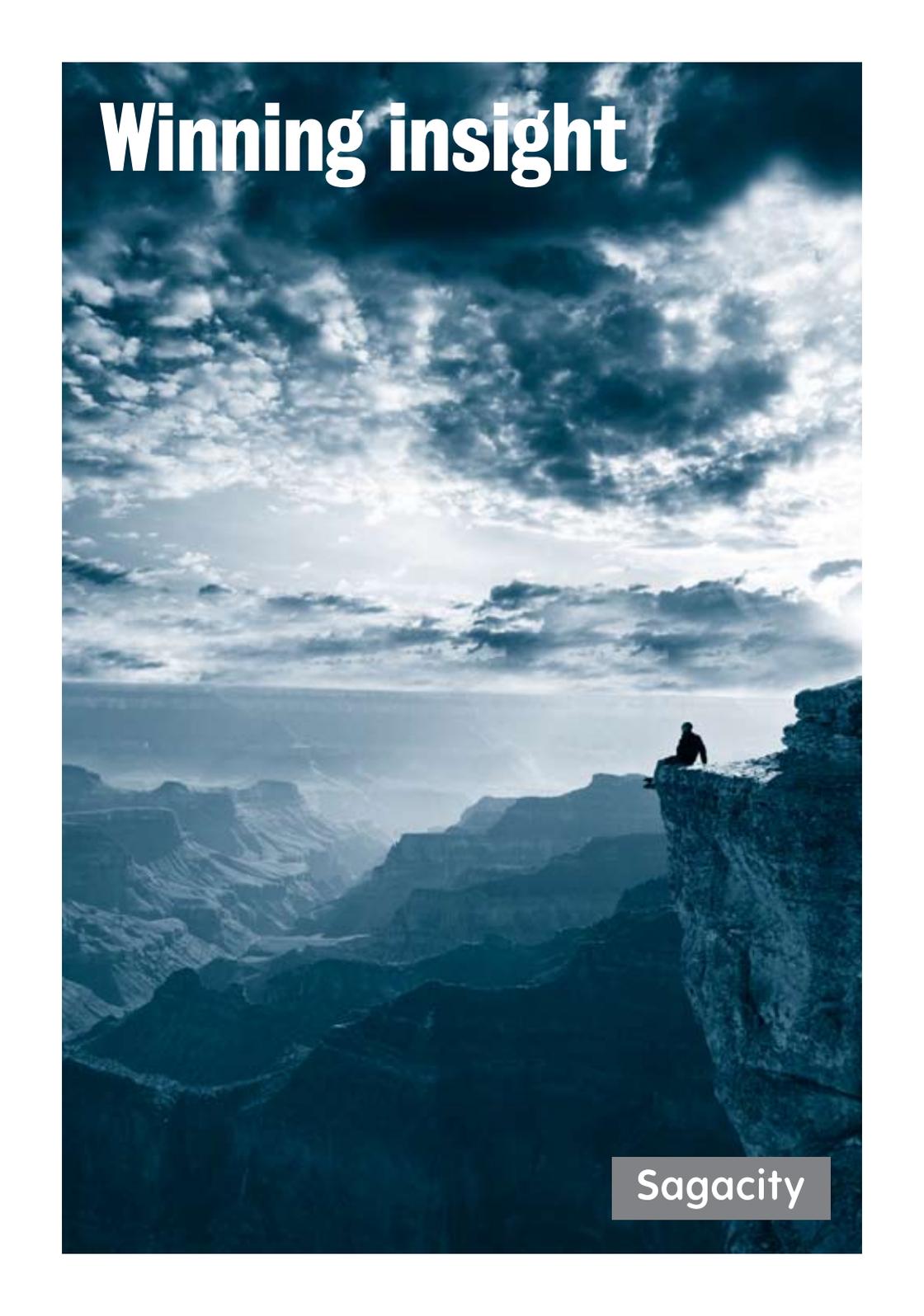


# Winning insight

A person is silhouetted against a vast, mountainous landscape. They are sitting on the edge of a rocky cliff, looking out over a deep valley with multiple mountain ranges in the distance. The sky is filled with dramatic, dark clouds, with light breaking through near the horizon. The overall color palette is dominated by blues and greys, creating a sense of depth and scale.

Sagacity

**Sagacity** *n.* – The quality of being discerning, sound in judgment, and farsighted; wisdom.

The meaning has resonance and conjures a number of synonyms...

acumen  
astuteness  
brains  
clear thinking  
common sense  
comprehension  
discernment  
discrimination  
enlightenment  
experience  
foresight  
good judgement  
insight  
intelligence  
judgement  
knowledge  
levelheadedness  
perceptiveness  
perspicacity  
practicality  
prudence  
sageness  
sapience  
sense  
shrewdness  
understanding  
wisdom

## Introduction

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**S**agacity is a management consultancy providing experientially-based, capability building advice to clients, allowing them to better perform their vital leadership role.

Our focus is complex programmes and projects, as exemplified by major sports events.

We are a global consulting practice, operating alone or through a series of mature relationships with best-in-class organisations, each founded on mutual respect and trust.

## Nothing but the best

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**S**agacity creates successful outcomes for clients with its relentless focus on four goals:

**1** Securing absolute clarity of objective; a refined, clear and communicable understanding of what a project or programme is and what it is for;

**2** Developing strategies that are cognisant of and aligned with the outcomes required of a project;

**3** Prosecuting that the design and development of project organisations is fit for its purpose; the implementation of project strategies, and

**4** Promoting, enabling and supporting our clients' project leadership function and capability.

*“Absolute identity with one's cause is the first and great condition of successful leadership.”*

Woodrow Wilson



## Insight

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**O**ur services have been developed in alignment with five 'simple' insights:

**1** The single-most common reason that projects and programmes fail is the absence of clarity of **purpose**.

**2** It all starts with **vision**. The pathway of lowest risk follows the orthodoxy vision > strategy > organisation. Successful projects follow this pathway.

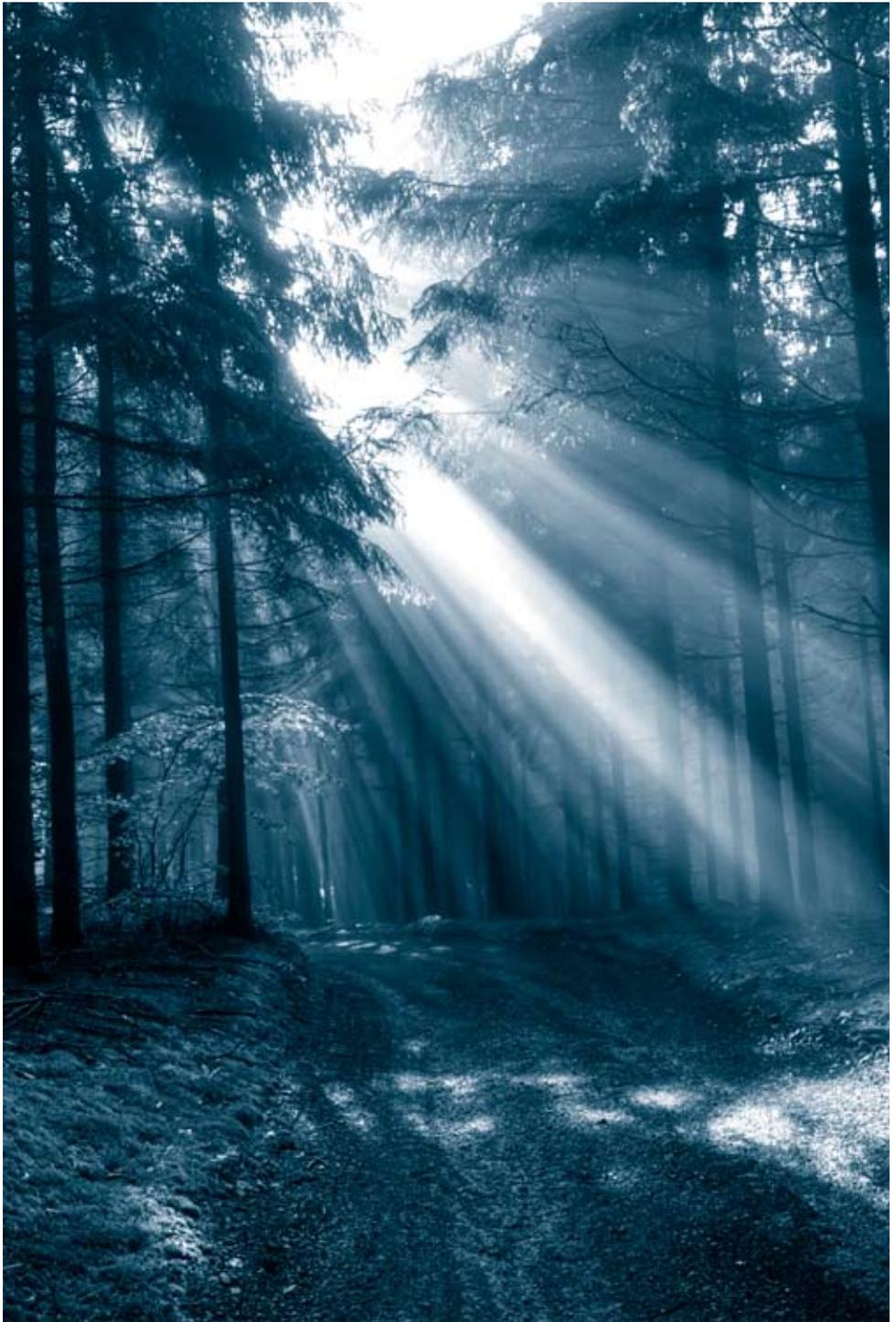
**3** Successful projects do not happen without full engagement and strong effective **leadership** from clients.

**4** Successful projects are '**made at home**' where best practice and experience are seamlessly meshed with local skills, capacity and ability.

**5** Successful projects do not happen without the right **team**.

*“A moment’s insight is sometimes worth a life’s experience.”*

Oliver Wendell Holmes



## Services focused on you

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Sagacity is characterised by its thoughtfully pragmatic approaches to the challenges our clients face; each grounded in practice, in industry and informed by extensive experience.

In an industry that has fixated increasingly on the development of formulaic, technical-service led, process-backed 'solutions' that can be consistently deployed, 'out of the box', anywhere, Sagacity is different.

Our approach is context driven and unique for each project. We work with our clients and wider teams to develop the best strategies for solving the problems and getting the job done.

Our focus is our clients' success; we want the best outcomes. We take pride in the results that we facilitate and we understand that our services and processes are a means to an end, not an end in themselves.

*“There’s a way  
to do it better –  
Find it.”*

Thomas Edison



## What we do

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**W**e provide bespoke services, specifically crafted from our toolkit to reflect the unique needs of each client.

Directed towards 'getting it right' from the outset and maintaining support through the life cycle, our services reflect a particularised balance of four elements.

**1** Visioning – developing and refining clarity of objective and purpose. The *What?* and the *Why?*

**2** Strategic Planning – developing the road map. *The How?* and the *When?*

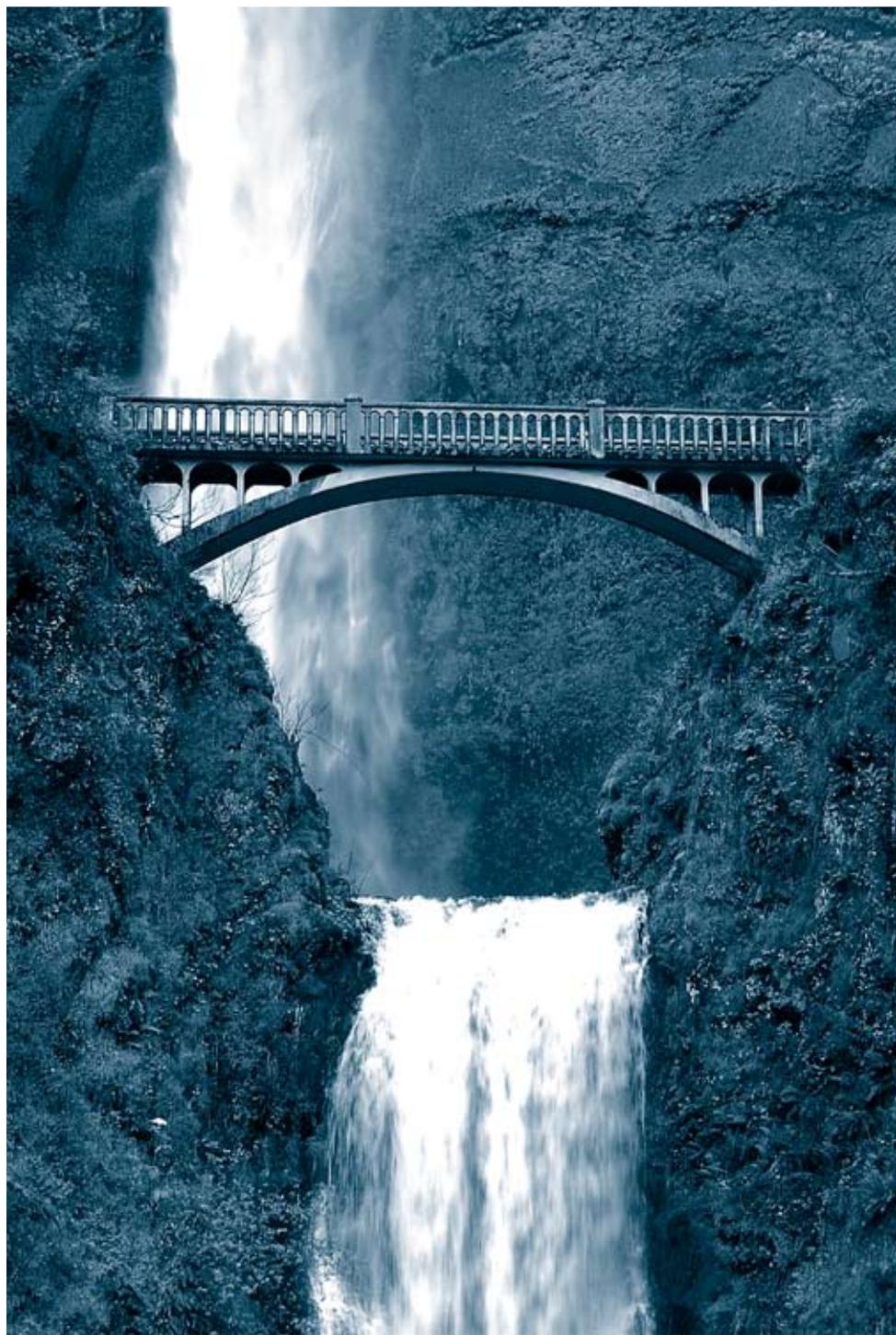
**3** Organisation – shaping and building the team, dealing with change and development. The *Who?*

**4** Assurance – staying on track; crystallising opportunities and closing down risk; continuous improvement, growing the plan and the organisation.

And so being there for our clients at every step of the way, providing agreed and tangible benefits to create measurably better outcomes.

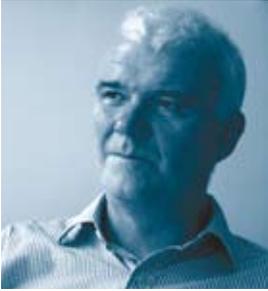
“*Culture drives great results.*”

Jack Welch



## Our Principals

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**Jon Coxeter-Smith**  
*Founder and CEO*

Jon is a senior member of his profession deeply experienced in industry, including 25 years as a Partner/Director, specifically in large-scale, complex, mission critical, international projects.

A renowned global expert in major sports events and venue projects around the world, Jon has been instrumental in the bidding, planning and delivery of many of the world's best-loved venues and sporting events.

Jon is committed to working collaboratively with teams to deliver exceptional outcomes. He is an innovator with a passion for improvement.



**Mike Gardner**  
*Director*

Dually qualified as a Chartered Manager and a Project Manager, Mike has amassed extensive industry wide experience including 18 years at Foster + Partners where he established and led their Project Management Group.

Specialising in complex and large scale, international, ground-breaking projects, under Mike's stewardship the Group grew to more than 30 Project Managers.

Mike is especially skilled at fusing people from differing backgrounds and cultures into multi-disciplinary teams, working together to achieve successful project outcomes.



## The benefit of experience

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**B**een there; done that, and similar assertions of the benefit of experience can present a conundrum. There are easy to get allegories of the benefit of direct experience, for example “If you would know the road ahead, ask someone who has travelled it”. But if “all roads lead to Rome” how will we know which road to follow?

Sagacity is extensively experienced, representing the multiple experiences of our Principals, but there is more. Our commitment to expert performance; continuously challenging, seeking feedback, mastering everyday skills and relentlessly pursuing improvement, is a deliberate commitment designed to promote active learning from our experience.

The context of time and place adds a unique dimension to every challenge. Levels of volatility, uncertainty, complexity and ambiguity differ from situation to

situation, by level and in the mix. And so do the available resources of skills, capacity, ability, leadership; all critical when contemplating, planning and executing complex projects and programmes.

We have done it before, many times and in many ways, learning many lessons along the way. Together this equips us to work with our clients to develop the right pathway to tackle their challenge, whichever route that implies.

*“Experience is not what happens to a man: it is what a man does with what happens to him.”*

Aldous Huxley



## Innovation by collaboration

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**W**e live in a world where the mantras of the day constantly shout for improvement. It's a world too where innovation is a common claim and yet, paradoxically, organisations strive to develop approaches that can be consistently replicated, time after time.

Sagacity innovates but rather than innovation we think of development or improvement. Either, or both, more easily conveys the goals that we pursue. And while Sagacity is very clear that innovation is about doing differently and doing better, we are resolute too that:

- 1 the drivers for development are readily identifiable;
- 2 the improvements required are readily imaginable, at least in terms of outcomes, and
- 3 innovation will flourish in a culture of openness, inclusion and collaboration.

Without doubt, the latter represents our biggest challenge yet a benign culture is fundamental.

Through the history of our industry the success of many previous initiatives, badged as collaborative, has been prejudiced by partisan behaviour and inappropriate language, particularly the verbs.

Ours is a lexicon of collaboration; we determinedly avoid verbs such as driving, pushing and forcing which, while common elsewhere, are curiously at odds with the stated aims of collaborative working.

*“If you always do what you always did you will always get what you always got.”*

Albert Einstein



## Sagacity apart

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**S**agacity is a fresh consultancy and it is different. Passionate about our clients' success, we are committed to improving the way our industry operates. We understand that improvement can only come from finding better ways to do things. And we know that a culture of inclusion and engagement will best promote such innovation.

Sagacity is knowledgeable, skilful and experienced. We have done it before, many times and in many ways. Our commitment to expert performance demands that we understand the lessons experience teaches and embed that learning in our knowledge base.

We do not offer services products; instead we work with our clients and their teams, drawing on our knowledge, skills and experience and on the wider team, to develop and instigate the right strategies to deliver the best outcomes.

Our flexibility offers agility, enabled by our business model. We do not set out to deliver turnkey 'solutions'. Instead we seek to be a catalyst for our clients' success, providing capability building support to clients to facilitate refined clarity, enhanced leadership and better outcomes.

To learn more about Sagacity or to explore how Sagacity can help you to overcome the challenges that you are facing get in touch at [contact@sagacitymcs.com](mailto:contact@sagacitymcs.com).

*“Common sense in an uncommon degree is what the world calls wisdom.”*

Samuel Taylor Coleridge

## The Global Sports Impact (GSI) project

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The Global Sports Impact (GSI) project was one of Sagacity's first commissions and we have now been working on GSI under the lead of Sportcal for almost 5 years.

GSI is creating objective standards to identify, measure and analyse the holistic impacts of sports events, so providing to sport, and all its stakeholders, a new, comprehensive and objective picture.

Sportcal with Sagacity has developed a unique combination of data products, IT based tools and analytical and consultancy services to help sports federations, governments and cities to harness better information to sharpen and inform decision making.

The offering can be brought to bear to solve a singular challenge, or indeed to provide support at every step of the way of the event lifecycle – from strategy through to feedback stages. Its versatility is enhanced in that it can be introduced at any point, it does not need to start at the beginning.

A number of government agencies and sports bodies have already engaged with GSI, commissioning various different GSI products and services, including:

- UK Sport;
- Sport Event Denmark;
- Sport Finland Alliance (National Government/ City Government/ Finland Olympic Committee);
- Event Ireland (the Major Events Unit of Fáilte Ireland, Ireland's national tourism agency);
- FIH – International Hockey Federation
- World Archery
- WTF – World Taekwondo Federation
- FAI – International Airsports Federation
- FISU – International University Sport Federation

*For further information visit [www.sportcal.com/Impact](http://www.sportcal.com/Impact) or get in touch at [contact@sagacitymcs.com](mailto:contact@sagacitymcs.com)*



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