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# Leaders in Assessment, Talent Management and Board Development

**Kiddy & Partners are a leading firm of business psychologists specialising in Assessment, Talent Management and Board Development.**

**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, Talent Management and Board Development. 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 America, Asia, the Middle East, Russia and Australia and across all industry sectors.

Our clients include Goldman Sachs, GE, Sony, Lloyds Banking Group, O2, Deutsche Bank, Pearson, Rolls-Royce, Ferrero, Allianz, Home Office, GKN, Morgan Stanley, Aggreko, Cobham, Zurich, Reed Elsevier, KKR, Cadbury, Infineum and Barclaycard.

Our experience ranges from working with a major global oil industry joint venture; to a global family-owned Italian confectionery company; to a leading investment bank in Frankfurt, New York, London and Singapore; to the Nordic region's leading private equity house.

We have over 100 consultants based in over 15 cities across five continents. Our consultants 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. For smaller organisations we tend to focus on the top two–three levels.

### Our Assessment services

Executive Profiling  
Assessment and Development Centres  
Competency Design  
Interview Skills 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 Development

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 Development services

Top Team Effectiveness  
Executive Coaching  
Change Management and OD

# Assessment

## Our unique, simulation-based approach to Assessment helps to define what managers need to be good at and measures competence and potential.

**'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 three-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

We use this expertise to help our 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 and deciding what to do with the results.

Our benchmarked simulation approach to Executive Assessment demonstrates our emphasis on measuring commercial skills and the real impact that candidates can make on the business through their contribution as a senior leader. This flows through into the outputs from our Assessments where we make firm recommendations on the suitability of candidates for business or functional roles/levels as well as potential, timelines for moves and necessary development activity. We have a range of commercial simulations

covering the breadth of leadership roles in organisations.

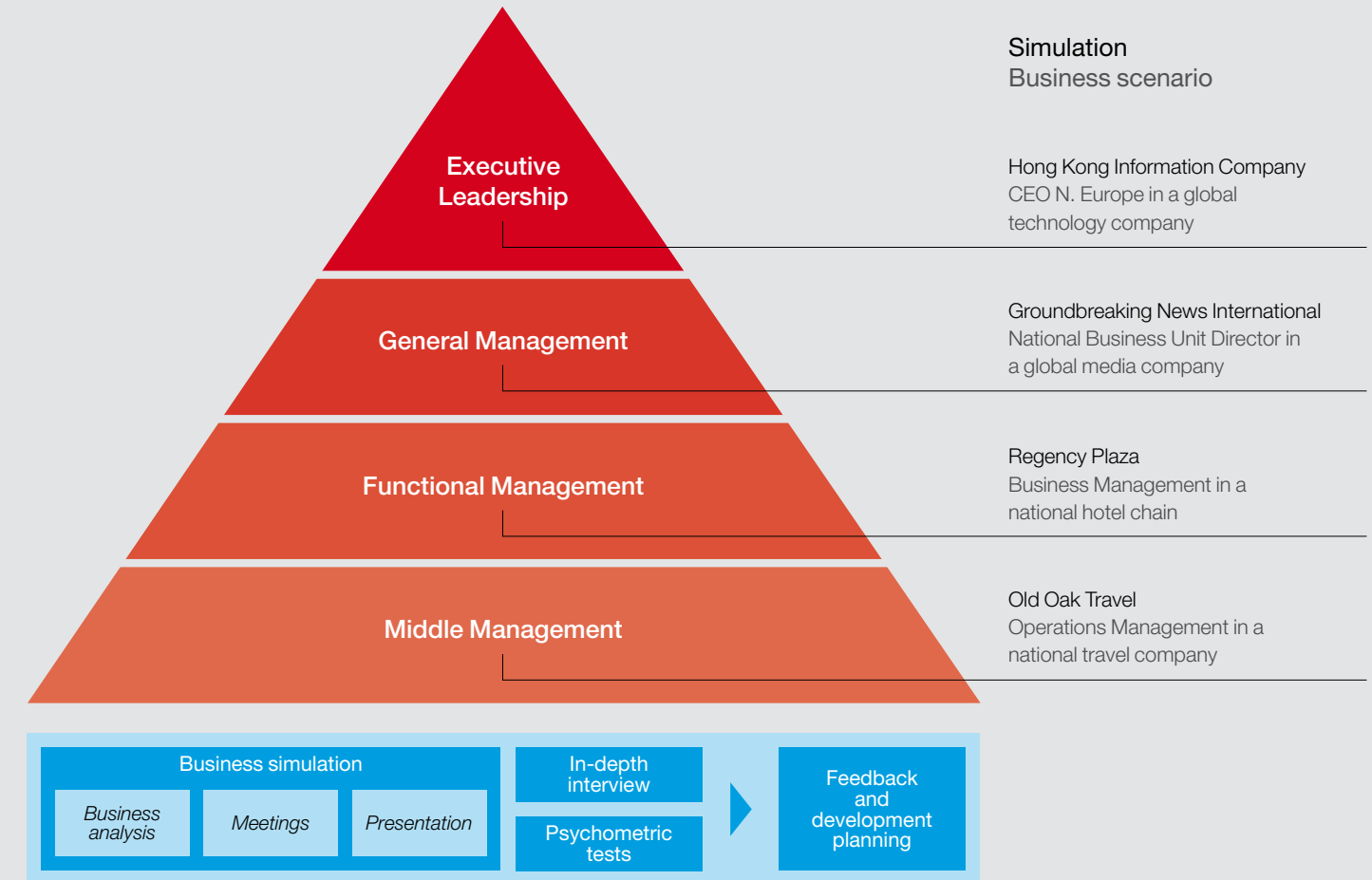
**We focus upon:**

- 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

## Amlin

**Our Assessment team helped to inform Amlin's senior appointments during a significant company reorganisation.**

Amlin has grown from a Lloyds syndicate to a FTSE 100 PLC under the leadership of a strong executive team.

Having completed a number of HR development initiatives aimed at increasing the effectiveness of its junior and middle managers, a development programme was seen to be needed for its top 40 leaders.

A significant number of this group were technical experts with extensive insurance underwriting skills, so Amlin wanted to identify which of these people would be most suited to making the change to a broader management role. In order to do this, they would need strategic and people management skills beyond the technical knowledge required for underwriting.

Amlin also wanted a solution with 'more edge', compared with the more reflective style of management development interventions run previously.

### Our approach

Kiddy created a realistic business simulation that gave Amlin's people the opportunity to experience a day in the life of a senior executive in a company with similar challenges to those faced by Amlin. As this was the

first time such an intervention was run at Amlin, great care was taken with communication prior to the Assessments, in order to put people's minds at rest. Following the Assessment, each person then met with Amlin's HR team to create a bespoke development programme.

### Results

The outcomes provided a basis for individual development plans and provided an opportunity for the executive team to review their senior talent. Amlin was also able to help inform its appointments during a significant reorganisation of the business.

*'Kiddy added enormous value. Kiddy's business simulation enabled us to see how our people would perform in a different environment.'*

Mark Farrow, Group HR Director, Amlin

**Our Assessment clients also include:**

Allianz  
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](http://www.kiddyandpartners.com)

**Working together with our strategic partners, we offer seamless international solutions as well as local services across Europe, North America, the Middle East and Asia-Pacific. We have over 100 consultants in 15 cities worldwide.**

**‘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



● Regional headquarters  
● Our global reach

**UK**  
Kiddy & Partners' head office is based in central London

**Europe**  
Papilio are a Zurich-based firm of business psychologists, specialising in Assessment and Talent Management, who serve clients across Europe. Papilio offers a full range of Assessment products and services and have language capabilities covering all of Europe

**Asia-Pacific**  
Human-Scope, our strategic partner in Asia-Pacific, are leading business psychologists specialising in Assessment and Talent Management. Human-Scope are headquartered in Hong Kong and have consultants located across the Asia-Pacific region, including Australia

**US**  
Applied Psychological Techniques (APT), our strategic partner in the US, are a leading business psychology and HR consulting firm headquartered just outside New York City, with regional offices in Atlanta, Denver, Chicago and Seattle

**Middle East**  
Based in Dubai, International HR Solutions (IHS) are the largest team of organisational psychologists in the Middle East

# 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,  
HR Director, Asia-Pacific,  
Deutsche Bank

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:**

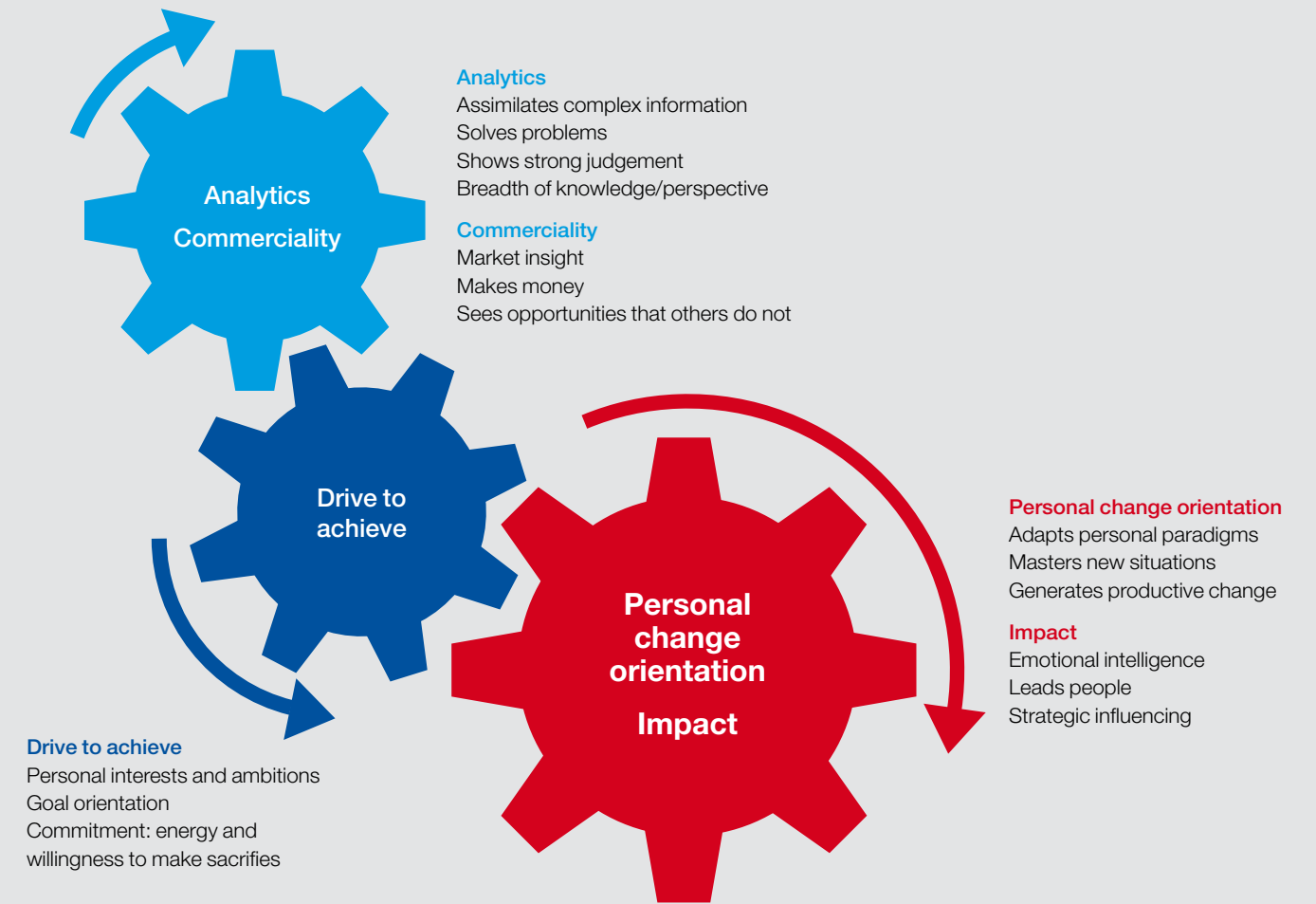
- Develop their Talent Strategy and answer key questions such as 'What is talent?' and 'How do we identify potential?'
- Review their current talent system and improve it, which often means integrating existing but uncoordinated processes into a more effective whole
- Develop a succession planning process
- 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 objectives, 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 deploy a development programme over a 9, 12 or 18 month period. Using their business and human resources strategies as a start point, along with any data about the participants, we design the structure and define the content. We then partner with business schools, industry leaders and recognised experts, as well as leaders within a client's business, to create stimulating and challenging development programmes

## 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 turnover 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
- Deutsche Bank
- Ernst & Young
- Home Office
- HSBC
- Infineum
- Reed Elsevier
- Rolls-Royce
- SAP
- Serco

More case studies are featured on our website: [www.kiddyandpartners.com](http://www.kiddyandpartners.com)

# Board Development

**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/team leader

We have a proven method for accelerating the forming of new teams which we can train our clients to deliver.

#### Developing business leaders

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

Our work involves:

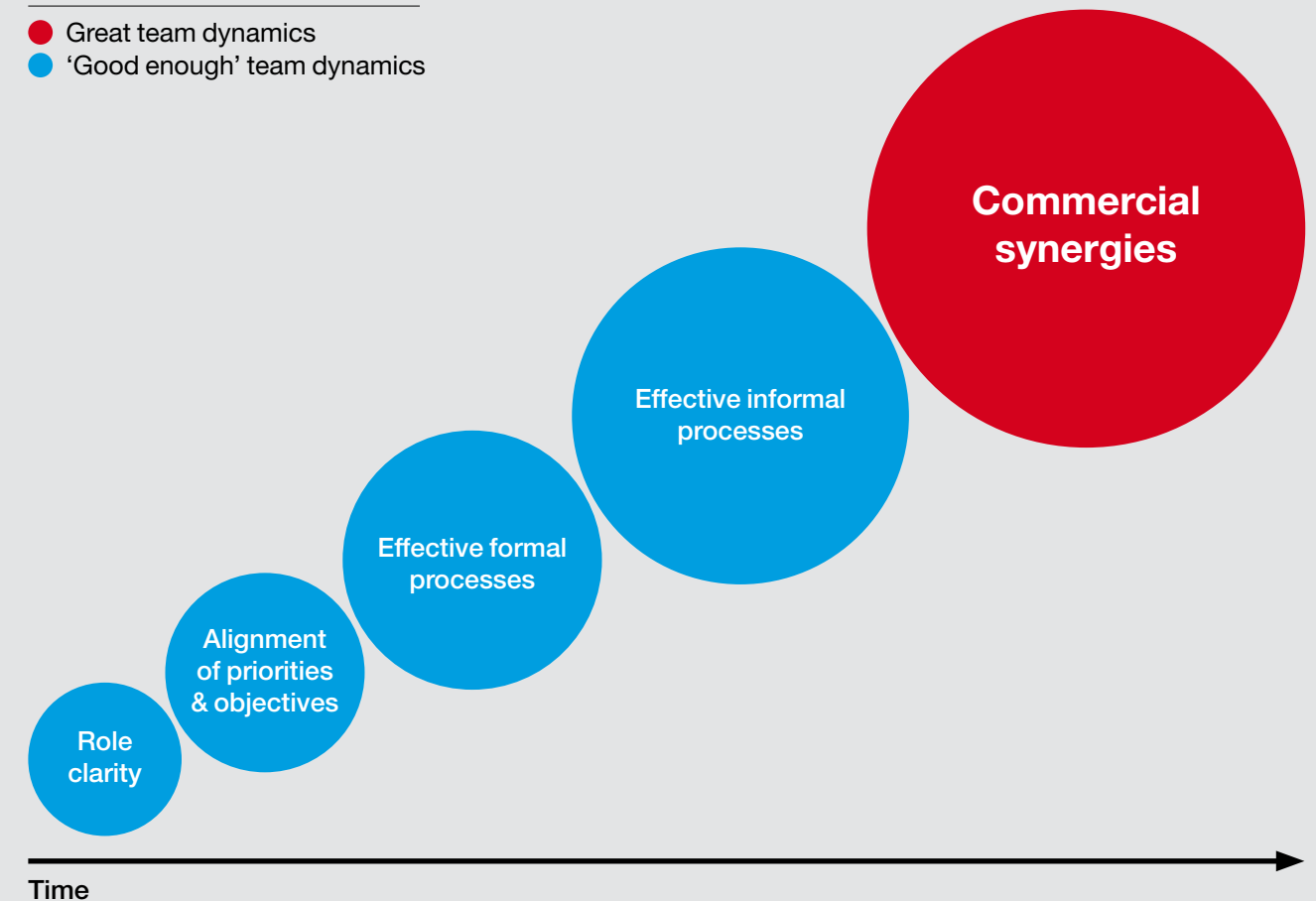
- Serving as a ‘sounding board’ to CEOs
- Developing senior and high potential leaders
- Coaching top people

We provide Executive 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
- Identify and address development needs in high-flyers
- 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 encompasses 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 focussed 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 HR’s ‘Team Effectiveness’ proposition, Kiddy trained 35 LBG HR

professionals in its methodology and approach.

#### Results

Client feedback has been very positive. In each case, we’ve met or exceeded the agreed aims of that particular assignment. For example, operating performance in each business supported has been on or ahead of plan, synergy benefits – financial and non-financial – are in all instances positive and on-going reviews of team effectiveness have also been 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, HR Director, Ladbroke’s, and former HR Director of LBG’s Retail Bank*

**Our Board Development clients also include:**

- O2
- Barclaycard
- Cadbury
- Ernst & Young
- GE
- Goldman Sachs
- KKR
- Ladbroke’s
- LexisNexis
- Serco
- Sony
- Zurich

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