



# Our Social Impact

## 2020-2023

Confidently different coaching and training





Welcome to our latest Social Impact Report which covers three years of major change, from 2020 to 2023. One big development has been our re-branding from Result CIC to Result, including a fresh new visual identity to better reflect who we are, what we do and how we do it. We hope that you enjoy our report's new design, and we'd love to hear your feedback about it.

Hormoz and Jane.



## Who are we?

### Directors



Hormoz

### Core Associates



Teresa



Jane



Rob



Andy (Emeritus)



# What do we do?

As a community interest company (CIC) we provide professional coaching and development training to people who are excluded. We enable them to fulfil their potential, take the best decisions for themselves, be happier and act as role models to others.

We also work with leaders and organisations to understand how they can become more inclusive. We offer public speaking and creative consultancy drawing on our lived experience of exclusion and our work with excluded people.

Our business model focuses resources on delivery. We reinvest surplus into our Inclusion Fund. This pays for free coaching for people who need it but cannot afford it.

All of our associates and advisors share lived experience of racial discrimination, disability, being LGBTQ+ and immigration.



## What is in this report?

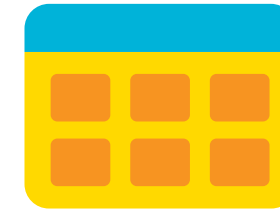
Andy Hilton and Hormoz Ahmadzadeh founded Result (CIC) in 2012. We started reporting social impact in 2017. This report covers three years 2020-23 (see page 5). It also reviews six years of reported progress 2017-23 (see page 9). Result thrives on partnerships. You can see the wide range of clients we have worked with on page 13.

Until 2021 we had always worked with partners on each programme we ran. In 2021 we were successful in obtaining grant funding to run a programme ourselves. Level Best was a development programme for people who have experienced racial discrimination and/or disabled people, 25% of whom were unemployed when they started the programme. Find out how it went on pages 15 - 19.

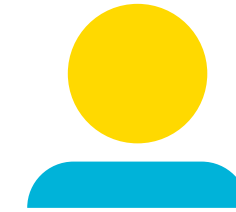
### Result: July 2020–June 2023



**1,174**  
hours' coaching



**85**  
days' training\*



**821**  
direct clients



**361**  
clients with coaching

### 2020–2021

**382**  
hours' coaching

**16**  
days' training\*

**217**  
direct clients

**118**  
clients with coaching

### 2021–2022

**372**  
hours' coaching

**34**  
days' training\*

**313**  
direct clients

**90**  
clients with coaching

### 2022–2023

**372**  
hours' coaching

**34**  
days' training\*

**313**  
direct clients

**90**  
clients with coaching

\* estimated 160 facilitator days based on two facilitators supporting each group.

# Positive benefits

Result gets powerful results. We have had many testimonials from clients over the years, and this three-year period is no exception. After carefully reviewing what clients say we can highlight exactly why we get the results we do. Firstly, one of the most powerful aspects is **how** we deliver our programmes and services. Clients note that both workshops and 1:1 coaching sessions are amazing, but the combination of two in a single programme really adds to the impact of what we do.

We provide a safe space where people feel they can be themselves and share freely, and derive incredible benefits from sharing experiences with others like them. One final note about how we work - we provide an emphasis on practical tools, tips, and skills. This means that participants leave sessions with actionable options - which allows them to get great results.

The four most common benefits of engaging with us which participants report are:

- 📌 An increase in confidence and self-belief.
- 📌 Identifying personal strengths and resources that they already have within them.
- 📌 A sense of stepping into their own identity, and not feeling the need to hide parts of themselves from others.
- 📌 A sense of hope, excitement, and possibility about the future.



## How we work: feedback

### 1. Self awareness

*'The opportunity to reflect on barriers I face in different contexts was really helpful. Doing this in a group was fun and reassuring. One-to-one sessions then let me develop my understanding of how the barriers affect me and how to overcome them. It was really impactful.'* [Resilience beyond crisis programme]

### 2. Safe space

*'Being around people who you feel comfortable with, who have similar issues, problems and that's why I was able to fully participate in the programme, it doesn't happen often.'* [Resilience beyond crisis]

*'I find the community aspect very useful. I felt I could open up about issues I would not normally be able to discuss in a professional environment.'* [Level Best]

### 3. Shared experience

*'Before DELTA I felt like I shouldn't be here. Now I feel like I should. This is because of the shared experiences, different kinds of visible/invisible disabilities'* [DELTA]

### 4. Practical skills

*'I had an opportunity to learn how to be myself, I was forced to think, reflect, do some work on myself, also practise the skills. Quite often this kind of programmes are very theoretical, not in this case, I had a chance to practise my very real work situations!'* [Resilience beyond crisis]

*'The models on DELTA - we could take them away and use them in our day job - put them into our working practices.'* [DELTA]



# Outcomes

## 1. Confidence

*'I tried to 'hide' before and I now feel so much more empowered and confident. I think 'It's ok to do that.' [DELTA]*

*'I feel I have gained a genuine confidence (Not just a painted-on confidence that gets me in a room, but a real sense of self that means once I'm there, I will truly honour my intent and self), tapped into a real core part of myself that had got hidden among the layers of work, life and all the mess in-between, and really enabled me to draw on myself as a resource. Trust in myself and feel excited about my future. Thank you all!' [Level Best]*

## 2. Personal strengths

*'its enabled me to tap into the strengths that I have, tap into the issues that I have and to utilise both as tools to create pathways forward. That's really been quite transformational and quite a revelation to me. Yeah and really quite life changing' [Level Best]*

## 3. Identity

*'DELTA helped me 'wear the badge' of disability - and not assume it is a weakness.' [DELTA]*

*'It's the power of being open and transparent about how my disability affects me. I definitely wouldn't have done that before.' [DELTA]*

## 4. Looking into the future

*'My past experiences of racism, bullying and sexism were small events that I have given a big meaning to. I have drawn a line under them and can now concentrate on now and the future as these are the only things I can change.' [Level Best]*

*'The most useful thing about the programme was moving on from being 'stuck' to having lots of new ideas, and courage to take steps forward.' [Restart with strengths]*

*'I feel positive (at end of second session) and that I have more of my own energy. I won't try to change things that I can't. It's given me a lot to think about. It feels like something exciting. I am looking forward to being back in a space where I am valued and when I can value myself better.' [DELTA]*

# Six years of social impact reporting

Here at Result our main objective is to promote social inclusion for public benefit by working with people who are socially excluded. Over the last six years we have worked with almost 1500 direct clients. The overall trend has been a fairly steady increase with minor exception during the period when Covid's impact was greatest. 169 in 2017-18 to 259 in 2022-23. We have delivered over 1900 coaching hours to 667 coaching clients as well as 163 training days. In addition, we have also raised knowledge and awareness on a wider scale, including delivering keynote speeches, participating in conferences and

workshops, and sitting on grant panels. The coaching and training have a ripple effect far beyond our ability to directly measure. When we speak to hundreds of people at conferences or provide training and awareness raising to organisations, our impact spreads, helping many more people. Through coaching our clients become more confident. They seek out promotions, have better relationships, feel more resilient and improve their wellbeing. This in turn influences the people within their immediate and wider circles.

## Comparing data

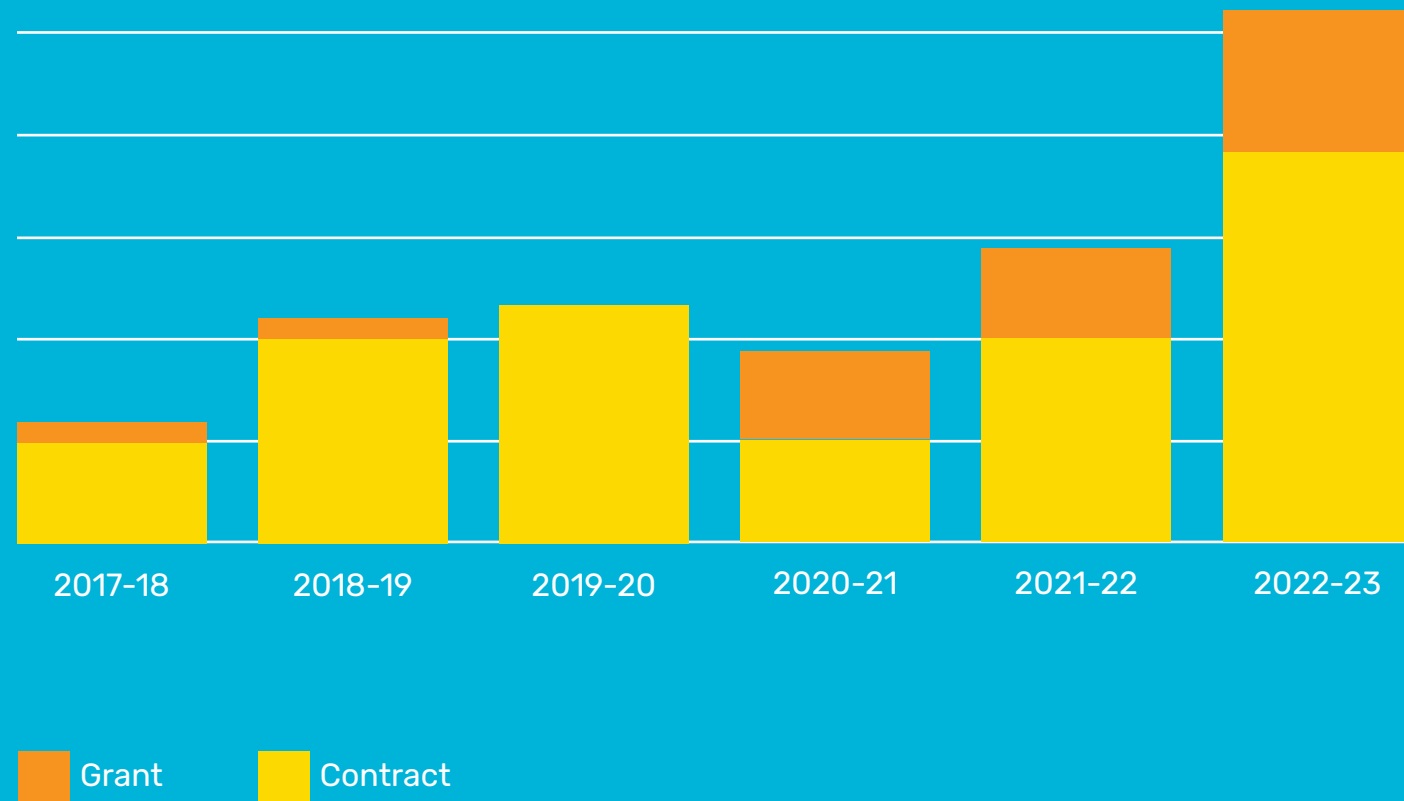
	total	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
direct clients	1475	169	287	230	217	313	259
clients coached	667	122	92	92	118	90	153
days' training	163	23	33	22	16	34	34
hours' coaching	1941	307	230	230	382	372	420

# Our income

As a social enterprise, one of our strengths is that we can use both grant and earned income via contracts to deliver our social benefit. As an organisation with low overheads, we are able to adapt to changing situations such as the recent pandemic, to not only survive, but thrive. We are proud of the fact that a large part of our income comes from our own delivery

of services, which allows us to apply for and use grant funding for those that truly need it. In the past six years we have been successful in obtaining and delivering over £165,000 worth of grant funding to those in need and our track record in successful grant management means we are now able to successfully bid for and deliver larger multi-year projects.

## Result financial data 2017-23







## Who we have worked with

Over the six years in which we have reported on our social impact, Result has worked with a variety of organisations and funders. We span all sectors including education, healthcare, charity, public and private companies. Clients range from multi-million pound public sector organisations to small specialist charities. Many clients return year on year to work with us. Organisations include:

WPP Camden Giving Breakthrough UK  
 CUSE Coventry University Social Enterprise Unit One to One Children's Fund Shaw Europe  
**University of Manchester** Greater Manchester Health and Social Care  
 Arts Marketing Association  
**KPMG** Capita **Loud & Proud**  
**Greater Manchester Integrated Care Partnership** Myanmar - Responsible Business  
 All parliamentary group on inclusive entrepreneurship Clore Social Partnership  
 CIAO George House Trust **The National Lottery**  
 Save the Children Salford CCG  
**Amnesty International** Step Change Consortium  
 Civil Service **TERN**  
 Connect Housing Association **Manchester Deaf Centre**  
 Co-ops UK/Power to Change Sensory Advocates Partnership  
 Lipspeaker UK  
**DaDa** Young Leaders at DaDa  
 Asylum Support Appeals Project [ASAP]  
 Paraorchestra Europa **42nd Street**  
**Delta** **BT** Chartered Association of Business Schools (CABS)  
**(Leadership College for Government)** Greater Manchester Disabled People's Organisations (DPOs)  
 Birmingham University Business School MioCare (Made In Oldham Care)  
**Clore Leadership**  
 CHEM Social Enterprise UK **BBC**  
 Dept for Education  
**Liverpool John Moores University** You are Valued  
 I-GLAM  
**Koreo**  
 Manchester Health Care Commissioning (NHS) Centre for Knowledge Equity (CfKE)

# Project-based approach

Result works on a project basis. This means we can respond to the needs of individual projects and supply the resources and skills needed by the client organisation. This allows us to contract and grow in line with demand and means we can meet a huge variety of needs. Over the past six years we have worked on projects including:



## Public speaking and social consultancy

- 📌 Keynote speeches
- 📌 Conference presentations
- 📌 Social consultancy
- 📌 Developing equality improvement plans
- 📌 Supporting funding bids
- 📌 Project management
- 📌 Data collection
- 📌 Conference support
- 📌 Designing multi year coaching and training programmes
- 📌 Sitting on grant making bodies

## Training and coaching

- 📌 Equity, diversity, and inclusion
- 📌 Inclusive communication
- 📌 Social model and governance training
- 📌 Mentoring training
- 📌 Unconscious bias and inclusion
- 📌 Self-development
- 📌 Communication, presentation, and decision making
- 📌 Training for managers of disabled people
- 📌 Leadership
- 📌 Action learning sets
- 📌 Mindset and job interview skills
- 📌 Social enterprise

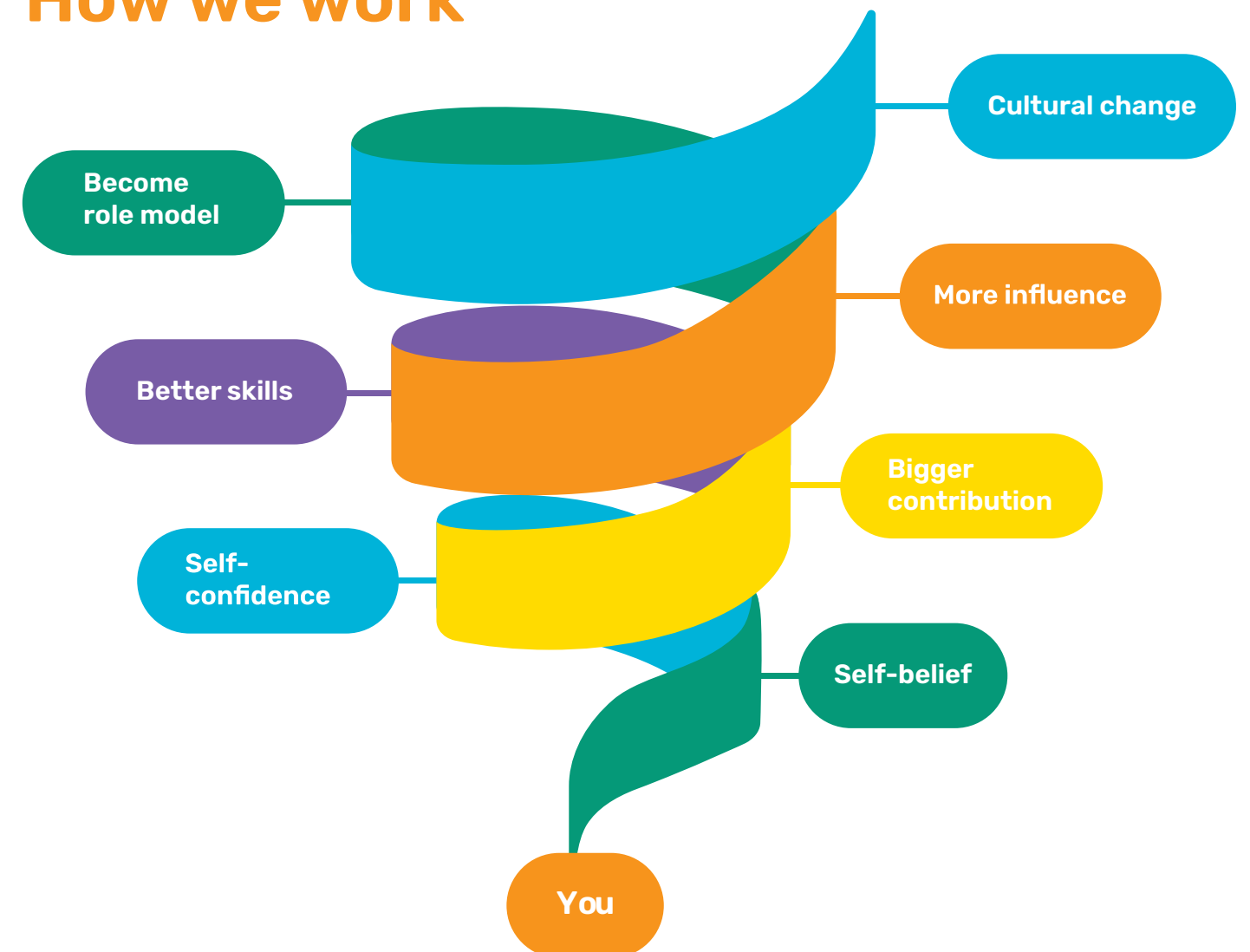


# Who we help

As a social enterprise we work to promote social inclusion for the public benefit. That means we work directly with people facing social exclusion, and we work with organisations to raise awareness and provide training and support so they can be more inclusive. While much of our work focuses on a single

population (such as people with disabilities, or individuals from the global majority – previously often described as BAME) in recent years we have seen an increase in projects with people facing multiple marginalisations (eg: 'disabled and LGBT' or 'global majority and LGBT').

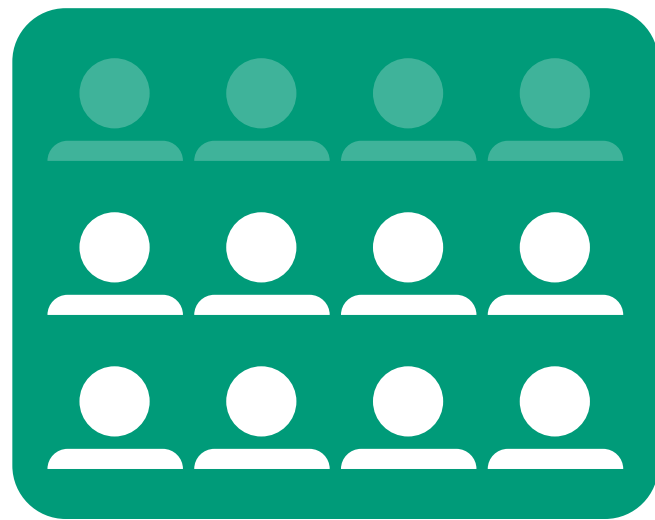
# How we work



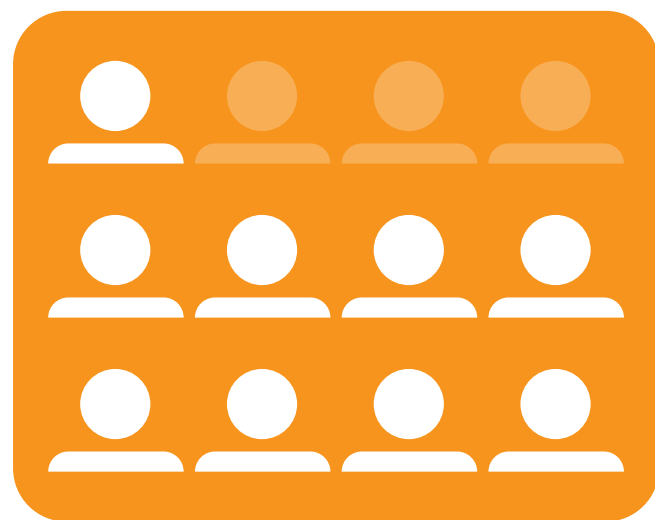


# Case Study - Level Best

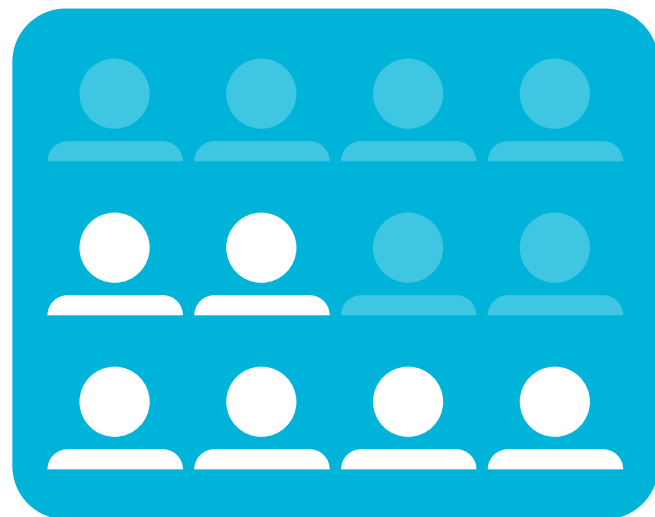
Level Best is an innovative programme devised and run by Result in 2021 to boost the confidence and contacts of people who experience racial discrimination and/or who are disabled. We selected 12 participants from a strong field of applications which was twice that number. Over the course of 12 weeks, coaches, and trainers with lived experience of racial discrimination and disability delivered a successful programme of group workshops, 1:1 coaching and masterclasses. Participants had some powerful results and reported it to be a transformational experience.



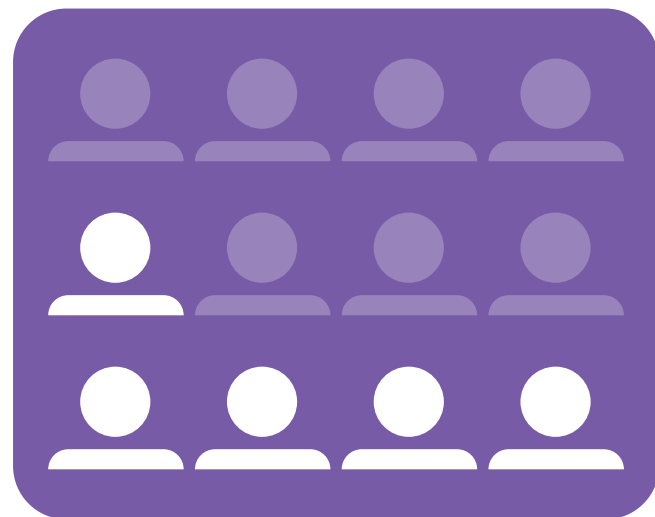
66% experienced racial discrimination



75% disabled



50% not in work



42% experienced racial discrimination and disabled

# Level Best

Level Best consisted of three types of support. The structure and themes are shown below.



Workshop



1:1 Coaching



Masterclass

<p><b>Month 1</b> Your experience, identity and strengths</p>	<p>Your goals and ways to work towards them</p>	<p>Setting up your own enterprise</p>
<p><b>Month 2</b> Communicating and being heard: assertiveness</p>	<p>Your progress and learning</p>	<p>Telling your authentic story</p>
<p><b>Month 3</b> Using and making connections to support yourself</p>	<p>Review and planning ahead</p>	<p>Resist imposter syndrome and lead yourself</p>



Feedback forms and comments from participants were collected as part of the programme evaluation. To protect the privacy of participants and build a picture of a typical participant experience in a safe space we have used a qualitative analysis method known as composite narratives. This weaves together representative quotes from the programme participants

into a single story. Four key themes were identified – building my confidence, the benefits of sharing experiences in a safe space, identifying my personal strengths and resources, and, finally having a future I can look forward to. These themes are illustrated here using quotes from different participants.

## Level Best participant story

*'This programme has been very beneficial in my life - I'd been going through some difficulties and a lot of things have not been going well in my life to the point that I could not even concentrate on anything. But being on this programme and talking with other people on the programme - has helped me to gain my confidence. It was surprising to me because I hadn't realised how much of my confidence I'd lost. I was scared when I started the programme. I thought I would be judged, or I was afraid of failure, of failing or not being good enough. I had the total opposite experience.'*

*'The skill, generosity of spirit and information, kindness, professionalism of the Result team really cannot be overstated. They created a safe, professional, inspiring arena in which we explored ourselves, our ambition, our ideas. One of the things I really appreciated was 'the interactions and hearing everyone else's thoughts, perspectives and lived experiences. I have felt supported and heard in a way I have not in other workshops/courses that have done in the past.'*

*'I think in a large part that was down to the openness of everyone on the programme both the coaching staff and the participants.'*

*'It made me feel that I could open up about issues I would not normally be able to discuss in a professional environment.'*

*'It is amazing because now I feel I have gained a genuine confidence (not just a painted-on confidence that gets me in a room, but a real sense of self that means once I'm there, I will truly honour my intent and self), tapped into a real core part of myself that had got hidden among the layers of work, life and all the mess in-between, and really enabled me to draw on myself as a resource.'*

*'I'm so excited to now be looking forward to a future that is the one I've allowed myself to dream, finally. It's such a change from where I started. I didn't feel worthy before, but now I'm going for promotion, and it's also improved my personal relationships. I'm not negative anymore.'*

*'This programme has changed my life and that's not an exaggeration.'*







## Evaluation data

We gathered and evaluated data from the people with whom we worked.

100% of participants gave the highest score for 'I benefited from the programme' and 100% very strongly recommending to others. Participants had an average self-assessed increase of 31% in six key criteria including self-confidence, resilience, and skills and abilities.

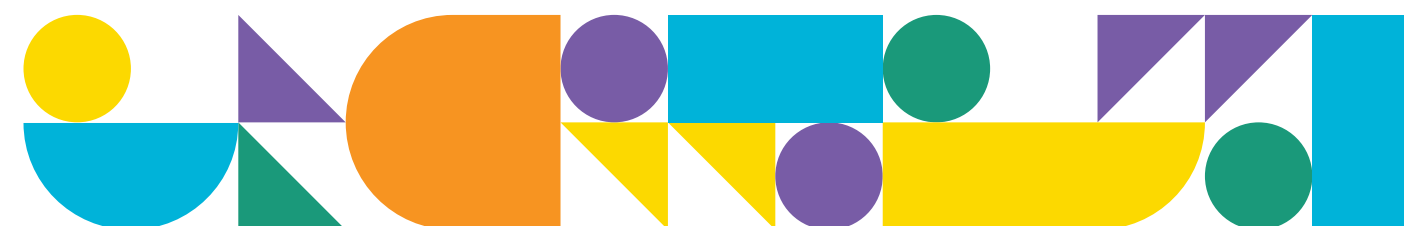
Criteria	Average percentage change
I am self-confident	30%
I am resilient when handling challenge and change	28%
I can ask for help when I need it	38%
I am making best use of my skills and abilities	30%
I can communicate my views clearly and with confidence	28%
I feel at ease with who I am	32%
<b>Overall</b>	<b>31%</b>

## New developments

For Result, as for most organisations, the period covered by this report has been one of significant challenge and change.

From 2020-23 we:

- Provided online programmes and coaching alongside hybrid work.
- Offered shorter, small-group Action Learning Sets as an option.
- Received our first multi-year grant from the National Lottery Community Fund – [Ideas into Action](#) for new social entrepreneurs from a refugee background.
- Carried out a major re-brand to more clearly express who we are and what we do.
- Ran our first programme independently of any partners – [Level Best](#).
- Expanded [our associate pool](#) to include a specialist therapist.



We are proud that these changes have let us put Result on an even more stable and sustainable footing. And we are excited at what is to come.



## Our model

We pay associates, including ourselves only when we deliver work. We use our homes as offices and minimise overheads. This means we can use our resources to maximise delivery to benefit people who need our services.

## Inclusion fund

Because Result was set up to support marginalised people, much of our work is commissioned by employers, local authorities and charities rather than the individuals who benefit directly. Marginalised individuals without paid work or access to a commissioned programme would benefit from coaching but may struggle to pay for our services themselves. Recognising this, Result holds an Inclusion Fund through which we can offer occasional telephone/ Zoom coaching sessions for which coaches are paid but which are provided at no cost to the individual.

## Our environment

- ☛ We use public transport whenever possible.
- ☛ We provide online materials except where there is an access requirement.
- ☛ We print (only when required) using companies with the highest environmental standards.
- ☛ We use dual-purpose home-offices to reduce energy waste.
- ☛ We make regular use of phone and online coaching to reduce the need for (and carbon footprint of) travel.





Our partners include:



Whether you're an individual, an organisation, a potential partner or a supporter, get in touch and let's work together.

*'This programme has changed my life and that's not an exaggeration.'*

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