



# Middle Management

French Chamber of Commerce  
Round Table Discussion



# AGENDA

A partial view of a clock face on the left side of the slide, showing the dial and hands.

01

Introductions

02

Part 01: Defining the human-centred organisation.

03

Part 02: What are the challenges for middle managers?

04

Part 03: How can we solve these challenges?

05

Questions & Close

# Your speakers and facilitators



## **Clare Richardson**

### **PwC UK**

Director, People and Organisation

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Clare is a director at PwC UK, helping clients achieve their People and Organisation goals today and for the future.

Clare is passionate about how organisations can realise their strategy and transformation aspirations through empowering and enabling their people. For Clare, this means having inspiring leaders, an enabling culture, truly value-adding HR capability, and a workforce with the right skills and behaviours who are supported to give their best.

Clare has an academic background with a PhD in cognitive and behavioural psychology from the University of Cambridge and over twelve years of experience as a People and Organisation consultant with PwC UK and PwC Switzerland.

Clare works across public and private industry sectors (Financial Services, UN and NGO, FMCG, Engineering, Sports) and with organisations large and small.



## **Will Rackham**

### **PwC UK**

Transformation and Change advisor

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As a specialist in organisational leadership and cultural change, Will helps clients besieged by growing complexity and uncertainty, successfully understand and deliver change value.

Will is an expert in assisting organisations with planning and implementing changes that prioritise people and maximise business benefits. He has extensive experience in designing strategies and executing operational activities. He is also passionate about working with executive teams and leaders to enhance their effectiveness in navigating uncertainty, risk, and complexity through complex systems thinking.

Will brings a wealth of expertise to the table with his military leadership background and extensive knowledge in change and transformation. He has a deep understanding of long-term strategy, competitive landscapes, market trends, and complex system dynamics. He has worked with prominent clients like to develop modern leaders and foster cultures that swiftly respond to change and deliver more efficiently in the digital age's growing complexities.

Extensive public and private sector experience enables Will to develop diverse insights, curiosity, and highly informed perspectives that challenge traditional business beliefs about how to create value in the digital era.



What are  
human-centred  
organisations?

# Macro-forces and megatrends are impacting every aspect of our lives...

## Macro forces

Source: 10 Years to Midnight



A human-centred organisation is one that prioritises the needs and well-being of its employees, customers, and stakeholders. It is an organisation that recognises that success is not just measured by profits, but also by the positive impact it has on its employees, customers, and society at large.

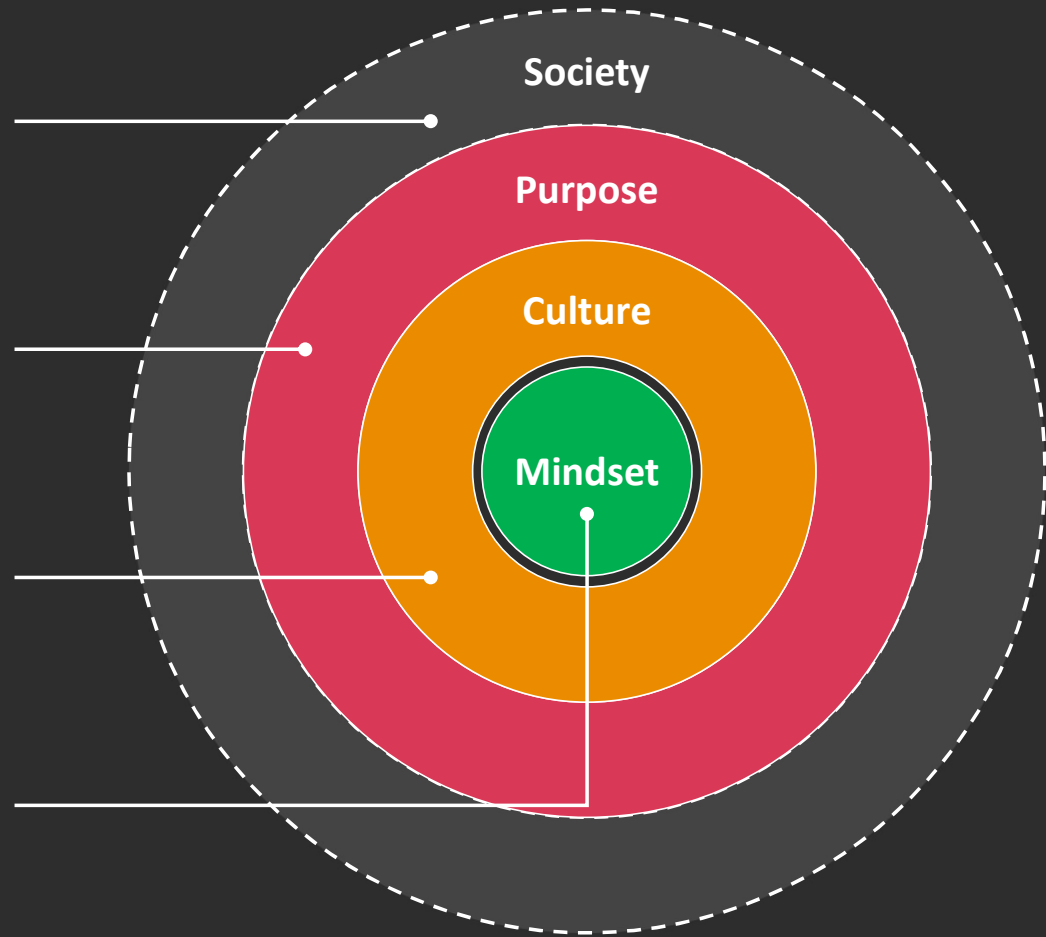
# Organisational DNA needs to evolve as a whole system (organism).

**Environment “Us”**  
The markets, societies and context in which the organisation symbiotically exists.

**Organisation “It”**  
How it operates to deliver its purpose.

**People “We”**  
Co-create the organisation, culture and deliver on the organisation’s purpose.

**Individual “I”**  
Bring their unique contribution to the success of the whole.



# From Surviving disruption to Thriving within it.

From

To

## Surviving...

“It’s not happening, we can survive it, or we can plaster over it...”

### Organisations

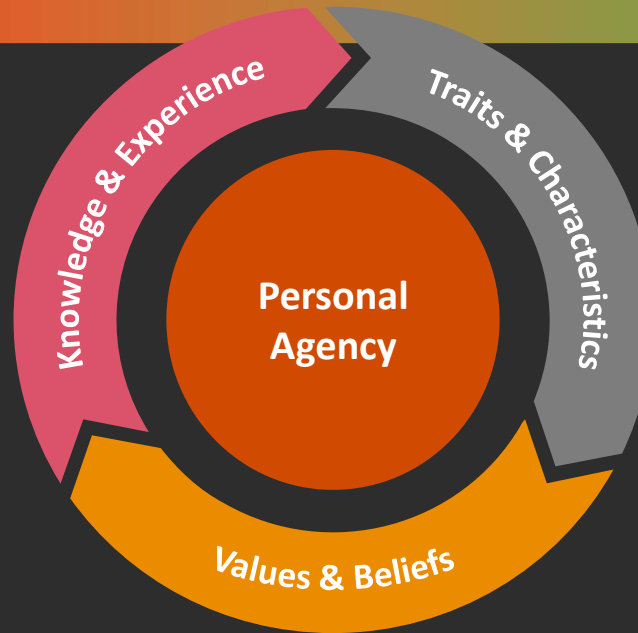
**Control it** – “we can tackle this with tried and tested tools”

### Leaders

**Dismiss it** – “I know there’s a problem, but it’s not my problem”

### Individuals

**Bear it** – “I just keep my head down”



## Thriving...

“Let’s embrace it, capitalise on it and seize the opportunity...”

### Organisations

**Engage with it** – “we must reinvent ourselves to continuously evolve”

### Leaders

**Enable it** - “I create the space for this”

### Individuals

**Excited by it** - “I take ownership”



## Benefits of a human-centred organisation are numerous, including:

Improved employee well-being and job satisfaction.

Enhanced customer satisfaction and loyalty.

Increased employee engagement and productivity.

Improved brand reputation and customer trust.

Attracting and retaining top talent.

Increased innovation and creativity.

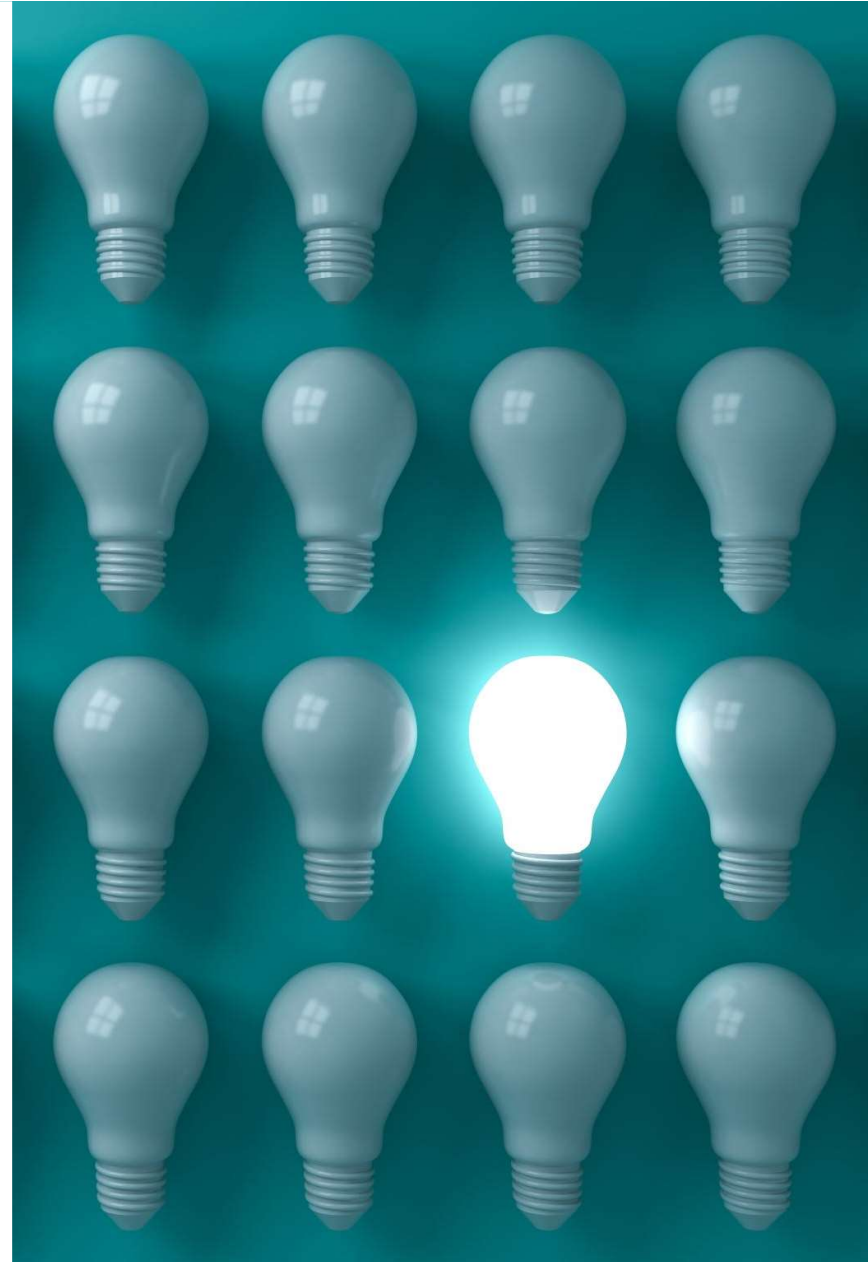


What are the  
challenges for  
middle  
managers?

## Group Discussion 01

What is the issue?

- who actually is middle management (or are we talking about first level leaders)?
- what type of issues / struggles have you observed with middle managers?



How can we  
solve these  
challenges?

## Group Discussion 02

What are the solutions?

What implemented or intended changes/programmes have you seen within your organisation to support the middle managers?

# Closing Thoughts





# Thank You

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