



Case Study



Race for Life

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ClearWater
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NATURE OF ENGAGEMENT: Worked with the newly appointed CEO and the Executive Board he inherited to articulate a coherent vision, strategy, implementation plan (with particular focus on bringing together the two charities that formed CRUK) establish the scale of ambition over the subsequent five years and set targets for income generation.

STAKEHOLDERS: The former and current CEO, and all members of the Executive Team. The roll-out work was delivered to all managerial levels.

KEY CHALLENGES: Cancer Research UK launched in February 2002 following the merger of The Cancer Research Campaign and Imperial Cancer Research Fund. The merger brought together legacy, inefficient and duplicate processes.

METHODOLOGY: The team designed and delivered a series of strategy workshops, followed by a skills audit of all members of the Executive Team and the next layer of management. The findings were used to inform the new managerial structure of CRUK, identify a successor for the CEO, create a skills development agenda, and skills acquisition policy. Follow-up work included executive coaching of senior managers, and support in the recruitment campaign of new talent.

TEAM DEPLOYED: Dr. Tuvia Melamed supported by two Managing Partners and a team of senior consultants. Delivered as part of the Quo Group team.

CATALYSED CHANGE: Independence, objective, and evidence-based judgement and recommendations helped to establish professional credibility in a community of scientists. This helped reduce cynicism and suspicion, defused some of the post-merger political struggles for power, and created the foundations for defining and articulating the new managerial structure of CRUK.

IMPACT: Over the three-year period, CRUK has transformed from two independent charities, into a single and coherent organisation, aligned to a single vision and direction. It changed from inefficient, low morale entities, to a highly efficient non-for-profit but commercial entity. Now, CRUK is the biggest charity in the UK, and the world's leading independent organisation dedicated to cancer research.

Together we will beat cancer