

February 2019

Dear SLT members,

I thought our meeting this last week was such a notable event in our Rainmaker history that I have decided to place a couple of my actions into a letter to not only you, but also one which I intend to forward to all Rainmakers. I am very excited about the structure we have agreed for the Strategic Leadership Team going into 2019, our roles to support that and our purpose to ensure we become the most unique and accomplished company we can be in support of our culture and our values. The fact that we are focussing our attentions on new ideas and open debate on them each month rather than just “reporting back” shows not only how the SLT is iterating but also how we are maturing.

I promised to write a brief summary of what I think we do as a business. This is below in the section **Rainmaker Strategic Approach**. I have also added my take on the roles we defined, focussed on the areas each of you should bring your strategic challenge and thinking to our agenda.

And finally, I have added a note on **Culture**. This section describes how we are all responsible for ensuring that we not only lead by example in terms of culture but how we help to ensure we are creating empowered Rainmakers. To ensure we are listening and that we truly have buy-in by removing any barriers to Rainmakers contributing to our thinking and shaping our strategy.

Rainmaker Strategic Approach

Today’s business world is most often described as volatile, uncertain, complex and ambiguous (VUCA). Most businesses, government departments, councils, trusts etc are in no way engineered or architected to enable them to deal with the challenges of such a rapidly evolving environment. Yet many of them persist in applying outdated management consultancy approaches that didn't work when they were designed in the last century.

So our clients are left trying to figure out how they architect for this complexity, how they plan for the uncertainty of Brexit, how they keep pace with automation, how they catch up let alone get ahead of the competition?

At Rainmaker, our methodology is designed to solve for this VUCA world by embedding in our clients a continuous transformation acceptance that removes the complexity, uncertainty and risk from decision making. It is predicated on co-creating with them a strong and inspirational vision that enables us to apply a programmatic logic as we architect their business.

We utilise a situational awareness approach that allows us to map the components that make up their business against needs, market conditions, emerging trends, competitive advantage

and the latest user-centered service design thinking. We help understand how components are evolving and how to make use of that to create new services and new markets.

This then enables us to apply strategic gameplay to the logical clusters that make up an organisation ensuring that our clients can understand clearly not only where to act and why but also how to act and when. The resultant playbooks then become the lifeblood of the organisation allowing them to enter into and remain in a state of change.

But this is not a one-off event. We put our clients into a perpetual state of change which enables them to constantly iterate in line with the ever-changing environment this VUCA world creates.

We call this transformation. It needs to be their new business norm.

It is not a process to deliver, or as is more often the case not deliver, an event in time called transformation. It is never a “me too” generic approach. It is always specifically in the client’s context. A unique plan that ensures achievement of purpose.

SLT Roles

As discussed our agenda will be based around creating ideas and challenge from each of us broadly in line with the following remit:

Jan: To constantly push the boundaries of what we think possible. To challenge, to lead, to help set the highest standard always across everything we do as a leadership team. To create the space to listen.

Tim: To always be the guardian of our culture and how it defines us. To provide challenge, thinking and direction re innovation, investment and how we create wonder.

James: How we use our delivery to define us in the market. How we deliver in a way that creates wonder and forces the rest of the market to catch up.

Chris: To champion and define our communities. To push their adoption and buy-in as they iterate. To ensure we always have the best tools and tech.

Byron: To challenge us on the market, our competitors and our clients. What is working from our client and competitor’s perspectives and what is not. Inclusion.

Abigail: Develop an account based growth methodology that is smart, repeatable and uniquely Rainmaker.

Christina: To constantly challenge what differentiates us and our offer in the marketplace and to push how we market / grow that advantage.

Jenks: To create a totally unique approach to people: retention, hiring and retiring. An approach that is as uniquely marketable as everything else that defines us.

Georgie: To constantly push the boundaries on our ways of working, our culture and how we design a unique place to work that always exceeds the expectations of our people. To push even further our core beliefs to ensure that Rainmaker remains unique.

Ben: Freelance contribution ensuring we don't believe our own hype. To use his instincts and exposure to what our clients buy and why to help shape our direction. To ensure our meetings are transparently described and actions are delivered.

Culture

Our approach to our culture must start with and be led by us as a team. For our way of working above to work, each member of the SLT has an obligation to take the time to think and contribute effective and challenging ideas into our strategy. One of the things the early Rainmaker prided itself on was how empowered we were.

By this I mean having created a culture whereby ideas were genuinely formed and acted upon by our people and not just a leadership team. In fact, one of the things we resisted effectively for many years, and even abolished attempts to create, was a Senior Leadership Team. And the fact that we have named this the Strategic Leadership Team doesn't make it any less odious to our desired culture and incredible people, **if we get it wrong.**

So, our thinking needs to reflect the Rainmakers that work with us. It needs to encourage their participation, their interest and their buy-in. They need to see their ideas surfacing and us acting on or understanding why we did not act on them. They need to know they are both empowered and listened to. And each of you are the link to that.

This is not a point we can pay lip service to. As mentioned, I intend to publish this note to the whole company so that we can all be held to account. As the Strategic Leadership Team we represent all Rainmakers. So please ensure the culture of working out loud, empowerment and being uniquely Rainmaker starts with us and that we apply it across all the teams we work with, across the company.

To that end, I will no longer be sitting at the head of the table expected to make all the decisions. We will expect each other to contribute. Which means preparation and active participation. I will create the silence for this to work and we will create the culture within which this will thrive and grow out.

However, please don't let me sit in silence, and whatever happens, don't expect me to have to fill it. I will contribute as and when necessary but this is me ensuring you have the space to do so.

I can't wait for our next meeting and think this is the most important change we will have made to our Strategic Leadership Team to date.

Sincerely,

Jannie