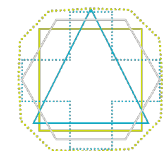


December 2019

Company A region A Leadership Review: Tier two



Executive summary

SITUATION

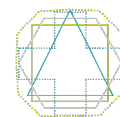
- Newly acquired business. Business previously part of a global conglomerate
- Business has historically under performed in the market but has delivered stronger results in last period of trading
- There have been a series of recent hires, particularly in Sales
- There have been recent upgrades of IT provision and sales strategy and related improved performance overall
- Back drop of repeated leadership changes

INSIGHTS

- Overall benchmark in Talent at Tier two reflects previous, weaker market position:
 - 56% bench mark as a 2- solid for current roles
 - 36% rated as 1, underweight in current roles
 - Change experience, strategy and leadership are clear gaps
- Questions on scalability and sustainability. Only 1 identified as a potential successor. Demographic challenges contribute to risk here
- Learning agility low across the group. There are very few rated as having potential to do more or different. For example, sales leaders not attracted to more larger roles, at next level
- 4 HIPO's identified, all in stretch roles
- Sector experience has been prioritised over functional/cross sector insight and skills. Variability in external hiring outcomes
- Evidence of re cycling of Talent, fitting role to person instead of person to role

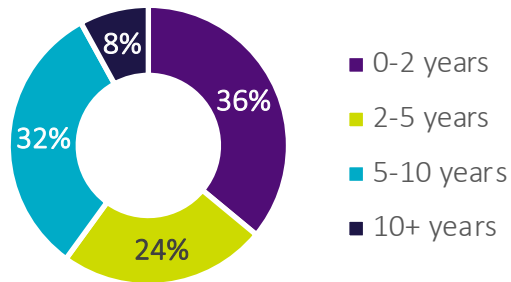
ACTIONS

- Accelerate thinking on the To-Be organisation best equipped to serve the strategy
- Retention/delivery bonuses may need revisiting in some instances where there is key man exposure
- Consider program of sequenced replacements/ hires- building better employer proposition, branding, profiling. Issue: lead time/lag on execution of program?
- Commence succession planning and targeted development- accelerate where there is exposure
- L&D needs to be re booted along side recruitment

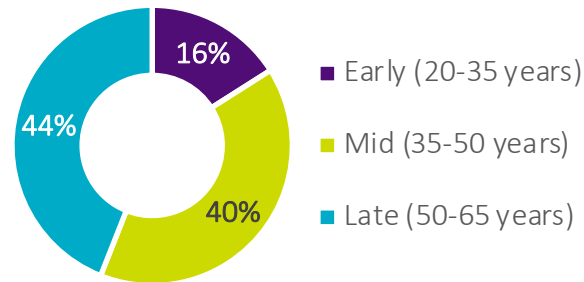


Demographic data: whole group

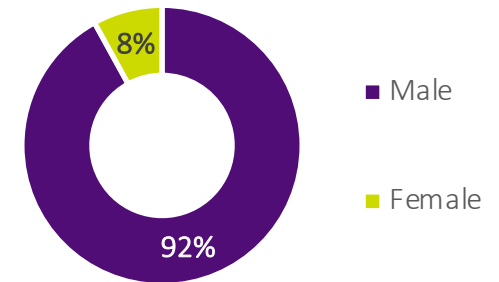
TIME IN THE POSITION



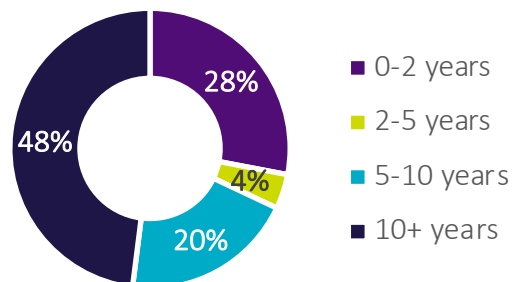
CAREER STAGE



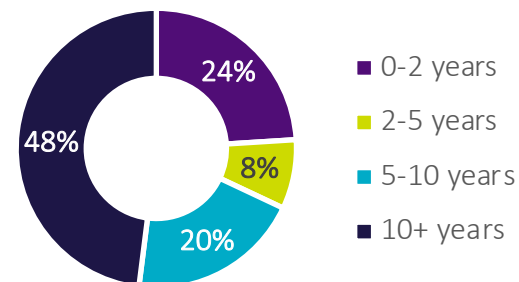
GENDER



TIME IN THE ORGANISATION



TIME IN OTHER BUSINESSES



Collective Leadership Exposure



Shaping strategy:

Less experience and capability on strategy than ideal. Lacking across all the functions and Sales. Strategy input and process support needed.



Leading transformation:

Light experience across the group, many risk averse/ lacking change management skills. Need to do more to communicate and engage on this- benefit in skills development to support initiatives



Organisational leadership:

Limitations on leadership ability across the cohort. Gaps and exposure. No ready state successors identified to date, some key man risk and variable consistency in recruiting leadership. Functions silo'd and require re positioning



Results ownership:

Not aligned behind shared goals. Pockets of strong performance, for example in stand alone area sales roles. Need to simplify and refine priorities. Need to align incentives and build performance culture, aspiration and bench marks



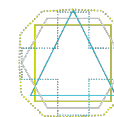
Wild-card element

Overall, punching under its weight on Talent. B team in evidence across the business. Some inconsistent hires and moves. Immediate questions on Sales, IT, Sourcing , marketing and HR



Interface with Leadership:

Long termers accustomed to keeping their heads down and being left to it in a bureaucratic entity, reporting and matrixed leadership. Not attracted to promotion to leadership layers. New ways of operating and collaborating to be embedded



Functional summary

Function	Upsides	Downsides	Implications	Options and priorities
Sales and marketing	<ul style="list-style-type: none"> • X is an inspiring leader • Couple of strong performers • Improved performance • Scope to restructure/ maximise potential 	<ul style="list-style-type: none"> • Executive X clearly weaker on sales infrastructure • Weak hiring plus re cycling of Talent. • Large proportion loyal to Executive X, less embedded in the organisation • Ineffective/ slow interventions • Some key man risk. Some Talent not flexible • Split reporting lines not ideal • Marketing, very light • Fitting organisation to people 	<ul style="list-style-type: none"> • Patchy performance, some slow to turn around • Key man risk : Executive X, Wolfgang, plus others • Sustainability and scalability: challenged in building consistent approach and capability across sales • Issues in ability to re cluster/ promote Talent to larger roles 	<ul style="list-style-type: none"> • Design organisation and attract the right people to the positions • Structural opportunities/combining units, single reporting line across Sales • More input from HR needed: retention of key Talent, targeted interventions, improved recruitment, performance management/ incentives, sales infrastructure/academy • Close management of Executive X
Sourcing	<ul style="list-style-type: none"> • Some Indicators of latent and developing Talent 	<ul style="list-style-type: none"> • Leader out of his depth/ leaving • Lack of clarity on strategy and priorities • Mixed issues on Talent, depth of experience/ management ability- some out of their depth • Some with technical skills but weak on communicating and leading 	<ul style="list-style-type: none"> • Transformation challenges- stalled • Relationships with business strained • Difficulty bringing Talent through 	<ul style="list-style-type: none"> • Opportunity to recruit better leadership and functional strength • Review structure of categories and Talent requirements • Formalise mentoring from Group
Finance	<ul style="list-style-type: none"> • Strong technical skills • Long exposure to the organisation • One strong hire in property • Strong process and reporting orientation 	<ul style="list-style-type: none"> • Lack best practice/ external bench marks • Less change oriented than ideal • Several blockers, no successors • Lacking commercial/ business insight- do not appear to partner the business 	<ul style="list-style-type: none"> • Slow to adapt to change, may lag on best practice • Not attracting next generation? • How commercial is the function? Does it challenge the business? 	<ul style="list-style-type: none"> • Succession planning: CFO, Accounts, Financial Services. External options likely strongest • Input on vision, strategy, benchmarking finance • Strong Finance BP model • Develop Executive Y in Talent Management • Short term coaching Executive Y on strategy/challenging the business?

Functional summary (cont'd)

Function	Upsides	Downsides	Implications	Options and priorities
IT	<ul style="list-style-type: none"> • Strong implementation skills • Long SAP/implementation experience 	<ul style="list-style-type: none"> • Lacking strong technology specialism in leadership • Gaps in capability reported across the team • Reluctant to take any risk / new challenges • Can be difficult, sceptical and challenging 	<ul style="list-style-type: none"> • Function and provision lags the market • Covering implementation, not shaping vision/ future proposition project management • Stretched by the digital agenda • Talent proposition weak 	<ul style="list-style-type: none"> • Input needed in developing vision/strategy in response to business need • Short term key man risk: CIO • Opportunity to recruit better leadership and functional strength- gaps throughout
HR	<ul style="list-style-type: none"> • Knowledge of business in one instance • Difficult to identify, need more data 	<ul style="list-style-type: none"> • No ready/ strong capability identified yet • Mixed talent- recent hire light relative to current demands • Business not informed/ aligned on best practice in the People area • Little evidence of cohesive impact 	<ul style="list-style-type: none"> • Lacking anticipation of business needs • Gaps in Talent across the organisation • Structural issues and opportunities • Difficulty targeting and driving interventions and problem resolution • Overall positioning of HR across the business? 	<ul style="list-style-type: none"> • Need to gather more data/ assess current team/ capability • Opportunity to recruit better leadership and functional strength across HR • Vision and strategic planning support from Group • Various priorities including ; <ul style="list-style-type: none"> • HRBP for sales and marketing needs strengthening • Talent, L&D and HR Ops capability needed

Competency table: whole group

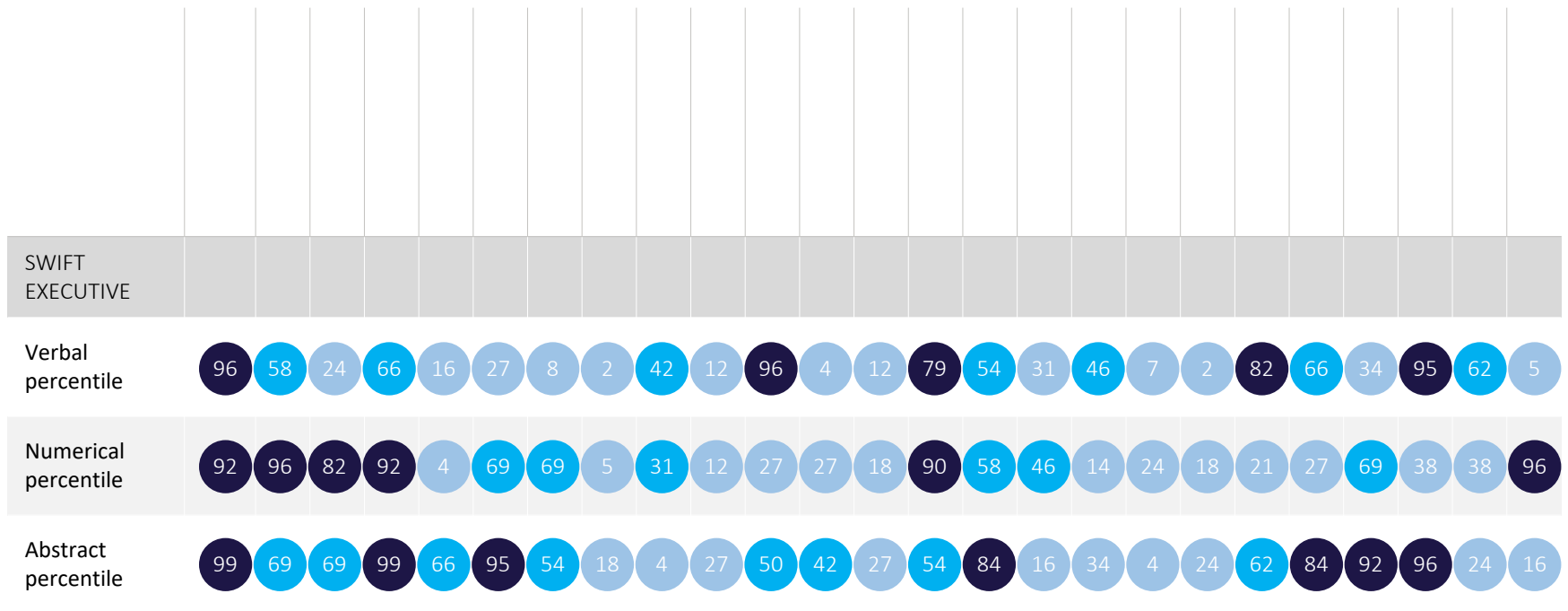
KEY
 ● STRENGTH ● ON TARGET ● DEVELOPMENT

Strategy	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Operational	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Delivery Results	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Change & Innovation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Leadership	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Influencing & Communication	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Teams	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Talent Management	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

Implications: Areas of overall strength include operational impact, results, and working with teams. Strategy, change and innovation are amongst the weakest areas with implications for upcoming transformation initiatives. W and B stand out as offering the strongest and most rounded leadership proposition. Leadership highly variable overall. Executives (Various) also show strengths in various areas. Executive is solid cross the spectrum of skills. Some are clearly below the level required executives X, Y and Z.

Reasoning skills: whole group

KEY
 ● STRENGTH ● AVERAGE ● GAP

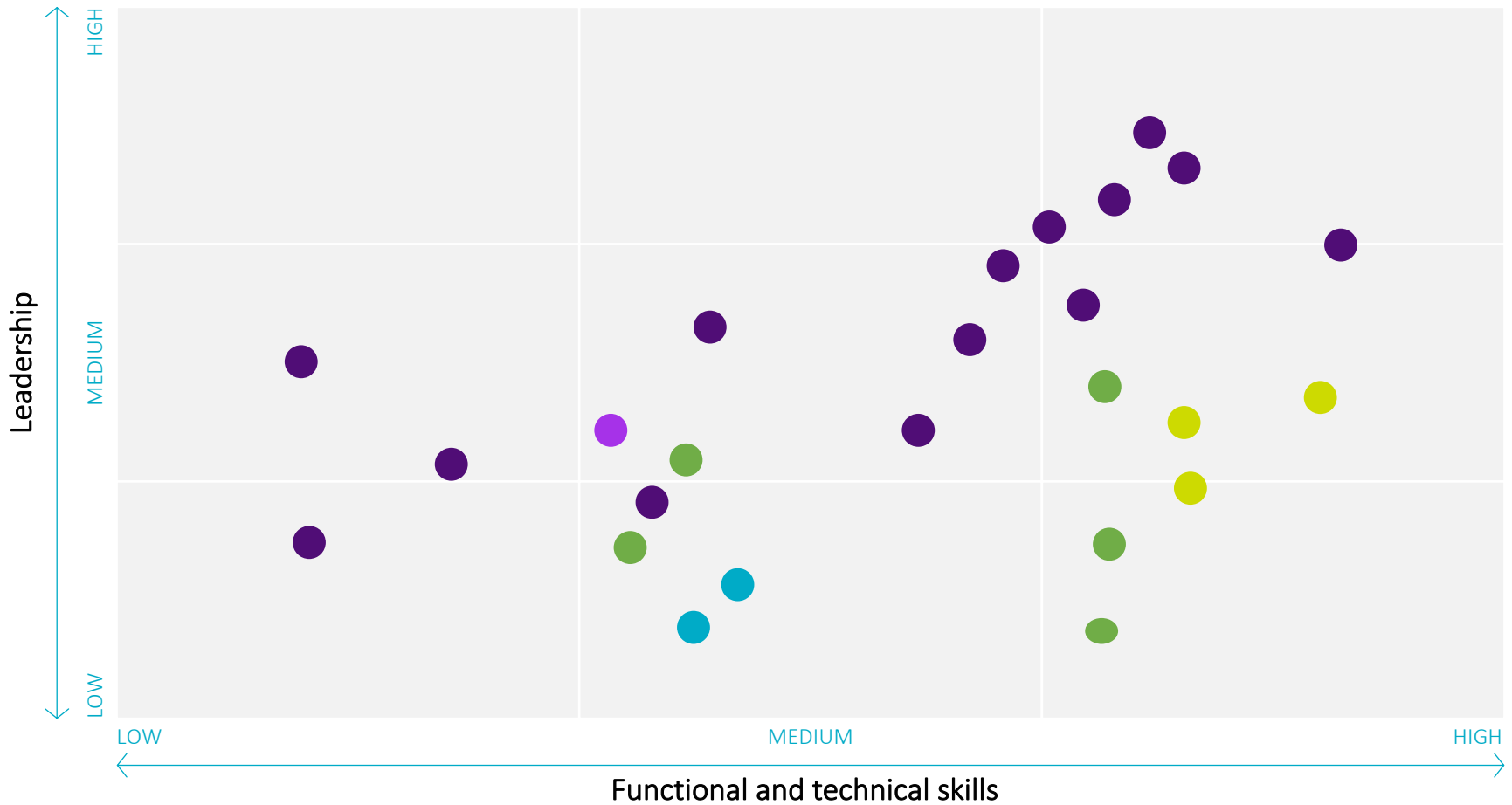


Implications: Normal distribution overall. Couple of outstanding profiles – XY and Z with W, T, U not far behind. These have strong capacity for complexity. Others have a range of gaps. Numeric reasoning not a strength overall with implications for the use and communication of data. Several profile are weak across all 3 measures: A, B, C, D, F where familiar and well structured information will be required. Does the business screen for reasoning skills on hiring?

Leadership impact

Implications: majority with gaps on leadership plus a relatively large sub group with functional skills gaps

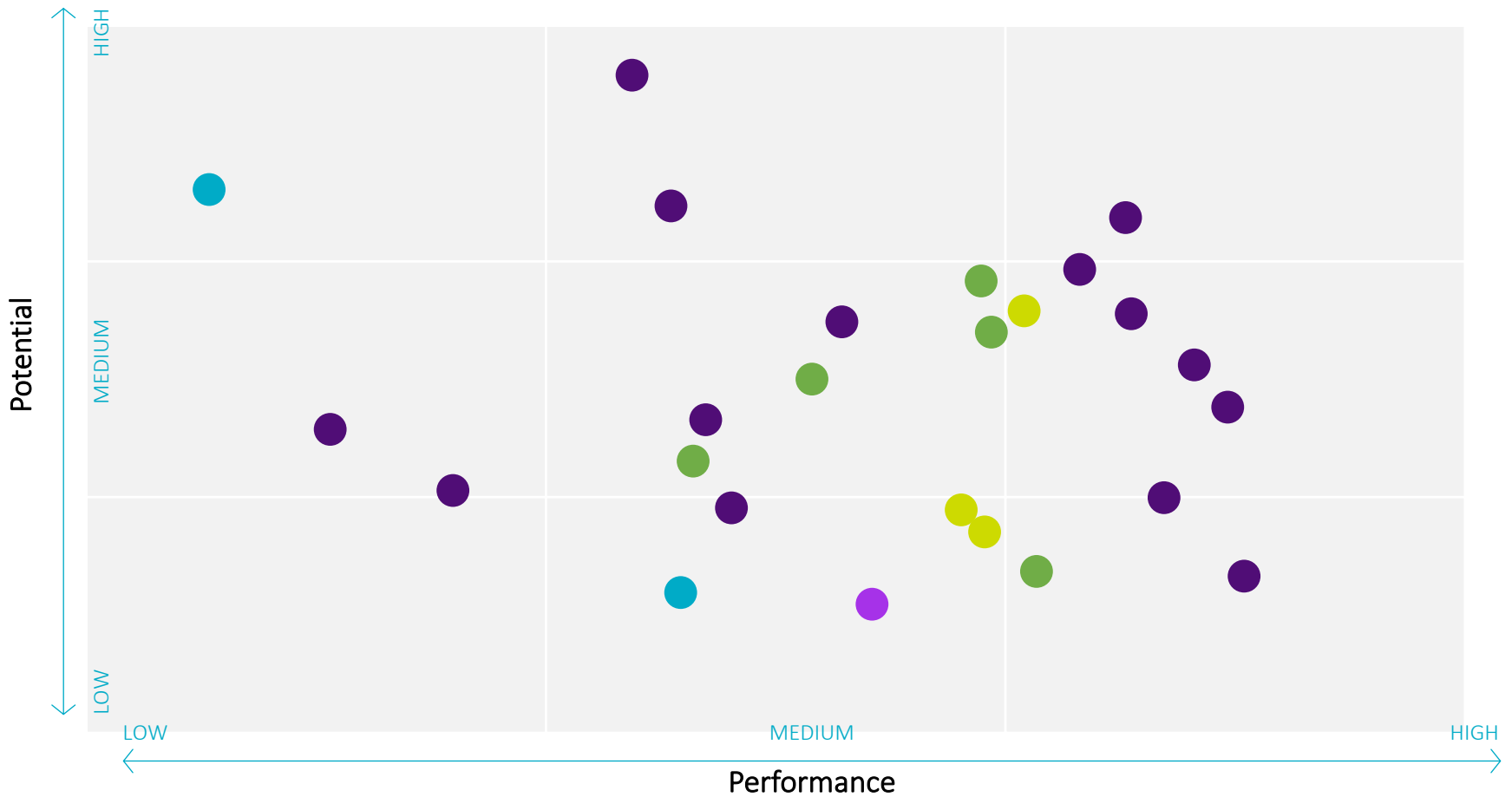
- IT
- Sales & Marketing
- Finance
- HR
- Sourcing



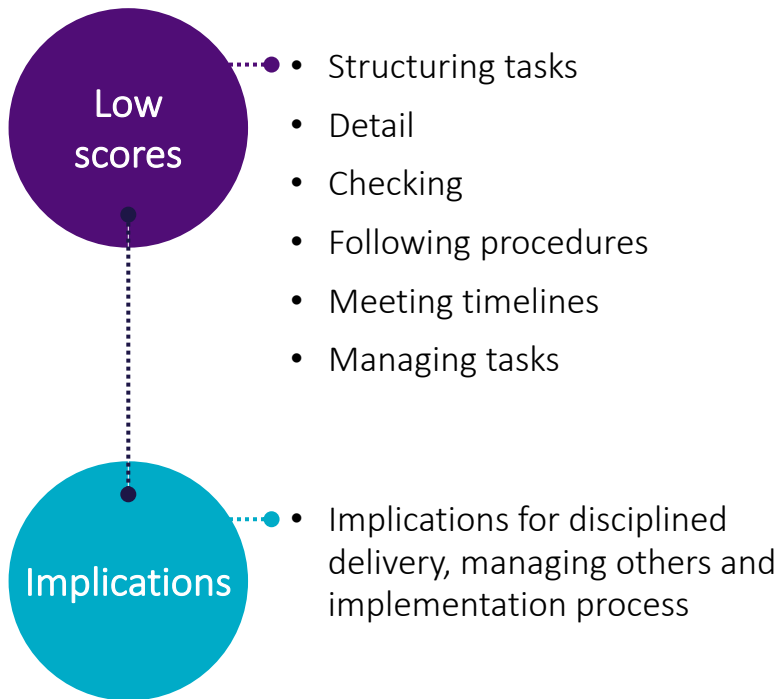
Performance x potential

Implications: few with strong potential, many disinclined to learn, change and risk averse. Demographics unhelpful here. Big range on performance.

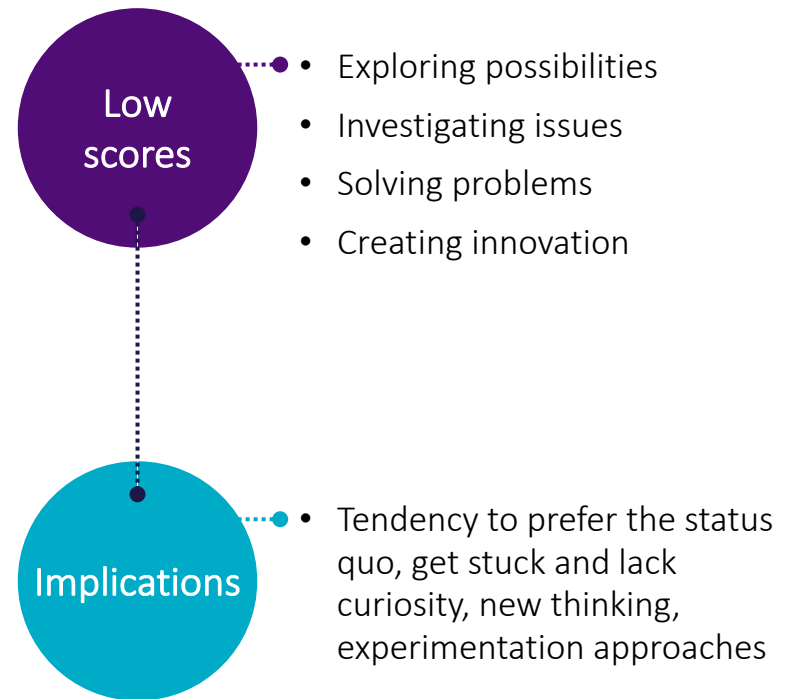
- IT
- Sales & Marketing
- Finance
- HR
- Sourcing



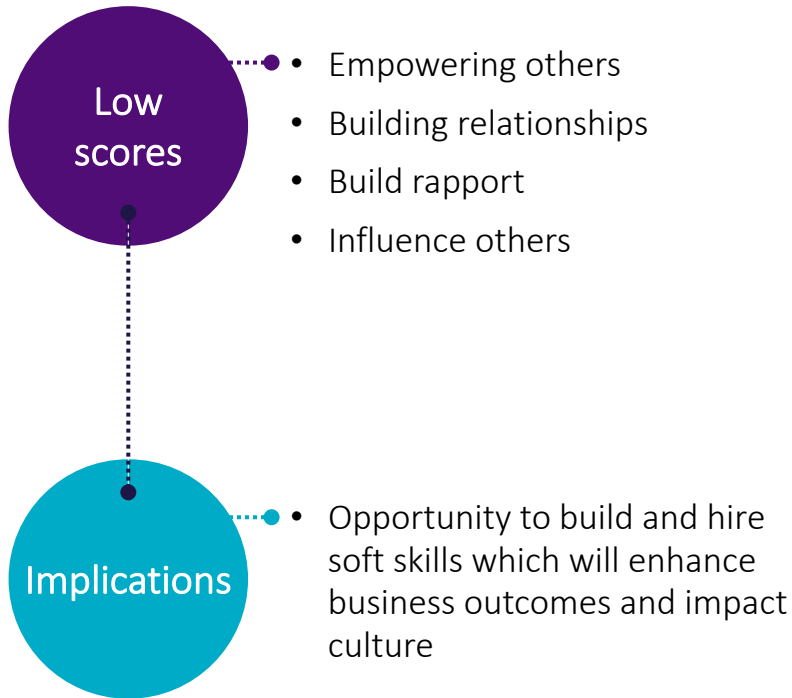
Delivery approach



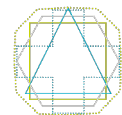
Innovation



Relationship skills



Leadership style



Drive



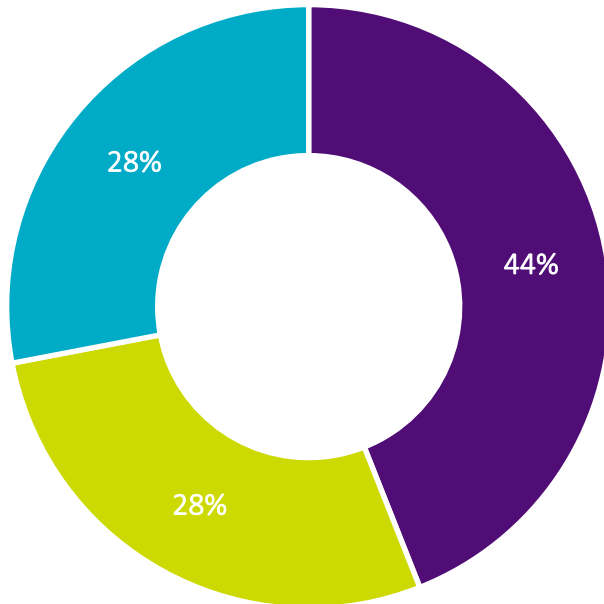
Leadership impact



Learning and alignment

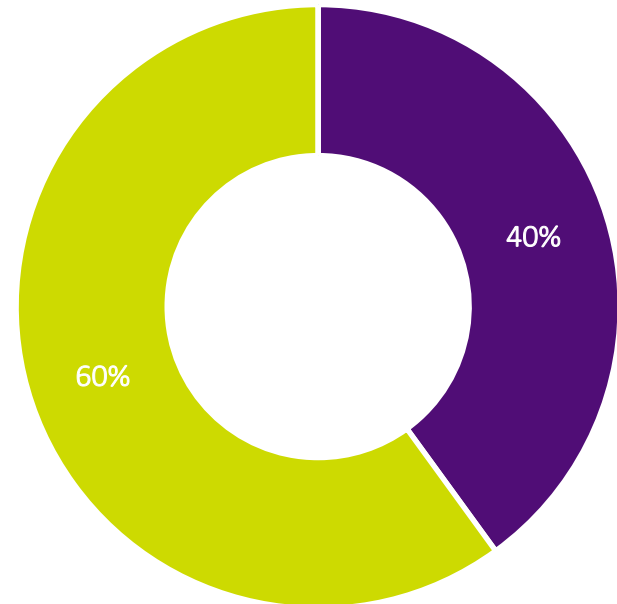
More than half are not actively learning or motivated to do so. The majority require engaging with the new order. Implications for pace of adaptation and acquisition of new approaches.

LEARNING



■ Active learners ■ Passive ■ Static

ALIGNMENT TO NEW COMPANY

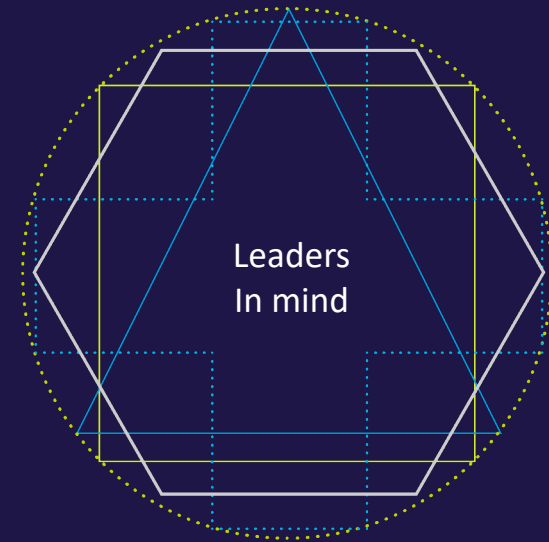


■ Positive ■ Neutral ■ Negative

Contact information

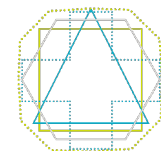
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