
Assessment Talent Management Leadership Development Board Effectiveness

Kiddy & Partners is a leading firm of business psychologists specialising in Assessment and Talent Management, Leadership Development and Board Effectiveness.

We work with many of the world's leading businesses and, together with our international partners, currently have 70 of the FT Global 500 as clients.

About us

Our clients know us for our commercial orientation, our challenging, no-nonsense style, and our focus on outputs and results.

Kiddy, founded in 1972, is a leader in the fields of assessment and talent management, leadership development and board effectiveness. We enjoy long-term relationships with, and run major international engagements for, many of the world's leading companies.

We support our clients across Europe, North and South America, South Africa, Asia, the Middle East, Russia and Australasia and across all industry sectors.

Our recent clients include GE, Goldman Sachs, Lloyds Banking Group, Reed Elsevier, Waitrose, HSBC, Allianz, Deutsche Bank, KKR, Smiths Group, Citi, RSA, SABMiller, Saudi Telecom, Merlin Entertainments, Brit, Ladbrokes, GKN, SAS, Balfour Beatty, Cobham, Kraft, Morgan Stanley, British Gas, Ferrero, Telefónica O₂ and Credit Suisse.

Our experience ranges from working with a major global oil industry joint venture, to a family owned Italian multi-national business, to a top investment bank located in Frankfurt, New York, London and Singapore; to the world's leading education business.

We have over 200 consultants based in 25 cities across five continents. Our consultants can work in over a dozen languages.

Our expertise

Assessment and Talent Management

We bring commercial rigour to designing and running Executive Assessments and Talent Management programmes.

Typically our focus is upon the top 250 and successors to these roles and high potential groups at all levels in the organisation.

Our Assessment services

Executive Profiling
Assessment and Development Centres
Competency Design
Interviewer and Assessor Training
Leadership Development 360 Tool
Talent Audits

Our Talent Management services

Career Planning
Development Planning
Identifying High Potentials
Succession Planning
Talent Scorecard
Talent Strategy

Board Effectiveness

We provide challenging and commercially robust support, making our clients’ most senior teams more effective.

We help business leaders drive change and build teams by providing a core, common approach that is tailored to meet each client’s specific needs.

Our Board Effectiveness services

Top Team Effectiveness
Board Level Coaching
Change Management and OD

Leadership Development

We help individuals become better equipped and more engaged to take senior leadership roles.

We work with high potentials and senior executives, developing them for still greater levels of responsibility and effectiveness.

Our Leadership Development services

Executive Development Programmes
Executive Coaching

Assessment

Our unique approach to Assessment focuses on the behaviours leaders need now and their potential for future performance.

‘I’ve now used Kiddy to assess senior managers for development and selection at three major multinationals and they’ve always done an outstanding job.’

Ann Bengtsson,
Group Management
Development Director,
Reed Elsevier

Our reputation has been built upon our excellence in Assessment over the last four decades.

We deploy a four dimensional approach to Assessment:

- Business Simulation: to challenge people with ‘live’ situations and see what they can actually deliver
- In-Depth Interview: to discover key experiences, learnings and aspirations
- Intelligently-Applied Psychometrics: chosen to meet the specific needs and objectives of each client
- Strong Feedback: both written and verbal feedback to the client and participant

We use our expertise to help clients in recruitment decision support and development planning.

We focus on helping clients to distinguish between good and excellent managers and leaders, measuring individuals’ competence and potential – as well as the implications of results for the individuals, teams and organisation as a whole. We deploy our Assessment capabilities in recruitment and promotion, development, talent identification and succession situations.

Our benchmarked simulations measure commercial skills and allow us to make

firm recommendations on the suitability of candidates for business or functional roles/ levels as well as potential.

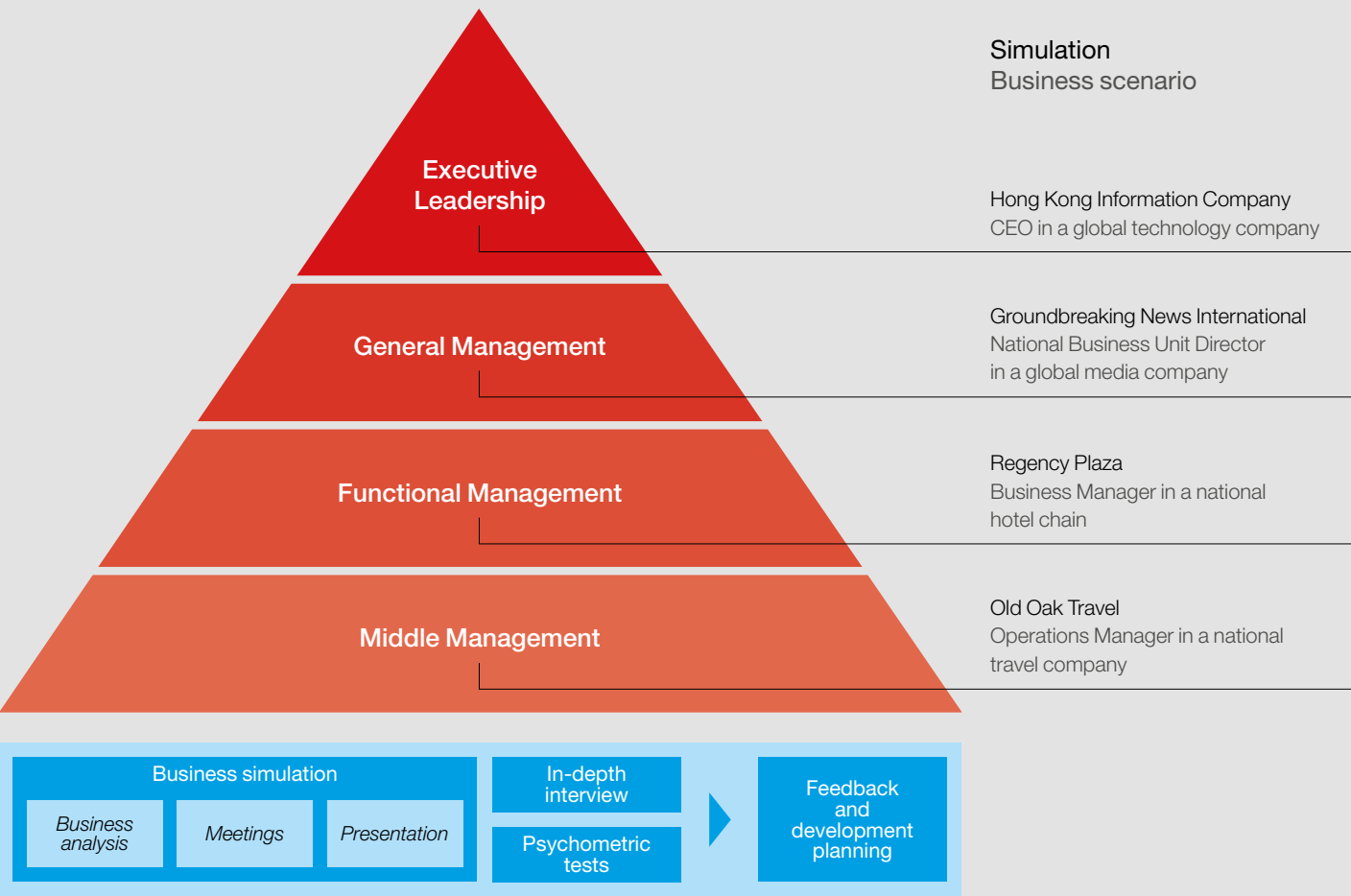
We focus upon:

- The most senior people in your organisation: in a large PLC this will typically be the top 250 to 350; in more niche businesses this may be the top 20 to 30
- Successors to this most senior group, or people who may move into this group in the next two to three years
- Helping organisations decide who their talent is and how much potential individuals have, and clarifying the development and/or experience gaps of those identified

Our core Assessment services are:

- *Executive Profiling*, where we make informed judgements about preferred candidates for recruitment, promotion or succession
- *Assessment and Development Centres*, which we design and help to deliver
- *Competency Design*, where we translate strategic and operational imperatives into defined capabilities and behaviours
- *Advanced Skills Development*, in interview and assessor skills, where we pass on what we have learned from years of specialist experience

Kiddy’s benchmarked simulations



Case study



Logica, the multinational IT and management consultancy, wanted to introduce a high-impact assessment process to identify new Partners.

An assessment process was required with high credibility in a range of locations that would provide an appropriate level of challenge for Logica’s leaders. Logica wanted to gain a clear view of how its leaders compared to those in other organisations, both within and outside their sector.

Our approach

Kiddy assessed individual leaders using a combination of business simulations, psychometrics and interviews.

We incorporated a panel interview by Exco members to include the internal perspective and detailed reports were prepared with clear recommendations about entry to the Partnership and what development was needed.

Feedback to individuals was provided by a Kiddy consultant based in the participants’ own country to ensure the process was not culturally biased. A Board report was then prepared and presented which included an analysis of the group’s performance and recommendations about development.

Results

The process was perceived as thorough and fair, with particular value being placed on the quality of feedback and development plans. The process also provided the Board with high visibility of the leadership pipeline and informed Logica’s approach to Leadership Development. The Board paper provided insights that gave a fresh perspective of the development and deployment of this population, as well as how to drive earlier career development.

‘Kiddy’s experience, approach and style is robust, grounded and evidenced-based. What most impressed me, however, was the strength of their commitment to us – we felt we had found a true partner.’

Annika Ratcliffe, Logica, Global
Head of Leadership Development

Our Assessment clients also include:

Allianz
Balfour Beatty
Ernst & Young
HSBC
Infineum
Jardine Lloyd Thompson
Miller
Morgan Stanley
Pearson
Reed Elsevier
Rolls-Royce

More case studies are featured on our website:
www.kiddyandpartners.com

KaPture

Kiddy’s unique online delivery platform for assessing candidates.

‘KaPture offers a realistic and credible Microsoft® office Environment that will immediately engage your people. It is very easy to use and provides the most realistic, real time delivery of simulations in the market.’

KaPture is a unique online delivery platform for our suite of benchmarked business simulations.

KaPture is ideal for organisations who want a leading edge assessment tool to assess groups of people working in different locations.

KaPture delivers assessments within a fully integrated MS Office environment. It allows candidates to utilise fully working versions of Word, PowerPoint and Excel to deal with the real-life tasks presented by the simulation. Typically, the simulation lasts 2-4 hours.

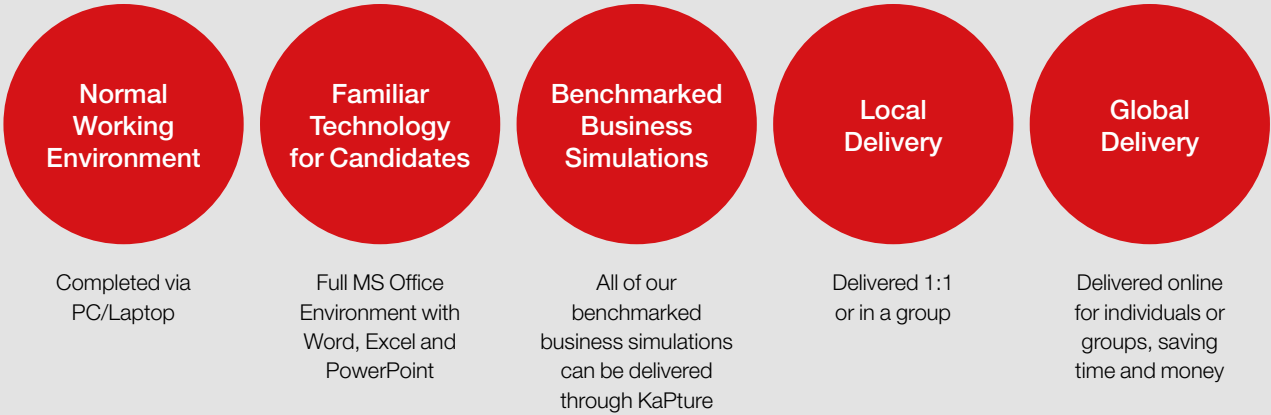
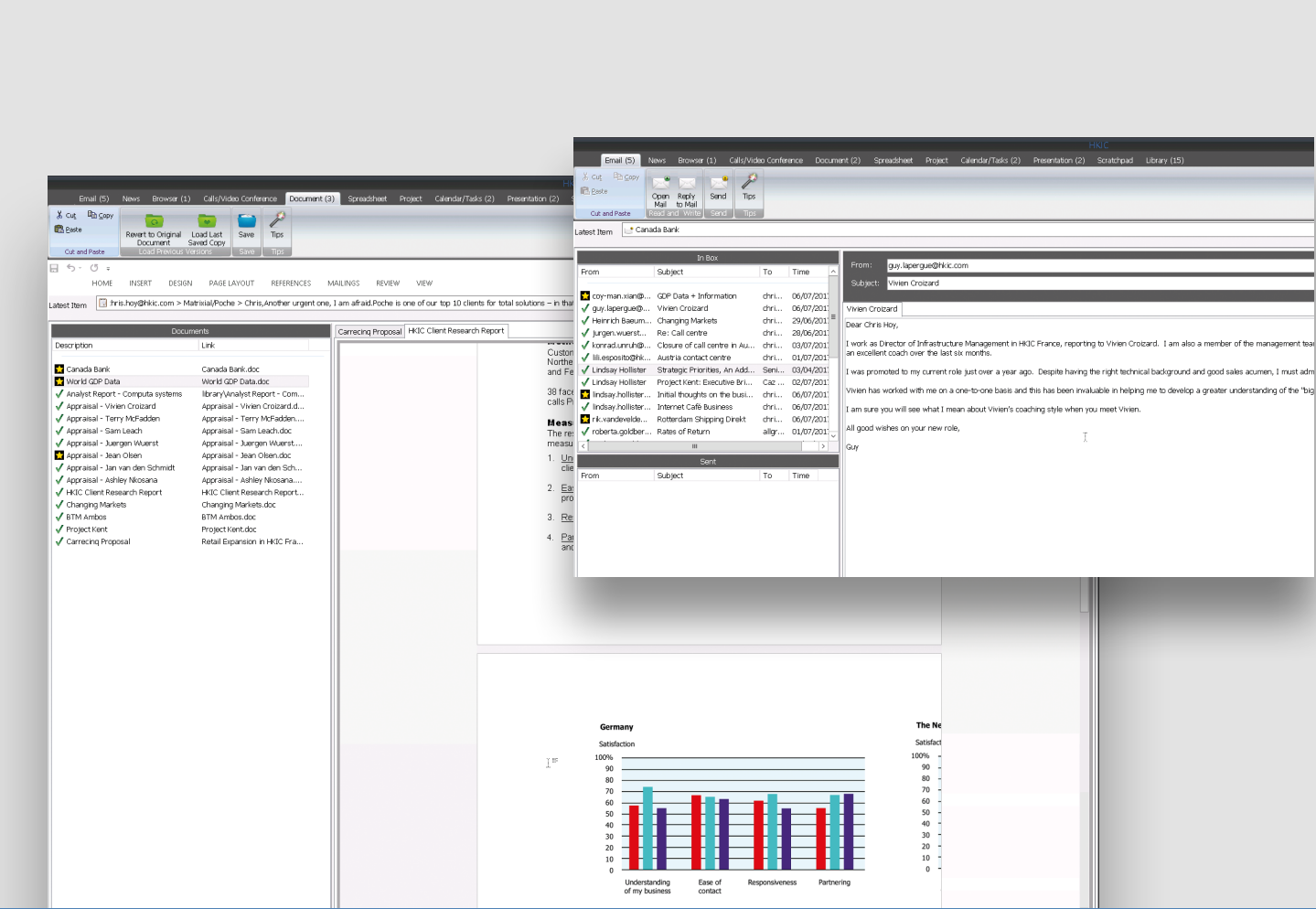
Candidates perform the role of a new CEO and are immediately faced with commercial, financial, organisational and people challenges, exactly as if they were starting a new role.

Ahead of the assessment candidates can surf the web pages of the simulated company so that they have real time knowledge of that business when they arrive for their assessment. Just as they would when entering a new role.

We integrate our platform with an in-depth interview and hand-picked psychometrics to enable a well rounded view of senior and/or high potential leaders. In a selection context we make firm recommendations for hire/ no hire decisions as well as for development actions for high potentials.

KaPture offers a realistic and credible office environment that will immediately engage your people. It is very easy to use and provides the most realistic, real time delivery of simulations in the market and allows candidates to be assessed wherever they are in the world – without the time and costs of travelling to a central hub.

KaPture: the new paradigm in Executive Assessment



KaPture is the new e-delivery platform for the suite of simulations for Kiddy & Partners

Kiddy has a strategic alliance with leading business psychologists across the world. Working together with our strategic partners, we offer seamless global solutions as well as local services across all five continents. We have over 200 consultants in 25 cities worldwide.

Our global locations include
Atlanta, Buenos Aires, Cape Town, Chicago, Dubai, Hong Kong, Johannesburg, Lima, London, Melbourne, New Delhi, Rio de Janeiro, Seattle, Shanghai, Singapore, Stamford CT, Stockholm, Sydney, Vero Beach FL, Washington DC, Zurich

‘Kiddy have been great to work with and provided first class executive coaches who have really made a difference to our leaders.’

Louise James,
Global Director of Talent
and Resourcing, GKN



Talent Management

We work with clients to design, develop and implement talent management programmes aimed at identifying and developing talent.

‘Kiddy’s competency design work and talent management consulting really impressed me. Kiddy are first and foremost a business consultancy — but one with significant HR expertise.’

Noel Hadden,
Human Resources Director,
Deutsche Bank EMEA

We work with clients to design, develop and implement Talent Management programmes aimed at identifying and developing the talent in their business, i.e. high potentials, key talent and core performers.

We help clients to:

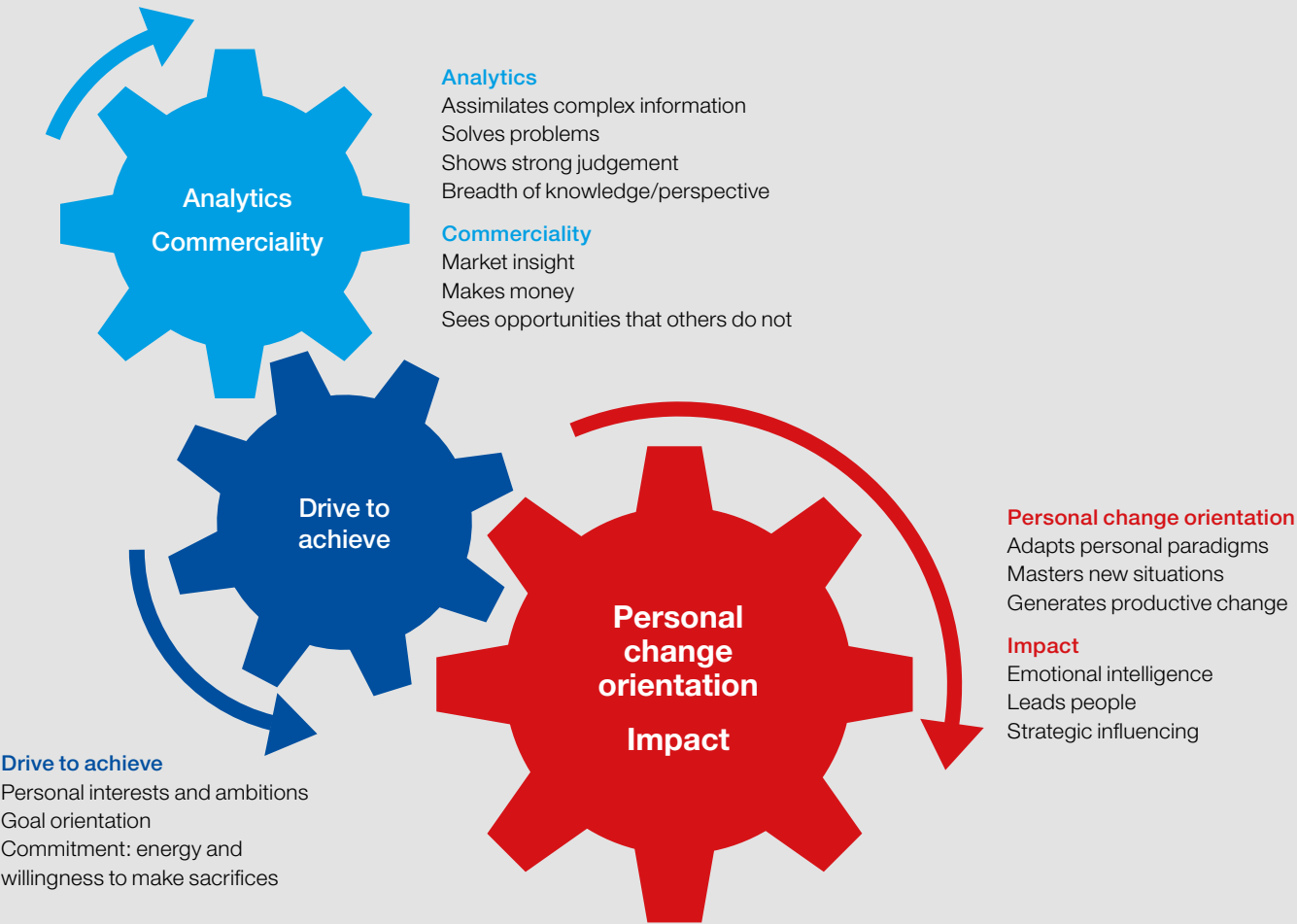
- Develop their Talent Strategy and answer key questions such as ‘What is talent?’, ‘How do we identify potential?’ and ‘What is the return we expect from our Talent programme?’
- Review their current talent system and improve it, which often means integrating existing but uncoordinated processes into a more effective whole
- Develop a succession planning process, often including future focused performance indicators
- Define a Talent Scorecard with targets and measures for the value, flow, capability and support system for talent
- Audit the management population and how it needs to change and develop
- Develop and support the processes for managing critical talent groups, for example, high potentials and graduates

Developing talent within your business

Once the talent and high potentials are identified we make sure that their potential is realised. We do this in two main ways:

- We work with individuals to clarify their development and objectives and identify ways to close gaps in capability and provide career coaching. This works particularly well with senior people where we take the role of an ‘honest broker’
- We work with clients to design and deliver development programmes over a 9, 12 or 18 month period. Using their business strategies as a start point, along with any data about the participants, we design the structure and define the content. Using our Platform Model we then partner with business schools, industry leaders and recognised experts, as well as leaders within a client’s business, to create bespoke stimulating and challenging development programmes
- We also work with Talent in its many forms to create bespoke individual development solutions, frequently supported with one-to-one coaching that respond to their unique needs

The Kiddy Model of High Potential



Case study

COBHAM

Cobham, a global aerospace and defence business, uses strategic workforce planning to pinpoint the skills and capabilities it needs to develop and deliver the products and services that set its customers apart.

Cobham wanted to benchmark its talent and select the executives with the most potential to be able to lead the company in the future. Their aim was to accelerate the development of those executives, who were typically running businesses with turnovers of \$100–500m. Cobham selected Kiddy as its partner for the

Assessment and Development of its senior executives.

Our approach
Before being selected for Cobham’s Talent Programme, candidates must be nominated by their Division and then pass one of Kiddy’s Assessment Centres. Using a relevant and complex business simulation, 360 degree feedback and psychometrics, and in collaboration with Cobham’s Vice President of Talent and Strategic Staffing, Kiddy assesses the executives’ strengths and areas for development.

Some are selected for the Senior Development Programme while others progress to the Divisional High Potential Programme, but all receive in-depth, 1:1 feedback that forms the basis of their personal development plan. A three-way discussion with their

line manager makes sure this plan is supported by the business.

Kiddy provides regular progress reports to the PLC’s Board, benchmarking the leaders against those in comparable organisations and highlighting areas of potential risk.

Results
Increased clarity about the depth of Cobham’s talent has enabled the business to make critical succession decisions; targeted development helps ensure maximum ROI, whilst creating increased commitment to the business.

‘Kiddy’s work with our global executives has been invaluable in driving forward our leadership development strategy.’

Pauline Howell, VP Talent and Strategic Staffing, Cobham

Our Talent Management clients also include:

- Aggreko
- Brit
- Deutsche Bank
- ERM
- Ernst & Young
- GKN
- HSBC
- IMI
- Infineum
- JLT
- Merlin
- Pearson
- Reed Elsevier
- Rolls-Royce
- SABMiller
- SAP
- Serco

More case studies are featured on our website: www.kiddyandpartners.com

Board Effectiveness

Senior teams must start with frank discussions about commercial and strategic priorities before working on processes and behaviour.

‘Kiddy’s work with our UK Board has been invaluable.’

Matthew Key,
CEO,
Telefónica O₂

We accelerate the forming of senior teams and help existing ones perform and lead change in their organisations. We are business people as well as being business psychologists – who clients look to for challenging, commercially-robust support in making their key teams, organisations and leaders more effective.

Developing senior teams

We specialise in making executive committees and other senior teams more effective. We then use our team acceleration approach to swiftly drive alignment throughout the organisation. When we work with a senior team we focus on practical aspects of team effectiveness. We:

- Ensure clarity and alignment of priorities
- Assess and benchmark the team compared to high-performing teams in other businesses
- Ensure the team’s strategic/ tactical balance is right
- Attend to team dynamics but unlike many of our competitors, don’t start with this. We believe senior teams should first focus on alignment and that it’s possible to be a good team with ‘good enough’ team dynamics
- Help the team achieve commercial synergies from great dynamics – knowing each other and each other’s issues
- Act as a ‘sounding board’ for the CEO/leader

Board level coaching

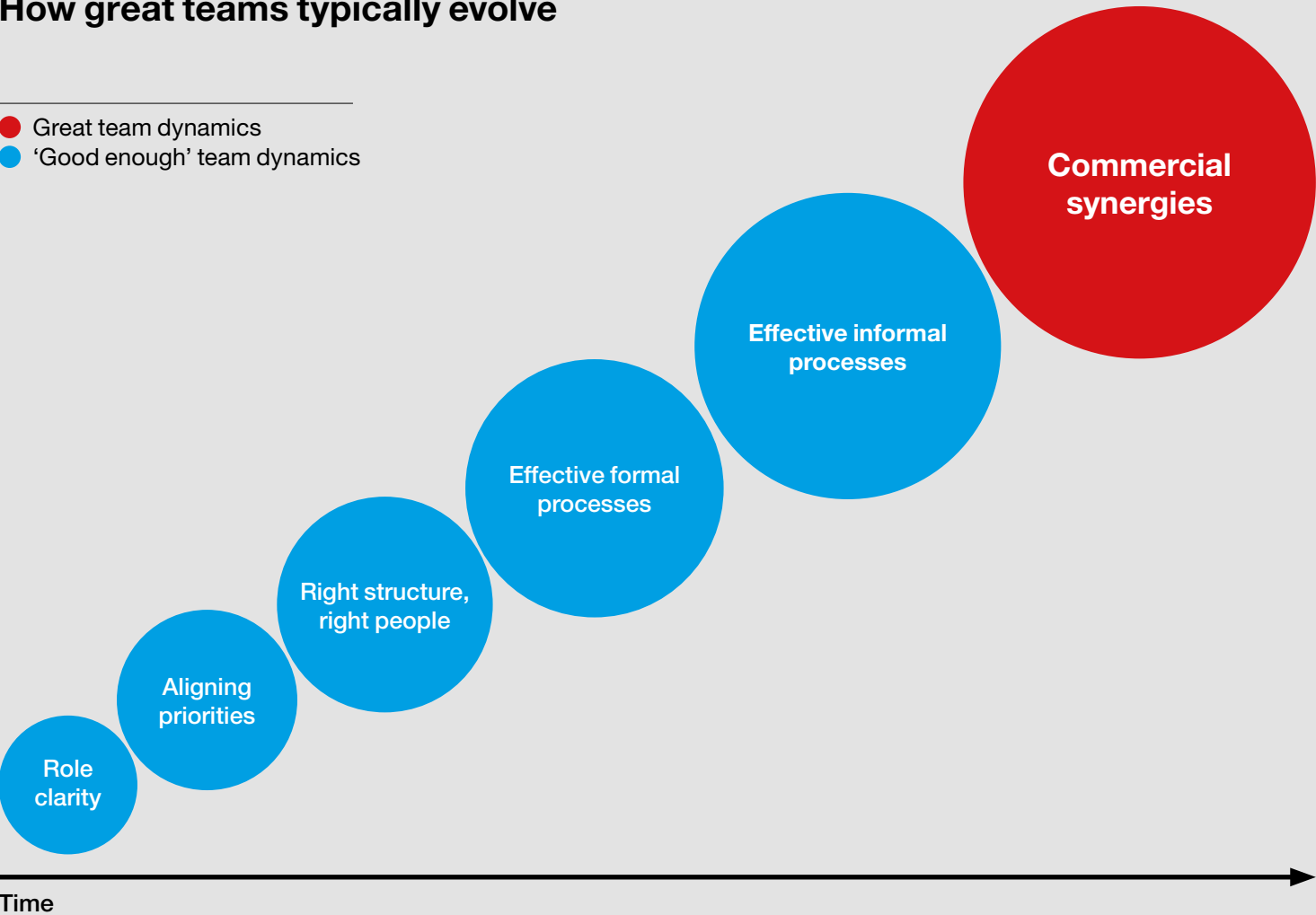
We have the experience to provide the 1:1 challenge and support senior leaders need to be most effective.

Our work involves:

- Serving as a ‘sounding board’ to CEOs
- Coaching top people
- We provide Board Level Coaching to:
 - Help smooth transitions into new, bigger roles
 - Help ‘on-board’ senior people in their first 100 days
 - Support leaders driving big change in their business
 - Develop leadership or ‘emotional intelligence’

How great teams typically evolve

- Great team dynamics
- ‘Good enough’ team dynamics



Case study

LLOYDS BANKING GROUP



Kiddy fast-track the forming of the bank’s senior teams

Lloyds Banking Group (LBG) was formed in 2009 when Lloyds TSB acquired HBOS. Leading its 120,000 colleagues is the Group Executive Committee, four Divisional Boards and a number of strategic business units that encompass executives from both heritage businesses. To support the acquisition and integration agenda, Kiddy was hired to fast-track the forming of a number of these senior teams, as well as being appointed a key partner to

assist LBG to develop its senior teams.

LBG needed to accelerate the forming of its senior teams in order to help move the organisation through the early stages of integration, as well as ensure the delivery of a compelling customer proposition.

Our approach

Kiddy worked with Divisional Executive Boards/Business Unit leadership teams to assist with determining priorities, implementing team processes, agreeing 100/180 day plans and developing team dynamics. At the outset, we focused on formal and informal decision-making processes and their alignment to strategy and where required, team dynamics. Additionally, to enable LBG HR to scale-up its ‘Team Effectiveness’ proposition, Kiddy trained 35 LBG HR

professionals in its methodology and approach.

Results

Client feedback was very positive. In each case, we met or exceeded the agreed aims of that particular assignment. For example, operating performance in each business supported was on or ahead of plan, synergy benefits – financial and non-financial – were in all instances positive and on-going reviews of team effectiveness were also very encouraging.

‘Where Kiddy added most value was really bringing to life what the senior team could do, how that team would work, and how it would know it was going to be successful.’

Andrew Harley, Group HR Director, Ladbroke’s, and former HR Director of LBG’s Retail Bank

Our Board Effectiveness clients also include:

- Barclaycard
- Credit Suisse
- Datalogic
- Ernst & Young
- Ferrero
- GE
- Goldman Sachs
- KKR
- Kraft
- Ladbroke’s
- LexisNexis
- Merlin
- Morgan Stanley
- Serco
- Sony
- Telefónica O₂
- Univar
- Zurich

More case studies are featured on our website: www.kiddyandpartners.com

Leadership Development

We help our clients ensure their senior managers and executives become better equipped and engaged to take even more senior roles.

‘Kiddy are a high-end, bespoke consultancy. They have a strong commercial focus and gauged our business very quickly. More than that, they’ve been a true partner.’

Jayne Antrobus,
Group Head of Learning & Development, SABMiller

We work with high potentials and senior executives, developing them for still greater levels of responsibility and effectiveness.

We provide Executive Development Programmes, typically for those on the senior succession plan, that help them prepare for, and navigate the transitions through, critical levels and roles in the business.

We also focus on the organisation’s ‘Top 50’ – the CEO’s team and their direct reports – to engage and align individuals with the business strategy and change agenda and to help them develop the strategic skills, influence and impact needed for successful leadership and execution.

Kiddy consultants challenge senior executives to engage commercially, intellectually and emotionally to improve themselves and their businesses.

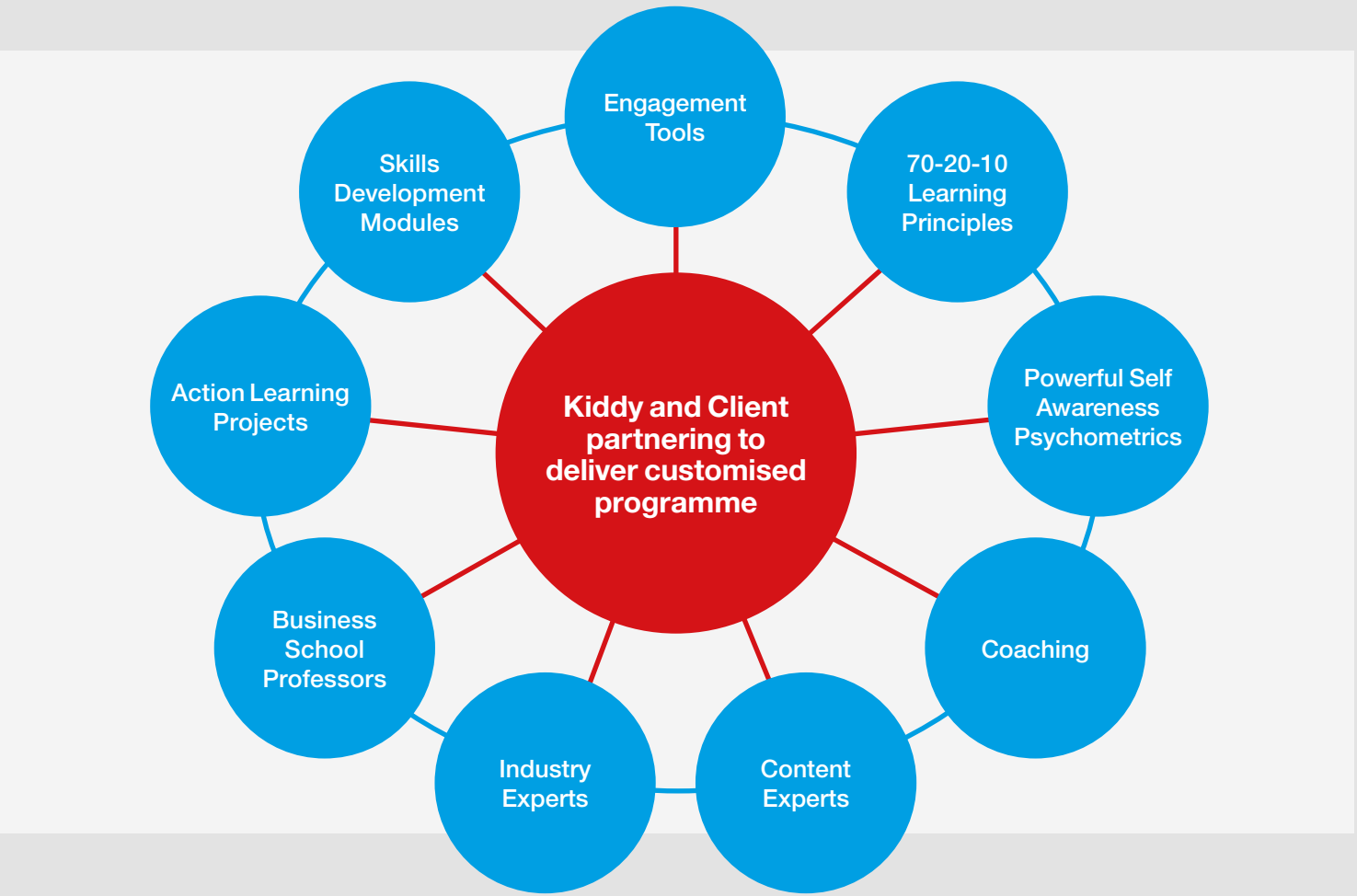
Key differentiators of our approach are:

- Our programmes are bespoke and draw on a wide range of components – from master classes given by leading academics, consultants, top business schools, experts from the City and regulators; to business-focused action learning projects and 1:1 coaching
- It is built on assessment of your people’s capabilities – whether formal assessment of individuals on Executive Development Programmes or informal assessment for a ‘Top 50’ Programme
- We focus on applying learning to help drive business performance and change

Kiddy Leadership Development programmes are customised for each of our clients based on their business issues and talent needs.

We draw upon best in class people, content and learning methods, integrating all the elements into a meaningful programme that deliver significant commercial outcomes.

The Kiddy & Partners Leadership Development Platform Model



Case study

smiths

Kiddy designed and delivered an executive leadership development programme for Smiths Group, the leading global technology business.

Kiddy were asked to create a programme which would support and challenge participants to achieve tangible improvements in performance. The programme was also designed to give the Smiths Executive Team greater exposure to its senior talent and provide in-depth insight into the potential of this population.

Our approach

The programme consists of three core modules which take place over the course of a year, supported by a programme of 1:1 Executive Coaching. The modules are based on three executive transitions:

- Operations to Strategy
- Manager to Leader
- Control to Influence

Each module was developed with key Smiths stakeholders to ensure alignment with the business and talent strategies.

Participants also take part in two action-learning projects: The Strategic Project addresses a current business issue and the Business Project tackles a cross-divisional issue. Both projects are presented to key stakeholders within Smiths with a view to implementation.

The programme is further embedded within the business through a concurrent programme for participants’ line managers, which provides tools to enable them to support further development of their direct reports and builds visibility of the development process back into the reporting line. Participants also benefit from 1:1 executive coaching during the programme.

Results

Kiddy & Partners provided Smiths Group data on their bench strength and made recommendations to inform succession planning and senior talent development. Participants were provided with an opportunity to review their learning and progress and were set personal and career development goals.

Our Leadership Development clients also include:

Citi
Datalogic
Deutsche Bank
Ernst & Young
GKN
Goldman Sachs
Merlin
Pearson
Reed Elsevier
RSA
SABMiller

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