

ETHIC EYES

LEADERSHIP, TEAM AND ORGANISATIONAL DEVELOPMENT

Development that gets beneath the surface

Helping leaders and teams understand what is really going on, then turn that insight into practical behaviour change.

Andrew Porteous

THE STARTING POINT

The visible problem is rarely the whole problem

What presents itself first is often only the surface of the issue.

A leadership issue

may be a trust issue

A change issue

may be an involvement issue

A team issue

may be a conversation issue

A senior appointment issue

may be a context and relationship issue

The starting point is not to reach for the nearest workshop, model or process. It is to understand what is really happening.

THE CORE IDEA

Every organisation has two versions

Understand what is really happening beneath the surface before designing the response.

The official version

- Strategy
- Values
- Structures
- Processes
- Leadership messages
- Role descriptions
- Stated priorities

The real version

- Conversations people avoid
- Behaviours that are tolerated
- Informal influence
- Pressure points
- Workarounds
- What actually gets rewarded
- What people learn is safe to say

The gap between the two is where many leadership, team and change problems begin.

OUR WORK

What we help organisations do

Ethic Eyes works with HR directors, CEOs, senior leaders and leadership teams to improve:

01

Leadership capability

02

Team effectiveness

03

Change delivery

04

Senior selection

05

Feedback and accountability

06

Trust and challenge

07

Behaviour under pressure

08

**Practical organisational
development**

The work is tailored to the organisation, the people involved and the real issue beneath the visible one.

SERVICES

Four ways we help

Four connected areas of work, each shaped around the real issue rather than a standard package.

01

Tailored Leadership Development Programmes

Helping leaders recognise what they need to do to be successful, then supporting them as they put new approaches into practice.

02

Developing Teams

Helping teams work through issues, agree how they operate, improve challenge and align behind a common purpose.

03

Making Change Happen

Helping leaders involve people properly, understand resistance and make change practical, coordinated and sustained.

04

Senior Selection & Assessment

Using psychometric insight to support senior appointments and help hiring managers and candidates explore fit before the role begins.

SERVICE ONE

Tailored Leadership Development Programmes

Leadership development works when it is connected to the real conditions leaders face.

OUR PROGRAMMES CAN INCLUDE

- Tailoring and discovery
- Confidential one-to-one feedback
- Targeted leadership modules
- One-to-one coaching
- Psychometric assessment
- 360 feedback
- Practical business challenges
- Progress reviews

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The aim is not a pleasant day away from the office. The aim is behaviour change that shows up back at work.

SERVICE TWO

Developing Teams

Teams often have two meetings: the official meeting, and the real one afterwards. We help teams bring the useful conversation back into the room.

THE WORK CAN INCLUDE

- Team diagnostic conversations
- Team and individual psychometrics
- Facilitated team sessions
- Purpose and ways-of-working agreements
- Trust and challenge work
- Feedback practice
- Team leader coaching
- Follow-up sessions

The outcome is a team with clearer purpose, stronger trust and better ways of working.

SERVICE THREE

Making Change Happen

People do not always resist change. They often resist confusion, exclusion, loss of control or being changed by people who have not listened carefully enough.

WE HELP LEADERS

- Understand likely resistance
- Involve stakeholders earlier
- Facilitate difficult conversations
- Sustain progress after launch
- Align around the purpose of change
- Plan practical communication
- Turn change into workable action

“

Change works better when it is done with people, not to them.

SERVICE FOUR

Senior Selection & Assessment

Senior appointments carry commercial, cultural and leadership risk. A candidate can look right on paper and still struggle in the role, the context or the relationship with their manager.

We use psychometrics to support better judgement, not replace it.

THE WORK CAN INCLUDE

- Role and context briefing
- Hiring manager briefing
- Onboarding recommendations
- Candidate psychometric assessment
- Facilitated candidate-manager discussion
- Confidential candidate feedback
- Strengths, risks and working preferences

The aim is a better-informed decision and a stronger start.

BEFORE THE CONVERSATION

Diagnostic Tools

For leaders and HR teams who want to reflect before arranging a conversation, Ethic Eyes offers four short diagnostic tools.

01

Leadership Reality Check

Where leadership capability and behaviour may need attention.

02

Team Effectiveness Diagnostic

How the team really operates, decides and challenges.

03

Change Readiness Reality Check

Whether the organisation is prepared for the change it intends.

04

Senior Appointment Risk Check

Where the risk in a senior appointment may actually sit.

The tools help identify where an issue may really sit. They are not formal diagnoses. They are structured prompts for reflection, conversation and better next steps.

THE PRACTICE

Why Andrew Porteous



Andrew Porteous

Leadership, Team & Change Consultant

Andrew leads the practice and remains closely involved in the work.

He brings over 30 years' consulting experience across leadership development, team development, organisational change, executive coaching, psychometrics and senior selection.

His work has included assignments with organisations such as Aviva, BAE Systems, BP International, BT, Microsoft, NHS, PwC, RBS, Sony ATV and Unilever.

EXPERIENCE ACROSS

- Leadership development
- Team development
- Organisational change
- Executive coaching
- Psychometrics
- Senior selection

CREDENTIALS

BA (Hons), MBA · BPS Certification: Psychometrics & Quantitative Psychology · EMCC Accredited Coach and Coach Supervisor.

NEXT STEP

Start with a confidential conversation

Understand what is really happening beneath the surface before designing the response.

THE FIRST CONVERSATION EXPLORES

- 1 The context
- 2 What may be happening beneath the surface
- 3 What has already been tried
- 4 What success would need to look like
- 5 Whether the next step is leadership development, team development, change support, senior selection insight or a focused diagnostic review

ARRANGE A CONFIDENTIAL CONVERSATION

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