



Grant Thornton

An instinct for growth™

People and Change Consulting

Delivering value through people



The challenge

At Grant Thornton, our clients operate in increasingly complex and demanding environments with constant pressures to grow and innovate. This includes improving ways of working, driving efficiencies, embedding change successfully, building strong leadership, providing learning and development opportunities and planning for the future, all whilst building an informed, fully engaged and committed workforce. As the fastest growing professional services firm in Ireland we understand these challenges first hand.

Each member of our highly skilled team has worked across a range of sectors, both public and private. Our team of experts have developed a wealth of experience and deep knowledge in specific areas including learning and development, high potential talent and leadership development, change management, communications and engagement, succession planning and performance management.

We have insights into the complex people-related issues facing organisations today and have developed relevant thought leadership and sustainable solutions to address the challenges and opportunities these changes present.



Patrick Gallen
Head of People and
Change Consulting

Our global presence



As a member of Grant Thornton International we have over **53,000** people in over **140** countries.



Whether a business has **domestic** or **international** aspirations, Grant Thornton can help you to **unlock your potential** for growth.



We operate **nationally** in specific niche areas in the **private and public sectors** and are known for our **expertise, quality** of work and **value-added services**.

Integrated range of services

We provide a broad range of integrated services, helping our clients to build the knowledge, skills and behaviours needed in today's ever changing competitive environment. We provide a service that is tailored and aligned to the needs of our clients across both public and private sectors.

Performance management

- identifying best in class performance management approaches, tailoring these to the specific needs of our clients;
- offering advice and support to develop high performing teams; focusing on continuous feedback, performance conversations which are strengths based; and
- delivering an agile and flexible performance management strategy aimed at driving measurable improvements in performance.

Strategic workforce planning

- developing succession for each level of the organisation;
- working with our clients to deliver succession and talent reviews to define leadership strength and identifying any gaps; and
- developing career paths and associated learning journeys to support career progression.

Stakeholder communications and engagement

- developing and implementing a tailored communication and engagement strategy;
- designing communication and engagement products;
- completing stakeholder identification, mapping and analysis; and
- providing our clients with a communications and engagement toolkit, enabling a sustainable solution.





Leadership development

- develop leaders at all levels to set the vision, align strategy, engage people and deliver results;
- design customised leadership programmes, either delivered by us or we can assist in-house delivery teams;
- define and align the leadership behaviours required to deliver the corporate strategy;
- executive coaching; and
- develop high performance teams, lead change and build resilience.

Learning and development

- conducting training needs analysis;
- designing tailored learning solutions;
- delivering and evaluating bespoke tactical and sustainable learning interventions; and
- supporting L&D transformation, advising on L&D strategy and operating models.

Change management

- developing a change strategy that builds commitment not just compliance;
- utilising a people centric approach to change proven to help our clients achieve positive and sustainable change;
- leadership alignment, visioning with strategy development; and
- supporting organisations to drive culture change.

Board effectiveness and organisational culture

- assessing board effectiveness and understanding cultural impact;
- designing cultural goals for the organisation considering ethical decision making, diversity and organisational values;
- supporting regulatory requirements, assessment and supervision through advice and implementation of effective accountability frameworks; and
- co-creating inclusive and collaborative leadership throughout the organisation.

Delivering value through people

Our People and Change Consulting practice is a team of specialists brought together to focus exclusively on the people challenges facing organisations today. We help our clients deliver competitive advantage and deliver value through their people. We work across all industries and sectors, and pride ourselves on our ability to develop and implement bespoke people strategies to meet our clients' specific needs and context.

We develop sustainable solutions, enabling the organisation to benefit from our collective years of knowledge and expertise, long after the assignment is successfully delivered. Significantly, we work in partnership with clients to help them to deliver their strategy, helping their people to develop the knowledge, skills and behaviours needed to:

- achieve and embed sustainable transformational change;
- drive the right conduct, behaviours and approach;
- utilise new technologies;
- transform business interactions and customer relationships; and
- thrive within a new regulatory environment.

A proven track record

Our scale and reputation ensures we have access to the highest calibre individuals, with market-leading industry experience and skills. We have carefully selected our People and Change Consulting team based on their ability to align subject matter expertise to any prevailing people related challenges. We can also supplement our delivery capability by leveraging specialist staff from the wider advisory pool where necessary.

The differentiator is our ability to configure and integrate our people and propositions to address our clients' needs, whatever the commercial construct.

Our key principles

There are several principles which underpin everything we do:

- we believe in '**no surprises**'. Transparency and pro-activity are important to us, we will keep you informed throughout the course of our engagements;
- **collaboration** underpins our approach, total business engagement is critical to successful delivery;
- **people** really are our best asset. Our consultants are adaptable, agile and energetic. We treat every challenge as unique: change is constant, components are consistent and configuration is key; and
- **we will not compromise on quality**, yet we appreciate the needs for flexible and cost-effective solutions.



Key contacts for our dedicated People and Change Consulting team include:



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