

BUILDING A CULTURE TO GROW & THRIVE

CATALYST Clinical Research
Culture Case Study

"Amazing things happen when you make
people feel they are valued as individuals."

Herb Kelleher
President Southwest Airlines



CATALYST
CLINICAL RESEARCH



Overview

No matter how strong corporate strategic planning is, its efficacy will invariably be held back by staff if they do not share the intentions of the corporate culture. It is clear that Catalyst Clinical Research ("Catalyst") has a very impressive culture, one that is impacting its bottom line positively and one which has been enhanced through the crystallisation of a brilliant framework introduced by advisor, Jeff Harmon of Brilliance Within Coaching. In this Case Study we explore what underpins Catalyst's impressive culture and why the "C³ Framework" devised by Brilliance Within serves as an exemplar for other organisations wishing to move forward sustainably.



About Catalyst

In the last 3 years, Catalyst, a clinical development organisation providing highly customisable, multi-therapeutic, clinical research solutions and services to the global biopharmaceutical industry, has written an inspiring new chapter to a story that spans 15 years. With the integration of 3 acquisitions allied with robust organic growth, today, the company has in excess of 700 staff (some 325 employees and more than 400 contractors), offices in the US and EU and over 120 customers.

Catalyst's Vision seeks is to help biopharma companies "Advance therapies beyond milestones to transform lives" and it has achieved done this by "building a culture where collaboration is the norm, listening is paramount and flexibility in service delivery is a goal". In executing its strategy, Catalyst partners with expert biopharma service providers and technology companies to ensure a fully integrated, flexible approach to clinical research and product development.

Catalyst's Mission is all-encompassing: "Being the premier Clinical Research Organization by providing creative and flexible solutions for clinical development projects enabled by innovative technologies, collaborative and experienced staff, excellence and efficiency in delivery".

Catalyst's service model has evolved through two decades of listening to customers and devising customer-centric solutions, driven by breakthrough clinical development studies, towards leveraging Catalyst's expert teams and innovative technologies.

Growing recognition includes multiple industry awards and nominations, including CRO Leadership Awards 2020: Expertise, Quality, Reliability and Capabilities, Fast 50 and inclusion on the Inc. 5000 list of America's Fastest Growing Private Companies in both 2020 and 2021.

In 2018, Catalyst received new investment through private equity company Novaquest Capital Management LLC and developed a strategy to expand services offered to the biopharma market. Catalyst has grown rapidly, through a mix of both robust organic growth and the integration of successful acquisitions: 2019 - Triangle Biostatistics and 2020 - Ce3 Inc.

In 2021, Catalyst launched its two major brands, to ensure that there is a clear picture of the non-therapeutically aligned Flex services, while simultaneously presenting the deep therapeutic expertise that is vital to the Oncology solution:



Premier provider of multi-therapeutic resourcing and functional solutions helping to drive healthcare innovations to patients in need.



A biotech-focused, full-service niche oncology clinical research organisation ("CRO") helping to bring next-generation therapies to cancer patients in need.

LISTEN, DEVISE,
BREAK



THROUGH

THE “C³” CATALYST CORE CULTURE FRAMEWORK



“Organisational culture refers to the system of shared meaning held by its members that distinguishes that organisation from another” Edgar (Schein (2010)).

To enable continued sustainable growth, it is essential for an organisation to ensure that its culture is fit for its strategically projected future. The most successful companies in the world are those which make their entire team feel like they are a critical and integral part of the company’s success. A corporate culture is truly cemented when the whole company feels like it has a purpose. A good vibrant corporate culture demands a strong leader, who, in turn, needs committed followers and an entrenched environment where positive cultural influences can be nurtured. This, as you will see, captures the essence of the culture as experienced at Catalyst.

How did this inspiring Catalyst culture come about?

Led by its newly appointed CEO, Nick Dyer, a people-focused executive with a passion for building and growing strong customer service-orientated teams, Catalyst developed a strategy in 2018 that included mergers and acquisitions as a major component of its growth strategy. Also, appreciating that the company would need a singular “corporate personality” from mid-2019, the executive leadership team (“ELT”), led by Nick Dyer and CFO Patti McNamara, started to define the culture and values that would be required to make the company successful in the broadest sense. In so doing, the ELT recognized the importance of defining an “intentional culture” rather than allowing its culture to simply evolve.

Catalyst’s ELT understood that a company can run aground after a period of growth if behaviours and values are not carefully shaped and reinforced to reflect the service culture being promised to employees and customers. Clearly, the ELT, as a whole, was setting the scene at an early stage in a way that ultimately shaped their vision of the culture of Catalyst. Nick Dyer would often state that two things were shaped by a prior corporate experience: **“Put the roof on before it rains”** (roof = culture) and **“A leader’s job is to put oxygen in the room”**. ELT members also contributed from experience of cultures in other clinical research industry settings. This frames a perspective that Catalyst set out, from the start, to be different.

Following a robust discussion of the common experience and commitment to servant leadership by the ELT, namely leadership which focuses primarily on the growth and well-being of people and the communities to which they belong, Jeff Harmon of Brilliance Within Coaching was engaged.

The purpose of the engagement was to help the company crystallise the ELT's intentions into a robust framework that very soon thereafter became the C³ Catalyst Core Culture Framework ("C³ Framework"), a framework for sustainable growth that is now firmly in place at Catalyst. Brilliance Within's mission is to elevate and empower leaders to create companies and teams where people value one another and keep their commitments. This is achieved through innovative leadership development solutions that work within the constraints of an ultra-busy work -life. In so doing, Brilliance Within contributes to solving the world's toughest challenges by developing leaders who create environments of respect, love, service and possibility.

The resultant C³ Framework and ensuing C³ culture has, since March, 2020, become synonymous with the Catalyst brand. Jeff captures the process precisely: "Our job really was to listen, interpret and determine what was already working well and what could be built on and then to translate that into the framework and training that is now C³ - effectively operationalising the culture".

Importantly, Catalyst does not want to introduce, or to portray, the C³ Framework as a stand-alone program, but rather as a wider organisational framework, underpinning Catalyst's Vision, Mission and Values.

Key foundational principles of Catalyst's C³ Framework, reflecting and building on the existing culture, include:

- A focus on fostering employee initiative, drive and empowerment.
- Creating an overall 'family spirit' where "we" is more important than "I".
- Using common language and tools consistently.
- Creating on of a community of leaders and an expanding the pool of coaches.

WHAT ARE THE VALUES AT THE HEART OF C³?



CATALYST VALUES



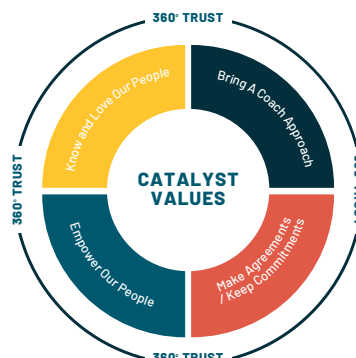
Key Company Values underpin the culture captured in the C³ Framework at Catalyst:

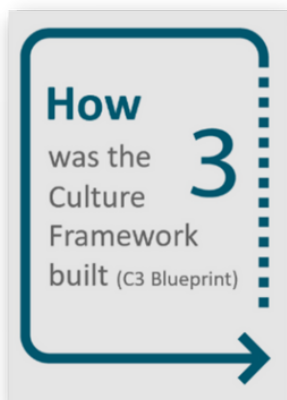
- **Listening:** We promote the investment of time to understand the situation and people involved before diving in to solve an issue.
- **Flexibility:** We celebrate diversity in people, ideas, work style and our approach to challenges for which we create solutions. We thrive in an environment that is innovative, not burdened by excessive layers of decision-making, allowing us to rapidly rise to the needs of our employees and client's and to new opportunities to prove our dedication.
- **Collaboration:** We value integrity, transparency and positive intent. We respect individual talent and contribution while fostering interdependence and a genuine team spirit.
- **Commitment:** We take time to define success and commit to doing our best to achieve that. We are focused on understanding, defining and meeting our customers' goals. We include activity to support, inspire and care for one another as a key element in success and we are fully committed to the physical and emotional health of our team and their families.
- **Learning:** We embrace the infinite game of always growing and improving. We strive to find time and opportunities to learn in every situation.



Trust is the glue that binds these values which are lived out in the evolving day-to-day life and human interaction at Catalyst, so eloquently presented in the C³ Framework:

C³ FRAMEWORK





Inherent in Catalyst’s mantras of “People First” and “We Thrive”, leadership is critical to the achievement of its aspiration through the creation of an environment of “We” as a vehicle to the success experienced by all. The journey is multi-faceted:

- a) driving active engagement of team members; b) cultivating teamwork and collaboration within and between teams; c) nurturing interpersonal connection and communication between manager and team member; d) embracing communication as a means of connecting everyone to success on both personal and organisational levels.

A leadership paradigm often referenced at Catalyst is “Contextual Leadership” whereby team members are given the context for the culture or individual situation and then are then empowered to act. Catalyst employs a number of valuable culture delivery mechanisms in driving the C³ Framework forward. Such culture delivery mechanisms, which are a work in progress, aim to nurture its “People First” ethos, as reinforced by its common sense, pragmatic and highly situationally-aware ethos, including:

- a) **Performance Measurement** - Measuring where staff are at in their individual growth journey within the Catalyst C³ culture.
- b) **Communication** - Engaging with staff through regular information-sharing ‘Town Hall’ meetings, newsletters and other fora. Continuously reinforcing the C³ Framework by regularly messaging its intent and purpose. Always being ready to answer all questions and embrace observations from staff and other stakeholders as to the company’s intended direction. Communication is further enriched through the invaluable usage of “corporate storytelling”, whereby the company, through its newsletters and other channels, celebrates successes and failures, while recognizing employees for behaving in a manner that supports/demonstrates the culture and core values of the company.
- c) **Policies and Procedures** - Through the development of the company’s policies and procedures, e.g., the company’s Personal Time Off (“PTO”) policy has been deliberately designed to reinforce the culture.
- d) **Professional Development** - As the company moves forward, self-paced learning, virtual workshops and instructor-led sessions will be implemented to support and encourage professional development.
- e) **Training** - C³ Training delivery incorporates a pragmatic and time-effective “flipped classroom” illustrating Leaders’ awareness of constraints on workforce time.

In framing these valuable culture delivery mechanisms, the C³ Framework is focused on two aspects – a) leading oneself; and b) leading others. Jeff would say: “You can’t hope to lead anyone else if you can’t lead yourself first”. The C³ Framework, therefore, helps to connect individual values and aspirations with those of the organisation in a mutually beneficial way. In realising their own potential, individuals are enabled to contribute to the achievement of Catalyst’s values-based Mission.

WHAT ARE THE KEY DRIVERS OF C³?



As the C³ Framework is being rolled out, some of the key drivers of Catalyst's success have in turn gained clarity:

- a) **Ownership by all:** It has been imperative that the process is not seen to be 'owned' by the People Operations (HR) department, rather that it is largely led by all staff, thereby ensuring its relevance to all staff.
- b) **Communication:** Transparent communication, via both formal and informal channels of communication, is highly extremely valued.
- c) **Oversight:** An "Active" oversight of the program exists, with particular sensitivity to employees' feelings, beliefs, concerns and observations. Fair and consistent implementation of major organisational change, coupled with staff perceptions of how they are treated in the process, drives engagement with any new culture which inevitably meets unforeseen challenges in roll out.
- d) **Training towards Adoption:** A robust training program is, and must be, meaningfully aligned to the C³ Framework. The C³ Training should include information sharing and resources to facilitate employees' adoption of C³.
- e) **Modelling:** "Conscious leadership" is essential. The visionary leadership style of Catalyst's CEO Nick Dyer, aided by a strong team of like-minded ELT members, is essential.

The **Core Attributes** of a successful "People First" culture demonstrated by the executive leadership at Catalyst, and which have been accentuated by the C³ Framework, include:

- Building and sustaining trust while communicating and celebrating success.
- Nurturing a truly unified team through collaboration (i.e., combined skill base and knowledge) and cooperation (i.e., aligned attitudes), thereby heightening engagement of team members.
- Creating a genuinely enjoyable environment in which to work and grow, both personally and professionally.
- Placing a premium on authentic 'communication' as the vehicle to connecting everyone to success, from both personal and organisational perspectives.
- Permitting an environment of "Do your best", accepting that certain mistakes happen.
- Openly discussing what the core values look like in practice in everyday situations and leaders willing to be held accountable when they fail to live by the values.
- Ensuring employees are sufficiently compelled by a process that they "believe" in.
- Strategically resourcing the company with programs, processes, evolving structures and systems, aimed at refining and supporting the culture at Catalyst.

THE IMPACT OF C³?



“Brands whose actions in incorporating inclusion into their management philosophy and which are authentic and unifying will see disproportionate improvement in Brand Strength”.

Brand Finance (2021)

According to Brand Finance, positive brand perceptions affect four cohorts of corporate stakeholders as follows:

- **Staff:** through improved impact on recruitment, enhanced retention, recommendations, morale, internal cohesion and flow through improved staff costs.
- **Financial audiences:** through debt-to-equity ratio, risk appetite and cost of borrowing.
- **External audiences:** through improved strategic alliances and deal completion.
- **Customers:** through repeat business, cross-selling opportunities and associated volume.



An overview of some key stakeholder stakeholders’ reflections offers first-hand, refreshing, insight into the powerful success of C³. These reflections serve to underpin the undoubted direct and more indirect bottom-line impacts of the culture focus at Catalyst as reinforced by Brand Finance’s views:

Employee satisfaction, leading to undoubted enhanced employer branding and undoubted increased brand value.

Senior leaders have reported significant satisfaction with, and support for, the C³ roll out, citing “walking the walk” as a more organic approach to playing their part, predicated by a preferred shift of emphasis from discussion on ‘values’ to “talking about expected behavioural outcomes”. It has been reported that the pace of growth renders culture change ‘challenging’ and the need ‘to continue to evangelise’ more urgent, if Catalyst is to sustain its ‘People First culture’ on all levels. The culture is very intentional and streamlined, however there is an acknowledgement that Catalyst is “... still in the process of deploying it so that everybody understands”.

The impact of C³ and the focus on the culture has increased employee happiness. The “People First” aspect of the company, as espoused by C³, is highly valued. A sense of family, aided by respect for diversity, equality and inclusion permeates the culture. There is a sense of pride, a sense of team that is exuded in every conversation.

Catalyst is a happy place to come to work and this shines through in customer service, quality feedback and in the levels of staff members' displays of psychological safety: "If you have ideas the ELT always welcomes these and gives feedback. No one is unapproachable - I can call the CEO and go to him- anyone feels they can do so".

First impressions last for one particular senior leader at Catalyst who feels 'incredibly blessed to be with Catalyst', embracing its unlimited PTO: "Knowing your manager is looking at your timesheets to make sure that you are taking time off to recharge, to spend time with family ... goes back to, A happy, appreciated employee is going to be a successful employee."

"This is key...this is active management; discussing time off with your team, recognizing the impact of personal time (for personal and organizational health). PTO is the framework - it's the intentional management beyond that which creates the value" - Nick Dyer.

Cohesion through senior leadership involvement in, and clarity around, the purpose and rollout of the C³ Culture.

"C³ has been the pinnacle in bringing leadership together and making the vocabulary consistent ... demonstrating values and talking about them". C³ Leadership Training was rolled out to leaders within the organisation. C³ Training is designed to give common language and management tools to leadership within the company so that they can reinforce C³ to influence how managers interact with their staff. 40 or so staff were initially involved in cohorts 1 and 2 and provided feedback, which was used to adapt the program; this iterative, self-reflective process continues. Most who were interviewed acknowledge that the reach to middle management levels and below is a work-in-progress in this growing company which has amalgamated three businesses. Preliminary groundwork undertaken as to identification of values align with the recurring theme of top-down 'intentionality' which emerges in relation to culture, affirming Jeff Harmon's "ability to crystallise what these values would be ... so as to ensure to the best of our ability that it would have resonance down inside the organisation".

Employee buy-in of C³ serving to support retention and enhanced recruitment opportunities.

It is clearly no coincidence that Catalyst has an industry leading 2% staff attrition rate, in excess of 700 staff (some 325 employees and in excess of 400 contractors) and offices in the US and EU. Employees' buy-in of C³ has been leveraged by ongoing, appropriate communication with ELT members. At Catalyst, "no one is unapproachable", in what is characterised as "... a work hard, play hard, accepting and welcoming culture, regardless of who you are". Its flexible, customer-centric approach facilitates individual adaptation of the culture change process, tempered with a degree of responsible innovation and reflexive practice at the coalface. Much of the initial hesitancy as to the purpose and nature of C³ among employees has been defrayed by the open, honest and well-explained nature of the C³ rollout.

Catalyst has been able to show some sceptics that this is a powerful, unifying foundation. But it still has some work to do. According to CEO Nick Dyer "The fact this is organic, and not some box checking program, increases the opportunity to make it part of the DNA".

Morale enhanced productivity and revenue as reinforced by a culture of keeping to agreements.

It is clearly no coincidence that Catalyst is well on its way to exceeding \$100m revenue and advancing and well on its way to a meaningful, yet sustainable expansion over the next five years. The vast majority at senior leadership level have concurred in their feedback as to their experience of C³ roll-out. Jeff Harmon of Brilliance Within holds that “Agreements are one of the principles of C³” which has proven transformational for Nick Dyer and his team. Creating agreements using ‘language’ which helps teams transition from unspoken or unclear expectations or assumptions to clear pathways of agreement and engagement with individuals and teams is key to the success of Catalyst. Enabling C³ is deemed to hinge on expressing commitments and making agreements - “We do not really have too many standard operating practices - we operate more through an environment of expressing commitments and making agreements”. To this end, Nick Dyer cautions against making assumptions: “Don't rely on your expectations of what people do. Be more intentional through commitment agreements ... [thereby] preventing vacuums by providing for a clear communications environment”.

Client satisfaction as underpinned by strong strategic alliances and deal completion.

Catalyst now has over 120 customers and growing all the time, albeit in a steady, sustainable way. Sustainable innovation requires a strong culture to convert processes to revenue and it is clear that Catalyst's robust policies, procedures and protocols and context- specific decision-making only serve to provide a virtuous cycle as the company continues to grow.

Context specific decision-making.

The core “People First” ethos is strong at Catalyst - that “...if we free up and engage individual potential, we can create a great organisation”. Given this, there has been a view that too much process and red tape can slow a team down and limit its effectiveness, while not enough can give rise to inconsistency. Catalyst operates through a culture of guidelines rather than rules, with less reliance on inflexible work instructions and more on “fluid guidelines”, operating within the spirit of C³ and Company Values. This is actually another fundamental pillar of the company, wherein the need for context- specific decision making as opposed to policy/procedure dictated decisions is acknowledged.

The art of listening, flexibility, coaching and empowerment are all contributors to that. “...But it's this is a harder path to walk, so we have to be diligent all the time about the support needed to make that a reality.

An ecosystem of “reactive reframing” rather than one of shallow, formulaic expectation-setting is clearly evident at Catalyst. CEO Nick Dyer coaches, in particular, on what the Values are and mean. The company operates more by “that's what we want” - reinforcing how the value is embodied - highlighting the clear benefits of C³. Repetition is also a key aspect of the company's success. Employees are extremely busy so C³ needs to be continuously messaged: “We have tried to lead with how this program looks with examples and we have and are continuing to bake in the values to our Performance Management Process”.

Enabling C³ through policies, procedures and protocols.

In order to successfully operationalise a sustainable culture, a level of individual team empowerment, resting on trust, has been integral to the highly successful Catalyst culture. In reality, integration of three separate companies and alignment of three separate sets of policies and procedures, rests more with staff willingness to support the Catalyst cultural direction, and less with policies, procedures and protocols. Catalyst's CFO, Patti McNamara, describes Catalyst's culture as one of "More guidelines than rules". It is a "...a conscious leadership culture", wherein employee opinion matters when it comes to decision-making. Departing from the continuous loop of policy review, staff has moved more from work instructions to job aids which are more fluid, living documents that can be updated regularly, when/if necessary. Policy formulation is viewed in the context of the 'organisation itself, holistically', with drafting, review, updating and ratification seen as a whole-team endeavour which offers employees 'a voice' and is more likely to attract 'buy-in'.

CATALYST CONTINUES TO LEARN & GROW ON ITS C³ JOURNEY



With an industry leading 2% staff attrition rate, well on its way to exceeding \$100m revenue and continuing its high, yet flexible, customer-centric, growth trajectory, Catalyst is now building its momentum as it reaps the rich benefits that have been crystallised by the C³ Framework.

“There is an intentionality around the culture that I think is resulting in the \$100m plus turnover”

- Jeff Harmon

At Catalyst, the focus is now clearly on process, communication and training, while laying sound foundations for future growth. Integral to Catalyst’s journey is the ability to celebrate what is done well, tempered with the humility to acknowledge what might be done better. Corporate awareness fuels ongoing strategic planning, facilitated by adopting cutting edge technology, offering relevant and appropriate training, investing in employees and customers in an innovative, dynamic and all-embracing, affiliative culture.

Yes, there are always areas that can, and should, be continually examined and improved. Given the pace of growth and the hybrid/remote working practices that are encouraged at Catalyst, there is a particular imperative to be mindful of the need to keep reinforcing the message down through every level of the organisation coupled with the need for reflection, recalibration and flexibility. Specifically, in rolling out and strategically embedding C³ the following challenges have been identified and are being constantly negotiated with a view to ongoing refinement of the process:

- **Pacing growth:** Catalyst is growing exponentially and the ELT is cognisant that any absence of appropriate management, and achievement of balance, amid competing demands, may cause stakeholders to lose sight of the purpose and benefits of the C³ Framework. To this end, Catalyst’s grounded, conscious awareness has even resulted in it declining certain new business in order to manage growth carefully and sensitively. It is also framed in the need to re-calibrate the culture and enhance C³ as the company continues on its exponential growth curve.
- **Acquisitions compounding organic growth challenges:** These have presented challenges to the harmony that C³ seeks to achieve. However, feedback reaffirms that “CEO, Nick Dyer straddled the mergers very well by acting as though they were compatible until actual or, at least, any perceived friction dissolved – this was very subtle leadership”. Clearly, integration processes are managed very strategically, methodically and satisfactorily at Catalyst.

- **Distributed workforce model compounding communication challenges:** With a 65% remote workforce, even prior to the Covid Pandemic, a distributed workforce is the essence of the evolving Catalyst model. Given the need for consistent, inclusive messaging of the rationale and virtues of C³, the geographical distribution of the workforce demands persistent and careful management. Key players at Catalyst realise the necessity for regular communication to all stakeholders in relation to the progress of the C³ and its implications for work practices. Development of C³ at Catalyst is ongoing: “The ELT constantly supports the notion that people matter, that people are people and that they have a life outside of work. Leadership has been there every step of the way”. In retrospect, while well intentioned, the decision to roll out the first couple of cohorts of the C³ Training to a mixed group of leaders rather than to start with the most senior team was perhaps a missed opportunity from an expedited traction perspective, but one which is certainly being addressed now.

The ELT is aware that it needs to constantly practice what it preaches, be seen to message this and have the awareness to “read the room” in terms of what all staff and stakeholders are feeding back. It is essential to recognise the valuable role of line managers in translating for employees what the new culture means for how work gets done and the behaviours expected. This can be aided by encouraging the development of effective, trusting relationships to facilitate decision-making and increase the pace of change. Catalyst’s ELT robustly appreciates this.

CONCLUSION



All companies are organic and require regular flexible, honest and open-ended reflection and adaptation of their strategic journey. This, of course, applies to Catalyst as it continues to roll out C³. Reflections on the introduction and roll out of C³, spearheaded by the ELT, offer a blueprint for others seeking to emulate Catalyst's phenomenal success in challenging times globally, namely:

- The process is essentially "owned" by employees, thus ensuring relevance and ease of operationalisation at the coalface.
- The focus on individuals' values, contributions and aspirations is aligned with success at Catalyst.
- The empowerment of participants prompts the release of untapped capabilities.
- The fact that C³ is an organic process ensures durability and consistency in evolution.

Constant reiteration of the "why" behind what the company is doing is pivotal and something which Catalyst's ELT does extremely well. Values are personal to the individual, so Catalyst should, and will, undoubtedly continue to spend more time talking about expected behavioural outcomes in addition to reinforcing values. Change is an ongoing process on a continuum of growth towards success. It is important that the effects of the change programme are monitored and further adaptations made as necessary.

A company is only as good as the sum of all its parts: its people, its culture and its practices. The leader, in setting the tone and dynamics for cultural growth, is the crux of the culture in an organisation. However, in order to permeate the organisation the culture must be simple, easily understood, prioritised and measured. This may be achieved through ramping up engagement and strengthening relationships between co-workers, setting ongoing challenges and providing staff with constructive learning opportunities and educational facilities. Catalyst, as with all companies, will need to continue to manage this process of observance, measurement and improvement. It is essential to regularly communicate progress towards the new way of working to all stakeholders in order to sustain impetus and to prompt discussions about what needs to be done to further develop the new culture.

As verified by internal and external stakeholder engagement, coupled with quantitative and qualitative measurements through interviews, evaluations, surveys, training, workshops, town halls and ELT information-sharing sessions, Catalyst's positive growth towards a truly sustainable corporate culture is well advanced, emerging as a company which:

- Recognises that all employees are different, each possessing unique talents and abilities to reach their true potential;
- Holds intense core values and ensures they are simple and measurable;
- Celebrates success which is consistently reviewed, both formally and informally;
- Is open and communicates effectively to build trust, nurture morale and heighten engagement;
- Empowers employees as both reflective and reflexive practitioners;
- Embeds mutual confidence and trust;
- Invests in learning – is a learning rather than a training organisation;
- Fosters teamwork, respect, enthusiasm, integrity and honesty “there is an undercurrent of joy that flows truly in each person here because we take pride in our work”;
- Achieves, through a “People First” environment of excellence, solid performance and resultant low attrition rates.

Catalyst ELT’s vision of a foundational, healthy culture which operates as a differentiator in enabling the company to grow and thrive, aided by the engagement of Jeff Harmon of Brilliance Within Coaching & Consulting, is most definitely bearing fruit and serves to act as a shining example of what an aligned, open, honest and willing business can achieve through garnering the collective will. For a company to truly grow and thrive, a climate of trust is crucial. Trust can be measured through results, retention and quality relationships. Trust has a direct and very potent relationship with a company’s bottom line. Catalyst will no doubt continue to grow and thrive given the underpinnings of its hugely impressive C³.

Each culture needs to flex evolve with its corporate trajectory. Culture is, and should be, a living organism, one which develops in symbiosis with the frequency of growth of the organisation within which it exists. As Catalyst grows towards its planned expansion over the next five years, the “People First” culture will need to be nurtured, monitored and reviewed on an ongoing basis through the intentional, contextual leadership driven by CEO Nick Dyer and his team.

Catalyst certainly is building an enduring Culture to Grow and Thrive.