



our commitment to consulting excellence

# About Cadence

Our mission is to inspire and enable our clients to deliver services that make peoples' lives better, communities more connected and enterprises more sustainable.

Our pragmatic, hands-on approach blends deep subject-matter expertise in digital, commercial and workplace transformation with our change management DNA for user-centred services, empowered client teams and lasting outcomes with impact. We are owned by our members, founded on core values, and committed to working with integrity in the very best interests of both members and clients alike.



# Cadence InnoVA and the MCA Consulting Excellence Framework



Cadence InnoVA, originally established in 2007 as the Cadence Partnership, was designed as an organisation that would genuinely deliver on its values. These values congruence between what we say and what it's really like to work with us as a member, a client or a supplier.



In learning about and joining the MCA, we found a true alignment between the principles that make up the consulting excellence framework and what we believe is necessary to operate effectively and with integrity as a management consultancy.



Our membership of MCA represents a commitment to be part of a consulting community that is not only focused on delivering our very best to clients, in a way that leaves sustained and sustainable change and improvement, but also on the continued wellbeing, development and fulfilment of our members.

# MCA framework and Cadence alignment: Ethical Behaviour

## We are responsible and good citizens

Ethical behaviour is embedded in our mission, where a positive impact on society is a central tenet, and our organisational system is designed to create a culture that underpins it. Each member of Cadence is selected according to fit with our values and everyone fully understands their own responsibility in upholding them and the ethical reputation of the company.

## We conduct our business ethically

The successful growth of our business has come from an embedded adherence to values which hinge on ethical practice. We are wholly owned by our members, which help us remain true to our founding principles.

## We foster an ethical culture

Our culture comes from an organisational system that is deliberately designed to actively demonstrate and strengthen our values. These values exemplify ethical practice. There is no implicit or explicit benefit to behaving in a way that is self-serving or damaging to others – whether colleagues, clients, suppliers or any other stakeholders.

# MCA Framework and Cadence alignment: Client Service and Value

**We provide excellent consulting services which deliver the outcomes clients seek and need**

Our approach is unequivocally to 'worth with' not 'do to', where we start with the end in mind and always work towards leaving our clients in a more capable position than when we started. Our interventions and assignments are built upon outcomes which are clearly defined and enable us to hold ourselves - and be held - to account.

**We are transparent with clients and respond to their concerns**

We know our success comes from creating a good outcome every time. Our role as consultants is to both support and challenge, and this means co-creating realistic outcomes, not over-promising and ensuring clarity and accountability at all times. Each assignment is supported by a QA partner who ensures that delivery is as expected, unforeseen situations are addressed transparently and objectively and issues are resolved rapidly. Our assignments are grounded in relationships and we understand that the stronger these are, the more successful the outcome.

**We always strive to improve the value we can deliver to our clients**

All assignments close with lessons learned, assignment feedback with all team members and a client conversation. This helps us embed a culture of continuous improvement by learning from and building on what happened before. Our approach includes capturing what is learned and observed, both formally in our knowledge library and informally through mechanisms such as our 'Insights' comms channel where members of Cadence share learning and experiences that will benefit others.

# MCA Framework and Cadence alignment: Professional Development

## We undertake training and professional development planning each year

Our learning and development framework is grounded in building capability through the dual mechanism of Personal Planning and Assignment Feedback – whether internal or external assignments. We have seen the benefits of this approach, where regular review and reflection helps our consultants prepare for effective client practice through developing courage, openness, self-awareness and feedback skills. Compliance with these core activities is so important that we link it directly to profit-share, as we know that the behaviours it builds are what causes our success. Specific learning needs are further supported by structured CPD in all our core areas of operation.

## We promote strong core consulting capabilities and specialisms in our consultants and teams

Our consulting grades are clearly defined in terms of what is expected, both in terms of Consultancy Skills and subject knowledge. A defined maturity model describes the maturity journey within each grade to enable our people to benchmark their development in a rounded and effective way. Our People Strategy and consulting skills training set out how being a consultant differs from doing a specific job inside an organisation, helping people work objectively and effectively in the role of enabler and critical friend, outside of the client's own organisational system and politics. Our Specialists bring depth and expertise in our key subject areas, and part of their role is to support the ongoing learning and development of the broader consulting team

## We support our employees career progression, professional development and welfare

Our employees, known as 'members', are fully supported in developing their careers within a system that embraces everyone from newly fledged consultants to those very experienced who have joined us after many years of consulting practice. We also support and encourage those with untapped potential, offering opportunities that might not be available elsewhere.

Our organisational system is expressly designed to stop in its tracks any divisive or 'political' behaviour, instead rewarding collaboration and supporting the development of oneself and others. Our internal structure, which is non-hierarchical and pastoral in nature, provides a safe place for everyone, where issues and challenges can be shared in confidence. We also encourage and enable both formal and informal mentoring and coaching, which is a private contract between those involved

