



**Ed Pentz**  
Executive Director

*“The work with Caplor Horizons helped Crossref adapt its organizational culture in a difficult time, boosted morale and led to a range of practical suggestions from staff that led to positive change in the organization.”*

“Crossref is a not-for-profit membership organization that exists to make scholarly communications better. We do this by making research outputs easier to find, cite, link, assess, and reuse. We're a small organization with 40 staff working remotely in Europe and North America but we have a big impact through our over 13,000 members in 139 countries. Thousands of scholarly communications tools and services rely on our metadata. I'm the Executive Director of Crossref, having been with the organization since it was founded in 2000.

With the advent of the pandemic lock downs and the suspension of business travel in March 2020, we had to quickly adapt to 100% online working, which meant that our planned face-to-face all staff meeting at the beginning of June in Ireland wouldn't take place. At previous all staff meetings, we discussed organizational culture and values and got to know each other better. We knew we couldn't just move what we do in person online so we thought it might be good to work with a facilitator. Luckily, we decided to work with Caplor Horizons. My colleague at Crossref, Vanessa Fairhurst, had worked with Caplor Horizons in the past and recommended them for Crossref to work with.

From March to December 2020, we had four thoroughly engaging and productive online sessions with all of the Crossref staff. Using both all group and breakout sessions, we focused on leadership, teamworking, effective communication, change and organizational culture. Using the Caplor House framework, the Six Senses of Teamwork and the '5 C's of Learning', Crossref staff were able to explore their own individual style and preferences and those of their colleagues, gain a deeper understanding of effective teamwork as well as discuss how they, their team and Crossref as a whole, could improve how we communicate and work together within their teams and the organization as a whole.

Prior to each of the sessions, Crossref staff met with Dan and Rosie to discuss the sessions. Dan and Rosie listened to what we wanted to achieve, made great suggestions and were flexible in adapting the different exercises and frameworks to suit what we needed. During the sessions themselves, having the Caplor "team" of facilitators was great and allowed smaller groups to discuss the issues and make sure that everyone had a chance to speak and contribute.

The work with Caplor Horizons helped Crossref adapt its organizational culture in a difficult time, boosted morale and led to a range of practical suggestions from staff that led to positive change in the organization. This benefited individuals, teams and the organization as a whole leading to more effective teamwork and communication.”