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aKumen



Leadership means business



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Understanding your leaders' capability can mean the difference between business success and failure.



Companies that fail to identify and appoint effective successors to senior positions damage their reputation and, on average, suffer a 13 per cent reduction in their share price.

The direct cost of appointing the wrong senior manager is estimated to be at least five times their annual salary and benefits.

Before they are finally ousted, failing business leaders typically achieve only half the profit and market capitalisation of comparable businesses led by their more effective peers.

The turnover rate amongst senior managers who work for an ineffective leader is 41% higher than for those who work for an effective leader.

Targeted investment in assessment and development of high potential senior managers has been shown to increase their retention by 81%.

What we do



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We predict how board members and senior executives will perform in different roles, teams, organisations and cultures.

We help you to help them to maximise their potential.



The business questions we answer



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We help you answer critical business questions relating to leadership and senior management capability in specific commercial situations.

Managing Risk

Merger or acquisition
Restructuring
Rebranding
Due diligence
Board Recruitment
Driving the next stage of growth
Fighting off competition

Who are the people with the strongest leadership capability and potential?
Where are the capability gaps?
What are the implications for the achievement of our strategic goals?
Does this external hire have the capability to deliver?

Understanding senior managers' capability in relation to critical business demands

Developing Leadership Capability

Driving the next stage of growth
Fighting off competition

Where should development be focused to deliver maximum returns for both the organisation and the individual?

Developing the critical capabilities required of senior executives

Planning for Succession

Merger/De-merger
Next stage of development

Who are the people with the greatest potential?
Where are they likely to make their best contribution?
What development support do they need?

Informing judgements about likely successors to key posts

Retaining the Best

Predatory competitors
Restructuring
Rebranding
Downsizing
Fighting off competition

How do we retain and motivate our best people? How do we engage people who are role models for the future?
Who are the leaders who best represent the 'employee brand'?

Retaining and motivating the people who will keep you in business

Maximising Top Team Performance

Driving the next stage of growth
Fighting off competition

How can we improve the performance of the Top Team as a whole? On what basis do we begin a coaching programme?

Ensuring leaders work together effectively

What we offer



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We undertake a range of executive profiling interventions in order to identify, motivate, develop and retain board members, senior executives and 'high potentials'.

We undertake an in-depth audit of the characteristics which cause people to 'derail'.

Typical examples are described here although our interventions are tailored to specific business requirements.



An in-depth leadership capability assessment plus optional feedback to candidate, tailored report, plus a subsequent three hour detailed development planning conversation.

A focused leadership assessment plus feedback to candidate and outline discussion of key development areas on the same day. Subsequent production of summary report for organisation and individual in relation to a specific role.

A three hour 'rapid screening' assessment followed by verbal feedback to organisation. Subsequent verbal feedback to individual.

Our approach



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We believe that a true understanding of senior managers' capability and potential can only be determined from an in-depth appreciation of three key factors:



Measuring what matters



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We only measure the critical factors which are directly linked with senior management success - and failure. We measure underlying capability and potential, not just business competence and behaviours. This ensures greater understanding about how far people can go and their best long term contribution. It also allows us to provide a more accurate measure of the key factors which underpin your competency framework.



Different things matter to different people. Our reports are clear, decisive and help key groups in your business to make their decisions. There is no 'consultant speak' or unnecessary complexity.

Some factors are critical to leadership success, no matter what the context. Without them, leaders 'derail'. We do not retreat from measuring them.

But we also understand the importance of measuring people's marked strengths. This is because these are the things which enhance their performance.

Everything we measure is underpinned by solid research. Quality of thought is never compromised, transparency is always key.

Driving development



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By measuring underlying capability and potential, our assessments directly inform key leadership development processes. This 'transparency' ensures maximum ease of use and return on investment.



Why our approach is different



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Simplicity

Straightforward and easy to understand

It quickly and easily informs selection and development decisions. It is transparent and 'talks the language of business' rather than being full of jargon and 'consultant speak'.

Utility

Directly informing critical business decisions about leaders' capability and potential

It answers specific questions for different stakeholder groups e.g. Board Members (for selection decisions), the line (for coaching), Human Resources (for development planning and support).

It highlights the implications for the business, making clear comments about a person's capability, risk, potential and 'fit' in relation to business demands rather than just providing a general description of the individual's capability.

It provides more reliable judgements by evaluating both success and 'de-railing' factors.

It provides a picture of the strengths and risks of the leadership group, allowing the comparison of senior management capability across teams, businesses and groups of companies.

Value

Delivering a greater return on investment

It provides greater levels of insight and reassurance at a price lower than many large consultancies.

It measures future potential as well as current capability, providing greater understanding about people's best long-term contribution and development requirements.

Working with us is different too



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What we do is different because it focuses on the output, not the measurement. We measure our success by how reliably and confidently you are able to make critical decisions about senior executives in order to identify, motivate, develop and retain them.



It's about business

Our primary focus is business solutions. We understand 'how business works' and the implications of Executive performance and style for your organisation, sector, market etc. We aim to impress you with the quality of our advice and insights, not the complexity of our tools and models.

It's about confidence

Our aim is to work with you to ensure that you are confident in your judgements about leaders rather than providing a service and walking away. Because we are experts in our field, we are able to respond to your need to deliver high quality solutions, based on latest thinking and best practice.

It's about results

We seek to measure the business impact of what we do. We work with you to define clear outputs and returns for your investment.

It's about partnership

Whilst we have clear opinions, we believe that the best results come from working collaboratively. We aim to challenge your thinking but also to work flexibly with you to ensure speed and efficiency in decision making.

For more information about our Executive Profiling services, contact Gwyn Rogers or Chris Welford. Tel: 01628 760388. Email: gwyn.rogers@penna.com or chris.welford@penna.com