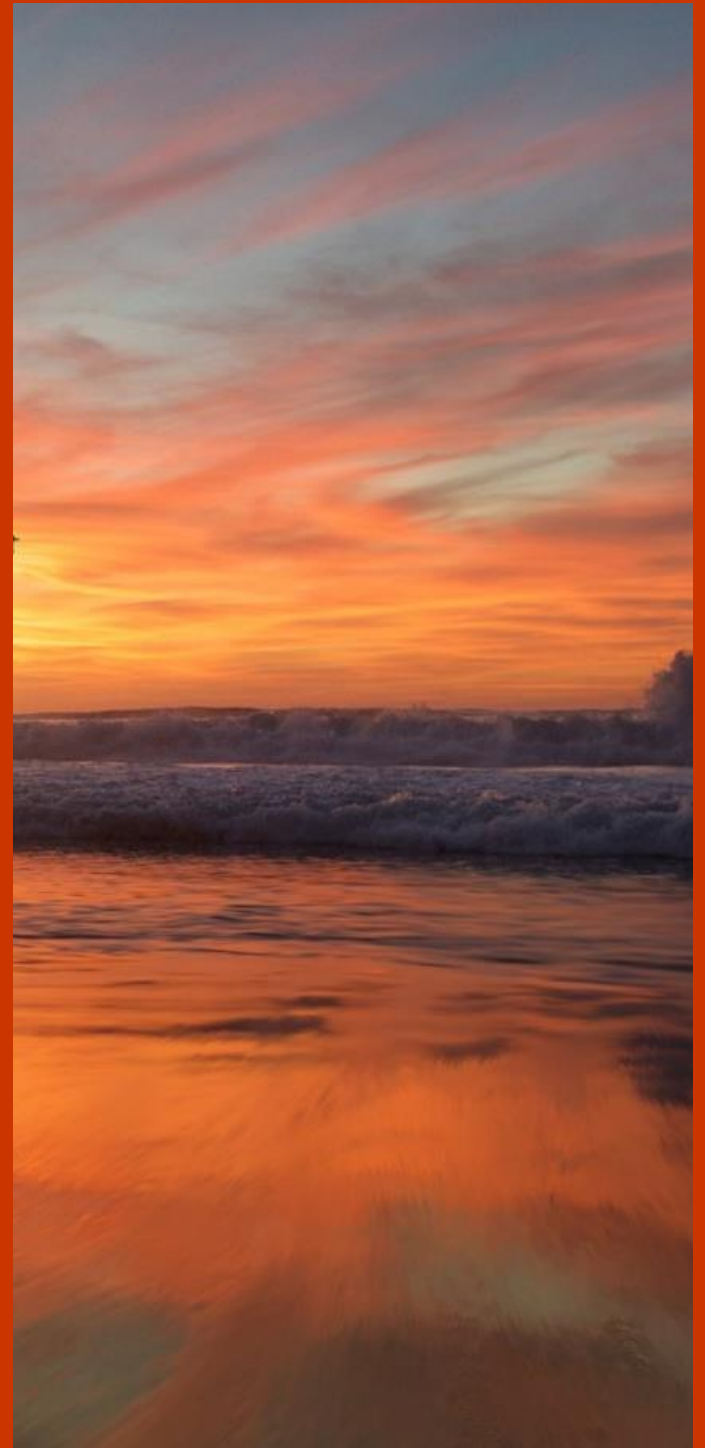
How will we improve – We are going to carve out time to reflect on the process of incubating The Commitment and particularly consider the learnings we can take away from it and how we can challenge ourselves to be better. We will also consider what learnings we can take from incubating more generally and whether it is something we would consider doing again. The exit interviews from The Commitment delivery team offered useful food for thought. One unintended positive consequence of difficulties we faced with regards to the transition of The Commitment was that it led to a closer working relationship between the team and board; also, between board members themselves. Another area we will continue to work on, which is relevant to our anti-racist journey, is how we challenge ourselves, challenge each other, challenge our clients and partners and accept challenge from others.

Being Compassionate

We hold health and wellbeing in high regard. However, as mentioned previously, are we at risk of being too compassionate at times, focussing too much on people's feelings and their health and wellbeing, rather than confronting matters sooner or in different ways? When we consider "wholeness" to be so important to our culture (bringing your whole self to work including all your vulnerabilities and challenges) how can we better ask people to improve their performance balancing what we know, including if they are having difficulties outside of work? By supporting individuals, how can we be more attuned to the potentially adverse and knock-on impacts to others within the organisation? This can be the case for members of our team as well as with clients and partners.

How will we improve – We will be even more conscious about getting the right balance between being compassionate and courageous. We will continue to be non-judgmental, empathetic, and alive to the suffering of others. However, we will consider being bolder in taking action and getting to the root cause of the issues. We recognise this may bring discomfort and that we will not be able to make individuals and everyone happy.

OUR STORIES OF IMPACT



The Environmental Investigation Agency (EIA) is an international non-profit organisation, established in 1984, that has pioneered undercover investigations to combat environmental crime and abuse. They use evidence and analysis to bring about lasting policy and changes to legislation to protect our planet, its biodiversity, climate and all who live here.

They have a proud track record of achievements including a ban on the international ivory trade and increased protection for whales and dolphins. They have also contributed to a legislation against imports of illegal timber in major consuming markets and a global agreement to curb the use of climate-damaging chemicals. They work in partnership with civil society organisations on the ground, through joint investigations and advocacy, all of which makes their work more sustainable going forward.

[Caplor Horizons] have provided exceptional guidance along with flexibility, reliability and commitment which has made EIA UK staff feel safe and supported throughout the process.



Our contribution over the past 18 months

ACTIVITIES

Facilitation of...

- 6 online team sessions
- 19 in-person team sessions
- 2 in-person Board Away Days
- 1 in-person session with partners

Semi structured 1.2.1 conversations with 10 senior staff

17 people coached or being coached

Ongoing support to key leaders

OUTPUTS

- New organisational strategy and 'Theory of Change' co-created in a participatory way
- New organisational structure developed
- Articulation of the desired organisational culture
- Action plan for Strategic Goal 1
- Cross-organisational working groups set up
- Charter for challenging conversations

OUTCOMES

- Greater clarity on the organisation's future direction
- Improved relationships and teamworking across the organisation through experiential learning exercises and creating opportunities for people to connect
- Greater understanding about different responses to change
- Increased awareness on how to have challenging conversations and give and receive feedback in constructive ways

IMPACT

- Securing EIA's longevity through developing a strategy, structure and culture that will enable it to meet the growing challenges of today and secure lasting change in the future
- Improved cross-organisational working
- Improved individual leadership skills, helping people to develop greater confidence and clarity in decision making
- Strengthened individual and organisational resilience for navigating through change and transition

Testimonial from Mary Rice, Executive Director

“ With rapid growth underlining the necessity of ensuring organisational effectiveness, the Environmental Investigation Agency (EIA) recognised the need to recruit external support to help us navigate the process and deal with anticipated challenges.

The principal intention was to facilitate a change and transition programme focused on strategy, culture and structure, whilst strengthening leadership and teamworking, to ensure that the organisation was future proof.

At the end of 2021, EIA UK appointed Caplor Horizons to be our partners in this endeavour and at the beginning of 2022, we kickstarted the process. This began with the launch of a series of online and in person meetings with staff and trustees.

Over the course of 2022, Caplor Horizons were pivotal in facilitating a comprehensive and consultative process resulting in a defined aspirational organisational culture, renewed strategy and clear workplan; also coaching sessions were integrated for key staff.

In early 2023, progress was made on introducing a new organisational structure, again the result of a participatory approach.

At every stage of the process to date, Caplor Horizons have been pivotal in supporting EIA and facilitating meetings and workshops, providing team development and working towards generating a transitional way forward.

From the outset Caplor Horizons have shown themselves to be trustworthy and invested partners and valuable allies, quickly getting to grips with the complex history and work of EIA.

They have demonstrated a high standard of professionalism at every stage of the journey to date and the team have provided exceptional guidance along with flexibility, reliability and commitment which has made EIA UK staff feel safe and supported throughout the process.

Their detailed reports with achievable action plans have helped to turn an overwhelming set of tasks into a much more realisable, integrated project.

Whilst there is still work to be done, EIA UK look forward to reaching their strategic goals with the continued partnership of Caplor Horizons. ”



Coaching deeper dive

To achieve sustainable change, we aim to inspire and enable people to learn differently, think differently and act differently. We believe that coaching has a critical role in stimulating people to cope better with change and transition.

What is the coaching for or about?

- Coaching is a relationship involving a supportive and non-judgmental process that inspires leaders to maximise their personal and professional potential.
- Coaching draws upon deep listening and skilled questioning to provide a structure that helps the coachees to identify their own development steps.
- The coaching being offered is in the context of the organisational effectiveness programme facilitated by Caplor Horizons. It offers a safe space to work through the changes that are being suggested and to explore each person's own challenges, insecurities and goals in relation to these.

Iain has given me some self-belief back that I can actually do the role I'm in and should be more confident, which has been really positive.

Monitoring impact

- Each individual will benefit differently from the coaching for a variety of reasons. Similarly, the impact on the organisation will vary. It is hard to measure impact in this respect.
- One way we monitoring and evaluating impact is through a baseline survey after 2 sessions and a final survey after 6 sessions.
- In addition, while maintaining coach/coachee confidentiality, we regularly touch base with our Director of Coaching, Iain Patton, to understand key themes that are coming up in discussions.

Summary of key points

- So far 29 people at EIA have been offered coaching (approx. half the staff) and 17 people have been coached or are in the process of being coached.
- All of the quantitative data points increased from 2 sessions to 6 sessions. See table on the right.
- When asked how their work role is benefitting from the coaching, key themes included *"feeling more confident in my leadership skills"*, *"taking the right steps to achieve goals within my role"*, *"taking decisive action"*, *"having clarity of thinking and space to discuss issues"*, and *"gaining useful tips on dealing with certain situations"*.
- In addition, when asked what they have found especially positive/helpful about their coaching experience people said an *"external"*, *"non-judgemental"*, *"objective viewpoint on my situation"*, *"the ability to discuss things in a private and confidential manner"*, *"a sounding board for thoughts"*, *"encouragement to be myself"*, *"having someone that sees patterns and is able to challenge in a constructive way"*, *"to get my self-belief back"*, and *"to set aside time during the working day to think about these things"*.

Baseline survey	Score	Survey after 6 sessions	Score
How confident are you that coaching will be useful?	8.2	How useful has your coaching been?	9.0
How satisfied are you with your coach and their approach so far?	9.1	How satisfied are you with your coach and their approach?	9.8
How supported do you feel by your coach in helping you make sufficient progress to achieve your chosen goals?	8.9	How supported do you feel by your coach in helping you make sufficient progress to achieve your chosen goals?	9.2
Recognising it is early days, do you feel that you are making acceptable progress towards reaching your goals?	7.3	Did you feel that you made progress towards reaching your goals?	8.7
How confident are you in your leadership ability?	7.7	How confident are you now in your leadership ability?	8.5
To what degree do you feel the coaching process is contributing effectively to the wider change process that is being facilitated by Caplor Horizons?	7.1	To what degree do you feel the coaching process has contributed effectively to the wider change process that is being facilitated by Caplor Horizons?	8.3
How clear are you in understanding the organisational change process and your role within it?	8.2	How clear are you in understanding the organisational change process and your role within it?	8.3

I find the sessions are like a 'time-out' where I can go back to the beginning or look at things from a higher perspective, instead of being bogged down in the details, so I can approach things in fresh ways.

Coaching has increased my confidence as I know that I am making the right decisions and it has also helped me to look at a number of viewpoints to a situation.

Refugee Action

Refugee Action has been established for more than 40 years. Their vision is that refugees and people seeking asylum will be welcome in the UK. That they will get justice, live free of poverty and be able to successfully rebuild their lives. Refugee Action helps people who've survived some of the world's worst regimes to get the basic support they need to live again with dignity. They then help them build safe, happy and productive lives in the UK.

As part of their commitment to anti-racism, the organisation has consciously been shifting power towards people with lived experience. The Experts by Experience (EBE) steering group was established in 2020. This is who we have been working with.

In addition, Refugee Action has been awarded a three-year grant from The National Lottery Community Fund to deliver a programme to nurture a growing, collaborative community of organisations (see more on the next page).

“It was wonderful, informative and rewarding to learn quite a lot and to apply those skills in our daily today lives and with organisations. Also, the trainers were detailed in their way of training hence more understanding, fun and purposeful.”



Our contribution in November 2022

ACTIVITIES

Facilitation of...

- 2 in-person sessions

OUTPUTS

Greater awareness and learning around...

- Leadership and teamworking
- Effective governance in the charity sector

OUTCOMES

- Learning practical skills that can be used in the workplace and steering group
- Developing relationships and teamworking among the group
- Improved awareness on key topics

IMPACT

- Improved confidence around governance and decision making within the group
- Strengthening the role of experts by experience in the wider organisation and shifting power in the sector



Emerging Leaders Programme

A community of organisations within the UK refugee sector have been brought together to transform the role of Experts by Experience (EBEs), to centre and embed their knowledge, experience and voice in all aspects of service design, delivery, advocacy and community development.

In 2022-23 Refugee Action carried out a needs assessment with EBEs from across the partnership to develop a rolling, centralised training programme to increase their knowledge, skills and confidence to enable them to take on leadership roles and help bring about meaningful change.

As a result, we are piloting our new “Emerging Leaders” programme. This programme will run over 6 months consisting of a mix of full day in-person sessions and shorter online sessions. We are currently half-way through the programme and so the full impacts are unknown.

“
Thank you so much for your help and your kindness, that was an amazing time I had with you all and I learned some good things that I didn't have before which I appreciate.
”



Our contribution from May-July 2023

ACTIVITIES

Facilitation of...

- 2 in-person modules
- 2 online modules

(half-way through the programme)

The organisations involved include PAFRAS, Action Foundation, Bristol Refugee Rights, Brushstrokes Community Project, Refugee Women Connect, SDCAS, NNRF, and Refugee Action.

OUTPUTS

Greater awareness and learning around...

- Developing your own authentic leadership style
- Effective communication and influence
- Exploring power and influence in leadership
- Developing a culture of collaboration

OUTCOMES

- Connections between participants leading to networking and sharing of ideas and experiences
- Increased awareness about different leadership and behavioural preferences and the importance of authentic leadership
- Improved communication and presentation skills
- Greater understanding about power and influence including the different types of power and how to tap into your power from within
- Resources and a framework for increasing collaboration

IMPACT

- Enhancing individuals' knowledge and honing their skills
- Fostering the confidence necessary for individuals to assume leadership roles and instigate meaningful change in their organisations and communities

Testimonial from Dr Ibtissam Al-Farah, EAR/EBE Coordinator of Refugee Action

“ The development of the EBE Training and Development programme marked the commencement of an insightful collaboration with the dedicated team at Caplor Horizons, represented by Rosie Bishop, Lorna Pearcey, and Kemal Shaheen. Through rigorous planning sessions, we harnessed their expertise to tailor a specialised training regimen for our EBEs, with a pivotal emphasis on enhancing their knowledge, honing their skills, and fostering the confidence necessary to assume leadership roles and instigate meaningful change.

Undoubtedly, what sets Caplor Horizons apart is their sincere commitment to making a meaningful impact on the lives they engage with. This commitment is exemplified by their exceptional grasp of the specific needs and obstacles confronted by the participants. With this profound understanding, Caplor Horizons masterfully co-shaped the training programme to directly target these distinctive requirements. The outcome has been a clearly crafted learning journey that has sparked discernible and profound transformations within the participants. This bespoke approach is a hallmark of Caplor Horizons' dedication to generating enduring change.

Central to the success of this programme is the Training Programme Steering Committee, a forum of vital importance. Within this committee, the Caplor Horizons team plays an instrumental role, offering invaluable feedback and exhibiting a remarkable receptiveness to our suggestions for enhancement. This open exchange of insights stands as a testament to Caplor Horizons' unparalleled communication prowess, engagement acumen, and deep-seated understanding of the training landscape.

The resonance of our efforts is palpable in the affirmative feedback received from the participants of the training programme. This outcome underscores the meticulous groundwork laid during the needs assessment phase and the collaborative synergy achieved with Caplor Horizons' invaluable contributions. The testament to our collective dedication is manifest in the excitement and positivity radiated by the participants.

In conclusion, our association with Caplor Horizons exemplifies a partnership driven by mutual respect and a shared vision for transformation. Their unwavering commitment to excellence, coupled with their profound facilitation skills and comprehensive knowledge of training programme dynamics, constitutes a cornerstone of our journey. We are deeply appreciative of Caplor Horizons' instrumental role in making the Emerging Leaders Programme an unequivocal success.”



The IPA is a global network of Presentation Sisters and associated people and groups – ‘Presentation People’ – whose main thrust is education and action for justice with a focus on advocacy and service. Since the year 2000 the IPA has had NGO status at the United Nations, being accredited with the Economic and Social Council (ECOSOC).

IPA’s core priority areas include women and children, care of the earth and tribal and indigenous people. Their UN advocacy focus is “the elimination of violence against women and children”. Key to the IPA are their Justice Contacts (see right), located throughout the globe in 20 diverse cultures and contexts, supporting IPA to bridge the grassroots activities with the global agenda at the UN and vice versa.

Caplor Horizons has been working with IPA since 2019 to support their commitment to embrace the Sustainable Development Goals in a human rights framework.

“
The Caplor Horizons team has brought to us a wealth of relevant knowledge and skills, as well as a commitment to working with integrity and in fidelity to our vision and values.
”



Our contribution in 2022-2023

ACTIVITIES

Facilitation of...

- 2 online sessions with the IPA Core Team and Focus Group Chairs
- 3 online sessions with the IPA Core Team and Justice Contacts

Semi structured 1.2.1 conversations with 11 key stakeholders to review the Executive Director role

Review of IPA’s Strategy, Structure and Culture between 2019-2023

Mentoring support to the Executive Director

OUTPUTS

- IPA Impact Report between 2019-2023 focusing on reviewing their strategy, structure and culture
- Executive Director role review report
- Justice Contact focus group action plan

OUTCOMES

- Enabled IPA Justice Contacts and staff members to connect online and share learning and experiences with each other
- Equipped people with the skills to effectively gather and share stories of impact
- Provided learning and recommendations to feed into IPA’s future strategic direction at their 8th Assembly
- Enabled greater clarity around the role of the Executive Director moving forwards
- Harnessed and maintained the energy and focus of volunteers by instilling an ongoing commitment to justice and advocacy

IMPACT

- A more united global movement that is able to bring the voices of the grassroots to the UN and make a difference to the lives of communities around the world
- A strong culture that is inclusive, diverse and compassionate
- Greater focus and clarity on IPA’s contribution towards the SDGs and how to effectively implement this

Testimonial from Ann Marie Quinn, Executive Director

“ Caplor Horizons has given a vital service to the development of IPA structures, procedures and practice over the last four years. From the outset, their approach to consultative facilitation has enabled multiple generative conversations. These have consistently honoured the experience and wisdom of members, while ensuring steady forward movement. The Caplor Horizons team has brought to us a wealth of relevant knowledge and skills, as well as a commitment to working with integrity and in fidelity to our vision and values. This assisted us greatly in formalising our Strategy, devising an Implementation Plan, and discerning a specific advocacy focus for IPA at the UN.

Their painstaking preparation, attentive presence, unfailing respect for the initiative that is IPA and for the people involved, and the strengths-based approach that mark Caplor Horizons has served us very well indeed. The unique ‘Caplor Horizons House’ method of tapping the energies of team members for the shared task in hand has to be experienced to be appreciated.

With characteristic resilience, Caplor Horizons worked effectively throughout the pandemic, now thankfully a memory – albeit one that will last long. Our facility with working remotely, developed under the duress of lockdown, has made possible and fruitful the involvement of Caplor Horizons in the evolving story of IPA. In turn, we as IPA have participated willingly, as invited, to Caplor Horizons own process of research.

Recent services requested from Caplor Horizons include preparing an Impact Report which enhanced important work on strategy, structure and culture at our recent IPA Assembly.

It is important to record that at every stage of Caplor's work for IPA there has been clarity in relation to ownership of the task, indicated by their engagement with me as Executive Director, as well as total commitment to delivering their services as contracted.

Finally, Caplor Horizons is expert at reviewing experience, processing outcomes, and presenting reports using language, flow-charts and visuals with remarkable creativity.

It is clear from this testimonial that I can with confidence recommend Caplor Horizons for any and all service that corresponds to their vision, values, and way of working. ”



Ella's is a London-based organisation working with women who have survived trafficking and sexual exploitation. They are passionate about providing the best care for as many survivors as they can. As part of this they offer safe house accommodation for women when they are most vulnerable, care to help them recover and move forward, and long-term community-based support to help survivors build safe, independent lives. The support they provide is essential for the safety and freedom of women.

Human trafficking is a type of modern slavery. 49.6 million people around the world are trapped in modern slavery, 79% of people trafficked are women and children and 6.3 million people are being exploited in the sex trade.

We have worked with Ella's since 2019 and have facilitated a strategy development process, provided leadership and team development support and helped them to set up as an independent charity.

“Excellent day, really helpful to be part of the process of deciding how Ella's moves forward next, to spend time with the team and to be led by old friends again (the Caplor team).”



Our contribution in 2022-2023

ACTIVITIES

Facilitation of...

- 3 in-person sessions

Setting up and Chairing the Survivors Advisory Board

Mentoring support to the Co-Directors, Emily and Minke

OUTPUTS

- Greater awareness and learning around feminist leadership and how to become a feminist organisation
- Strategy discussions to continue to strengthen Ella's and be clear on a plan for growth
- Launched the Survivors Advisory Board with experts by experience
- Opportunities for the Co-Directors to have space to discuss key issues and strategic considerations

OUTCOMES

- An emphasis on celebrating and nurturing their culture
- Adopting the Co-Director model has also fostered a non-hierarchical culture and collaboration throughout Ella's
- Facilitating problem-solving. Empowering the team to find solutions themselves rather than providing advice.
- Shifting power to experts by experience and hearing survivor voices

IMPACT

- Significant strategic change, improved team development and collaboration, greater sense of belonging to Ella's among staff and volunteers, greater passion within the team, a better understanding of the direction of growth and a more unified way of communicating.

Testimonial from Emily Chalke and Minke Van Til, Co-Directors

“ The collaboration with Caplor Horizons has added immense value to Ella's work, particularly in the areas of strategic development, leadership, governance, and more.

Initially, Caplor played a crucial role in supporting Ella's transition to becoming an independent charity. Originally, Ella's was a project of a larger charity, and the separation process was complex and lengthy. It required expertise in governance, creative problem-solving, and facilitation for meetings between the leadership and board of both organisations. Caplor provided Ella's with the time and expertise of various experts and offered exceptional support and care throughout the process.

Following Ella's independence, Caplor has continued to provide ongoing support to the team and leadership. They have facilitated team strategy days, helped define and nurture our culture, and provided mentoring to the leadership team. Caplor's involvement has significantly shaped the growth and maturity of the charity, particularly in the following ways:

- **Emphasising the importance of culture:** Through team sessions and leadership mentoring, the Caplor team has consistently encouraged Ella's to prioritise celebrating and nurturing their culture. This has been achieved through organised culture team sessions and gentle reminders to invest time in staff relationships. Lynne Sedgmore also gave a useful input about feminist leadership and how we could become a feminist organisation.
- **Facilitating problem-solving:** Emily and I often encounter challenges that may seem insurmountable. However, the Caplor team uses a coaching approach and expertly asks the right questions, enabling us to see solutions that were there all along. This empowering approach allows us to find solutions ourselves rather than merely receiving advice.
- **Inspiring collaboration:** Witnessing the success of the co-director model within Caplor, we have decided to adopt the same approach. This has not only proven the power of co-leadership but has also fostered a non-hierarchical culture and collaboration throughout Ella's.

We are continually learning from the Caplor team and advisors and take pride in being part of a network of inspiring organisations and leaders. With Caplor, we have a critical friend who helps us grow and mature, remaining focused on our mission while striving to do our best for our staff, volunteers, and stakeholders.

”



23



Irish Emergency Alliance

The Irish Emergency Alliance is a membership organisation, made up of seven Irish registered charities working on international humanitarian emergency relief. Its members are ActionAid, Christian Aid, Plan International, Self Help Africa, Tearfund, Trócaire and World Vision. Together, these members have programmes in a total of 85 different disaster-affected countries across the globe giving the Irish Emergency Alliance a very significant presence to respond quickly to an emergency.

The Irish Emergency Alliance is a joint appeals mechanism where Irish humanitarian organisations agree to consolidate their fundraising efforts, demonstrating to the public that they can work together and reduce their administrative and fundraising costs. At the time of major humanitarian emergencies, their members come together to raise money from the Irish public in a coordinated manner.

“ I think the greatest benefit we derived from the process was the absolute clarity and affirmation of why we are working together and what we want to achieve for Ireland as an Alliance. ”



Our contribution between September 2022 and July 2023▶

ACTIVITIES

- Facilitation of...
 - 2 in-person sessions with the staff and board
 - 1 online session with the staff and board
- Semi structured 1.2.1 conversations with 9 board members
- Governance self-assessment exercise against the Irish Charities Regulator’s Governance Code
- Coaching for the CEO

OUTPUTS

- Board Effectiveness Review Report
- Discussions about IEA’s strategy renewal
- Improved leadership and teambuilding, including a greater awareness of each others' strengths and preferences

OUTCOMES

- New Chair of the Board appointed
- Improved governance processes and strengthened teamworking and strategic alignment across the Board
- Greater understanding about what has been learnt, where IEA is going and how it is going to get there
- Clarity around priorities for the rest of IEA’s current strategy
- Support for the CEO to navigate a challenging context and remain resilient

IMPACT

- A strengthened Board that will have better accountability and oversight over the organisation’s strategy, structure and culture

Testimonial from Brian Casey, Executive Director

“ The Irish Emergency Alliance engaged Caplor Horizons in 2022 to undertake a board effectiveness review as well as to provide a road map for what we planned to achieve for the remainder of our current strategic plan and start the planning process for the next one. As a comparatively new organisation and venture in Ireland, the open, friendly and engaging process adopted by Caplor Horizons enabled us to galvanise relationships, identify preferences, strengthen team-working, celebrate strengths and identify priorities.

The Irish Emergency Alliance has a strong board consisting of the seven CEOs of its member agencies plus 4 independent directors. All are well-established strategic thinkers and it was great to work with the Caplor Horizons team who share a similar thought-process and ‘big picture’ mindset to ourselves.

Caplor Horizons were extremely well-prepared and clearly invested a lot of time and thought into the best approach for our relatively young and somewhat unique organisation. They brought great clarity and structure to this board effectiveness review by not only focusing on what the board has achieved to date but also keeping a constant firm eye on where we are going and how we will get there.

Caplor Horizons has a great team of professionals with complimentary skillsets and expertise – many of whom fed into our process. The feedback from the board regarding the approach and Caplor Horizons team was extremely positive – so much so that a number of our members have engaged them separately on other pieces of strategic work internally to their organisations.

Part of the Caplor Horizons support package included individual coaching sessions with one of their colleagues, Iain Patton. I have found this to be extremely rewarding and useful particularly in helping me deal with the multitude of challenges facing a start-up and alliance organisation.

I think the greatest benefit we derived from the process was the absolute clarity and affirmation of why we are working together and what we want to achieve for Ireland as an Alliance. The Caplor Horizons team helped galvanise us around our vision and mission which left us with a renewed sense of common purpose and drive.

Without question, Caplor Horizons went above and beyond their commitment to the Irish Emergency Alliance and delivered a highly-professional and valued service to us. They were very empathetic and encouraging in all their communications with me and my entire Board. They were an absolute pleasure to work with from the get-go.

”



25



Riversimple, based in Llandrindod Wells in Wales, is pioneering the next generation of zero emission vehicles. They use hydrogen, not batteries, emit nothing but water and, unlike conventional electric vehicles, can be refilled in three minutes. This means it offers all the flexibility of a fossil fuel car without the environmental downsides.

Rather than selling its vehicles, Riversimple plans to offer them as part of a subscription service that covers all the associated running costs, from servicing and maintenance to insurance and fuel. At the end of a contract, the vehicle is returned to Riversimple and supplied to another customer.

Their cars are currently going through road trials with the public and the team are making preparations for volume production. This is an exciting and also very uncertain time for this responsible business, with much of their focus going into raising significant investment and ensuring the cars are safe and road worthy.

“ We can see the positive effects of the change maker programme on the company culture and [the sessions] are undoubtedly strengthening the team’s sense of commitment to Riversimple. ”



Our contribution over the last year

ACTIVITIES

Facilitation of...

- 7 in-person staff sessions

Support to founders, Hugo and Fiona Spowers on investment and governance

OUTPUTS

Organisational effectiveness support and learning around...

- Strengths based approach
- The Caplor House
- Organisational culture, structure and strategy
- Forcefield analysis
- Communication
- Six Senses of Teamwork
- Caplor Islands
- Individual responses to change
- Conflict resolution
- Giving and receiving feedback
- Challenging assumptions

OUTCOMES

- Created opportunities for the team to connect with one another and deepen their commitment to the business
- Improved communication across the team
- Enabled the company to build on its strengths and identify and address its weaknesses
- Issues coming to the surface and getting talked about with all levels of management

IMPACT

- Enabled the team to pull together to attract further investment and have more confidence in the cars
- Improved organisational culture that makes Riversimple a great place to work where people feel cared for and valued
- Issues are identified before they become a bigger problem and resolved more easily as a result
- Improved confidence of individuals to speak as part of the group and contribute ideas

Testimonial from Fiona and Hugo Spowers, Directors and Founders

“ At Riversimple we are a small team, trying to solve an enormous problem. To help us with our journey, we started collaborating with Caplor Horizons in June 2022. The centre-point of our partnership has been a “next generation change maker” programme with our whole team. Complementing the core programme, we have had regular coaching conversations with Dr Ian Williams plus a series of meetings with William Eccles.

Ian is always quick to pick up the energy in the team on any given day and is able to respond with exercises that address the current challenges. We really appreciate his agility and attention to nuance and detail.

William’s mentoring helped us through a period of uncertainty; his wisdom brought us clarity and his encouragement has given us the confidence to forge ahead with ambitious plans.

The main next generation change maker programme has involved facilitated sessions every six weeks with the whole team. An evaluation of the programme was conducted with team members. Comments included...

“ **Caplor Horizons has helped get the team together and deepen the commitment to the business.** ”

“ **Well done to Caplor Horizons for facilitating and leading us through to a stronger sense of shared values and common mission. It has made a noticeable difference to team engagement.** ”

“ **Caplor Horizons has brought us closer as a team, opening the doors to communication throughout the whole company. The programme has been fun, 100% worthwhile.** ”

Within the programme we have also benefited from the input of other highly skilled and experienced people that contribute to Caplor Horizons as Advisors. For instance, this has included Clive Hyland, who shared relevant learning from neuroscience; also, Professor Sharon Turnbull who facilitated a session focused on bringing about effective change and transition. Sharon shared some of her own research findings, which were both illuminating and comforting to the whole team.

In conclusion we can see the positive effects of the change maker programme on the company culture – all the more remarkable in that it doesn’t feel like a programme at all. Everyone in the company looks forward to the sessions and they are undoubtedly strengthening the team’s sense of commitment to Riversimple. ”



Self Help Africa is an international not-for-profit that promotes and implements long-term rural development projects in fifteen African countries. The organisation also implements development projects in Bangladesh and Brazil.

For more than 50 years, SHA have been focused on ending poverty and hunger through community-led and market-based approaches. Their experience of working with rural communities and smallholder farmers has honed their expertise in addressing climate change and its impact on food production and the environment.

Self Help Africa merged with Gorta in July 2014, and in 2021 merged with UK-based INGO, United Purpose, also a partner of ours. The organisation also owns a number of social enterprise subsidiaries – CUMO Microfinance, TruTrade and Partner Africa.

“ We can help bring the merged organisation to the next level and deliver upon our ambition utilising our skills and experience many of which were unearthed by Caplor Horizons in their work to date. ”



Our contribution between November 2022 and May 2023

ORGANISATIONAL CULTURE PROGRAMME

ACTIVITIES

- Facilitation of...
- 4 online all staff sessions
 - 2 online country director meetings
 - 1 in-person board meeting
 - 1 in-person management team meeting
- 5 online surveys with all staff and board

OUTPUTS

- A shared understanding of where the organisation is now and what has been learnt in relation to cultural change and transition
- A clear articulation of SHA’s future culture, supported by values, principles and behaviours, to be incorporated into the organisational strategy

OUTCOMES

- Greater awareness about SHA’s culture and the values and behaviours which need to be embedded in the organisation
- Opportunities for staff members to have their voice heard and connect with one another in the context of a takeover (of United Purpose)

IMPACT

- Started to embed SHA’s culture and values into the day-to-day behaviours and actions of the country offices and management team (more work needed here).
- Better equipped to navigate challenges around the takeover and rebrand
- Opportunity for the new CEO to quickly gain insights into the organisational culture enabling him to be more effective in inspiring and enabling change in the organisation

BOARD RENEWAL PROCESS

ACTIVITIES

Facilitation of...

- 1 in-person board meeting
- Semi structured 1.2.1 conversations with 9 board members

OUTPUTS

- A comprehensive “Reflections and Learnings Report” based on the board renewal process

OUTCOMES

- Actions identified to ensure effective governance going forwards

IMPACT

- A strengthened board that will have better accountability and oversight over the organisational culture and strategy

WORLDWIDE GLOBAL SCHOOLS CULTURE PROCESS

ACTIVITIES

Facilitation of...

- 1 in-person session with staff and partners
- 2 online sessions with staff and partners

OUTPUTS

- The co-creation of clear values, principles and behaviours
- Opportunities for learning and developing greater self-awareness

OUTCOMES

- Created spaces to talk about challenging issues and come to a shared understanding around solutions for the future
- Greater clarity around the what the values and behaviours should be in the organisation

IMPACT

- Improved leadership and teamworking
- Opportunity for a ‘reset’ – building on the positives and considering how to work together more effectively and progress things in future

“It was the first opportunity for all of us to meet & reflect where we’re at and meet our United Purpose colleagues in such a setting.”

“A lot was shared in an honest and open way.”

“Really excellent session. Facilitators knew when to dig deeper, when to comment, and what to draw out from the team.”

“It was mindful and very helpful as we connected with people and actually realised that we share the doubts, views and understandings even though we are from different places.”

“The discussion in the breakout groups was a good opportunity to meet other colleagues. To me this was the key value of the session, building those connections across the organisation.”

“I thought it was a really nicely facilitated session, with really good tools used to address challenging areas for our team. Some of the tools were excellent like the strengths card swap game, the introduction to the Caplor House concept, and the rope web that we created. In general, the facilitation was highly effective on the day, and a very warm space was created to bring out the best results on the day.”

Testimonial from David Dalton, Former Interim Executive Director

“ Caplor Horizons were awarded the tender for the ‘Organisational Culture’ work-stream for Self Help Africa in late 2022.

The Caplor Horizons team came in at a pivotal time when we were finalising our 2023-2027 strategy process. They began their work with us at a time of significant transformation, when the organisation was dealing with the implications of a merger with United Purpose which meant a doubling in size and scale. In addition to the merger and strategy, a change in brand was being worked through at the same time. Caplor Horizons navigated the complexities and challenges of a group of entities and rapidly took steps to understand the baseline situation. They did this with ease and managed to be very inclusive and transparent throughout the process. Their attention to detail was impressive but at the same time they reflected on the bigger picture throughout – one team, one culture, one shared vision.

Caplor Horizons worked with our staff at country office level, head office, with our Group Board and other entities. They brought an impressive array of skills and a huge amount of patience. The fact that they managed to keep momentum and deliver on the first phase of the organizational culture change and transition project is testament to their doggedness and willingness to deal with the real issues.

Now firmly ensconced as a key partner Caplor Horizons, has also been involved in working with our Worldwise Global Schools team. Furthermore, alongside this and phase two of the organisational wide culture project, they are now working to support our governance; they have assisted in reviewing the skills mix on the board and will lead the board’s renewal process.

Caplor Horizons have now built up a level of trust and knowledge, going ‘beyond the call of duty’ in various respects. They can help bring the merged organisation to the next level and deliver upon our ambition utilising our skills and experience many of which were unearthed by Caplor Horizons in their work to date.

”



The Irish Association for Social Inclusion Opportunities (IASIO) was formed in 2012 in response to a critical need – training, education and employment for offenders to reduce reoffending.

IASIO is now the leading community and prison-based organisation in Ireland working within criminal justice.

IASIO works with people who are marginalised from society, coming alongside them, supporting and facilitating them to envision and plan for a better future. They provide offenders with support in accessing opportunities such as training, education, employment and practical supports in housing, medical and other provisions.

Their approach/model is client centred, strengths-based and solutions focused. They have had a positive and lifechanging impact on the people they work with.

“ There is a universal opinion among staff that Caplor Horizons are excellent facilitators, have a genuine and invested interest in our work, are empowering, inspiring, and supportive. ”



Our contribution from November-July 2023

ACTIVITIES

- Facilitation of...
- 6 hybrid sessions with the board and team
- 1 online session with the board
- Desk based support for the strategy review
- Coaching for the CEO

OUTPUTS

- Strategic analysis around IASIO's external environment (through a PESTLE analysis), IASIO's impact to date, and a review of IASIO's strategy
- First draft of IASIO's strategy summary for the next 3 years

OUTCOMES

- A greater shared understanding across the organisation around where we are and what we've learnt as a result of the strategic review process
- The use of Caplor Horizons' concepts, tools and approaches provided greater focus, clarity and depth
- Improved leadership and teambuilding including opportunities for the board and team to connect and get to know each other better

IMPACT

- The staff team are more united in IASIO's vision and mission, and they have a clearer sense of the type of organisation they want to be
- A renewed sense of confidence to be ambitious in their new direction and even more effective in the years ahead
- The emphasis on culture, teamworking and leadership have enabled a strong foundation so that any new strategy can succeed

Testimonial from Sharan Kelly, CEO

“At the end of 2022, as IASIO was about to enter the final year of its current strategy, as its new Chief Executive, I engaged Caplor Horizons to work with us on carrying out a review of our progress on current strategy as a first step, since then we have moved on to the planning phase. What first impressed me about Caplor is the extensive experience across their team in working with organisations like us. The understanding and knowledge Caplor have is second to none in terms of their ability to get to grips with different organisations and for us, the work we do particularly in the criminal justice sector in Ireland.

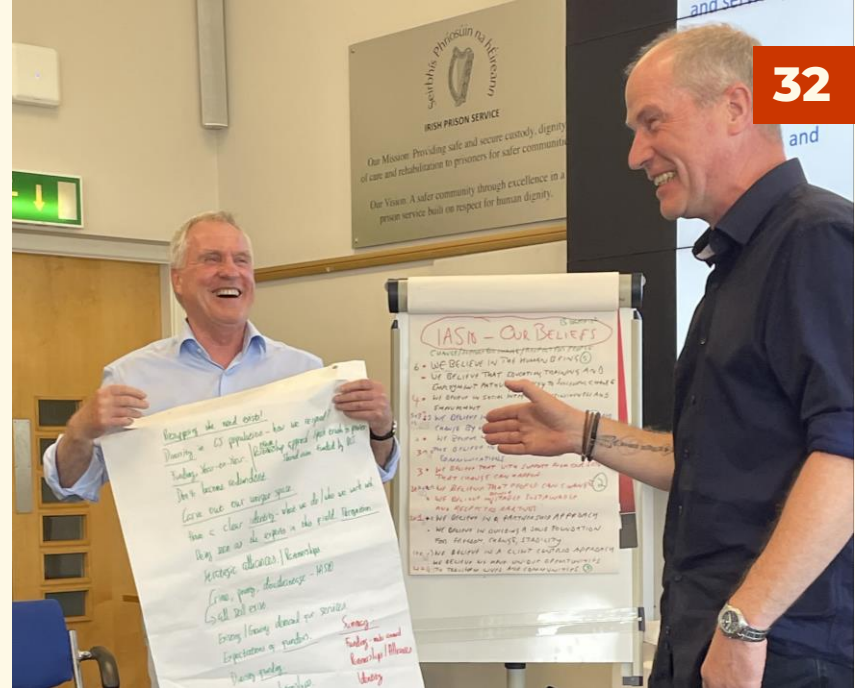
In addition, I particularly valued the emphasis Caplor place on organisational development in terms of culture, teamworking and leadership. These elements have to be in a strong place to ensure any new strategy could succeed. These aspects have been weaved cleverly and successfully into the process. Another bonus is their connection with coaching for performance, also an interesting aspect that brings benefit to a process that requires working from a strengths-based, creative, and empowering mindset. During these months I have availed of coaching with Iain Patton, which is tremendously beneficial to me as CEO of IASIO.

Of course, it should also be noted, that they have excellent experience in strategic processes. Maybe someone reading that will think, well of course, however, in reality it is not always the case. Caplor’s team are exceptional. An added feather to their bow is that they find ways to make strategic processes very engaging, fun, inspiring and effective. These are some of the many reasons I can say Caplor Horizons are a great choice for IASIO in working with us in our strategy renewal process.

Caplor have a wide and well-tested range of concepts, tools and approaches that gave us focus, clarity and depth as well as achieving more from our time than you would generally think was possible. As we enter the final stages of our process, I recall the resounding feedback particularly from the staff team – a universal opinion, that Caplor and people like Ian and Kemal are excellent facilitators, have a genuine and invested interest in our work, are empowering, inspiring, and supportive.

Going back to those original expectations, as someone who has been through a number of similar processes over the years, I reiterate that the process has exceeded expectations. The emerging strategy is true to our process, the staff team are more united in vision, mission and we have a clearer sense of the type of organisation we want to be. As we move forward in that planning stage, we are in very good hands, with Caplor.

Thanks to Ian, Kemal and Rosie and the broader team at Caplor Horizons, I am very confident, we will at the end of the process have a well-thought through, inspiring and ambitious new strategy that will ensure we are – as an organisation, as a staff team, Board of Directors – even more effective in the years ahead.



In conclusion, our latest impact report, covering the period from April 2022 to March 2023, has shown that despite the challenges we have faced, we have continued to have a positive impact on individuals, organisations and wider society.

In particular, our findings demonstrate that our contribution has enabled our partners to foster greater connection, clarity, confidence, commitment, adaptability in navigating through change, and a strengthened organisational culture.

Based on our learnings and reflections, we envisage that Caplor Horizons will make some bold changes over the next year to both “how we do things” – challenging ourselves in line with our anti-racist strategy, and “what we do” – being more focused in our activities and smarter with our business model. We will continue to engage our community on these matters.

We are inspired by the progress made so far and excited for what lies ahead as we continue to work alongside our partners towards a better future.

People’s one-word feelings about our sessions



The Word Cloud above summarises individual participants’ ‘one-word feelings’ at the end of our sessions. The bigger the word, the more it was mentioned.

