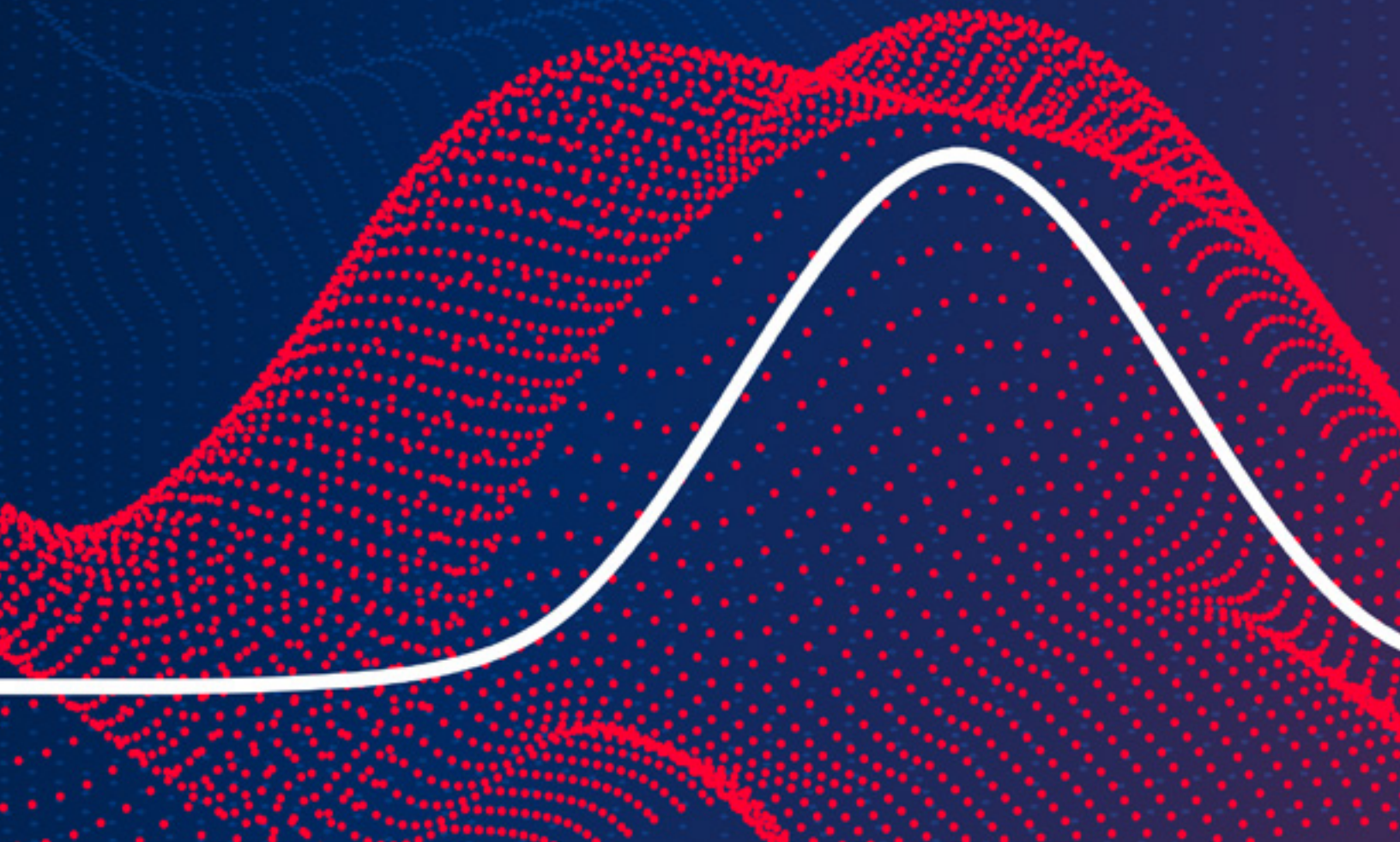




CONCHIE ASSOCIATES EXECUTIVE SOLUTIONS

Predicting Leadership Performance Through the
Talents That Really Matter.





Executive Leadership Assessment

The Conchie Associates Executive Leadership Assessment (ELA) provides a research-based performance prediction of executive leadership effectiveness. Based on comparisons to our global leadership database (n= 58,000+ C-Suite executives) we are able to evaluate individuals and teams against 5 leadership dimensions and 19 more specifically defined predictive leadership performance themes.

Companies use this methodology to assemble the strongest leadership teams in their sector and drive measurable improvement in engagement and performance. Careful insertion of our ELA into your selection process can significantly reduce the error rate in hiring decisions.

Assessment Implementation

- CEO & Executive selection – we provide assessment insights into internal and external applicant leadership capabilities. This increases confidence in selection decisions.
- Analysis of leadership “bench” strength – we compare and calibrate the leadership strength of ‘next level’ and ‘emerging’ leaders to both the current executive team (to assess how strong they are against your current best) and the top quartile of our external global leadership database. This enables the company to more strategically manage and plan for longer term leadership succession.
- High Potential candidate analysis – an early indication of leadership strength enables the company to selectively invest in a person’s growth and development to prepare them for future elevated roles.
- Individual leadership development planning – insights gained from the ELA can help target scarce development resources in the right areas for personal growth and performance.
- Executive Leadership Team development, alignment and optimization – understanding the critical leadership strengths and weaknesses of the top team is important in helping optimize their functioning and performance.



Succession Planning

Too many organizations recruit to fill top-level roles as they become available. Decisions tend to be based by weighting experiential and relational qualities alongside performance in their current roles. None of these elements are reliable predictors of top-level performance. Whether individuals are ‘groomed’ for these promoted roles, or the company is forced to react to unexpected change, this approach results in ‘acceptable’, ‘reasonable’ candidates being promoted – it rarely results in top performance. It also partly explains why challenges of lack of demographic diversity persist.

The most effective succession planning requires proactive investment in the long-term development of internal management and leadership capability. As higher-level vacancies arise, a company can immediately surface numerous highly talented internal candidates who stand comparison against any external candidate field.

Our Executive Leadership Assessment provides the objective measurement and calibration of talent that are essential to this approach. We benchmark the strength of leaders against internal company standards and our external executive database comprising nearly 58,000 global c-suite executives.

Companies Benefit From Our ELA to Address Succession Planning Questions:

- What critical leadership talent gaps might impair the functioning of our organization?
- Do we know what capabilities to hire for in future roles?
- Do we have sufficient diversity in leadership talent to effectively lead the organization into the future?
- Do we have sufficient, credible successors for key roles?
- Are our next level leaders stronger than our current executives?
- Do we have future credible CEO candidates?



Executive Coaching

Individuals

Our assessment insights place us in a unique position to guide and advise the development and growth of individuals and teams. Not everything can be learned to a high level and the core research foundation of our work is that individuals perform better – and add the greatest value – when they shape their role around their strengths and capabilities. This becomes particularly important in a team setting where careful thought needs to be applied to the strengths and capabilities of each individual and how these potentially combine to the benefit of the team. The best coaching has to develop capability and impact performance. We help connect these capabilities to business needs and challenges. Understanding the demands of your role, your talent and experience will help us guide your learning and apply the right moves.

No coaching engagement is the same. When working with individuals and teams we typically do the following:

- Clinically assess individuals and provide developmentally focused feedback
- Meet with, and get to know, individuals and the context of their leadership challenges and aspirations
- Observe individuals in team settings
- Provide individuals feedback and guidance on the optimization of relationships with direct reports and key business partners
- Provide analysis and related feedback on team strengths and ‘blind spots’ to the leader and their team members, and develop a plan to help address these
- Contribute to an individual’s development plan

We sometimes find it helpful to conduct survey and interview-based 360 assessments and recommend doing this as part of a timed program rather than in response to negative situations. We recommend conducting 360 assessments every two years to a strict timetable for every top executive.



Executive Coaching

Teams

We have spent many years studying the most successful executive teams and identifying the factors that seem key to their success. We have also studied teams who have failed. By applying our research knowledge of effective team leadership, we are able to help steer a team along the right path, accentuating behavior that drives success and correcting and managing behavior that does not.

We use a carefully researched team diagnostic survey tool to identify areas of strength and weakness that might help or hinder team functioning. We provide tabulated reports that highlight areas of real or potential dysfunction and present these findings to the leader and their team.

Successful Executive Teams	Failing Executive Teams
<ul style="list-style-type: none">▪ Key, high potential future leaders are hungry to join▪ Team members celebrate and articulate the uniqueness that makes the company great and better than every other company they could work for▪ Decisions are informed by data and objectivity▪ Leaders demonstrate selfless investment in each other's success	<ul style="list-style-type: none">▪ Key future leaders display ambivalence towards joining the top team▪ Leaders show a poor ability to articulate how the company creates value and differentiates from competitors▪ Decisions are informed by a strong emotional intensity or appeal to experience or authority▪ Team members compete with each other for resources and attention and are unable to break down silos and barriers

Each team engagement is different, and we have ideas and approaches designed to address many different challenges and opportunities. We deploy a range of assessment and development tools that are focused on team analysis and some of these engagements are in-depth and involved.



Executive Coaching

Teams Continued

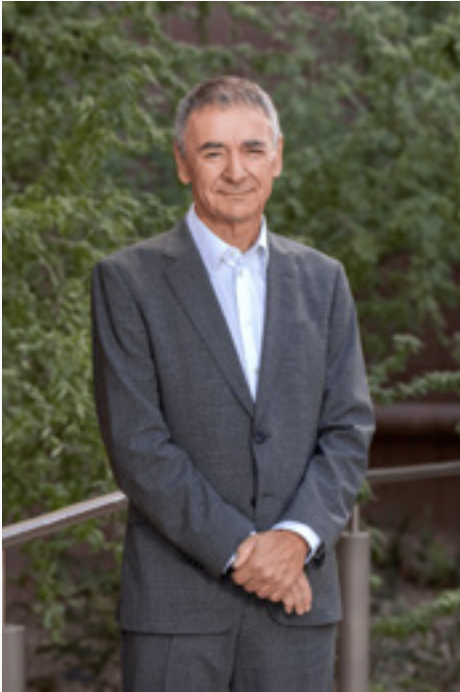
Here are some examples of Executive Team Optimization engagements we have led:

- Help a team to successfully integrate long-term members with a new influx of new executives
- Identify and address the barriers in team functioning that prevent a team from working effectively together
- Assess the psychological and behavioral composition of a team to determine collective strengths, weaknesses, 'blindspots' and opportunities
- Address low trust issues in a leadership team
- Assess overall leadership capability as a precursor to talent review and succession planning
- Facilitate complex structural reorganization planning and implementation
- Develop balanced scorecards and establish objective performance accountability
- Facilitate the development of corporate Vision, Mission and Values
- Build strong followership and engagement
- Assist teams in working through challenges presented by behaviorally dysfunctional individuals
- Address areas of conflict or dysfunction between the CEO and leadership team and their Board of Directors
- Long-term strategic planning and team alignment



Contact

Please contact Barry Conchie or Sarah Dalton for further information and to discuss your specific requirement.



BARRY CONCHIE
PRESIDENT

barry@conchieassociates.com



SARAH DALTON
PARTNER

sarah@conchieassociates.com

With over 35 years of experience in the areas of psychometric assessment, executive coaching, top-level succession planning, individual and team optimization, organizational effectiveness and strategic alignment, Conchie Associates can help transform your business for long-term success.