

# INNOVATION UNIT



DIRECTOR OF  
INNOVATION  
CONSULTANCY

AUTUMN 2017



Innovation  
Unit

New solutions  
for thriving societies

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# OUR MISSION

## WHO WE ARE

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Innovation Unit is a social enterprise that grows new solutions to complex social challenges.

We use innovation to help create a world where more people belong and contribute to thriving societies.

We build alliances with ambitious places, organisations and systems around the world to make sure innovation has lasting impact, at scale.

## THRIVING SOCIETIES ARE:



SOCIALLY  
JUST



## WHAT WE BELIEVE

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Innovation Unit believes in the power and potential of people to create change for the better.

# OUR MISSION

INNOVATION IS DRIVEN & LIBERATED BY:



## HUMAN POTENTIAL

What people are capable of.



## AGENCY

Their ability to create change in their own lives.



## COLLECTIVE ACTION

The energy that comes from people acting together to solve problems and create solutions.

## WHAT WE DO

Our approach to innovation is based on ten years working with ambitious partners in the UK, Australia and around the world.

WE DO THREE THINGS TO CREATE IMPACT:



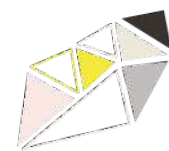
## HIGH IMPACT CONSULTANCY

Applying and sharing our expertise in what it takes to have impact through innovation at scale.



## INITIATING & GROWING VENTURES

Leading and contributing to alliances for change, and securing investment to grow new solutions 'on the ground' where we can make a significant impact.



## GENERATING DEMAND FOR INNOVATION

Actively sharing what we think, believe and know about where innovation is needed and the positive change it can create.

# ABOUT US

Innovation Unit is a social enterprise with a big mission - to grow new solutions for thriving societies. For us, Thriving Societies are socially just, sustainable and connected. We believe that a particular brand of innovation is needed to get there - innovation that is driven by and liberates human potential, agency and collective action. These principles underpin all our work.

Ten years old; we have grown from a 5 person to a 30 person organisation, our turnover has doubled, we have expanded internationally, and we have evolved from focusing purely on education (we spun out of the Department of Education), to tackle major challenges in health and social care, and local government too.

We have done lots of work we are proud of. We have helped to transform mental health services in a London borough, we have delivered a randomised control trial of teaching methods developed first the US charter schools, we have developed new models of children's centres that reach many more families with 25% cost savings and we are currently delivering the DfE's innovation programme to transform Children's Social Care.

Now, we are looking to our next ten years and the impact we want to have. We believe that our greatest contribution to building thriving societies will be through growing the impact and scale of our innovation consultancy work, and through initiating new ventures that scale the most successful innovations. Joining our team now, as a key member of our leadership team, is the perfect moment to shape and drive the success of this evolution.

Innovation Unit is full of passionate, smart, creative individuals who are personally committed to the organisation and its mission. This makes joining Innovation Unit a significant personal choice as well as a professional one. If you can combine rigour, discipline and structure in our consulting work with our culture of creativity and curiosity (without resorting to a compliance culture) we are the right place for you.



# WHY JOIN US NOW

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Joining Innovation Unit now offers a real opportunity to shape the future of the organisation – and to contribute to delivering some serious social impact at a moment when it is sorely needed.

During the Autumn of 2017, we will be recruiting to three, senior posts, which will complete Innovation Unit's talented and committed leadership team. All three posts are central to the future of the organisation.

Over the last year, we have refreshed our purpose and our business model. We are focused on growing solutions for thriving societies – societies that are sustainable, connected and socially just. We have diversified our business model to give us the best chance of realising our mission. We will continue to work with ambitious partners on high impact innovation consultancy – to help them develop, implement and scale powerful new solutions. We will also start to get more skin in the game to initiate and lead new ventures where we believe we can succeed and have serious impact. Alongside this, we will be getting more public about our work to generate demand for innovation – it's no good working to generate powerful new solutions unless there is a hungry audience for them.

It is in this context that we are recruiting for three, senior roles to complete our innovation consultancy team. Without a thriving, high impact innovation consultancy business, we cannot achieve any of this new mission. We believe that experienced, passionate, energetic leaders of our overall consultancy team, of our health and social care work, and of our strategic design practice are all central to making this possible.

All three leaders will be building on a decade of cutting edge innovation practice, successful local, national and international projects, and working with a talented and multi-disciplinary team. All three will be expected to bring their own knowledge, perspective and experience to bear on developing the next iteration of Innovation Unit's offer to its partners.

All of this will require a balancing act – the ability to bring the best of the rigour, insight, practices and management of great innovation consultancy from previous roles, whilst being open to learning from and helping to develop Innovation Unit's own brand of innovation – innovation that is driven by and liberates human potential, agency and collective action.

All three of these roles will be outward and inward facing – growing the profile, networks and work of Innovation Unit out in the world, and growing the capability, confidence and impact of its team to do so.

At Innovation Unit, we strongly believe that in this moment when strongly contrasting visions for the future of the UK, and beyond are up for grabs, we must do our very best to help grown the version that we believe in – thriving societies that are sustainable, socially just and connected. This bit is non-negotiable. Exactly what we do to contribute to the max is continually evolving.

If you want to help us shape how we contribute to a world in which more people belong and contribute to thriving societies, and have the background to do one of these jobs brilliantly, please apply now.

# THE ROLE

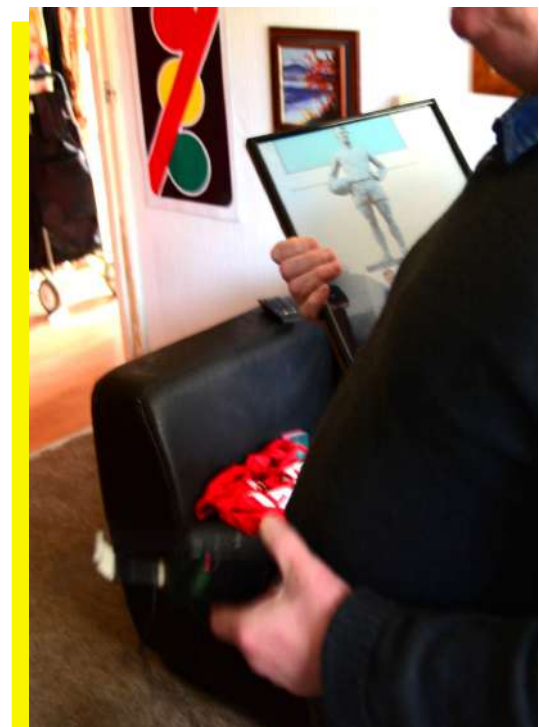
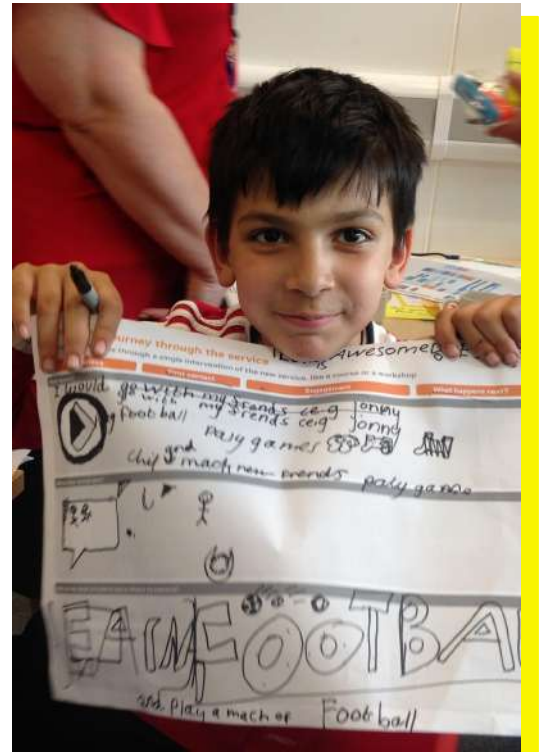
## ***A HIGHLY EXPERIENCED CONSULTANT & LEADER WITH A TRACK RECORD OF SOCIAL IMPACT —***

We are looking for someone exceptional to lead, grow and manage our mission led innovation consultancy business: a role where you really do get to help change the world for the better. Innovation Unit wants to increase its impact in the world. We are diversifying as an organisation and are looking for dedicated leadership of our well-established innovation consultancy work - which remains our primary business.

As Director of Innovation Consultancy you will be responsible for successful business development and relationship building, project delivery and practice improvement, business strategy and planning. You will work closely with the Chief Executive and other Directors, and be supported by a consultancy leadership team which you will help to shape.

This role requires someone with extensive experience of innovation consultancy work - from business development to client delivery. You will understand the realities of innovation consultancy with the public and third sectors and have a track record of delivering high quality, high impact work. You will have deep knowledge and understanding of the major social challenges facing the UK and be equipped (and excited!) to maximise the impact of Innovation Unit's consultancy on them.

This is a great role for someone looking to exercise their experience and leadership to achieve high impact through innovation with a small, highly skilled and mission driven team.



# ABOUT YOU

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You have probably been working in a consultancy role for ten years or more, with substantial experience leading and developing teams, as well as delivering the work. You have thoughts and opinions on how to organise a whole consultancy team brilliantly (their management, work allocation, development and motivation), as well as how to manage projects. Now you want to apply your experience and ideas in a mission driven organisation that is as up for transforming its own organisation as those of its clients.

You get stuck in, and are as comfortable working with board members and senior colleagues, grappling with business strategy and organisational design, as you are engaging in research with vulnerable adults and excluded young people.

You get a kick out of both being on the ground - a fabulous practitioner working through complexity with clients - and from being behind the scenes, quality assuring projects and raising performance across the team.

You balance clarity of performance expectations, being rigorous on data and all over the detail with being deeply supportive of teams creativity, creating spaces for them to develop and pursue ideas.

You know how to balance your own insight and opinion with approaches that help others to find and own their own answers. In this way you successfully challenge and support clients and colleagues.

You are stimulated by working in a multidisciplinary team, enjoying the tension and creativity of working with a group of people who process the world differently. You are comfortable and confident leading these groups, adept at getting the best out of people with varied skill sets.

You enjoy and are good at the challenge of both looking outward, getting to grips with the marketplace, analysing trends and strategising on our position within it, and looking inward, figuring out how best to organise and motivate the team.



# DUTIES & RESPONSIBILITIES



## ***BUSINESS DEVELOPMENT & RELATIONSHIP BUILDING —***

- You will ensure that the consultancy team is successful at winning new consultancy work, and building relationships with potential future clients
- You will ensure that there is a robust and well understood business development strategy that explains, what work we want to do, with whom, and how we are going to win that work with different clients and in different markets
- You will ensure that there is an effective business development team working on specific proactive and reactive opportunities, and implementing our business development strategy and market based plans
- You will ensure that we have the right management and operational roles and responsibilities for managing business development and relationship building
- You will ensure that there is an appropriate approach to opportunity qualification, budget management and quality assurance for our BD opportunities
- You will work closely with the CEO, Directors and Board members to ensure that they are aligned with our business development plans
- You will be responsible for some key client relationships, and lead on some strategically important BD opportunities, developing and writing proposals and pitches for key opportunities
- You will coach and develop other members of the team to be more effective at business development
- You are responsible for reporting to the CEO and Board on Business Development

## ***PROJECT DELIVERY —***

- You will improve the way we design project methodologies and model effective practice project design to maximise our impact and ensure that our business thrives
- You will ensure that we have a robust approach to risk management across our projects
- You will play a delivery role on a small number of high priority projects
- You will ensure that we have an effective and proportionate approach to quality assurance on client delivery projects, that enables us to exceed client expectations
- You will ensure that there is an efficient and effective process for allocating people to client projects and internal work
- You will ensure that projects are being delivered to time and budget, overseeing any decisions about project or budget overrun.



# DUTIES & RESPONSIBILITIES

## ***PRACTICE IMPROVEMENT —***

- You will work closely with our Director for Quality and Impact to improve the quality of practice in our consultancy team across all dimensions of the work
- You will grow our team to ensure we have the right people to win and deliver the work we most want to do. This will include identifying capabilities that we currently lack and over time plugging the gaps

## ***BUSINESS PLANNING AND STRATEGY —***

- You will be a key contributor to our overall business plan and strategy
- You will ensure that our consultancy team and our overall business plan are aligned
- You will contribute to the overall, organisational leadership and management of Innovation Unit, working closely with other Directors
- You will contribute to a culture of innovation, learning, development and enterprise within Innovation Unit
- You will represent Innovation Unit publicly with partners, clients and external audiences



## ***ACCOUNTABILITY AND REPORTING —***

- You will be line managed by the CEO
- You will be part of the leadership team comprising the CEO, COO, CEO (IU Aus), Director of New Ventures, Director of Engagement and Comms, Director of Quality and Impact
- You will attend Board meetings
- You will provide monthly reporting to the CEO and Directors on Business Development, relationship building and project delivery,
- You will work closely with our CEO in Australia
- Your role will involve international travel to support our business development efforts in other territories
- Your work be based in the London office but expected to travel for business reasons
- You will manage a team of 3 senior managers who will lead projects and line manage other project leads and the rest of the consultancy team. It will be part of your role to shape this team, and we expect that they will each have specific responsibilities for business development, relationship building, project quality and risk.



# PERSON SPECIFICATION

## ***ESSENTIAL SKILLS AND EXPERIENCE —***

- You have extensive experience of leading consultancy work and teams, and a track record of success in client delivery.
- You have an understanding of the realities of consultancy work with public sector and third sector and have a track record of delivering high impact work in this field.
- You excel at pro-active and reactive business development, with an network of contacts and relationships, and track record of converting those relationships into work
- You are an excellent communicator, compelling and inspiring, you cut through jargon (and can cut through our own!) to connect with your audience
- You have deep knowledge of the major social challenges facing the UK. Knowledge of children's social care, health and care integration, mental health and education would be an advantage.
- You are passionate and driven, motivated by improving the experiences and outcomes of vulnerable people unable to contribute to a thriving society
- You have a track record of leadership as a team builder, who brings the best out in others.
- You are confident and flexible and have experience working in interdisciplinary teams where harmonious collaboration is imperative
- You are comfortable being out in front, being a public face of the organisation with clients and the sector.
- You have first hand experience of disciplined innovation to tackle social challenges



# ROLE DETAILS

## **ROLE DETAILS —**

### **LOCATION**

Our office is in Old Street, but we don't expect everyone to be in the office all the time. The role will involve some travel to client sites and we are open to staff working from home as appropriate.

### **SALARY**

Up to £85,000

### **TYPE**

For our senior team it is our standard practice to offer a fixed term contract for one year at the outset, before mutually considering permanent appointments. Our intention is for this to become a permanent role after the first year if our business and our impact are flourishing

### **HOURS**

This is a full time role, but we'd be willing to discuss possible part time arrangements

### **HOLIDAY ENTITLEMENT**

27 days holiday plus bank holidays. In addition, we close the office for three days between Christmas and New Year

### **PENSION**

3% pension contributions

### **REPORTS TO**

Chief Executive

### **RESPONSIBLE FOR**

Consultancy leadership team

# HOW TO APPLY

## **HOW TO APPLY —**

Please send a CV and cover letter of no more than 2 pages to [contact@innovationunit.org](mailto:contact@innovationunit.org)

### **Your cover letter should include:**

- 1) How you will use your experience in leading consultancy projects and teams to shape a high impact team that is both highly rigorous and professional and creative and nimble;
- 2) Why you want the role;
- 3) Why you think you have what it takes to make a success of it.

### **DEADLINE**

Please submit your application by 12 noon on Friday 29th September

### **FIRST ROUND INTERVIEW**

12th October

### **SECOND ROUND INTERVIEW**

w/c 20th October

### **LOCATION FOR INTERVIEWS**

CAN Mezzanine, 49-51 East Road, Old Street, N1 6AH

For an informal conversation about the role with Lizzie Insall please contact [Kim.Bosher@innovationunit.org](mailto:Kim.Bosher@innovationunit.org) to arrange a time