



Top Team & Organisational Development Consulting

In the end, it has been shown performance in an organisation is most directly levered by the performance of the senior leadership team. Apter Development LLP has been working with and for the senior teams of businesses all over the world for over 12 years. We work *with* the senior team, helping you optimise team functioning so that it delivers the collective leadership an organisation requires. We work *for* the senior team tackling those complex problems where strategy and people meet, often in the context of organisational change.

Working *with* senior teams – the 'Top Team Workout'

The Apter Development LLP approach has been developed through international research and experience. It takes the form of a 'Top Team Workout' which creates for a senior team:

- A powerful internalised shared perspective on how it can collectively flourish in the face of commonly understood specific challenges and the climate to maintain this.
- A clear view of the role of the senior team as a team, and an understanding of where that team is placed at the moment in relation to this.
- A governance model-in-action which enables the team to keep focused, flexible and responsive to the needs of the 'front line' of the organisation and other stakeholders.
- Shared commitment to a framework of ambitious leadership behaviours which defines expected contribution without curtailing the unique input each individual member offers.
- An 'operational' view of the strategy which 'pressure' tests the way its execution might unfold and rehearses how the team might respond to events.

The Top Team Workout takes the form of a number of interactive exercises, discussions and debates. Psychometric profiles are used where appropriate. Our commitment is to create an environment in which all people are heard and all issues expressed in a positive



"This programme has had a profound effect on the senior team both as business managers and personally."

James Armstrong,
Aftersales Director,
Scania (Great Britain) Ltd



'I don't know of any other consultancy that could compete with the Apter offer as it is bespoke and insightful. They made a real effort to get under the skin of the business; they listened and worked hard to create an intervention that had real impact.'

Sally Bibb
Director, Group Sales Development
The Economist

The Economist Group



and actionable way. Typically a prelude to the workout will be one to one interviews with attendees, to build insight, trust and shared understanding of the purpose and desired outcomes of the event.

Track Record

We have worked with Top Teams across a number of industries including: Financial Services, Manufacturing, FMCG, Publishing, Consultancy, IT, Transport and the public sector. The international range of the work includes: UK, Europe, US and also extensively in the Middle East and Asia Pacific. Many of the workouts have been run with multi-cultural, multi-national teams and the feedback from these events has been overwhelmingly positive.

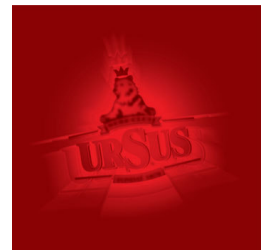
Working for senior teams – Building Strategic Capability*

The Senior Team is the 'hinge point' for the whole organisation. It is where everything must come together. Ultimately the challenges that a senior team faces are not functional or geographic they are **organisational**. Apter Development LLP has developed the resource to work with the team on these issues focused upon building the **strategic capability** of the organisation. This approach captures all aspects of the change agenda from 'rational' process / structural improvements to the more hidden and elusive issues arising from culture, climate, leadership style etc. This avoids the trap of assuming that dealing with one aspect of the strategic people agenda can deal with the whole challenge. It also quickly identifies those leverage points that will have the biggest impact.

* see also 'Building Strategic Capability – Making Strategy Happen' Case Study.

".. an excellent consultant partner for URSUS Breweries in Romania, where Steve Carter (Managing Director, Apter Development) has consulted to us on various issues from strategic planning and organisational change management."

Dieter Schulze
CEO, Ursus



Apter Development provides cutting edge consulting and development in the fields of: strategic capability, leadership and management development, employee research and elite performance.

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