



Consultant Brief: How we work

Deadline: 21st March 2025

Background:

Our goal is for V&A staff to be able to collaborate across sites and teams with ease. We want to create space for the creative and strategic thinking and ways of working that are needed for us to engage a larger audience across our new larger family of sites.

Our staff say that V&A teams and sites often work very differently, and that can make it harder to work together. We have recognised a need for cultural norms and shared practices around the use of Microsoft tools, document storage, and meeting etiquette. There's an existing draft of ideas, but we're mindful that we may inadvertently be codifying less-than-ideal practices, and we don't want to miss an opportunity to make a bigger shift in how we work together.

We're looking for a consultant who can help us lay the foundations, refine these norms and suggest pragmatic, practical changes, and challenge us too. We would like someone to guide us on how to develop and share these norms so that they are adopted and embedded cross the organisation.

Scope of Work:

- Facilitate discussions with staff to gain insights into pain points and opportunities.
- Collaboratively develop principles that describe how we want to work, drawing on your knowledge of best practice for a creative, collaborative and operationally efficient organisation.
- Review the existing draft of norms and practices related to Microsoft tool usage, file sharing, document storage, and meeting etiquette. Provide constructive feedback, challenge assumptions, and propose recommendations.
- Suggest specific shifts and practical recommendations to reduce inefficiencies (e.g., heavy email culture, back-to-back meetings) and improve collaboration across departments.
- Provide recommendations for long-term strategies and help us cultivate a more cohesive organisational culture where time is used more effectively.
- Advise on and design with us a way that we can grow and embed the recommended practise across the organisation. This is critical to the success of this work

Desired Consultant Attributes:

- Highly informed with a deep understanding of both creative and operational organisational dynamics. Knowledge of working practises, norms and successful initiatives of creative, collaborative and operationally efficient organisation.
- Knowledge of Microsoft tools, and how they are most effectively used by staff
- Expertise in fostering a digitally optimised work environments and fostering cross-department collaboration.
- Experienced in facilitating change within complex, siloed environments.
- Able to challenge the status quo while offering realistic, actionable solutions.

Deliverables:

- Practical, implementable recommendations for both short-term adjustments and long-term shifts in culture and operations.
- Lead and facilitate of discussions with staff (no more than 8 sessions).
- Co-design a way we can grow and embed the recommended practise across the organisation.

Timeline & location:

We are looking for approx. 20 days of work April – Sept 25.

Some of the work will be onsite at one of the V&A sites in London, and some can be remote.

Submission:

Please provide your CV, day rate and a short statement (max 1 page) on how you would approach this work to Radha Patel (r.patel@vam.ac.uk) by 21st March 2025.