



# Avenir

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## Career Consulting

### Fergus Lawson

#### Background

Fergus is an organisational change and transition management specialist. His expertise covers workforce reform and associated people development as part of a wide range of interventions with teams, across functions and with individuals. He has been a successful independent consultant, contractor and interim manager since October 2005. Prior to this, he held senior change and transformation focused management roles in high profile public service organisations, for example in two particularly complex and diverse delivery systems and work cultures – the NHS and policing services :

- Head of Organisation Development for the London Ambulance Service NHS Trust;
- Head of Leadership Development for the Metropolitan Police Service.

The breadth and depth of Fergus's work - that comes with working in different parts of the public sector, and in providing and commissioning environments - gives him particular insight into the capabilities required to lead and manage change at all levels. Many of these skills are transferrable across the wider system. This is particularly relevant when enabling teams and individuals to seek out and establish joint and shared approaches to delivery so that:

- The experience for the service user is coherent and integrated – meets the outcomes
- The provision of services is innovative, efficient and productive, flexible and 'cross cutting'

For example, Fergus worked in key people improvement and service change roles as:

- Assistant Director of Organisation Development for NHS Camden in 2009.
- The Ministry of Justice & National Offender Management Service in 2008, reviewing their education and training strategy and provision for England and Wales,
- Working with three, large long term health and care condition national charities to assess their options for market entry into health and social care, 2006-7.
- Assessing and recruiting to the new management team, following the merger of three ambulance services, 2006-7.

#### Supporting organisations and their people through change

A significant part of Fergus's work above – and throughout his 25 years of expertise - involves supporting teams and individuals to respond effectively to the changes around them, however difficult this might be personally and professionally. That is to help them:

- Review and strengthen their capabilities and look more outwardly,
- Reassess their career aspirations and work opportunities - particularly the transferability of their skills to other sectors or agencies - to support the delivery of new models and structures of service provision and commissioning.

Fergus has specifically coached and mentored individuals to consider the impact of such changes on their roles, skills and career direction, for example:

- As part of his lead role in supporting the profiling, assessment and recruitment to new management roles – as a result of service restructure in both the London ambulance service and in a provider of community and mental health services in east London. This work involved



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delivering sensitive feedback to unsuccessful internal candidates in particular, addressing personal and career management options as part of their outplacement support package.

- Managing and delivering coaching and mentoring to senior rank and non rank police staff, as part of supporting them through both preparing for – and managing the outcome of - internal promotion processes, particularly if they were unsuccessful.
- Coaching for the teams – and the individuals – as a result of creating integrated community mental health teams across health and social services in east London.