



Introduction to Triage

Triage is a leading consulting business that works across three vertical areas of operation; Strategic Advisory, Executive Search and Geospatial Technology.

Our roots are in agriculture, farming and food but we are industry agnostic, serving a broad mix of private, public and social sector organisations, helping them grow, and to drive growth, development and impact through everything they do. We're building a company uniquely equipped to this task.

We believe in the power of the exponential so integrate our thinking, delivery capability, expertise and partnerships to help our clients unlock *The Value of Who™*, and *The Value of Where™*.

Strategic Advisory

Systems Thinking

We live in an increasingly complex, interrelated and interdependent world with the continued globalisation of everything introducing unprecedented levels of complexity to our systems bringing both significant benefits to many, and systemic risks to us all.

We are also participants in a highly complex and dynamic eco-psycho-social system that is subject to certain biophysical limits. Many of these have already been breached, for example four of the Stockholm Resilience Centre's nine planetary boundaries, with a 2018 paper entitled, "*A good life for all within planetary boundaries*", finding that, of the 150 or so countries assessed, no country meets the basic needs of its' citizens at a globally sustainable level of resource use.

If, as Einstein said, "*we cannot solve our problems with the same thinking we used when we created them*", we need to think differently in order to think different things, and we need a new approach to answering the questions we are asking and the problems we are trying to solve.

One example of our systems thinking is Triage's Green Paper, "*A Business Case for the Redesign of the Food System from the Ground Up*", which presents a clear, coherent and compelling case for food systems change. It is both our platform and foundation.

It also informs our theory of change, i.e. that a redesign of the food system from the ground up changes everything for everyone, not only ending hunger and poverty in all of its' forms everywhere but comprehensively delivering on all seventeen of the United Nations Sustainable Development Goals.

Our *From The Ground Up™* approach can be applied in any context to create paradigm shifts and deliver transformation that can be sustained.

Sustainability

Sustainability has become a major focal point for business yet despite many companies broadly aiming towards it, few have successfully embedded it within their organisation's culture. There are many reasons for this, but two major challenges stand out.

The first is in how we define it. The problem for most of us is not that our conditions cannot be sustained but that they should not be. To think that our present circumstances, our present societal arrangements and present ecological environment might be sustained is an unsustainable thought for the majority of the world's people, plants and animals, and the planet as a whole. Programmes and policies can be sustainable and socially just, but they can also be sustainable and unjust. We therefore need to rethink what we mean by sustainability.

The second is that in the same way that our present problems cannot be solved by the same thinking that created them, they invariably cannot be solved by the same people. The key is hiring talent with true sustainability in mind, those who think differently so they can think different things.

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Executive Search

*Organisation and organisations don't really accomplish anything. Plans don't accomplish anything either. Theories of management don't much matter. Endeavours succeed or fail because of the people involved. Only by attracting the best people will you accomplish great deeds. **Colin Powell***

Triage Talent is about more than just talent acquisition, offering a range of services that enable you to identify, attract, recruit, nurture and retain the best.

We help investors and investor backed businesses remove the single biggest risk of any investment by taking a *People First* approach to everything they do, from identifying investable leaders and their teams to ensuring their company (each company) has the right people in the right jobs doing the right things.

We build relationships with people around a shared and common purpose. This approach creates fundamentally different and deeper relationships with everyone we work with, and for. These relationships are unique in the market and enable us to do and deliver more, and more consistently, than anyone else.

Services

- 1) **Executive Search and Selection** for business critical and strategic hires, and difficult to fill positions;
- 2) **Enhanced Due Diligence (EDD)**. Pre-investment evaluation of leadership team and those in key positions looking at, specifically, can they do and deliver what is being asked of them, do they have the ability to develop and execute strategy in your context, can they learn and adapt, can and how will they lead, do they have integrity and can they be trusted?
- 3) **The 3 R's**. Post-investment talent audit. A review of all business-critical roles. Do you have the right people in the right jobs doing the right things to a) protect existing value, b) to grow value, and c) to unlock and create value?
- 4) **FastStart**. One-hundred-day coaching for new hires to help them hit the ground running, moving quickly through "form – storm – norm – perform" with a specific focus on operating priorities and strategic goals;
- 5) **PeopleFirst**. A people centred approach to identifying target investments and / or acquisitions. Unlocking the right investments by identifying investable leaders and their teams first, sealing a deal with the one thing that typically breaks them. Mapping the market based on a company's leadership, their EDD profile and investor 'fit'; and
- 6) **Due Diligence (DD)**. A systematic approach to due diligence that builds on our enhanced due diligence, or 'PeopleFirst', approach. DD leverages the relationships, capabilities and connectivity of our Talent business to assemble the strongest possible team to evaluate the targets' market opportunity, technology / product / service market fit, competitive position versus its' competitors, and business plan.

Geospatial Technology

*Hiding within those mounds of data is knowledge that could change the life of a person, or change the world. **Atul Butte***

Knowledge that can change people's lives **and** change the worlds is at the heart of everything we do. The challenge with data, in particular Big Data, is that it all too often misses the analogue, the disconnected, the local, the small, the individual and the deeply personal. It also misses the out of sight and out of mind (data).

There are five V's of Big Data; volume, velocity, variability, veracity and value. The amount of data, rate of data and variety of data are all increasing exponentially, and the accuracy of data is increasingly a challenge. Of these five, however, only one really matters; value.

Data of any type - big, small or open - is only relevant to the extent to which it enables the person asking a question or trying to solve a problem to unlock or create value, and, so often, that value lies in that which cannot scale, which is unique to here, value that is embodied, shared, trusted and alive. We, therefore, take a top down (spatial) **and** bottom up (ground truthed) approach to every question, problem or project. We then visualise everything so clients can see, interrogate, manage, share and report on the current state as well as monitoring progress towards the desired (state). Our approach also enables clients to assess opportunities across all three capitals (natural, social and financial), evaluate the effect of their decisions on growth, development and impact, and negotiate trade offs.