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# **Assessment Talent Management Leadership Development Board Effectiveness**

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Combining Expertise  
in Business Psychology  
With a Focus on  
Commercial Outcomes

“Kiddy proved absolutely instrumental in our putting together a well-knit, high-performing team at a critical juncture in our organisation’s development post-merger. The combination of insight, discipline, tools and roadmaps separated them from any such firm that I have dealt with.”

Truett Tate, CEO ANZ North America, and former CEO Wholesale Banking Lloyds Banking Group

## About

Since 1972, we have a track record and reputation of delivering results across a variety of business sectors and geographies by combining leading business psychology with a focus on commercial outcomes

We enjoy long-term relationships with, and run major international engagements for, many of the world’s leading companies.

Our clients include GE, Goldman Sachs, ITV, QinetiQ, RBS, ARM, HSBC, Deutsche Bank, KKR, Citi, RSA, SABMiller, Saudi Telecom, Merlin Entertainments, Brit, Four Seasons Hotels, GKN, PepsiCo, Boots, Balfour Beatty, Cobham, Macquarie and Credit Suisse.

We have over 200 consultants based in 25 cities across five continents. Our consultants work in over a dozen languages and offer a seamless and ‘local’ service.

### Our Approach

Our clients value our specialist advice and commercial experience:

- We are not generalists: we focus solely on Assessment and Talent, Board Effectiveness and Leadership Development
- A senior member of the Kiddy team always leads our client work
- Our approach combines leading business psychology thinking with a focus on commercial outcomes
- We do not provide ‘off the shelf’ solutions. Our solutions are aligned to our clients’ business priorities

“Kiddy is first and foremost a business consultancy – but one with significant HR expertise.”

Head of HR EMEA  
Deutsche Bank

“Kiddy have deep expertise – they are rooted in the business world as well as being leading business psychologists.”

Management Development Director  
Pearson

## Leadership Development

We equip senior managers with the mindsets and skillsets they need to lead their businesses successfully through today's challenging times

We focus on the leaders who will execute strategy, drive the change agenda and achieve innovation and growth. We typically work with the client's executive team, their top 50-100 leaders, their critical role-holders and those likely to progress to senior levels. And we help improve the effectiveness of key talent groups.

Our leadership philosophy has personal, social and systemic dimensions. The personal focuses on the kind of leader the individual needs to be. The social includes formal and informal team structures and collaboration. The systemic helps individuals to know and influence the web of interactions and dialogue around them and to deal with the way the organisation can further or frustrate their efforts. With us, leaders develop coherent ways of seeing, and getting things done, in their complex worlds.

We combine psychological insight and commercial understanding to create high impact, experiential learning events that enable leaders to succeed in their organisation's unique strategic and cultural context. Our programmes develop leaders to be a powerful force driving sustainable business performance.

Our most senior people – working alongside other, external experts – combine current leadership thinking

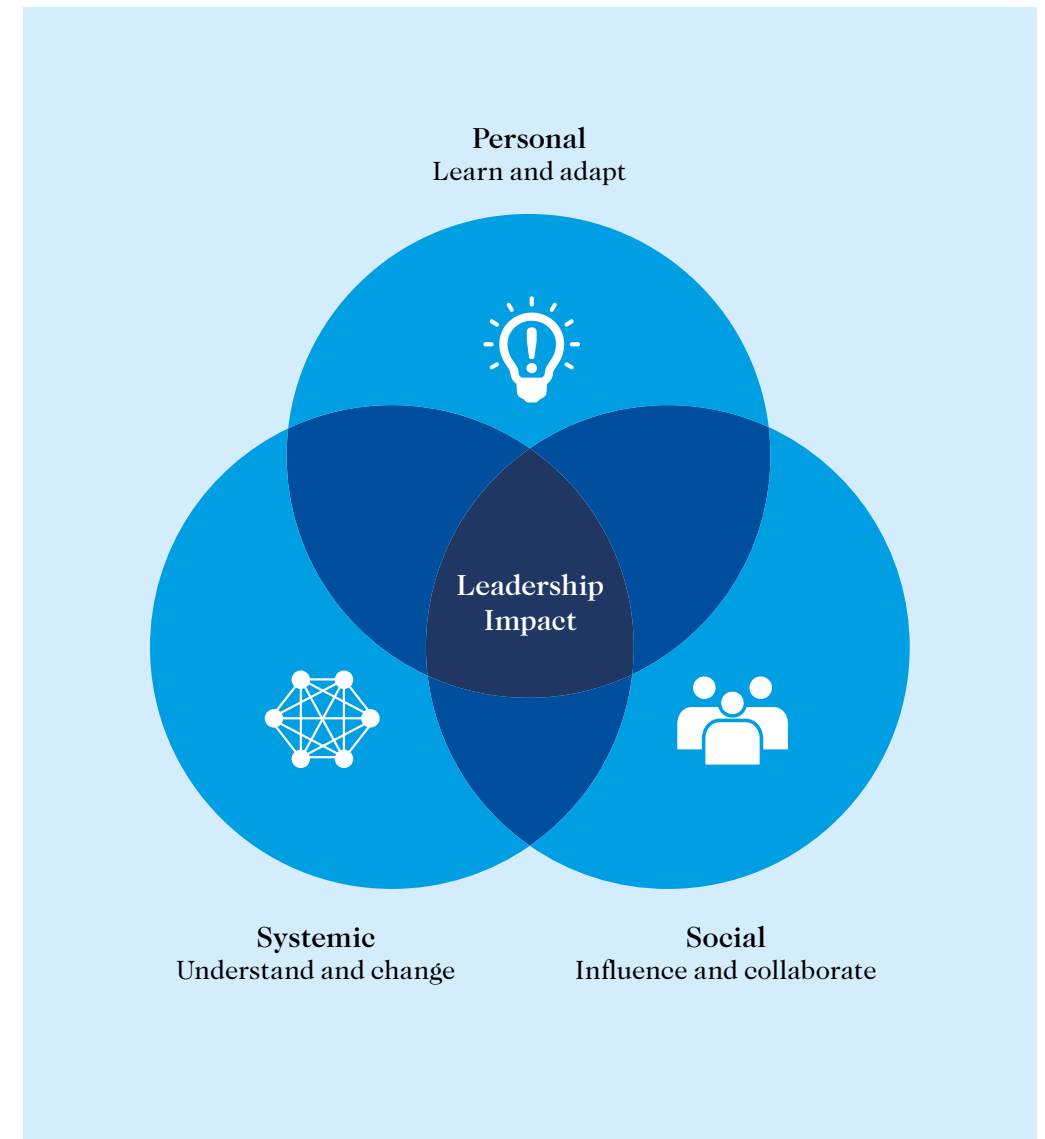
with ideas specifically generated to address the client's needs. We orchestrate various delivery channels – including leadership conferences, on-line learning, webinars and executive coaching – to create the most effective learning experience for participants.

Our aim is always to deliver business impact. We work with our clients to determine the impact they want, how to measure it and how their programme can maximise it. And we test our thinking as a leadership practice with our Leadership Development Advisory Board, whose members are senior Development, Talent and HR professionals from some of the world's most respected businesses.

*“Kiddy are a high-end, bespoke consultancy.”*

Group Head of Learning & Development  
SABMiller

## Kiddy's Leadership Philosophy



## Case Study: Leadership Development

# Aberdeen

Asset management

### Client Need

Aberdeen Asset Management (AAM) is a leading global investment management group. In 2014 AAM were keen to work with a leading edge provider to strengthen their leadership capability and create a solution completely bespoke to their needs, culture and industry.

### Our Approach

Kiddy engaged with 16 senior executives across the globe in a review, establishing not only the scope of the leadership challenges facing emerging talent, but also the anticipated future needs for leaders. The key areas we were asked to address were change management, strategic thinking, commercial awareness and people skills. Kiddy designed two modules plus a coaching programme:

**Module 1:** A focus on the individual to increase self-awareness and personal effectiveness in leadership, communication, listening and storytelling; the importance of collaboration and team effectiveness and how to effectively manage and lead others through change.

**Module 2:** The wider macro environment: strategy and commercial execution; transformational versus transactional leadership and the need

for situational leadership. Building a personal leadership brand and how to demonstrate this on a day to day basis.

**Coaching:** Once the modules were completed participants received two individual coaching sessions with a dedicated Kiddy coach to help them further embed the learning in the day to day business environments.

### Results

Events are delivered in London, Philadelphia and Singapore. At a systemic level, the client has seen increased ability to rise to the challenges created by a volatile political and economic climate. At a social level, teams are collaborating more effectively across the divisions. Individuals have accelerated their personal development through their work with their coaches.

## Assessment

Have you ever interviewed somebody and wondered if they're just telling you the answers they think you want to hear? We focus on de-risking assessment decisions for our clients

Assessors at Kiddy have a wealth of knowledge and experience in both business psychology and the commercial reality of work, so are able to interact with candidates on a peer to peer basis. This enables them to ask the right questions and get to the data that others cannot, leading to the best outcomes for our clients.

Kiddy assessors use a rigorous interview approach, supplemented with business simulations to assess candidates in unfamiliar and stretching environments and to measure their reactions to new or unexpected situations, leading to greater clarity around their strengths and weaknesses.

### How we evaluate candidates

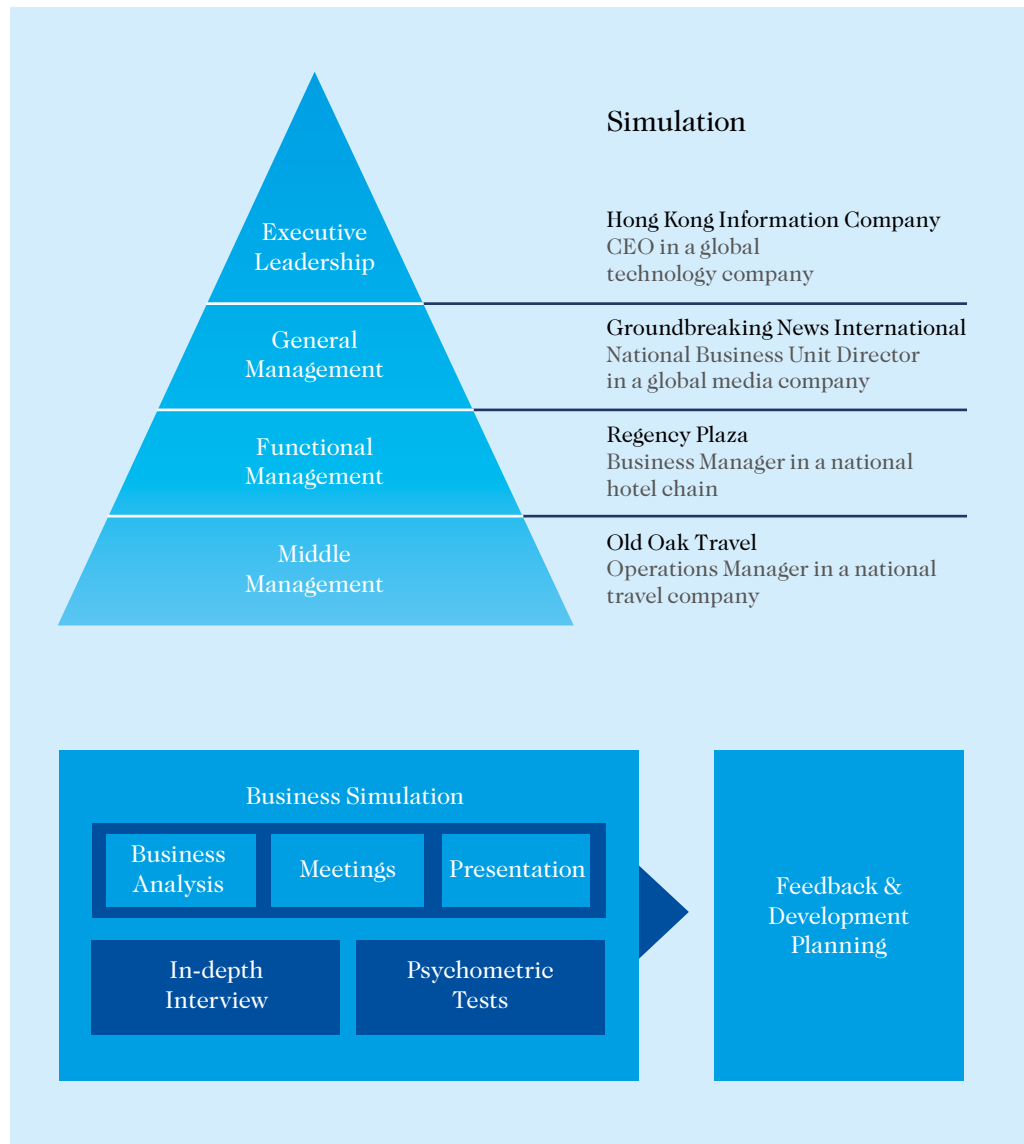
- Observe their behaviour in real situations using business simulations
- Conduct in-depth interviews to understand what and how they have achieved to date
- Emphasise observed behaviours to supplement self-report through psychometrics
- Use our extensive benchmark data to compare candidates with others within the industry and across the whole business community

Our reports are based purely on assessment data, not hypotheses, and provide a valid and reliable assessment of the candidate's likely performance in the future.

“I've worked with Kiddy on the assessment and development of senior people for over 15 years across three industries and multiple countries. Their unique formula is the ability to combine strong technical knowledge with commercial savvy and pragmatism – this is what's made a real impact on our most senior people.”

Global HR Director,  
NXP Semiconductors

# Kiddy's Benchmarked Simulations



# KaPture

## Online Assessment

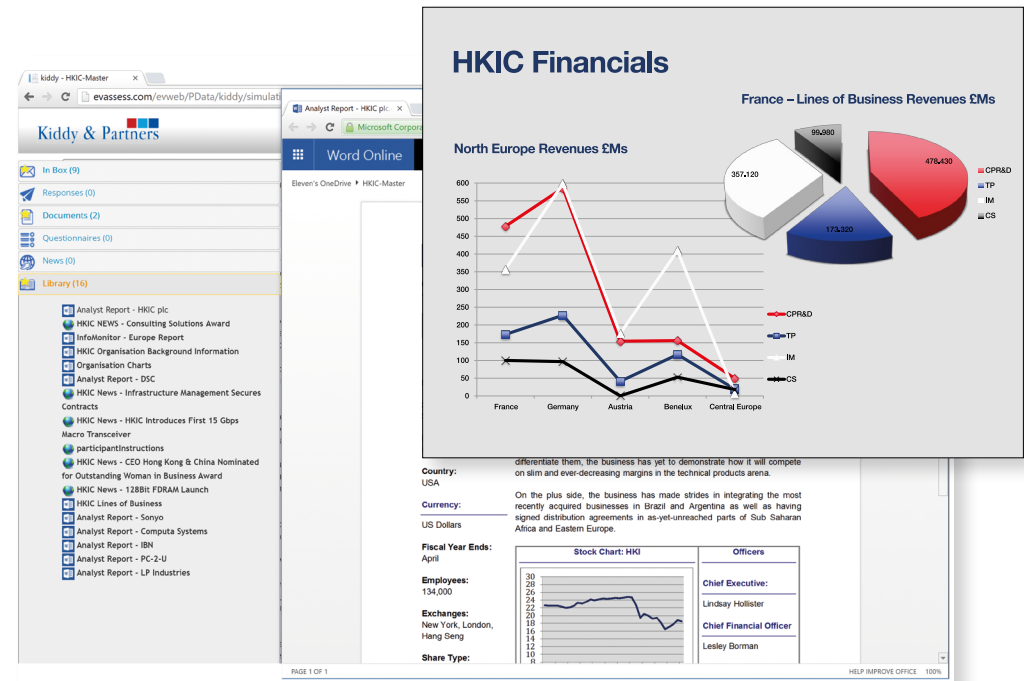
KaPture is an engaging, challenging and dynamic online assessment and leadership development platform that delivers a robust, rounded assessment and development experience, within an interactive and realistic simulated workplace.

The leadership development modules include e-learning, key development activities, and networking and collaboration forums. All of these enable our clients to work closely with individuals to build personal development and career plans.

The assessment module enables real-time delivery of our benchmarked business simulations, including presentations, analysis and meetings with key stakeholders.

KaPture is scalable and highly effective when working with dispersed groups of leaders in global organisations.

Clients who have used KaPture include: The Body Shop, SABMiller, Iglo, QinetiQ, Infineum, Cobham, Bracco, Bibby Line Group and Boots.



## Case Study: Online Assessment



LIFE FROM INSIDE

Bracco Diagnostic Inc (BDI) is the North American division of an Italian medical business that develops, manufactures and sells the solutions physicians inject into patients undergoing scanning in order to generate effective diagnostic images.

BDI's market is highly competitive, the health system is complex, constantly changing and highly regulated by the US government, and the product is sophisticated. So, when BDI had to find a new VP Sales it decided that the assessment process would have to reflect this demanding environment.

### Our Approach

We worked with BDI to define a set of expectations – specific to the VP Sales role – that could be incorporated, alongside our own benchmark leadership competencies, into the day-long business simulation which sits at the heart of KaPture. Here, candidates were provided with complex data and an unfolding scenario that required them to both respond 'on the go' and produce a strategic analysis and action plan to be presented at the end of the day. Meetings with direct reports, customers and external stakeholders – all played by Kiddy's business psychologists – punctuated

the day and, together with extended interviews and selected psychometric tests, produced an in-depth analysis of the candidates suitable for the role.

### Results

KaPture enabled us to produce in-depth reports on each candidate within 48 hours of the assessments, providing detailed analysis, benchmarking data and clear recommendations for actions should they be appointed into the role.

**“Kiddy’s online senior-level assessments are extremely thorough and challenging. Senior candidates see the interactive business simulations as realistic and the interviews and exercises via video-conference credible and probing yet enjoyable. The in-depth recommendations Kiddy provide enable us to make very informed decisions, and ones that are consistently proven right!”**

President & CEO  
Bracco Diagnostics

## Talent Management

Our clients partner with us to design and implement a range of strategic and operational talent management processes and programmes. At an organisational level, we help clients understand their talent profile and pipeline across the business. At an individual level, we enable increased self-awareness and we support development

### We help our clients to:

- Map future talent needs
- Identify senior people with the potential to move into the most critical leadership roles
- Review and improve talent management systems
- Develop succession planning processes
- Audit current management teams
- Develop and support business processes for managing key talent groups, such as high-potentials and graduates

We work with the individuals who will grow and lead the business. We help to realise their potential by:

- Clarifying their goals and objectives
- Identifying tools to close development gaps
- Stakeholder mapping
- Career coaching

**“Kiddy provided excellent insight and development advice, underpinning the development plans now in place.”**

Executive Vice President, People  
ARM Holdings

**“Kiddy are a high-end, bespoke consultancy.”**

Group Head of Learning  
& Development  
SABMiller

## Case Study: Talent Acceleration

# COBHAM

Cobham is a leading global technology and services innovator, working in space, land, air and maritime sectors. We have partnered with Cobham to deliver a number of key talent programmes to identify and develop future leaders – whether in a general management or functional capacity. Over the course of our relationship with Cobham, the environment in which they are operating has undergone significant change with increased and complex demands being placed on leaders. We have developed and delivered assessment and development programmes at different levels of the organisation as well as for HR and Programme and Project Managers (PPM).

### Our Approach

The general management programmes have been consistent in their approach: robust assessment followed by development based on the current and future needs of leaders. Online simulations, psychometrics and in-depth interviews have enabled us to provide rich insights and clear recommendations about the nature of potential in those regarded as being able to take on more complex, senior leadership roles. Those who we have identified as having future potential have participated in leadership development programmes which have accelerated their performance in areas such as strategy and driving execution in challenging, shifting environments.

Our work with HR and PPMs has focused on delivering detailed assessments with rich, one to one feedback and development planning.

### Results

Cobham has clear visibility of its talent across its sectors. This has increased mobility across the organisation, fulfilling both business and individual needs. Our analysis and reporting have enabled Cobham to make informed decisions about investment spend and the implications of the organisation's talent profile for executing its strategy.

**“Kiddy’s work with our global executives has been invaluable. Their commercial outlook and insights into successful leadership have ensured that their interventions are high-impact.”**

VP Talent & Strategic Staffing

## Board Effectiveness

We have worked with many excos and senior teams over the last twenty years, ranging from teams that need to be formed post-merger or acquisition, to those that are underperforming, to those that simply wish to be world class

Our approach is to first establish the fundamental building blocks of team effectiveness, thus shortening the time taken to becoming a high-performing team. This means focusing on priorities, processes and people:

- Clarifying the role and focus of the team
- Aligning priorities for the short, medium and long term
- Ensuring the team's strategic/tactical balance is right
- Making team meetings and processes highly effective

In addition, we also:

- Ensure constructive team dynamics (unlike other consultants we don't focus on team dynamics immediately unless they are a significant barrier)
- Assess and benchmark the team compared to leading teams in other businesses
- Act as a 'sounding board' for the team leader

**“Kiddy’s work with our UK Board has been invaluable.”**

CEO, O2

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# Contact Us

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We'd really like to hear from you, so please use any of the contact details below to get in touch

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