

RESOLVE

GETS RESULTS

RESOLVE INSPIRES GREAT RESULTS BY INSTILLING THE
PURPOSES AND BEHAVIOURS OF THE TOP 1% MOST
SUCCESSFULLY CONSISTENT PERFORMERS

Adam Grant, youngest ever tenured and top-rated professor for seven straight years at Wharton, US Top 3 business school; recognised as one of the world's top 10 most influential management thinkers; organisational psychologist and author of 'Give and Take', 'Originals' and 'Option B'.

"The world needs fewer gurus and more scholars. Gurus preach from intuition; scholars teach from evidence. Gurus promote themselves; scholars promote ideas. Gurus make promises; scholars ask questions."

THE RESOLVE SERVICES ECOSYSTEM

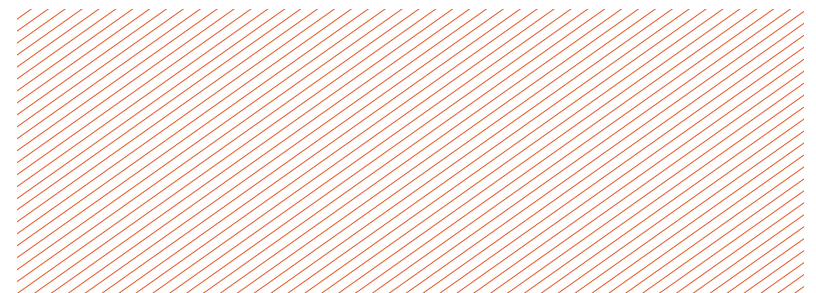


FOUNDED BY MARK ASHTON IN 2006 AND LED BY HIM, RESOLVE IS AN ECOSYSTEM OF EXPERT INDIVIDUALS AND NICHE SME PARTNER CONSULTANCIES, WHICH EXISTS:

To inspire great results by instilling the purposes and behaviours of the Top 1% most successfully consistent performers

To solve tough business problems with flair and ingenuity

To help companies on both sides of the Atlantic to establish and grow profitable long-term transatlantic business



WHO WE WORK WITH

OUR CLIENTS AND BUSINESS PARTNERS ARE OFTEN:

- PROFESSIONAL SERVICES
- SCIENCE OR TECHNOLOGY
- ENGINEERING OR MANUFACTURING (STEM)
- SMALL TO MID-SIZED, REVENUES OF £5M TO £250M
- IN BUSINESS IN THE UK AND/OR NORTH AMERICA

WE WORK WITH:

- START-UPS
- EARLY STAGE BUSINESSES
- FAMILY BUSINESSES
- PRIVATELY HELD/PRIVATE EQUITY-OWNED BUSINESSES
- OCCASIONALLY LARGE MULTATIONALS

Our expertise and the principles which inspire us are valid in any collective human endeavour.

WE WORK WITH LEADERS AND ORGANISATIONS WHO HAVE OPEN MINDS, A GENUINE DESIRE TO STRIVE FOR BETTER AND BETTER PERSONAL AND COLLECTIVE PERFORMANCE AND THE COURAGE TO CONFRONT UNCOMFORTABLE TRUTHS AND ADOPT HEALTHIER ATTITUDES AND BEHAVIOURS WHICH REDUCE RISKS AND BREED LONG-TERM SUCCESS

We inspire and support them every step of the way, as long as we are wanted and needed, and we create outstanding value whatever it takes

I AM RES (TOP 1% INSPIRED) LIVE



MARK ASHTON

- TOP 1%-INSPIRED LEADER, MENTOR & COACH
- UK/US BUSINESS GROWTH EXPERT
- 30 YEARS BUSINESS-TO-BUSINESS SALES
- 20 YEARS STRATEGIC CONSULTING IN THE UK/
EUROPE AND NORTH AMERICA
- MASTER'S DEGREE IN ENGINEERING SCIENCE
FROM CAMBRIDGE UNIVERSITY AND AN MBA WITH
DISTINCTION FROM WARWICK BUSINESS SCHOOL

"Mark believes in and practices everything he says, and much more besides, to achieve the kind of results that don't seem possible in the midst of the '**** and bullets' of real business problems." Past client at Managing Director level, now Programme Manager – Connected Car, Jaguar Land Rover

"When you pick the people in life that you would have with you in the trenches, Mark would undoubtedly be on my list." Group Finance Director, Amtico International

"I hire you to stop me from making management errors, and to help fix the ones I do make." Past Global Head of Product Development, Syngenta AG

"It's a pleasure doing LIFE with you... I'm slowly filling my business with the right DNA to do something extraordinary, and you are exemplary." Managing Director, Federal-Mogul Aftermarket (UK/Ireland)

WE ARE RES(TEAM)LVE



COLIN RUSSELL



ELIZABETH PEARSON



GARRY SANDERSON



JAYNE MEZULIS



JUDITH CROW



PAUL MASLIN

USA (WHITEHALL
ADVISORY GROUP)



MICHAEL TEDEN OBE



SARAH PEELER

- Individual experts in bid & tender preparation, behavioural science, business-to-business sales, business matchmaking, business planning, business research & analytics, change management, corporate strategy, export & import, leadership & management training, project management, strategic marketing
- Average of 25 -30 years' business experience
- Well-connected in UK and North America
- Shared values & commitment to outstanding client service

"The diversity of experience and relationships within Resolve has been a clear game changer for us as we navigate a broad range of opportunities. Because of their unique composition of professionals we have been able to increase our business opportunities on a much higher level than previously experienced."

"I certainly found our recent day exhilarating and it left me wanting more. I know you guys can take the conversation to a different level."

"Their questioning really challenged my assumptions. Their feedback was acutely accurate which proved I had been heard and understood - this was great, but then they amazed me with some outstanding ideas to take my work forward. These were simple, practical and appropriate."

"I would recommend Mark and the entire Resolve group for any business looking to enhance their offering or add value for their clients. They have clearly proven that in engaging them and their sphere of influence and knowledge base we intend to be lifelong partners."

OUR EXPERTISE COVERS



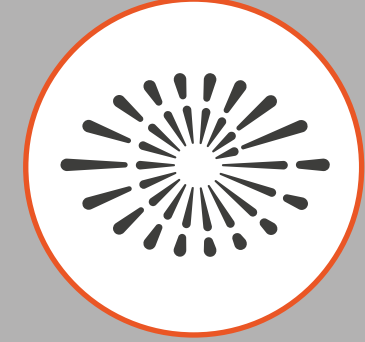
SAFE, EFFECTIVE
START-UP AND
EARLY STAGE
GROWTH



ORGANIC
GROWTH



SUCCESSFUL
TURNAROUND
OR RESPONSE TO
ADVERSITY



TRANSFORMING
CHANGE AND BOLD
VISION INCL. M&A

CREATING HEALTHY, EXCITING, SUSTAINABLE ORGANISATIONS

RESOLVE - THE DEFINITION

VERB:

- TO SETTLE OR FIND A SOLUTION TO (A PROBLEM OR CONTENTIOUS MATTER)
- TO DECIDE FIRMLY ON A COURSE OF ACTION
- (CHEMISTRY) TO SEPARATE OR CAUSE TO BE SEPARATED INTO CONSTITUENT PARTS OR COMPONENTS
- (OF SOMETHING SEEN AT A DISTANCE) TO TURN INTO A DIFFERENT FORM WHEN SEEN MORE CLEARLY

NOUN:

- FIRM DETERMINATION TO DO SOMETHING

"FOR THOUSANDS OF YEARS THERE HAS BEEN LITTLE CHANGE IN THE BASIC BELIEFS, INSTINCTS, EMOTIONS AND BEHAVIOURS WHICH DETERMINE HUMAN PERFORMANCE AND OUTCOMES. THE LESSONS OF HISTORY AND THE PRINCIPLES GOVERNING SUCCESS AND FAILURE ARE ALL AROUND US, SHARPENED BY OUR DEEPENING KNOWLEDGE OF NEUROSCIENCE AND PSYCHOLOGY, IF ONLY WE HAVE THE INSIGHT AND HUMILITY TO LOOK IN THE RIGHT PLACES AND ACCEPT WHAT WE FIND. WHAT SEPARATES GREATNESS FROM MEDIOCRITY IS MADDENINGLY SIMPLE IN CONCEPT. IT IS THE COURAGE AND RESOLVE TO GO ON IMAGINING BETTER FUTURES, TO INTELLIGENTLY SERVE OTHERS, TO STRIVE CEASELESSLY, AND TO CONTINUOUSLY LEARN THROUGH THICK AND THIN BY INTERPRETING AND IMPLEMENTING THIS KNOWLEDGE AND WISDOM."

MARK ASHTON, OWNER AND FOUNDER,
RESOLVE GETS RESULTS

HOW RESOLVE WORKS



RESOLVE'S VALUES



THESE VALUES ARE UNCOMPROMISING, PASSIONATELY HELD, AND EVIDENCE-BASED. THEY MINIMISE POTENTIAL PITFALLS AND HELP TO CREATE GREAT RESULTS.

THE SECRET OF SUSTAINED SUCCESS

"Why are we here? I think many people assume, wrongly, that a company exists solely to make money. Money is an important part of a company's existence, if the company is any good. But a result is not a cause. We have to go deeper and find the real reason for our being." David Packard, Founder, Hewlett-Packard Company

"We try to remember that medicine is for the patient. We try never to forget that medicine is for the people. It is not for the profits. The profits follow, and if we have remembered that, they have never failed to appear. The better we have remembered it, the larger they have been." George W Merck, CEO, Merck & Co.

MULTIPLE RESPECTED INTERNATIONAL RESEARCH STUDIES PROVIDE COMPELLING EVIDENCE THAT THOSE ORGANISATIONS IN ANY SECTOR WHO CONSISTENTLY OUTPERFORM THEIR PEERS DISPLAY THE SAME THREE TRUE PURPOSES:

1

THEY MAKE A DISTINCTIVE AND ADMIRABLE CONTRIBUTION TO SOCIETY

2

THEY GIVE OUTSTANDING SERVICE TO CUSTOMERS OR SERVICE USERS

3

THEY ENABLE THEIR EMPLOYEES TO EXCEL IN DELIVERING (1) AND (2)

Rigorously applying these principles leads to a 4th theme - *The Results Paradox*: the more you focus on the three true purposes, and the less you focus on short-term results, the greater and more consistent your long-term results will be.

This is not do-gooding whimsy - it is hard core behavioural science and enlightened self-interest.

TOP 1% ORGANISATIONAL DNA



BUSINESS TRANSFORMATION

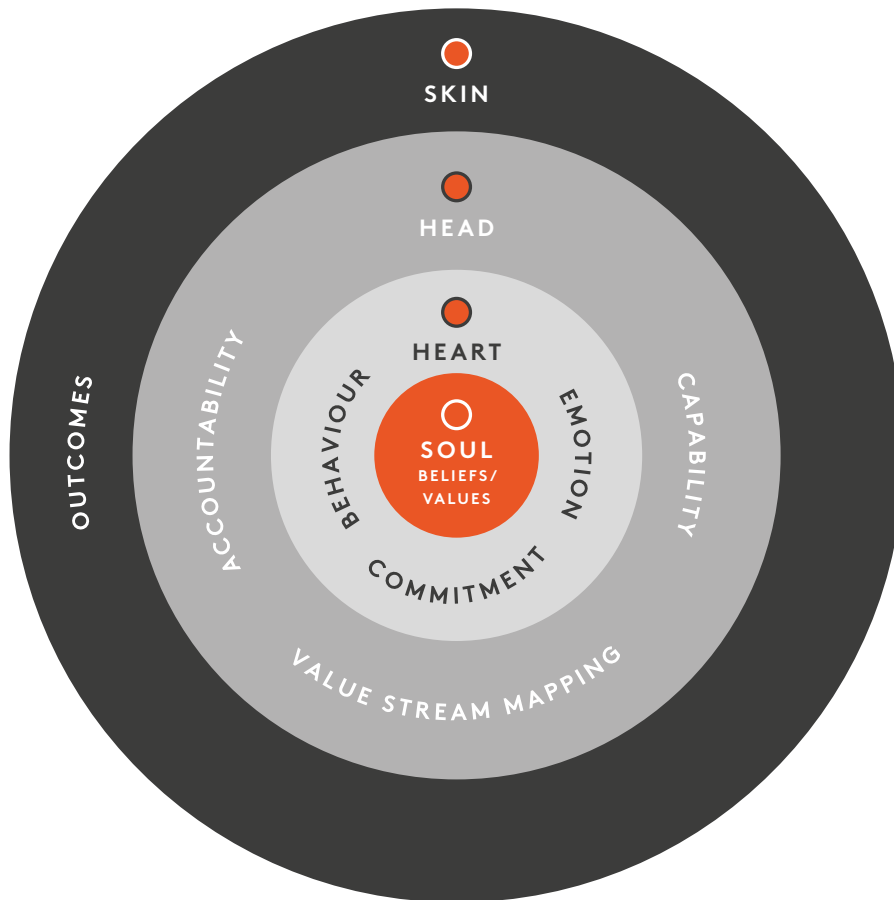
UNITING CULTURE AND STRATEGY



EFFECTIVE TRANSFORMATION IS A SUSTAINED BLEND OF 'HARD' AND 'SOFT' INTERVENTIONS

CULTURE CAN REINFORCE STRATEGY: BUT IT CAN ALSO UNDERMINE STRATEGY AND INITIATIVES FOR CHANGE

ORGANISATIONAL ANATOMY



ORGANISATIONS ARE COMPLEX,
AGGREGATED HUMAN 'CREATURES'

● SKIN

BETTER OUTCOMES BASED ON CONTINUOUSLY IMPROVING BUSINESS FUNDAMENTALS

● HEAD

VALUE STREAM MAPPING (HOW AND WHY IT WORKS): STREAMS OF ACTIVITY AND INFORMATION, CONTROL, TIMELINES, CAPACITY, CONSTRAINTS, AGREEMENTS, OPERATIONAL ASSUMPTIONS, RISKS, ISSUES, CONCERNS

ACCOUNTABILITY (WHO IS ACCOUNTABLE FOR WHAT?): PURPOSE AND GOALS, SUCCESS CRITERIA, PERFORMANCE INDICATORS, REPORTING RELATIONSHIPS, KNOWLEDGE MANAGEMENT. IMPACT ON PERFORMANCE MANAGEMENT

CAPABILITY (CAN WE DO IT?): DO WE HAVE THE RIGHT SKILLS, KNOWLEDGE, ATTITUDES, MANAGEMENT STYLE?

● HEART

EMOTION (THE UNSPOKEN ELEMENTS): GET QUESTIONS AND DOUBTS INTO THE OPEN, DEAL WITH THEM TRANSPARENTLY

BEHAVIOUR (WHAT DO WE DO DIFFERENTLY?): HOW DO THE ORGANISATION'S VALUES FIT?

COMMITMENT DO ALL STAKEHOLDERS BELIEVE THIS IS RIGHT? WHAT HAPPENS WHEN PEOPLE DO NOT UNDERSTAND OR PLAY BY THE AGREED RULES?

● SOUL

BELIEFS AND VALUES WHAT MATTERS MORE THAN ANYTHING ELSE TO INDIVIDUALS, AND TO THE ORGANISATION AS A WHOLE?

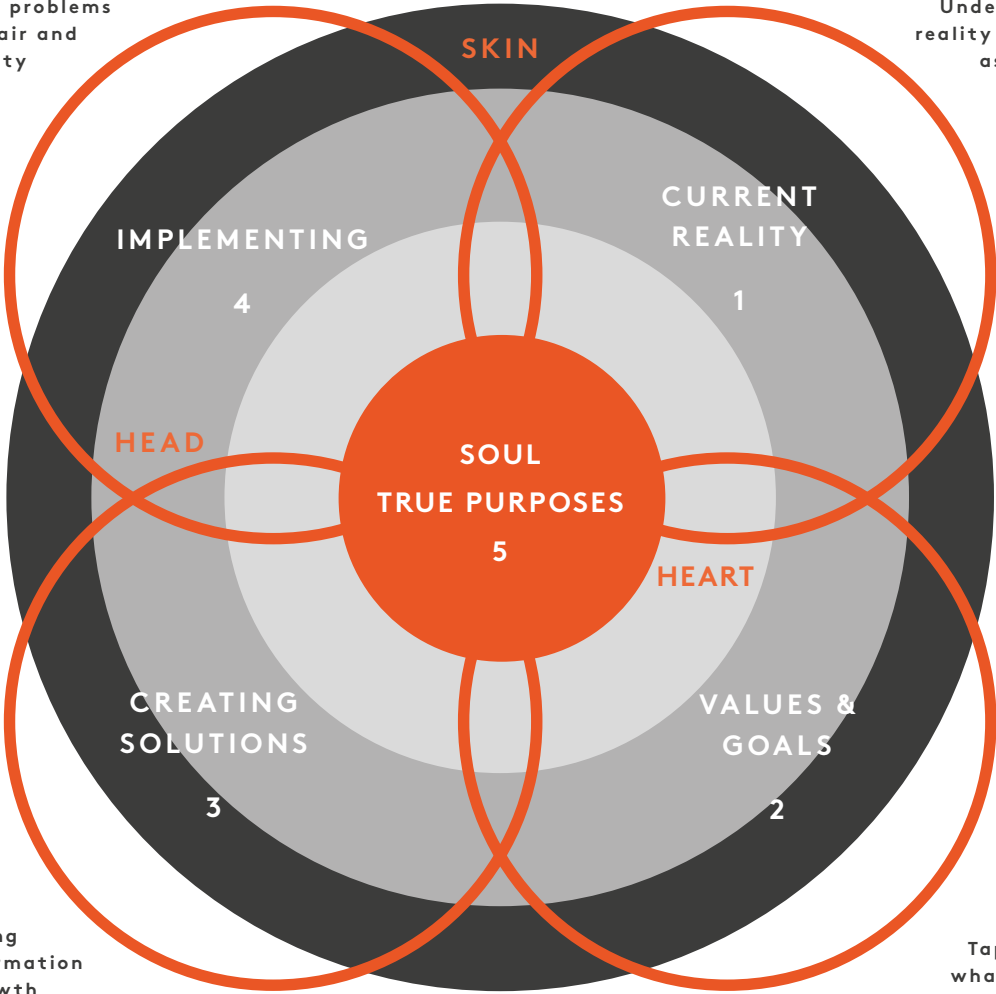
PEOPLE GROWTH

EFFECTIVE, SUSTAINABLE TRANSFORMATION AND GROWTH IS BUILT ON TOP 1% CORE PRINCIPLES APPLIED HOLISTICALLY TO AN ORGANISATION'S UNIQUE ANATOMY, CULTURE AND PSYCHOLOGY

PHYSIOLOGY OF EVOLUTIONARY ORGANISATIONAL PROGRESS, LEARNING & EXCELLENCE

Solving problems with flair and ingenuity

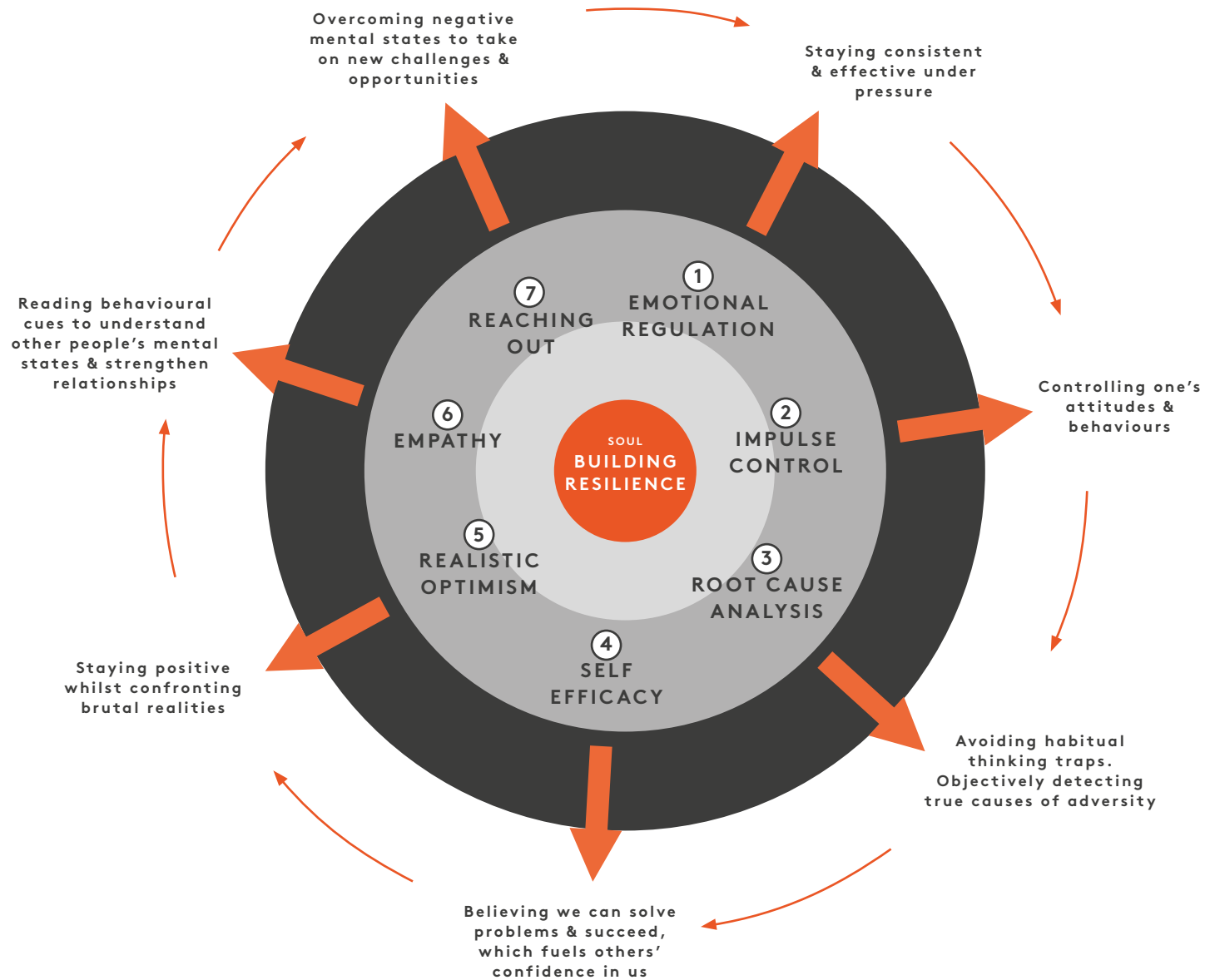
Understanding reality as is, not as we want it to be



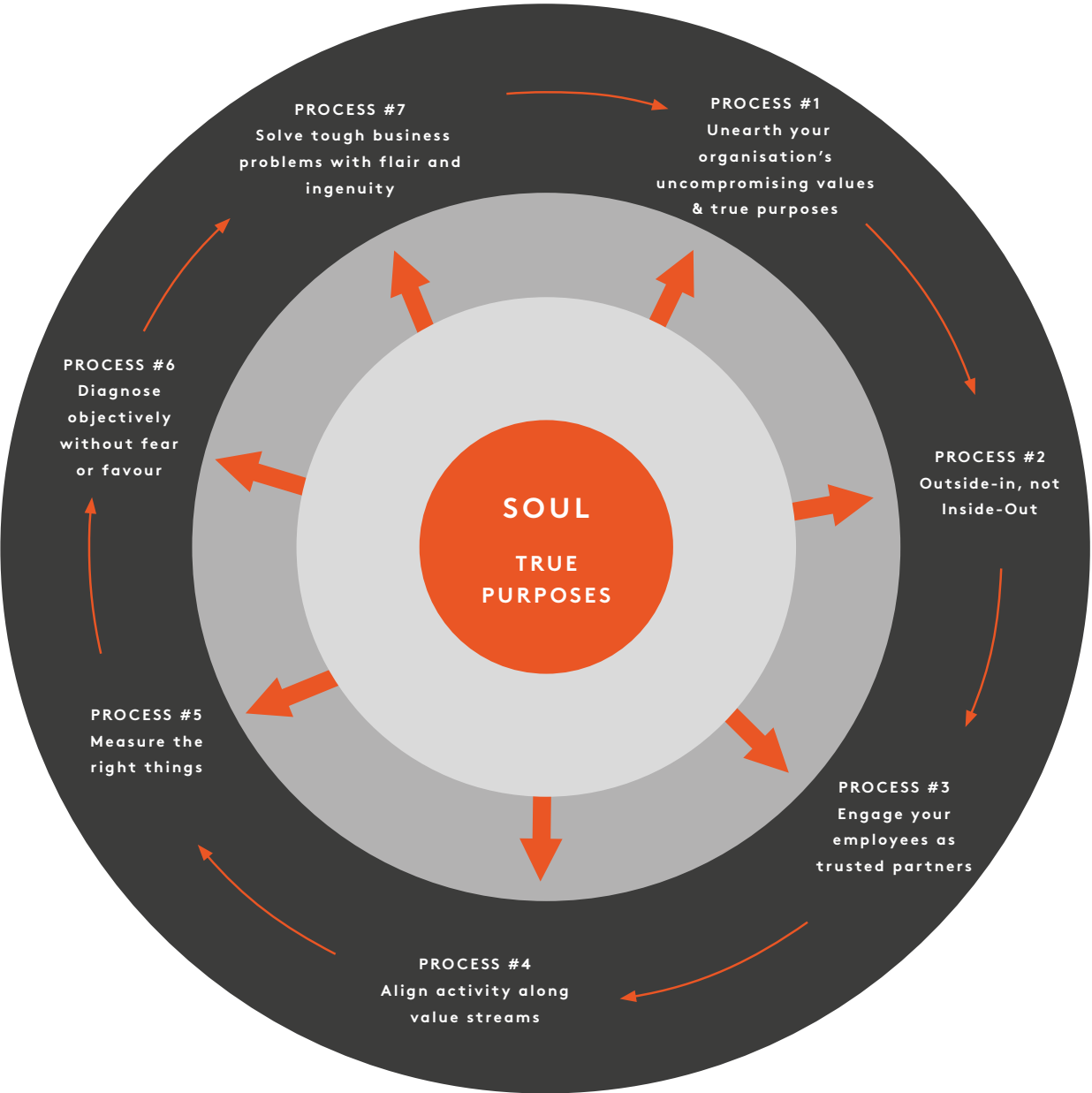
Designing transformation and growth around people

Tapping into what actually drives people

7 FACTORS OF CORPORATE RESILIENCE



MODEL FOR ORGANISATIONAL OUTPERFORMANCE



EXAMPLES OF RESOLVE'S ADDED VALUE

#1 – UNEARTH YOUR ORGANISATION'S UNCOMPROMISING VALUES & TRUE PURPOSES: Creating a purpose driven business to maximise value post-acquisition

#2 – OUTSIDE-IN, NOT INSIDE-OUT: Researching, understanding & exploring new markets & growth opportunities

#2 – OUTSIDE-IN, NOT INSIDE-OUT: Finding new customers, & new ways to do more business with existing customers

#3 – ENGAGE YOUR EMPLOYEES AS TRUSTED PARTNERS: Engaging resistant employee groups in major IT & other transformation programmes

#4 – ALIGN ACTIVITY ALONG VALUE STEAMS: Reorganising work and accountabilities to flow seamlessly across internal boundaries, to grow value for customers

#5 – MEASURING THE RIGHT THINGS: Objectively designing better business metrics which promote better organisational behaviours

#5 – MEASURE THE RIGHT THINGS: Fixing dangerous post-merger culture & integration issues

#6 – DIAGNOSE OBJECTIVELY WITHOUT FEAR OR FAVOUR: Objectively uncovering & categorising business performance improvement opportunities

#7 – SOLVE TOUGH BUSINESS PROBLEMS WITH FLAIR AND INGENUITY: Enabling senior managers to gain breakthrough insights leading to better performance

#7 – SOLVE TOUGH BUSINESS PROBLEMS WITH FLAIR AND INGENUITY: Developing effective, innovation process & systems to aid decision-making, e.g pricing

ST GEORGE'S DEN™

A POWERFUL BUSINESS

DIAGNOSTIC TOOL

"SHATTERING!"

"EXHILARATING!"

"POWERFUL!"

"SIMPLY BRILLIANT!"

St. George's Den™ gives one or more leaders/managers a confidential, private 'personal board of directors'. It uses the **CREATE** coaching model: first, accurately assess **Current Reality**, then **Evaluate Alternatives** and finally **Target Energy** at practical solutions.

HIGHLY EFFECTIVE
PROBLEM SOLVING
TECHNIQUE

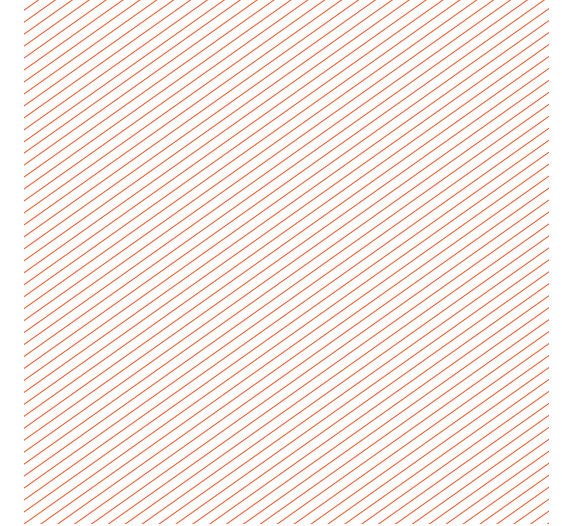
STRONG, OBJECTIVE
MECHANISM FOR
ON-GOING QUARTERLY
PROGRESS REVIEWS

BENEFITS

- DETAILED QUESTIONING OF PROBLEMS/CHALLENGES BY SENIOR TEAM WITH VARIED PERSPECTIVES
- STRUCTURED EVALUATION OF ALTERNATIVE ACTIONS
- SERVES AS AN EMOTIONAL PRESSURE VALVE, CLARIFIES THOUGHT AND RENEWS ENERGY

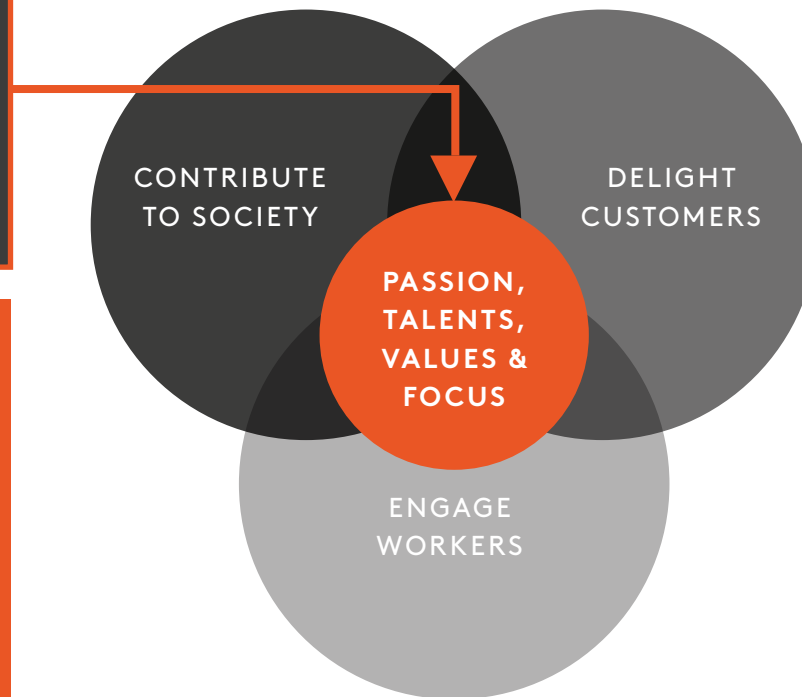
TOP 1% ENABLEMENT TOOL #1:

GROW TOP 1%-INSPIRED LEADERS

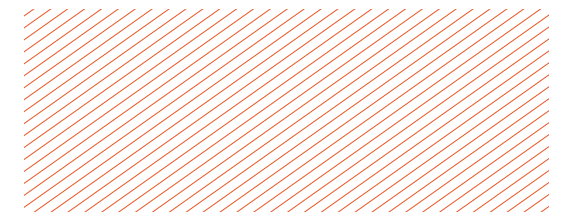


Assess and develop leadership skills
throughout the organisation to find and grow Top 1% leaders, either through formal development or programmes or by coaching and mentoring

- BENEFITS:**
- Better short-and-medium-term decision making
 - Substantially reduced organisational risk
 - Continuous growth of in-house leadership talent
 - Improved results



Research proves that an embedded Top 1%-inspired leadership culture is essential to achieve enduring great results. Top 1% behaviour is unorthodox, yet common sense, and many who do not consider themselves leadership material in fact have potential. The vast majority never realise it, to their and others' detriment. A critical task is thus to find, cultivate and free these people to be outstanding leaders, wherever they are in the organisation, and wherever their level of seniority (or lack of it).

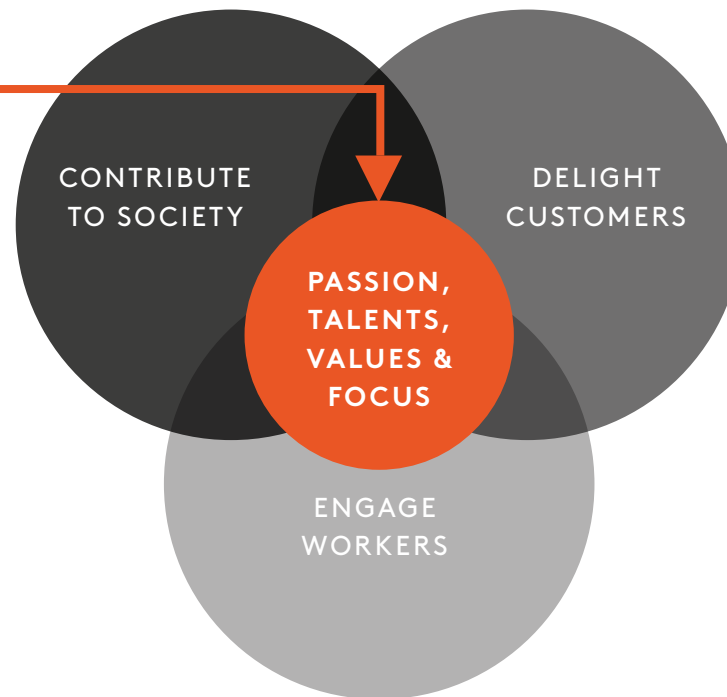


TOP 1% ENABLEMENT TOOL #2: GROW TOP 1%-INSPIRED TEAMS

Systematically restructuring and nurturing teams throughout the organisation to start the long journey towards Top 1% results- an essential 1st and on-going step. May require recruitment, promotion coaching, training, reassignment and removal.

BENEFITS:

- Maximising the returns from key people's passion and talents
- Strengthening comradeship
- Reinforcing key messages and values
- Enthusiasing and motivating people
- Removing blockages and reducing frustrations



Organisations must earn the commitment of their people, who are naturally suspicious and cynical of their leaders' motives, often with good reason! Their bosses and owners fail to make the case for change convincingly. Self-interest prevails at all levels – people look after 'No1'. Systematic, patient, selfless leadership by example is needed to develop high performing teams. Coercion and top-down imposed decisions are usually counterproductive, often severely so, but the damage usually remains hidden, and leaders delude themselves as to how their actions are interpreted.

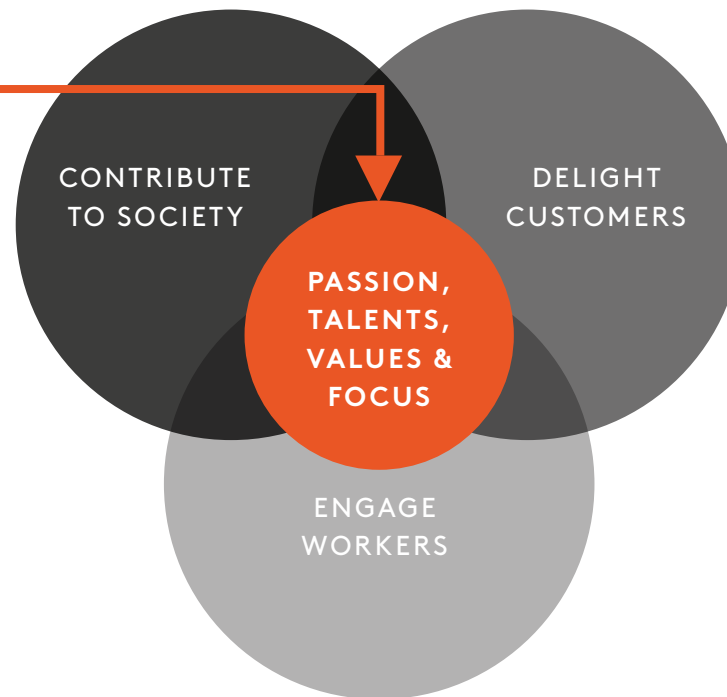
TOP 1% ENABLEMENT TOOL #3:

MEASURES FOR SUCCESS

Reorganising and redirecting KPIs, processes, and in due course structures to focus on increased contribution to society, customer value and worker engagement.

BENEFITS:

- Eliminates or streamlines non-value adding processes
- Accelerates response to customer
- Gives employees clear direction and motivation
- Improve customer and worker loyalty
- Improves results
- Creates more sustainable organisations



Most business struggle to achieve great results because their Key Performance indicators (KPIs) produce counterproductive behaviours, usually because they are short-term, nonsystemic, and often completely illogical. When KPIs which do not make sense to people, and of which they have no ownership, are used as a way of applying pressure on them, managers and leaders encounter resistance due to a disconnect between culture and strategy (top left box of culture vs programme of change matrix). Unfortunately, accountability is a choice people make of their own free will – demanding it is not an effective or sustainable behavioural strategy.

SAMPLE CASE STUDIES



MARK LED A MACHINERY SALES & SERVICE BUSINESS IN THE USA FROM \$6 MILLION IN SALES TO \$20 MILLION IN 4 YEARS BEFORE THE UK PARENT COMPANY COLLAPSED DUE TO POOR LEADERSHIP AND DECISION-MAKING. 400 PEOPLE LOST THEIR JOBS; THE COMPANY SURVIVED, JUST, BUT WAS SOLD TO A COMPETITOR



A VC FIRM WHO ASKED MARK TO INVESTIGATE WHY ONE OF ITS INVESTMENTS WAS ALMOST BANKRUPT 18 MONTHS AFTER A MANAGEMENT BUY-OUT SAID THEY WERE 'HUMBLED' BY HIS FINDINGS. THE COMPANY HAD BETRAYED EXISTING CUSTOMERS & 400 STAFF BY PURSUING A RECKLESS HIGH GROWTH STRATEGY DRIVEN BY THE MANAGING DIRECTOR'S GREED AND EGO



BY CREATING NEW KEY PERFORMANCE MEASURES MARK PROVED TO A £4 BILLION NUCLEAR ENGINEERING COMPANY THAT IT WAS FOLLOWING THE WRONG STRATEGY -THE BUSINESS STREAM IT THOUGHT WAS PROFITABLE WAS NOT, AND THE BUSINESS STREAM IT THOUGHT WAS UNPROFITABLE WAS THE RIGHT ONE TO FOCUS ON



MARK WAS ASKED BY THE CEO OF AN AIM-LISTED £40 MILLION SOFTWARE COMPANY TO RECOMMEND WITHIN 2 WEEKS WHETHER TO SHUT DOWN A £5 MILLION SUBSIDIARY. HE WORKED WITH THE NEW MANAGEMENT TEAM TO CREATE AND IMPLEMENT A SUCCESSFUL TURNAROUND PLAN, AND SUPPORTED THEM THRO' TO A PROFITABLE TRADE SALE 4 YEARS LATER

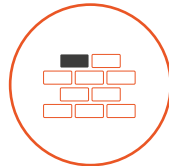
SAMPLE CASE STUDIES



MARK HAS SUCCESSFULLY COACHED THE UK MANAGING DIRECTOR IN A €250 MILLION ANGLO-FRENCH MERGER, AND IS CREDITED WITH SAVING THE CLIENT'S JOB. MARK'S APPROACH HAS BEEN TO DEVELOP HIM AS A TOP 1%-INSPIRED LEADER, FOCUSING ON MAXIMISING HIS STRENGTHS IN THE WORKPLACE



FOR 3 YEARS MARK WORKED WITH THE LEAD TEAM OF A £21 MILLION CORPORATE LABORATORY TO GROW ITS 3RD PARTY BUSINESS AND PREPARE FOR VARIOUS RADICAL STRATEGIC CHANGE SCENARIOS. AFTER A \$6 BILLION MERGER HE CARRIED OUT SUCCESSFUL TROUBLESHOOTING WHICH HELPED CREATE A MORE EFFECTIVE, SUSTAINABLE GLOBAL PRODUCT DEVELOPMENT FUNCTION



MARK CONDUCTED COMMERCIAL/STRATEGIC DUE DILIGENCE ON A £350 MILLION POTENTIAL ACQUISITION BY A FTSE100 PLC. AS A RESULT OF HIS WORK, THE GROUP CFO DECIDED TO WITHDRAW THEIR BID SINCE HE JUDGED THAT THE DEAL WOULD ENDANGER SHAREHOLDER VALUE



USING RIGOROUS FIELD MARKET RESEARCH METHODS, MARK CONVINCED THE MAIN BOARD OF A FTSE100 PLC TO ENTER A \$1 BILLION BUILDING MATERIALS MARKET IN NORTH AMERICA BY ACQUIRING THE NO 1 PLAYER

SAMPLE CASE STUDIES



THE RESOLVE TEAM WAS CALLED TO HELP RESCUE A MAJOR IT PROJECT TO AUTOMATE NATIONAL TRAIN PLANNING. WE DESIGNED AND LED A PROGRAMME TO ENGAGE 900 TRAIN PLANNERS SO THAT THEY EMBRACED THE CHANGES INSTEAD OF RESISTING THEM



RESOLVE CREATED AND LED A GLOBAL TALENT MANAGEMENT PROGRAMME IN CHICAGO FOR A MAJOR MULTI-NATIONAL FINANCIAL ASSET MANAGEMENT COMPANY



ONE OF THE UK'S LEADING CHILDREN'S HOSPITALS HAS USED RESOLVE TO RUN STAKEHOLDER WORKSHOPS TO DESIGN AN INNOVATIVE NEW POST-OPERATIVE CARE PATHWAY FOR BABIES WITH SERIOUS HEART CONDITIONS, ALLOWING THEM TO BE DISCHARGED SOONER AND MONITORED AT HOME USING CUTTING EDGE TECHNOLOGIES



THE RESOLVE TEAM DESIGNED AND SUCCESSFULLY INTRODUCED MORE SOPHISTICATED PRICING ANALYSIS TOOLS TO ENABLE A NATIONAL WHOLESALER OF AFTERMARKET CAR COMPONENTS TO ADOPT MORE ACCURATE, SOPHISTICATED AND PROFITABLE PRICING STRATEGIES

SELECTED LARGER CLIENTS

