

## **Anamosys enables business growth within smaller technology companies by helping them to organise and to scale.**

For early stage businesses this is about bridging a gap, enabling a small band of enthusiastic and passionate individuals to become a professional, sustainable and growing team. For more established businesses it is about making the organisational change needed to move to the next level.

We can provide assistance with:

- Mentoring and coaching of the management team in organisation, scalability and growth strategies.
- Creation and roll out of appropriate business processes and infrastructure.
- Handling multiple concurrent customers and projects, and significant information and resources.
- Change management needed to transition from a small to a medium sized enterprise.
- Effective communication and people management needed to shift team thinking and behaviour.

Help can be provided on an advisory basis or by working more closely with the business to devise and implement change.

## **Where We Can Help**

### **Bridging the Gap**

For small businesses, there is a critical size of around ten people beyond which some organisation and process is needed in order to keep delivering and growing. When the team is small, it's easy for everyone to know what's going on and to keep track of what everyone else is doing, but as the team grows, effort is needed to make this happen. Adding process and organisation has to be done carefully, adding just enough and only where it is needed, so as to avoid losing the enthusiasm and nimbleness that has led to the businesses success thus far.

When a new business starts, it's often enough just to survive the here and now, and to worry about next week when it arrives. The future can seem tenuous anyway, and so it's fine to rely completely on particular individuals. But once the business has been established for a year or so, when you can be confident that next week, next month and next year will come, planning for the future becomes important, and heavy dependence on particular individuals can become a significant risk. This requires a different mind-set which can be difficult when you have been focussed on fire fighting the present. Different ways of thinking and new processes are needed to allow the business to predict and plan the future and to make sure that it can continue to deliver.

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## Getting Organised

Most small technology businesses are based on a great idea or on a great route to market, often with the business founded by a technologist or by a marketer, or both. This may be all that's needed to get things off the ground, but then there comes the need to deliver, to make things happen. Doing this needs a different skill set, an organiser, someone who understands the technology but is focussed on making it a reality, someone who understands customers but who can deliver to them. It's about the balance between sales and delivery.

The need for process and organisation creeps up slowly and subtly, with staff insisting that "things used to work just fine". At the same time, process for its own sake leads to inefficient bureaucracy which is de-motivating, particularly for staff who are used to the fast pace of a start-up. So it must be appropriate process, lightweight and strictly necessary, and everyone needs to understand why it is needed and how it will help the business to grow.

As a small business grows, there are more customers, more products, more services, more projects, more staff. In the early days it may have been possible for the leadership team to know the details of all of these things and to keep current. But as things get bigger, ways need to be found to compartmentalise so that some things just run by themselves, allowing the leadership team to concentrate on a higher level view of the business. This handoff of knowledge and responsibility can be a hard thing to do when you've been so hands-on, and when the business is your baby, but it is essential for the business to scale. It's a shift away from tactical and towards strategic thinking, and this shift requires confidence that the tactical is being handled.

## Moving to the Next Level

More established businesses can find themselves stuck in a rut. Year after year, doing just what has worked for them in the past. But the world changes and businesses must change with it. It may be a new technology that the market wants, a new competitor with something different to offer, or a new opportunity that could be exploited if only there was a way. When there is an established way of doing things it can be hard to see another way, and it can be even harder to make the change.

## Managing Change

Change is just an everyday part of any successful business, but most people don't like change, preferring to stick with what they know, pushing the boundaries just a little when they feel comfortable. Managing change is about winning respect, then selling the new to the team by establishing a compelling vision of the future, based on a history of experience and wisdom. There's a lot involved in doing this, it's not just about saying where to next, and mastering change management so that you can bring the team with you, with their enthusiasm not just intact but reinvigorated, is a soft skill that needs to be developed.

People are the key to most businesses but they can also be their Achilles heel. The gifted entrepreneur who engages so well with customers may not be best placed to provide

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for Technology Businesses

leadership and devise strategy. The brilliant technologist whose ideas first sparked the enterprise is perhaps not best equipped to manage and organise the growing team. As the organisation grows and changes the people must grow and change with it. This can be a painful process but it can also bring great opportunities for the staff if it is handled correctly.

## What We Do

### Experience

For the last 15 years I have been leading engineering teams within a succession of SMEs, helping them to get organised, putting in place process, and developing the staff to enable them to scale and to grow. The businesses with which I've been associated have spanned a wide variety of markets, technologies and delivery mechanisms:

- **Markets** – mobile telecoms, digital TV, consumer products, industrial control, evidence management, e-payment processing.
- **Technologies** – embedded systems, applications software, hardware and silicon design, radio systems, web technologies.
- **Delivery Mechanisms** – product development, engineering design services, IP creation, cloud based services.

With a wide variety of business experience, and the practice of having implemented organisational and process change for many different sizes and shapes of company, I have the experience, expertise and wisdom needed to provide credible, tried and tested advice.

### Help and Advice

As Anamosys, I provide advice and direct assistance to companies as they negotiate the difficult challenge of putting in place the organisational and process changes needed to allow them to scale and to grow. I do this by applying skills, experience and wisdom gained over many years of successfully implementing operational business change, helping to supplement existing expertise within the company or filling a gap where it is missing.

Over the years, I have developed and implemented tools and processes covering most operational scenarios:

- **Project Management** (scoping, estimating, planning, delivery)
- **Customer Support** (triage, prioritisation)
- **Product Development**
- **Technology Research** (standards, IP)
- **Resource Management** (capacity planning, recruitment)
- **Information Management and Communication**
- **Partnering, Outsourcing and Offshoring**
- **Strategic Planning and Roadmapping**
- **Business Systems Infrastructure** (IT, CRM, Finance)

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These tools and processes need to be honed to suit the needs of each business where they are applied, but they are only part of the story. Establishing new ways of working so that they are both effective and become part of the furniture means winning over the hearts and minds of the staff and sometimes changing the way they think and behave. This is a soft skill that is often missing from the change management process and which often causes it to fail. So I regard the people side of change management as almost more important than the tools and processes themselves, as without staff buy-in the best tools and processes will only ever receive superficial support.

There is no single right way to organise a business. No set of processes that are always the right approach. No organisational structure that always fits the bill. There are ways of thinking and tools that you can use and modify, but organisation and process needs to be appropriate for each business and for the stage in its lifecycle that the business is at. This means taking time to understand the business and its people, understand where it's been and where it wants to go, and to understand its culture.

## How We Do It

It depends what you need. All businesses are different, all people are different.

- Some businesses, some people, don't need help. They are already good organisers, they have the experience and the wisdom, they can work this stuff out. But maybe they don't have the time and just need a leg up.
- Some businesses just need coaching, to learn how to catch the fish. They can learn this stuff and run with it on their own, but they need help to get started and then to keep them on course.
- Some businesses need the fish bringing to them. They need help to devise organisation and process which is appropriate for them, and to carry out the change management needed to implement it. But ultimately they also need to learn how to catch the fish for themselves.

Anamosys can work with a business in any of these ways. Acting as a mentor to advise the leadership team, bouncing ideas around and using my years of experience and wisdom to advise on what works and what doesn't, and how best to go about implementing it. Or we can work more closely with a business, spending time on the ground for a period of weeks or months to assess what's needed, devise a way forward, and implement it alongside the leadership team.

## Get In Touch

To learn more about the help we can offer please contact Peter Cain by phone on:

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