

Human Capital Planning & Team Dynamics



CONFIDAS
PEOPLE

Starting a Business is like Modern Art

“I could have done
that”

“Yeah, but you didn’t”

HUMAN CAPITAL

THE ECONOMIC VALUE OF YOUR LABOUR

WHAT IS IT?

- ▶ INTELLIGENCE, KNOWLEDGE & SKILLS
- ▶ VALUES & PERSONALITY
- ▶ TEAM DYNAMICS
- ▶ WORK EXPERIENCE

HOW IS IT ASSESSED?

- ▶ COGNITIVE ABILITY TESTS - COMPARED WITH GLOBAL NORMS
- ▶ PSYCHOMETRIC ASSESSMENTS
- ▶ INTERVIEW & OBSERVATION
- ▶ EXTENSIVE REFERENCING

STRATEGY & EXECUTION

**SUCCESS IS ACHIEVED
THROUGH THE
APPLICATION OF
STRENGTHS
RATHER THAN THE
ABSENCE OF WEAKNESS**

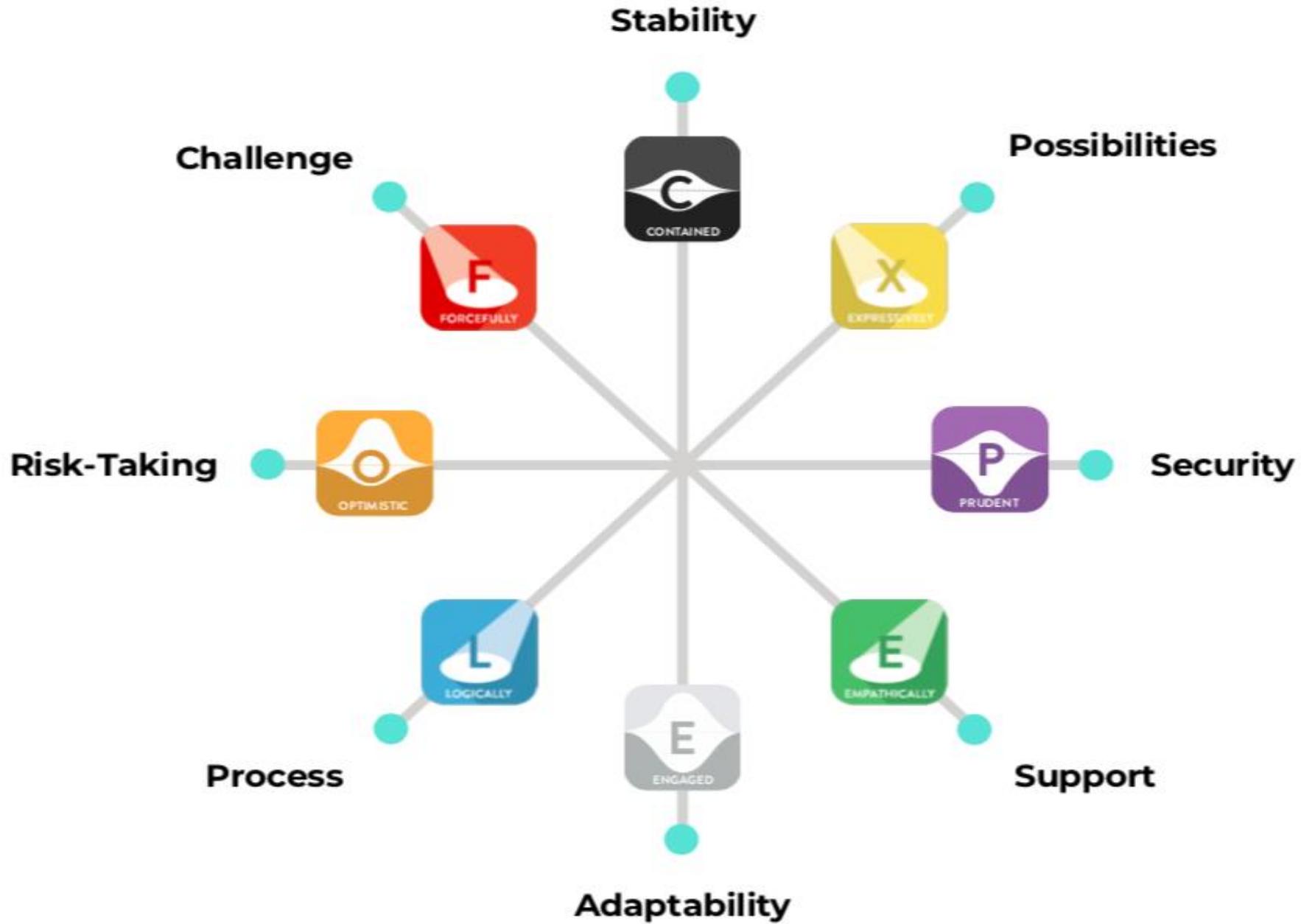
**58% of CEOs are replaced
within 2 years of
investment**

**73% of CEOs are replaced
during the hold of an
investment**

ALIX PARTNERS, 2017

WHY?

- ▶ Planned
- ▶ Personality Clash
- ▶ Technical expertise less important
- ▶ Poor Performance
- ▶ Business has changed
- ▶ Management Crisis
- ▶ **TEAM DYNAMICS**



PSYCHOLOGICAL ROLES IN TEAMS

RESULTS

PROCESS

PRAGMATISM

INNOVATION

RELATIONSHIPS

DRIVES
PERFORMANCE

FOLLOWS
PLANS

CHALLENGES
OTHERS

INNOVATIVE &
CREATIVE

BUILDS
RELATIONSHIPS

TAKE THE
INITIATIVE

ATTENTIVE TO
DETAILS

PRACTICAL

SPOTS
OPPORTUNITY

GROUP
HARMONY

CONFIDENT &
COMPETITIVE

ORGANISED &
RELIABLE

EMOTIONALLY
STABLE

GENERATE
IDEAS

DIPLOMATIC &
APPROACHABLE

DECISION MAKING STYLES

RATIONAL

INTUITIVE

CREATIVE

DEPENDENT

DATA LED

GUT FEEL

BALANCED

CONSULTS OTHERS

EVIDENCE AND
FACT

INFORMED BY
EXPERIENCE

APPRECIATION OF
DATA

INCREASES
BUY IN

ACCURATE

FAST

INNOVATION

COLLABORATIVE

LOGICAL

INSTINCTIVE

NOVELTY

TEAM FIRST

SLOW

INACCURATE

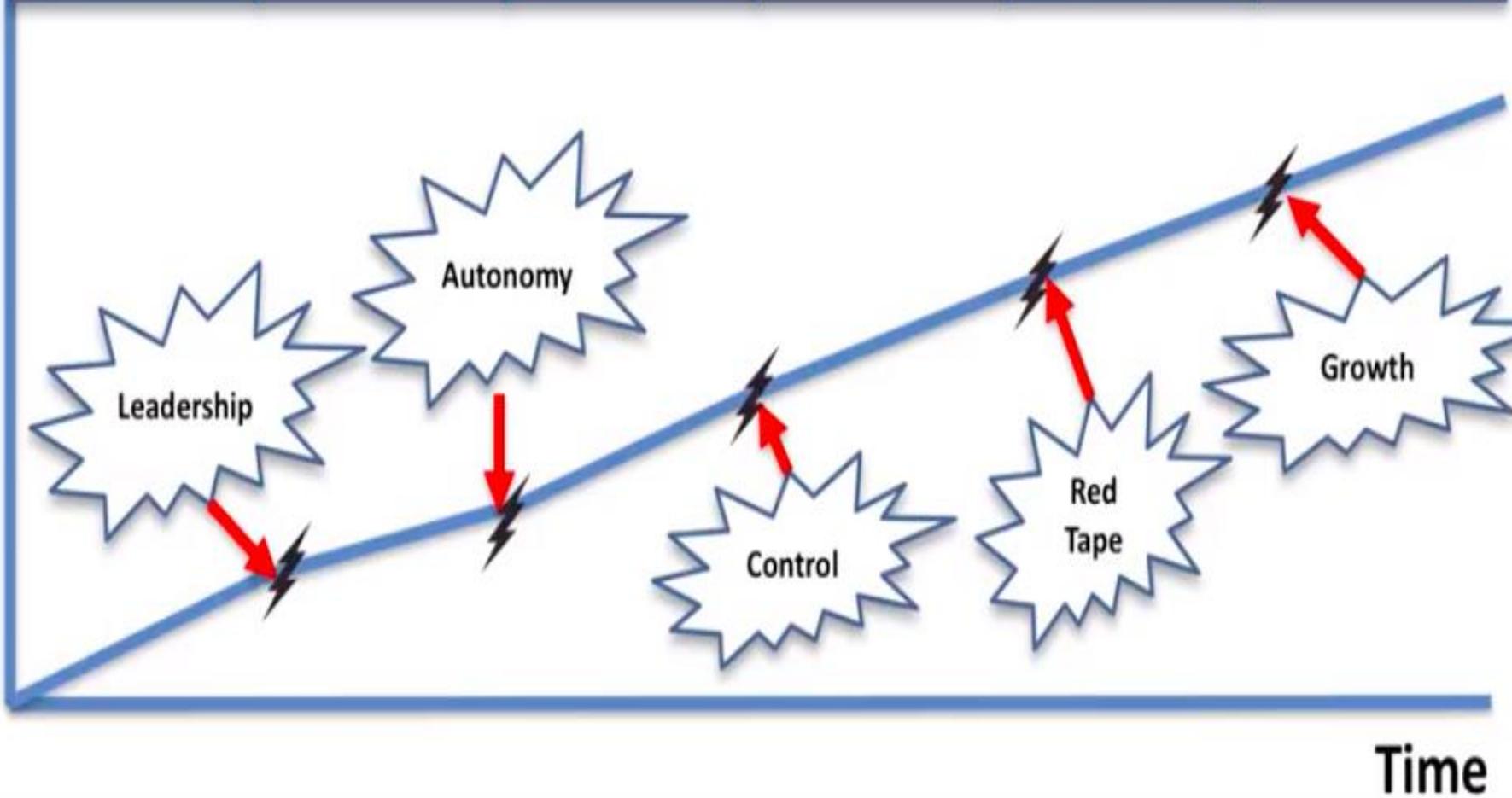
RISK

DIRECTION?

Growth Achieved Through...

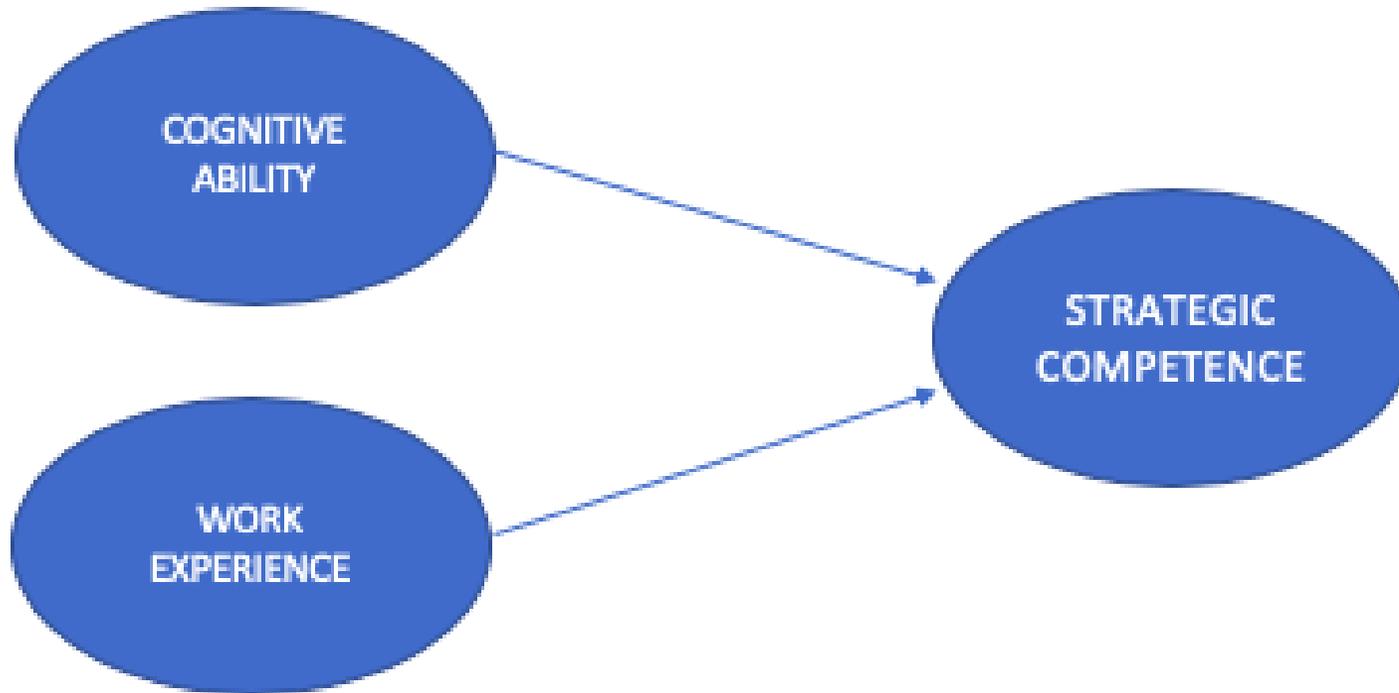
Business Size

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6
Creativity	Direction	Delegation	Coordination	Collaboration	Alliances

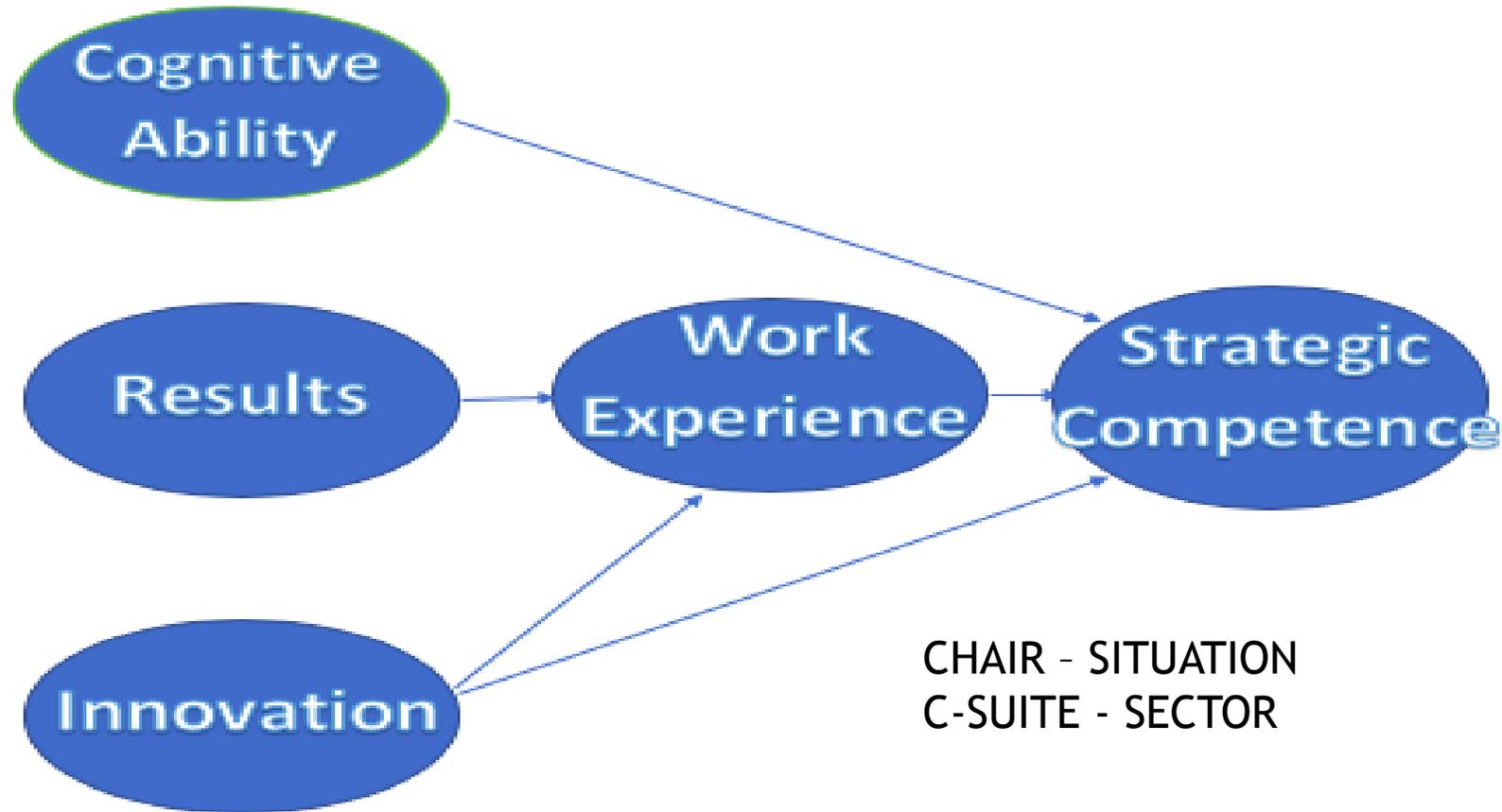


Time

THERE'S NO SUBSTITUTE FOR EXPERIENCE



IS THERE A SUBSTITUTE FOR EXPERIENCE?



CHAIR - SITUATION
C-SUITE - SECTOR

Key Questions

- ▶ **WHAT IS THE STRENGTH OF THE TEAM?**
- ▶ **WHERE ARE THE GAPS?**
- ▶ **WHEN WILL THEY REQUIRE SUPPORT?**

CASE STUDY

FOUNDER

- ▶ 24
- ▶ NO UNIVERSITY
- ▶ 6 MONTHS WORK EXPERIENCE AS AN EXECUTIVE PA
- ▶ STARTED THE BUSINESS AT 19 WITH A £5k LOAN FROM FAMILY
- ▶ GROWN TO £800K TURNOVER
- ▶ OVER 400k INSTAGRAM FOLLOWERS

CRISIS OF LEADERSHIP

HEAD OF OPERATIONS

- ▶ 33
- ▶ 2:1 LAW & BUSINESS (Birmingham)
- ▶ QUALIFIED ACCOUNTANT - PwC
- ▶ 6 YEARS WORK EXPERIENCE AS SMALL BUSINESS FINANCE CONSULTANT - SOME SECTOR EXPERIENCE
- ▶ JOINED THE BUSINESS ONE YEAR AGO
- ▶ RESPONSIBLE FOR ALL PEOPLE MANAGEMENT AND ALL NON CREATIVE

HUMAN CAPITAL

FOUNDER

- ▶ COGNITIVE ABILITY - 8 - HIGH
- ▶ RESULTS, INNOVATION & RELATIONSHIPS
- ▶ DEPENDENT DECISION MAKER
- ▶ ALTRUISTISM & AESTHETICS
- ▶ DEFERENTIAL
- ▶ MANIPULATIVE
- ▶ INATTENTIVE TO DETAIL
- ▶ CRISIS - LEADERSHIP & RED TAPE

HEAD OF OPERATIONS

- ▶ COGNITIVE ABILITY - 4 - AVERAGE
- ▶ RESULTS & PRAGMATISM
- ▶ INTUITIVE DECISION MAKER
- ▶ COMMERCE & POWER
- ▶ OVER CONFIDENT
- ▶ HYPER COMPETITIVE
- ▶ INATTENTIVE TO DETAIL
- ▶ CRISIS - AUTONOMY & RED TAPE

ACTION PLAN

FOUNDER

DEVELOP > STRETCH

- ▶ COACHING - PERSONAL DEVELOPMENT
- ▶ MENTOR/NXD/CHAIR - SITUATION SPECIFIC EXPERIENCE

HEAD OF OPERATIONS

FOCUS

- ▶ CLARIFY ROLE AND RESPONSIBILITIES
- ▶ MANAGE EXPECTATIONS

ACTION PLAN

IDEAL CANDIDATE PROFILE

- ▶ PROCESS ROLE PLAYER
- ▶ RATIONAL DECISION MAKER
- ▶ ACCUMULATED SECTOR EXPERIENCE
- ▶ INCREASE AVERAGE COGNITIVE ABILITY
- ▶ CHAIR - SITUATION EXPERIENCE

HUMAN CAPITAL PLAN

- ▶ HAVE ONE
- ▶ ASSESS TEAM DYNAMICS
- ▶ BE PICKY
- ▶ BALANCE STRENGTHS
- ▶ RECOGNISE YOUR MANAGEMENT CRISIS



CONFIDAS PEOPLE

Twitter: @Confidas_People
Bruce Douglas - LinkedIn
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