

People and Culture

The OneVue Philosophy

We are 20 mile marchers. We make no apology for this. Being a provider of middle to back office services means that consistency of delivery is everything.

The best way for OneVue to maintain its high growth targets is to continue delivering consistently to our existing clients (ensuring we retain and grow with them) whilst also aggressively looking for new clients and opportunities.

The 20 Mile March -

The story of Amundsen vs. Scott

The round trip trek was roughly fourteen hundred miles. The environment was uncertain and unforgiving, where temperatures could easily reach 20 degrees below zero even during the summer. They had no means of modern communications – no cell phones, no satellite links, no radio – a rescue would have been improbable were they to err. One leader led his team to victory and safety. The other led his team to defeat and death.

Amundsen prepared rigorously for years in advance of the journey. He learned what worked in polar conditions, going as far as to live with Eskimos to learn how they moved in sub-zero temperatures, what they wore, and reviewed every conceivable situation that his team might encounter en route to the Pole. He trained his body and mind with fanatic discipline. Scott presents quite a contrast to Amundsen. His preparation was limited, and what plans he made were based on his own intuitive conclusions, rather than direct research of the environment he was entering.

Amundsen stored three tons of supplies for five men, versus Scott, who stored one ton for seventeen men. Amundsen used sled dogs (learned from the Eskimos), whereas Scott used unproven “motor sledges” which failed within days of his journey. Amundsen carried enough extra supplies to miss every single supply depot and still have enough to go another hundred miles. Scott ran everything dangerously close to his calculations, so that missing

even one supply depot would bring disaster. A single detail aptly highlights the difference between their approaches: Scott brought one thermometer for a key altitude measurement, and he exploded in “an outburst of wrath” when it broke; Amundsen brought four such devices. The divergence in preparation goes on and on.

Unlike Scott, Amundsen systematically built enormous buffers for unforeseen events. He designed the entire journey to systematically reduce the role of big forces and chance events. He presumed that bad events would strike his team somewhere along the journey and he prepared for them.

On December 15, 1911 Amundsen and his team reached the South Pole. He and his teammates planted the Norwegian flag and then went right back to work. They could not have known that Scott and his team were now desperately man-hauling their sleds, fully 360 miles behind. More than a month later, Scott found himself staring at Amundsen’s flag at the South Pole. Amundsen had already travelled five hundred miles back North. Scott and his team turned back North dejected, just as the season began to turn. The already menacing weather turned more severe, while supplies dwindled and Scott and his men struggled through the snow.

Amundsen and his team reached home base on January 25th, the precise day he had planned. Running out of supplies, Scott and his team stalled in mid-March, exhausted and depressed. Eight months later, a British reconnaissance party found the frozen bodies of Scott and two teammates in a forlorn, snow-drifted little tent, just ten miles short of his supply depot. His whole team had perished.

Throughout the journey, Amundsen adhered to a regimen of consistent progress, never going too far in good weather, careful to stay away from the red line of exhaustion that could leave his team exposed, yet pressing ahead in nasty weather to stay on pace. Amundsen throttled back his well-tuned team to travel between 15 and 20 miles per day, in a relentless march to 90 degrees south. When a member of Amundsen’s team suggested they could go faster, up to 25 miles a day, Amundsen said no.

They needed to rest and sleep so as to continually replenish their energy. In contrast, Scott would sometimes drive his team to exhaustion on good days and then sit in his tent and complain about the weather on bad days. At one point Scott faced 6 days of gale force winds and travelled on none, whereas Amundsen faced 15 and travelled on 8. Amundsen clocked in at the South Pole right on his pre-decided pace, having averaged 15.5 miles per day. Scott in contrast fell behind early, with no plan of a daily pace, and as the conditions worsened, enhanced by his lack of preparation for unforeseen events, he and his team never recovered.

The important point was that they stuck to their 20 miles. You keep up the effort – 20 miles, 20 miles, 20 miles – and then you cross into the plains and its glorious springtime, and you can go 40 or 50 miles in a day. But you don't. You sustain your pace, marching 20 miles.

20 Mile March is more than a philosophy

It's about having concrete, clear, intelligent, and rigorously pursued performance mechanisms that keep us on track. The 20 Mile March, just like Amundsen and his team, creates two types of self-imposed discomfort:

The discomfort of unwavering commitment to high performance in difficult conditions.

The discomfort of holding back in good conditions.

To achieve consistent performance, we need both parts of the 20 Mile March: a lower bound and an upper bound, a hurdle that we jump over and a ceiling that we will not rise above, the ambition to achieve, and the self-control to hold back.

Our People

Maintaining a consistent culture after a year of 92% revenue growth and a number of acquisitions would be seen by most organisations as difficult if not impossible. After such high growth the Board requested that management undertake an arms-length third party employee engagement survey. All responses were anonymous.

As a Board and management, we are proud of the results if not somewhat pleasantly surprised by many of the answers. As shareholders in the business we hope it gives you further confidence not just in the OneVue business but more importantly in the OneVue people.