



FUTURE-PROOFING LEADERSHIP

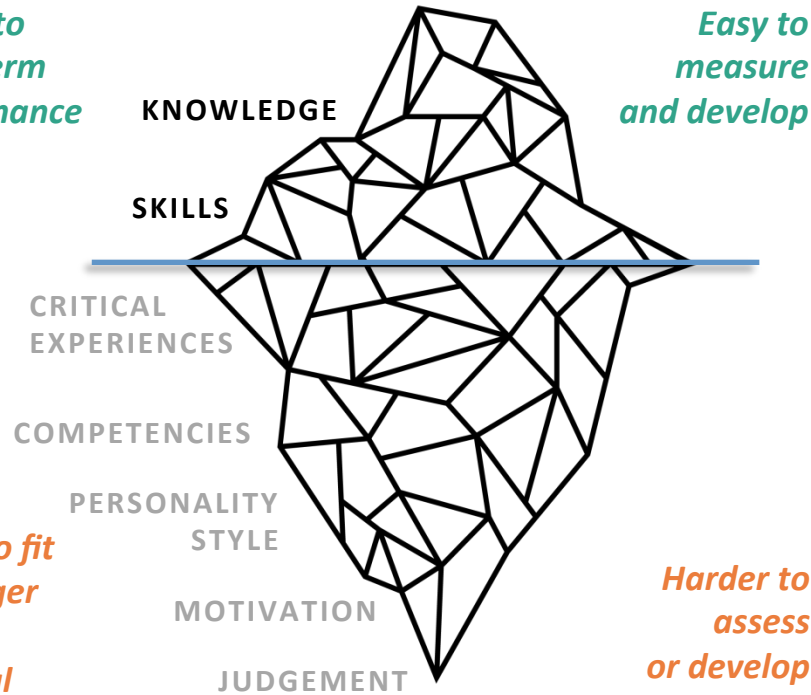
OVERVIEW OF OUR ASSESSMENT CAPABILITIES

THE LEADERSHIP CHALLENGE

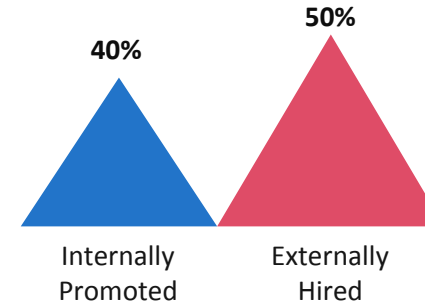
A high proportion of newly hired and promoted leaders fail. Selection is often based on an individual's past performance rather than future potential.

Linked to short term performance

Easy to measure and develop



Failure rate of Executives in first 18 months



\$1M
Minimum cost of executive failure

Past Performance $\neq$ Future Potential

- ✓ Leaders fail because they are often hired and promoted based on their current skills and past track record.
- ✓ Performing well in the past is no guarantee of future success in a more complex role.
- ✓ The critical question is, does this person have what it takes to develop further and be successful at the next level. This is about potential.
- ✓ Predicting potential involves assessing factors that are harder to see and to measure.
- ✓ Our input provides an in-depth, objective view of current capability and future potential enabling organizations to predict leadership success with confidence.

ABOUT US

WE TRANSFORM LEADERSHIP CAPABILITY

We work with large and mid-sized organizations to prepare their leaders for growth, change and disruption.

We create and deliver incredibly engaging leadership assessments, fully customized to our client's organization, that enable them to:

- ✓ *Prepare their leaders for change and future disruption*
- ✓ *Ensure successors are lined up for critical roles*
- ✓ *Hire and promote the right leaders to deliver the organization's strategic objectives*
- ✓ *Identify, engage and retain high potential talent*
- ✓ *Select and develop leaders in the context of M&A activity*

Our team are all seasoned consulting psychologists. We pride ourselves on our thought leadership, collaborative approach and transformational impact on the leaders and organizations with whom we work.



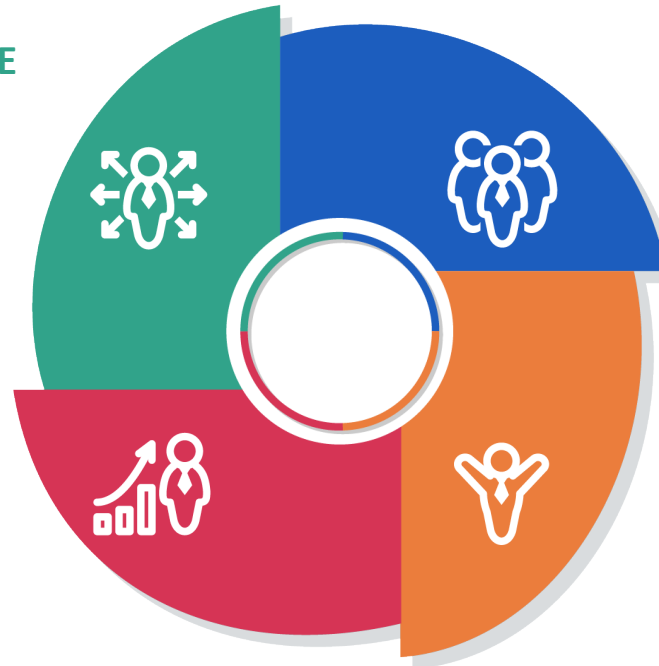
Our thinking is informed by 15 years of experience in assessing and developing thousands of leaders around the world

EVERY ORGANIZATION IS DISTINCTIVE

We don't believe that "leadership is leadership". One size does not fit all. Every organization has its unique culture, context and sources of competitive advantage. This is why off-the-shelf assessment methods simply don't cut it at the senior level. To accurately predict leadership success, we need to capture what it takes to be successful in the organization's unique context.

A DEVELOPMENTAL EXPERIENCE

"Assessment" – it's not a word that inspires much enthusiasm. We have made it our mission to transform assessment into an experience that is as engaging, human and developmental for individuals as it is rigorous and objective for the organization.



LEADERSHIP INVOLVEMENT

Talent is not an HR issue - its a business issue. Engaging executives in selecting and developing your future leaders is key to the success of any talent strategy. We involve executives at each step - from defining what "good" leadership looks like, to participating as assessors, to supporting development planning

INDUSTRY-LEADING PRECISION

We combine multiple methods - feedback, external benchmarking and direct observation - to provide an independent, objective view of the individual based on the most predictive methods available.

OUR APPROACH

Our approach to assessment emphasizes strategic alignment, leadership buy-in and maximum impact on the individual and organization



Understand the current and future strategic context and challenges leaders will face

Define a success profile of the capabilities and qualities required for success in your organization.



Customize an assessment solution to your specific requirements

We specialize in day-in-the-life simulations built around high stakes situations that differentiate good vs great performance in your organization



Deliver a highly developmental experience that delivers a 4-Dimensional profile of an individual's Experience, Capability, Potential, and Fit

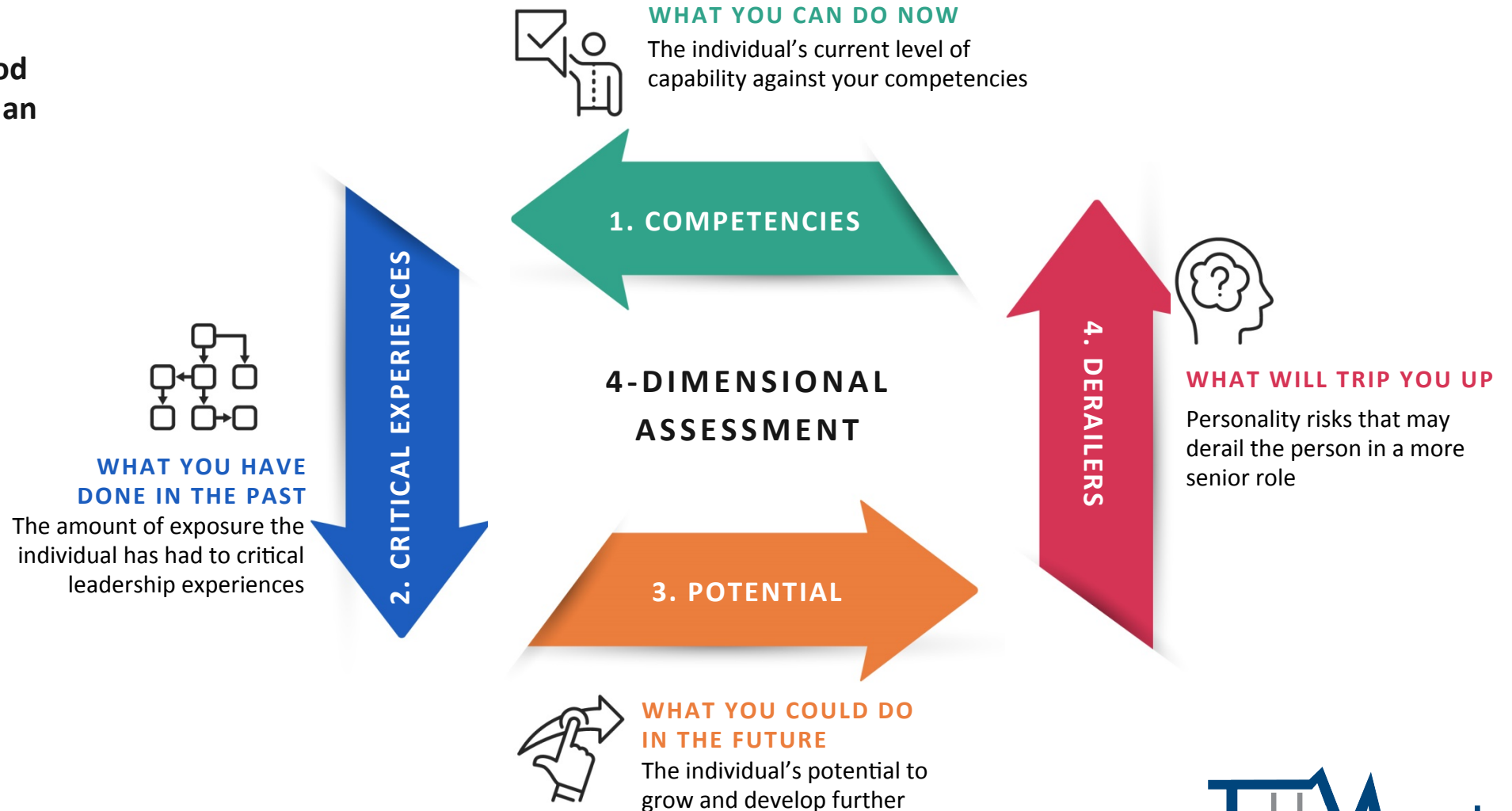


For individuals – An In-depth, developmental feedback and an actionable roadmap to accelerate their development.

For the organization – An objective insight into the individual's capability to inform selection and development.

4-D ASSESSMENT

Our 4-D assessment method provides a holistic view of an individual that enables organizations to hire and promote leaders with 3x more certainty of success



OUR SOLUTIONS

We offer tailored, scalable solutions for a full range of talent applications.



CASE EXAMPLES

Our client is one of the largest employers in the US, with over 600,000 employees and \$70B in revenue.

- ✓ Changing customer expectations and market disruption meant the organization needed to re-think its operating model.
- ✓ The organization needed new leaders with different skills to lead a transformation process.
- ✓ To date, we have assessed over 100 executives and 2,800 mid-level managers to identify future senior leaders, inform targeted development and to future-proof the leadership pipeline.

Our client is a global diversified manufacturer with over 40,000 employees and over \$14B in annual sales

- ✓ The CEO wanted to ensure the company was developing a strong pipeline of leaders for high stakes, broad and complex General Management roles.
- ✓ We are assessing a pool of individuals nominated as future leaders to profile their current capability and GM potential.
- ✓ We are supporting the business in building internal capability to scale the program for mid and early career leaders.

Our client is a leading research and development pharmaceutical company with a global footprint and best in class therapies that is poised for rapid growth.

- ✓ The leadership team wanted to ensure the company was identifying and developing its emerging leaders.
- ✓ We designed and deliver an assessment process for high potential individual contributors. This is used to define their development objectives before they embark on a year-long emerging leaders development program.

DEEPER DIVE CASE EXAMPLE

- ✓ Our client is the leading Bank in Central and Eastern Europe with 16M customers, 50,000 employees and \$250B in assets
- ✓ Faced with disruptive change and tightening regulation, the Bank wants to ensure it is identifying and developing the right leaders for the challenges ahead.
- ✓ The CEO and leadership team wanted to benchmark the bank's talent with other world class organizations and ensure it was employing the "best of the best".
- ✓ We engaged a team of senior managers – including the CEO - and trained them to work alongside our team of business psychologists as co-assessors.
- ✓ We assess leaders at 3 levels - from emerging talent through to current executives.

ASSESSMENT

- One-day, in-person leadership assessment simulation

DEVELOPMENT PLANNING

- Personal Development Plan
- Alignment meeting with HR Business Partner

1

PREPARATION

- Personality inventory
- Motivation inventory
- Critical Experience inventory
- 360 Feedback

2

3

FEEDBACK

- Leadership Development Report
- 90-minute video feedback meeting

4



CASE EXAMPLE

ASSESSMENT

- ✓ A stretching, immersive and high-fidelity “day-in-the-life” leadership simulation
- ✓ Reflects the bank’s context, strategy, culture and future leadership challenges 3-5 years from now
- ✓ Participants engage in different leadership scenarios including stakeholder meetings, video work, analytical exercises, group meetings and a presentation
- ✓ A team of psychologists and trained leaders from the business interact with, and evaluate participants throughout the day



Ann Example

Leadership Development Dashboard

November 2018

This dashboard view takes all of the assessment data into account, showing Ann's strengths and development needs on each of the Leader Competencies, along with Critical Experiences, based on what is required for success in an X leader level role.

The following page provides a summary of key strengths, opportunities, recommendations and a rating on potential for success at the next level.

Leader Competencies

Competencies		Development		Effective	Strength	
		0	50	100	0	100
Delivering	Deliver results					
	Business acumen					
Thinking	Sets and drives a strategic vision					
	Resourceful Problem Solving					
Partnering	Enterprise leadership					
	External network					
Leading	Leading strategic change					
	Builds talent and culture					

Critical Experiences

Critical Leadership Experiences	Demonstrated Experience
Functional expertise	☒
Leading a turnaround or crisis	☒
Leading large-scale strategic change	☒
Global experience	☒
P&L leadership/ownership	
Innovating and leading growth	
Start Up or post-merger integration	☒

Key Strengths

- **Sets and Drives a Strategic Vision** – Insight into internal and external strategic drivers that impact the organisation; identifies trends and anticipates future opportunities; creative and agile thinker; cuts through ambiguity to define a compelling vision for the future.
- **Key Strength 2** – Nulla facilisi. Duis ac posuere tortor. Nullam hendrerit, tortor quis ultrices hendrerit, libero velit tristique justo, ut feugiat lorem arcu id turpis. In at odio tortor. Mauris ullamcorper tortor sed velit consectetur.
- **Key Strength 3** – Nulla facilisi. Duis ac posuere tortor. Nullam hendrerit, tortor quis ultrices hendrerit, libero velit tristique justo, ut feugiat lorem arcu id turpis. In at odio tortor. Mauris ullamcorper tortor sed velit consectetur.



- Good Fit
- Fit with Development
- Fit not seen at this time

Potential

- Ann would bring several strengths to a leadership role. She is driven, commercially oriented and balances strategy with execution. She is bright, fairly warm and outgoing and develops strong relationships across the organisation. She communicates clearly and welcomes constructive conflict. Ann has had broad functional experience that will serve her well in a leadership role. She is likely willing to make the types of personal sacrifices required to be successful at this level.
- Ann tends to be impatient, can easily intimidate others with her intellect and challenging style. She does not suffer fools and is not always aware of the impact she has on others. Her inclination to focus on the bottom line without taking people into account could limit her effectiveness in a leadership position. She is more directive than developmental in her coaching approach and does not put much energy into developing talent. She needs to expand her network in the industry and customer community.
- For Ann to step into a leadership role, she will need to learn to balance her focus on achieving results with a focus on ensuring she has buy-in and commitment. She will benefit from recognising when to be more accommodating and she needs to work on developing more of a coaching style. This role would be a step up for her in terms of the scope of her P&L responsibilities. However, she possesses the drive, learning agility and commercial acumen to make this transition successfully.

Opportunities

- **Builds Talent and Culture** – Ann needs to empower others more by driving decision-making lower down into the organisation. She will also benefit from asking more questions and being less directive in her approach. Duis ac posuere tortor. Nullam hendrerit, tortor quis ultrices hendrerit, libero velit.
- **Opportunity 2** – Duis ac posuere tortor. Nullam hendrerit, tortor quis ultrices hendrerit, libero velit tristique justo, ut feugiat lorem arcu id turpis. In at odio tortor. Mauris ullamcorper tortor.
- **Opportunity 3** – Duis ac posuere tortor. Nullam hendrerit, tortor quis ultrices hendrerit, libero velit tristique justo, ut feugiat lorem arcu id turpis. In at odio tortor. Mauris ullamcorper tortor.

Ann Example - Leadership Development Dashboard - November 2018



CASE EXAMPLE

FEEDBACK & DEVELOPMENT PLANNING

FOR THE INDIVIDUAL

- ✓ In-depth Leadership Development report detailing current capability, leadership potential, derailment risk and recommendations for development
- ✓ 90-minute feedback via video link and development planning input

FOR THE ORGANIZATION

- ✓ Dashboard report summarizing key findings and recommendation on potential
- ✓ Identification and fast-track development of high potential talent
- ✓ Comparative report of the entire assessed cohort which is used to inform talent management and leadership development strategy

CASE EXAMPLE

THE IMPACT

- ✓ A world-class talent pool to draw on when filling key positions - a key source of competitive advantage in a challenging market.
- ✓ The ability to make objective decisions about the deployment and development of critical talent.
- ✓ Greater visibility and ownership of talent management among senior management.
- ✓ Targeted investment in retaining and developing top talent as future, high potential leaders.

THE EXPERIENCE

I can only say positive things about the experience. The report and feedback were very professional and very well communicated. The assessment was overall a great experience - a challenge, but definitely an opportunity to learn and grow

This was a whole new professional and personal experience, testing myself in completely new – and not familiar – situations. I met new, interesting and equally ambitious people from across the organization

The process was very professional and well organized. I really enjoyed it as it was tough, both in terms of time management and the tasks involved. Really high quality organization of the whole simulation.

This was a real challenge and a unique opportunity to receive an honest, external view of my strengths and areas for development. I received very valuable inputs for my development.



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