

Principal Consultant

Job Level	Level 6	Job reference No.	
		Role review	
Directorate	Internal Services	Service/Function	Transformation and Change
Reports to	Director for Organisational Design and Change		

Scale and scope of role

Direct reports	0	Indirect reports	0
Budgetary responsibility / accountability	£0	Accountability for other resources	0

Context

We help anyone, anywhere in the UK and around the world to get the support they need if crisis strikes: connecting human kindness with human crisis.

We enable vulnerable people in the UK and abroad to prepare for and withstand emergencies in their own communities. And when the crisis is over. We help them to recover and move on with their lives.

We are part of the Red Cross and Red Crescent global humanitarian network.

Our Values and Principles

Our values (compassionate, courageous, inclusive and dynamic) underpin everything that we do. As a member of the Red Cross and Red Crescent Movement, the British Red Cross is committed to, and bound by, its **fundamental principles**: humanity, impartiality, neutrality, independence, voluntary service, unity and universality.

Diversity

At the British Red Cross, we are looking for the right people to help us provide support to millions of people affected by crisis. We want our team to reflect the diversity of the communities we serve, offering equal opportunities to everyone regardless of age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion or belief, sex, or sexual orientation.

Diversity is something we celebrate, and we want you to be able to bring your authentic self to the British Red Cross. We want you to feel that you are in an inclusive environment, and a great position to help us spread the power of kindness.

Transformation and Change Team Overview

The Transformation and Change Team will play a critical role in how BRC delivers transformational change. It operates at a strategic level, working alongside and reporting into ELT and senior leadership. The team consists of an internal consultancy unit and profession leads (Portfolio Management, Change, and Programmes and Projects) that together enable and support BRC to deliver transformational change by:

- Providing internal consulting expertise to work with ELT and SLT to identify and resolve complex, cross-directorate strategic challenges and issues facing BRC. This work will drive positive change that enables BRC to realise its strategic ambition with clear, measurable benefits for the organisation and the people it serves. The internal consulting capacity will bring a broad range of leadership, strategy, consulting and advisory skills. An example of the type of work the internal consultants can expect to work on is the review and development of the new operating model for BRC.
- Owning, developing and maintaining BRCs approaches to programme and project delivery and change management.
- Playing an active role in developing BRC maturity in transformation and change management, by providing expert advice and guidance to allocated SROs on delivering transformational change and building networks both internal and external. This includes supporting the development of complex change business cases.
- Providing ELT and SLT with line of sight of complex, cross-organisational change initiatives in BRC; providing challenge and opportunity to discuss emerging trends and issues and supporting ELT and SLT to prioritise and make decisions on which cross-organisational change initiatives BRC pursues.
- Providing short-term implementation support to selected high profile / complex programmes where they are in need of recovery.

It is expected that the team will work with a small portfolio of change projects and programmes that will flex over time. These are expected to be limited to those of highest business priority and complexity - whilst the majority of change projects at BRC will be delivered as continuous improvements within Directorates. The projects and programmes supported by the team will be subject to meeting set qualifying criteria and agreed by ELT.

While each role in the team has a specific purpose and responsibilities it is expected they will work closely together, contributing according to their specialisms, with the level and type of involvement being decided on a case-by-case basis. As such it is important that those in the roles within the team are comfortable working with a level of ambiguity and are adaptable and flexible in their approach to the team's work

Purpose of the role

The post holder will operate at a strategic level across the organisation's leadership, enabling the transition to a new operating model to deliver Strategy 2030. The post holder will design and drive real change in how the British Red Cross realises its strategic ambition, with clear, measurable and proven benefits for the organisation and the people it serves.

The post holder will work on priority projects and assignments across the organisation supporting the strategic design of business and operating models alongside teams in service delivery, fundraising, strategic and enabling functions. They will bring a broad range of strategy, consulting and advisory skills with expertise in operating model.

The organisation has committed to implementing an 'agile and efficient' operating model which is structured around a systemic improvement in value for stakeholders (affected populations, staff, volunteers, supporters, customers) as an intentional move away from functional siloes and linear governance and processes.

The role will work with stakeholders across the organisation to understand and be a critical friend regarding strategy, value proposition, service/product portfolio and business model and then help design the enabling operating model including people, process, technology as well as location, partners, governance etc. with a focus on increasing impact and outcomes whilst reducing cost to operate.

The post holder will work on a wide range of complex and intellectually challenging initiatives, partnering with others and being able to hold a high level organisational 'North Star' while working through the nuances in specific directorates and teams.

Key responsibilities

Strategic advisory, transformation and design:

- Lead the evolving design of the organisational target operating model to inform the North Star and shape organisational transformation to ensure the organisation is set up to deliver its strategic priorities
- Inform and advise organisational prioritisation and focus on value and translate into organisational strategic transformation priorities
- Lead the design of priority strategic transformation across the organisation including domestic, international, social enterprises, internal services, fundraising, marketing and strategic functions.
- Advise, align and maintain oversight of multiple connected transformation programmes, identifying and managing key strategic decisions and tensions and connections as well as associated implications
- Provide robust, critical challenge and advice to Senior and Executive Leaders regarding the existing and future strategy and business models, to ensure the operating model is fit for purpose and to mitigate unintended consequences
- Provide advise to senior stakeholders regarding the strategic decisions and associated implications of design decisions
- Provide advisory support, and build capability, for proactive and conscious design and good practice across all change work
- Bring in external knowledge and best practice to ensure high quality design, external challenge and to build organisational maturity

- Apply analytical and strategic skillset as well as relevant tools and techniques such as operating model design, customer journey mapping, process mapping, business architecture, organisation design, governance
- Support and drive priority high level design activity.
- Owns and leads allocated activity to resolve complex and knotty issues for BRC
- Provides cover for the Director Internal Consultancy

Stakeholder management:

- Pro-actively manage key stakeholders to ensure meaningful engagement throughout the design process
- Understand and factor in the complexity and nuances faced by senior stakeholders to ensure recommendations are realistic and actionable
- Steer, coach, guide and challenge senior leadership to help ensure that the operating models help deliver specific outcomes within a directorate as well as meeting the broader organisational goals and expectations
- Build trusted relationships with teams and individuals across the organisation at all levels and with external partners where appropriate
- Supports development of SRO maturity in operating model and focus on value

The duties and responsibilities described are not a comprehensive list and additional tasks may be assigned from time to time that are in line with the level of the role.

Leadership Behaviours

- Authentic, consistent and honest leader
- Actively listens and allows others to be heard
- Adaptable to changing needs, pressures and opportunities
- Empowers others based on their skills and expertise
- Dynamic, inclusive, compassionate and courageous.

Team Member:

- Actively participates in all team meetings
- Supports other team members
- Works and behaves in accordance with all BRC policies and procedures
- Upholds the fundamental principles of the Red Cross and acts with integrity, in accordance with the Society's values (inclusive, compassionate, courageous and dynamic).

Pre-engagement checks

Criminal Records

Type of criminal record checks required for this role

England and Wales – Disclosure and Barring Service (DBS)
<ul style="list-style-type: none">• None
Scotland
<ul style="list-style-type: none">• None
Northern Ireland
<ul style="list-style-type: none">• None

Drivers Check - Required - No

Person Specification

Requirements		Evidence obtained through Shortlisting (S), Interview (I), Assessment (A)		
Knowledge and Skills		S	I	A
Essential				
<ul style="list-style-type: none"> Operating model design 		S	I	
<ul style="list-style-type: none"> Process mapping and design 		S	I	
<ul style="list-style-type: none"> Business architecture 		S	I	
<ul style="list-style-type: none"> Organisational design 		S	I	
<ul style="list-style-type: none"> Ability to get up to speed quickly on area of expertise 		S	I	
<ul style="list-style-type: none"> Ability to lead simultaneous complex cross-functional projects and understand the connectivity across them 		S	I	
<ul style="list-style-type: none"> Ability to influence, steer, coach, guide and challenge senior leaders 		S	I	
<ul style="list-style-type: none"> Ability to break through blockers, overcome resistance and resolve complex cross-functional problems 		S	I	
<ul style="list-style-type: none"> Ability to engage with and manage a range of stakeholders from all levels in the organisation 		S	I	
<ul style="list-style-type: none"> Effective approaches to transformational change 		S	I	
<ul style="list-style-type: none"> Ability to inspire an organisation around a strategic vision. 				
Desirable				
<ul style="list-style-type: none"> A knowledge of the British Red Cross Society and its services 			I	
<ul style="list-style-type: none"> Theory of change approaches to strategy development 			I	
<ul style="list-style-type: none"> Working knowledge of the humanitarian sector. 			I	
Experience		S	I	A
Essential				
<ul style="list-style-type: none"> Working on complex and challenging strategic projects 			I	
<ul style="list-style-type: none"> Working on a range of complementary yet distinct initiatives 			I	
<ul style="list-style-type: none"> Influencing, coaching and challenging senior leaders 			I	
<ul style="list-style-type: none"> Building effective relationships with key stakeholders 			I	
<ul style="list-style-type: none"> Driving business process redesign and transformation 			I	
<ul style="list-style-type: none"> Using evidence and insight to resolve problems and make recommendations 			I	
<ul style="list-style-type: none"> Working in complex and multi-disciplinary contexts 			I	
<ul style="list-style-type: none"> Navigating through obstacles, uncertainty and resistance at the highest levels in an organisation. 			I	
Desirable				

<ul style="list-style-type: none"> • Strategy or management consulting experience • Driving design and strategic change in-house. 			
Additional requirements			
Essential <ul style="list-style-type: none"> • Ensures inclusive practice, challenges discrimination and promotes diversity in line with our Equality, Diversity and Inclusion (EDI) policy. • Recognise the implications of working within a charity and a voluntary organisation • Prepared to travel in UK • Prepared to work flexibly, which from time to time will mean working outside normal office hours 			
Values in Action			
Dynamic <ul style="list-style-type: none"> • We move forward as one team. • Every day, we're adapting, innovating and learning. • When the unexpected happens, we are calm, quick and efficient. • We respond smartly, using clear processes and systems. Compassionate <ul style="list-style-type: none"> • We stand for kindness. • People come first, no matter who or where they are. • We have genuine, open-minded conversations. • Together, we're a united force for good. Inclusive <ul style="list-style-type: none"> • We are open to all. • We treat each other with dignity and respect. • Every person's uniqueness is valued, supported and celebrated. • Our individual backgrounds and experiences make our organisation stronger. Courageous <ul style="list-style-type: none"> • We are bold. • We show our strength by doing the right thing. • We aren't scared to test our creative ideas. • As humanitarians, we go the extra mile to help people in crisis 			

We guarantee an interview to disabled candidates (as defined in the 2010 Equality Act) who meet the minimum shortlisting criteria in the advertised person specification and apply under the disability confident scheme.