



# THE LENS

Valuing Ideas.  
Inspiring People.  
Powering Innovation.

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## Project Manager Application Pack

May 2022

# WELCOME FROM OUR CEO



**Can you imagine tackling funeral poverty, making chemotherapy more comfortable, and helping people with dementia enjoy the outdoors, all in a day's work? What about supporting migrants or those hard of hearing to access information and services, all from the comfort of your own home? Or ensuring children can get the palliative services they need, all while working flexibly in an arrangement that suits you?**

As our new Project Manager at The Lens, you won't need to imagine. You will join a team that builds innovation, developing people and ideas like these.

Our work harnesses creativity, engages and empowers staff and builds belief that change is positive. We have a proven, structured process that develops people and ideas from the front line up, creating a ground swell of activity that builds a culture of innovation. We develop intrapreneurship, which means showing entrepreneurial behaviours within organisations.

This is your opportunity to join a highly skilled, supportive team with strong credibility and reputation. We are driven by our mission and take our work seriously, yet we don't take ourselves seriously. You will find us a good humoured, patient, and dedicated team that values each other's diverse perspectives.

Over six years, we have built, tested and perfected our model into something that we know works. Now we need you to help us replicate it across UK and beyond.

With our values, hallmarks and facilitation

approach at the heart of what we do, we have successfully delivered in the digital environment. In addition to our flagship organisational change programme, our flexible, tailored interventions have supported many small and medium sized charities, to innovate their services. We are bringing that powerful and effective programme of business development within reach of many more charities through our Funders+ model.

The Lens impact is well proven and our ambitious growth plan is backed by investment and we are very excited about the future. You will be a key player in our Leadership Team, working closely with our CEO and the Director of Operations as well as our Head of Partnerships.

This pack describes the role, working at The Lens and the application process. If you have questions, please do not hesitate to email [steve.mccreadie@lensperspectives.org.uk](mailto:steve.mccreadie@lensperspectives.org.uk) and I will get back to you.

I look forward to reading your application.

**Steve McCreadie, CEO**

# THE LENS



**In 2012, our founder Steve McCreadie was the Director for Business Development for one of Scotland's largest children's charities. It was a great job, but he had a problem he was determined to solve.**

He knew people had great ideas, but they either struggled to clearly articulate the value of them or didn't voice them at all. This meant that he, and other senior leaders, struggled to make decisions on which ones to invest in.

Not known as a man who steps down from a challenge, Steve started researching potential solutions. He developed and tested prototype solutions, one of which was the forerunner to our Intrapreneurship Programme. This early version didn't work as well as he'd hoped but provided invaluable insight and learning.

He looked around at what was happening in the Scottish entrepreneurial ecosystem at the time – he thought, what if I can combine the best elements of what I see, blending in knowledge of organisational development, change leadership, personal development, lean start up thinking and run it inside a large organisation?

Now CEO, there was one thing he knew from his earlier experience. An investment fund was needed and where was he going to find that? His good friend and colleague Karen McMurrich came to his aid. As the Director of Marketing & Fundraising she found the £20k to get programme off the ground. He delivered this second prototype with great excitement, and it was thankfully much more successful! Keeping the momentum going, he adapted and improved even further, running another positive programme in quick succession.

In 2014, Steve was invited to meet the Deputy First Minister of Scotland to share what he had learned. Recognising the positive impact, the Scottish Government provided support and Steve accepted the challenge. He stepped away from senior leadership role in a large organisation to create a spin out social enterprise called The Lens in April 2015. One man and his laptop, he went about securing our first partners; Loretto Care, Cornerstone Carers Trust and Prince's Trust.

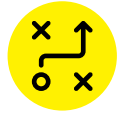
Now with a team of 12, delivering work with partners from the third, public and private sectors across the UK we are continuing on our intrapreneurial journey. Securing work with the public and private sector has been crucial to validating our social enterprise business model – that our fee-paying work funds our subsidised support for the third sector.

However, we have big ambitions! We want to scale up all that we have learned over the past seven years. We want to support even more people to reach their potential and turn their life changing ideas into action.

To help us do this we will be launching our digital platform within the next few months. The platform will help develop intrapreneur's skills, encourage collaboration beyond organisational boundaries and showcase innovative new ideas.

We will also be expanding our Funders+ Programme which supports funders and grant makers with their capacity building efforts. The team are working on taking the core principles of our Intrapreneurship Programme and adapting them to a community setting unleashing new ideas from local people.

# OUR PROCESS



## Develop Talent.

The Lens develops people and ideas. We provide coaching, workshops and mentoring support - delivered digitally - with an emphasis on business storytelling, business modelling, value propositions, prototyping, testing and pitching.



## Harness Creativity.

We develop new thinking, create a pipeline of ideas and support Intrapreneurs to pitch their ideas. We also encourage team working and collaboration, sparking creativity.



## Invest for The future.

Our work turns ideas into action through an investment fund. Intrapreneurs test and prototype their idea with their investment which identifies those ready to scale and replicate.



## Implement & Scale.

Following investment we support Intrapreneurs to test, implement and then scale and grow their ideas across their organisation and beyond.

# OUR IMPACT

## Increased culture of innovation.

We measure progress against six innovation attributes, as exhibited by the most innovative organisations. On average, participants report increases of their organisation being extremely or very capable in these attributes by 26%.

## Increased staff engagement.

Our Partners have a good track record of staff engagement, which The Lens enhances even further. We see an average increase of 14 points in engagement levels as well as engagement beyond 'the usual suspects', increased collaboration and team working.

## Increased innovation skills.

We measure progress against five innovation skills demonstrated by people in the most innovative organisations. Participants report increases of, on average, 36% in these skills, saying The Lens has been one of the best development opportunities they have experienced.

## Increase in ideas that are ready for investment.

A great many ideas already exist in the organisations we work with. Our work helps them achieve seed funding to prototype and test them, and then develop them further to scale them across their organisation and beyond.

## Identifies future leaders.

There is a great deal of talent within our Partner's organisations. We have found that it isn't the usual suspects that engage with the Programme. By developing their confidence and skills many of them have applied to more senior roles within their organisation.

# SUCCESS TO DATE



**22**  
Programmes  
run to date



**223**  
Ideas  
developed



**930**  
Intrapreneurs  
trained



**>15k**  
People  
reached



**£2.1m**  
Investment in  
intrapreneur's ideas



**299%**  
Return on  
investment



# THE ROLE



## Purpose

As our Project Manager you will be responsible for managing the logistics of the delivery; developing resources; managing our events and helping make sure the organisation runs smoothly.

To be successful in the role you will have the drive, creativity, problem solving ability, knowledge of a range of digital tools and the organisational skills to ensure our projects and delivery run on time, to a high standard and within budget.

Supporting the delivery of our work We have a number of different services we offer our partners which range from our Lens Labs to our Business Development Programme to our Intrapreneurship Programme. All of which help us to deliver our mission of improving people's lives through intrapreneurship.

You will play a key role in managing the logistics for our work. This includes:

- Creation and execution of project plans.
- Evaluating our work and producing reports that share our insights with the rest of the team and our partners.
- Creating resources that support the delivery of our work.
- Building relationships with our partners to ensure the smooth delivery of our work.
- Event managing our Investment Days.
- Project managing the delivery of our work, allowing the Developers to focus on delivering the outcomes.
- Making improvements to how we work, ensuring efficiency of our operations.

Having some knowledge of design packages, particularly Adobe InDesign would be of benefit. However, we will provide training if you do not already have this skill.

## Building the foundations for growth

You will work closely with the Director of Operations to help build the foundations for growth for the operations team. This will include developing the systems and processes that support our delivery and codifying them so that they can be understood by the wider team. We will also be recruiting to our new graduate scheme in the summer. Their role will be to support you with the administration of our work whilst they learn the skills need to become a Project Manager. You will support them in that process alongside the Director of Operations.

## Learning & Coaching

Learning & coaching is a key component of all roles at The Lens. You will take individual responsibility for your own learning, recognising that however good you may be right now, you are committed to improvement. To support your learning, you will work with the CEO and our coach to create a Development Plan tailored to your needs. You can read more about our coaching culture on page 12.

The team is highly supportive, with an explicit philosophy of shared learning and practice. Our commitment to learning is matched by our generous, good humoured and patient approach to learning together.

### Hybrid Working & Travel

The Operations Team will be operating a hybrid working model from the summer of 2022, based out of our office in Glasgow city centre. This will support the graduate's learning who we will be recruiting later this year. It is anticipated that the Project Manager will be based in the office at least two days a week.

Most of our delivery will continue to be digital however, there will be some travel required for the role which will be across the UK. All travel expenses are covered.

### Flexible working

We understand that for many flexibility at work is crucial to their wellbeing or caring responsibilities. The Lens has embraced flexible working since its inception in 2015 and we want to reassure you that whilst this role is full time, flexible working requests will be seriously considered, whether condensed/ adjusted hours, or other requests. We also have a flexitime policy meaning you can adapt your day to your specific needs.

### Inclusion

The Lens is committed to equality, diversity and inclusion. We want our organisation to be representative of the UK and to lead by example. We work hard to create an inclusive working environment for people from all backgrounds; Black, Asian and minority ethnic communities, LGBT communities, women, disabled people and carers. We work to develop ideas and people, and believe that pursuing equality, diversity and inclusion helps us deliver that

more effectively.



# ABOUT YOU

We recognise – and celebrate – the teams diverse backgrounds. What unites us is a shared passion for improving people's lives.

For our Project Manager role we are looking for someone who has some, if not all, of the following.

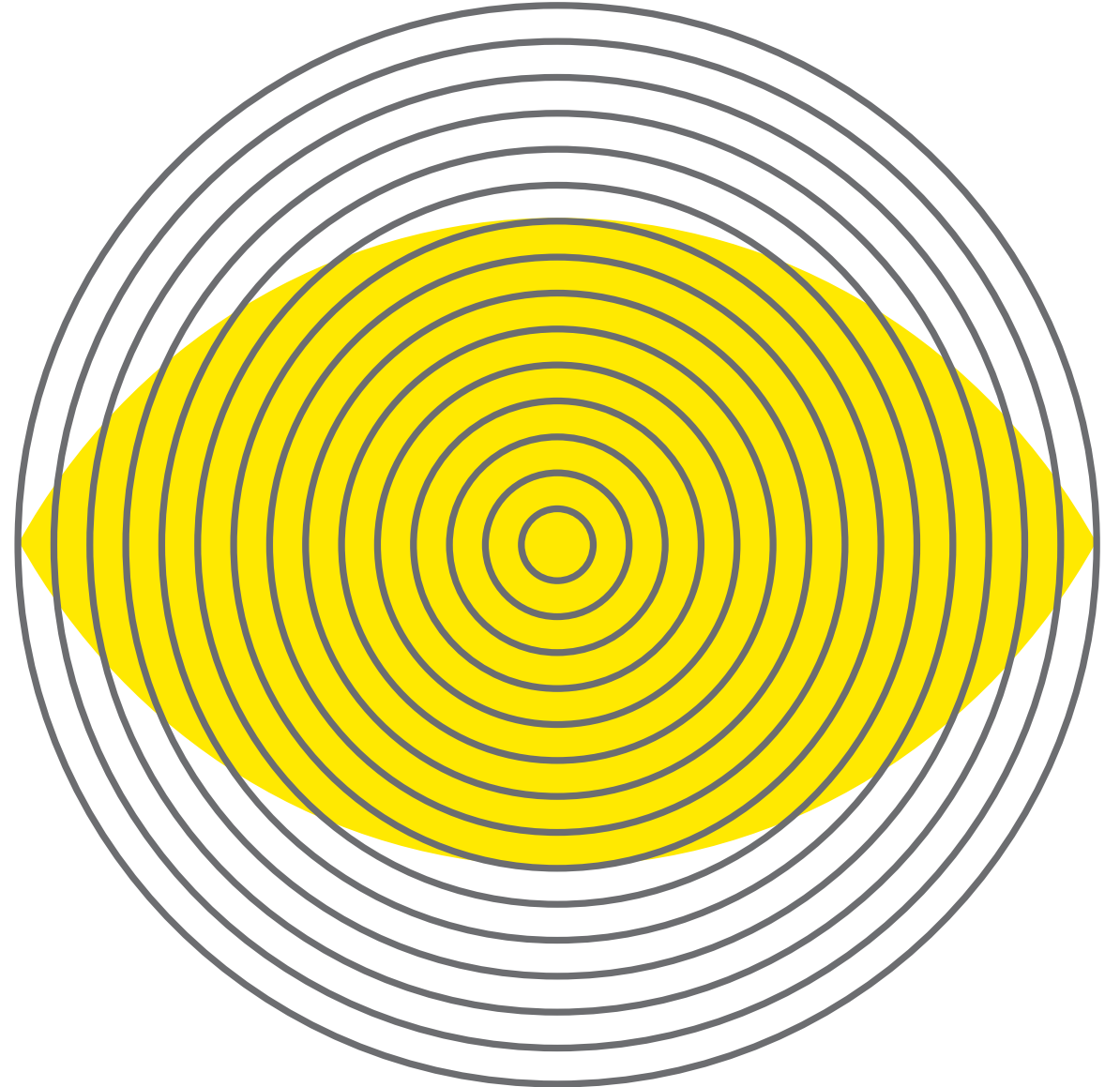
The ability to produce clear, concise and engaging resources that support our work.

Experience managing multiple tasks with competing deadlines.

An understanding of the challenges facing the third and public sectors.

Experience in creating and executing project plans.

A willingness to learn and be coached.





## WHO WE ARE

Enablers.

Innovative.

Experts in our field.

Game changing.

Vibrant.

Collaborative.

Empowering.

Knowledgeable.

Professional.

## WHO WE ARE NOT

Tokenistic.

Death by PowerPoint.

A training programme.

A short term fix.

Stuffy or dull.

Sloppy.

Dragon's Den.

Traditional.

An easy ride.



## APPLICATIONS CLOSE: 01/06/22

- The application deadline is 09:00 on 01/06/22.
- Once your application has been received it will be reviewed by the panel consisting of Steve McCreadie, CEO, Susie Malcom and Iain Delworth, Directors of Operations.
- If you have been shortlisted you will be asked for a short zoom interview at a convenient time for you.
- You will be informed whether or not you've been shortlisted by 06/06/2022.

## GROUP & PANEL INTERVIEW: 27/06/22

- The interview will take place on 27/06/22, with a group task with fellow candidates in the morning followed by a panel interview.
- Interviews will take place in Glasgow and all travel and accommodation costs (where required) will be covered.
- The interview panel will include Steve McCreadie, CEO, Susie Malcom and Iain Delworth, Directors of Operations.
- All candidates will be informed of our decision, and given feedback, by 01/07/22.

## APPLICATIONS OPEN: 12/05/22

- Please submit your completed [Application Form](#) and [Equality & Diversity Form](#) to the team via [workwithus@lensperspectives.org.uk](mailto:workwithus@lensperspectives.org.uk).
- Upload a video introducing yourself and explaining why you are applying for the Project Manager role.

## ZOOM INTERVIEWS: W/C 13/06/22

- You will be asked to book a zoom interview which will last up to 45 minutes at a time that is convenient for you.
- The interview will be with Susie Malcom, Director of Operations.

## INDUCTION

- Every team member gets a full week's induction.
- You'll meet the rest of the team and be introduced to the history, mission, values and hallmarks of The Lens.
- You'll begin to understand how we use transformative facilitation for intrapreneurs and senior leaders.
- There will also be training on Business Storytelling with the full team.

# BENEFITS OF WORKING AT THE LENS



## OUR CULTURE

- The opportunity to have a real impact on individuals and organisations.
- A positive working environment that's solution focused.
- We offer flexi-time.
- A real commitment to learning and development – we have a robust process for ensuring you are continually supported to deliver in your role.
- Variety – we partner with third, public and private sector partners meaning you will work with a range of individuals, groups and organisations.



## TEAM

- Our team has a wide variety of backgrounds – from community development to management consultancy to police intelligence. What unites us is our passion for intrapreneurship and innovation.
- We take our work, but not ourselves, seriously.
- Face to face team meetings will be held every three months in Glasgow.
- You will be part of a fast-growing and ambitious social enterprise – we have grown from a team of one to 10 in six years and our turnover has increased, on average, 23% per year.



## COACHING

- Our commitment to learning is backed up by actions.
- You will have a supportive and encouraging line manager, but we recognise that isn't always enough.
- Our Coach, Cat Paterson, will support you through group and individual coaching to bring your very best to The Lens.



## LEARNING & DEVELOPMENT

- We have a real commitment to learning and development. We take our Intrapreneurs on a transformative journey and we expect our team to do the same.
- You're first week will be focussed on your induction where you'll get to meet the team, find out more about The Lens and attend session on Transformative Facilitation and Business Storytelling.
- Ongoing Training – you'll work with your manager on creating a development plan that is tailored to your specific development needs.



## SALARY & KIT

- The Project Manager salary range is £32,070 depending on experience
- The role is full time (37.5 hours).
- The position is full time though we will consider all flexible working requests.
- 7% employers pension contribution.
- All employed staff are provided with MacBook Air.

# OUR COACHING CULTURE



**At The Lens, we care about developing our own team as much as we do the intrapreneurs we work with. Joining us means being given the time and space to consider your learning and development needs, and the structure and support to meaningfully work on them.**

We believe that the edge of your comfort zone is where the best and most exciting work happens. That's why everyone, including our CEO, benefits from professional and personalised coaching. With both individual and group coaching sessions, The Lens is the perfect environment to develop your skills and practice. You will also build close and productive relationships with your colleagues.

As a member of our team, you will be able to create your own coaching and development plan, identifying strengths and areas for growth. You'll get the opportunity to think about how you'd like to progress within your role and career. This includes regular one-to-one coaching tailored to you and your development needs and goals. One day you might focus on a particular skill or objective, and another you might think big about your role and your practice. Individual coaching is your space for self-reflection and for growth, supported by an experienced practitioner with in-depth knowledge of our organisation and work.

Our commitment to coaching also reaps benefits for our organisation and work, with our people growing in confidence and ability, and our teams working closely and

productively as a result. Coaching is not separate to our mission or objectives, but integral to them. As we develop ourselves, we develop our impact and potential.

We are proud of our meaningful and strong commitment to staff development, and of the constructive, open culture we enjoy as a result. Joining us means joining an organisation that truly values continual learning, feedback and personal growth.



## OUR VALUES

Driven by our mission to improve lives through Intrapreneurship.

Take our work seriously, but not ourselves.

Value and encourage different perspectives.

Make a difference to the people we work with and to wider society.

Balance social impact with financial sustainability.

Do things differently and encourage new ways of thinking.

Committed to excellence, we have high expectations and support each other to deliver on them.

Build partnerships based on trust and respect.

Our social enterprise business model means all revenue is reinvested to achieve our mission.

## OUR HALLMARKS

Visual facilitation.

Activities tailored to people's needs.

High quality branding.

Learning from experience.

Use of business storytelling.

Facilitation for transformation.



# Our Partners

Here are just some of the partners  
we work with;



Shetland  
Islands Council



# Thank you.

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For more information please contact:

[workwithus@lensperspectives.org.uk](mailto:workwithus@lensperspectives.org.uk)

The Lens is a registered charity: SC046025

