

Case Study

Enhancing and creating long term, sustainable leadership for a leading Private Equity House

Leadership
Capability

Context:

- One of the most active investment funds in Europe was looking to maintain its leading positioning despite a volatile market and a recessionary economic environment. They wanted to adopt an organic growth strategy which involved rapid expansion into new markets and geographies
- The CEO recognised that the way the firm did business would radically change over the next 3-5 years, and that this would require additional 'leadership muscle' at the top, with the ability to make effective decisions that would drive the organisations forward. He was keen to develop leaders, not managers, that could react to rapid growth whilst being 'hands on' in managing their investments
- He also wanted to identify and prepare a number of potential individuals that could successfully navigate the business in the future and plan for succession
- Keen to avoid 'tree hugging' development sessions, the CEO wanted the programme to make a material contribution to the firm's performance and its long term future

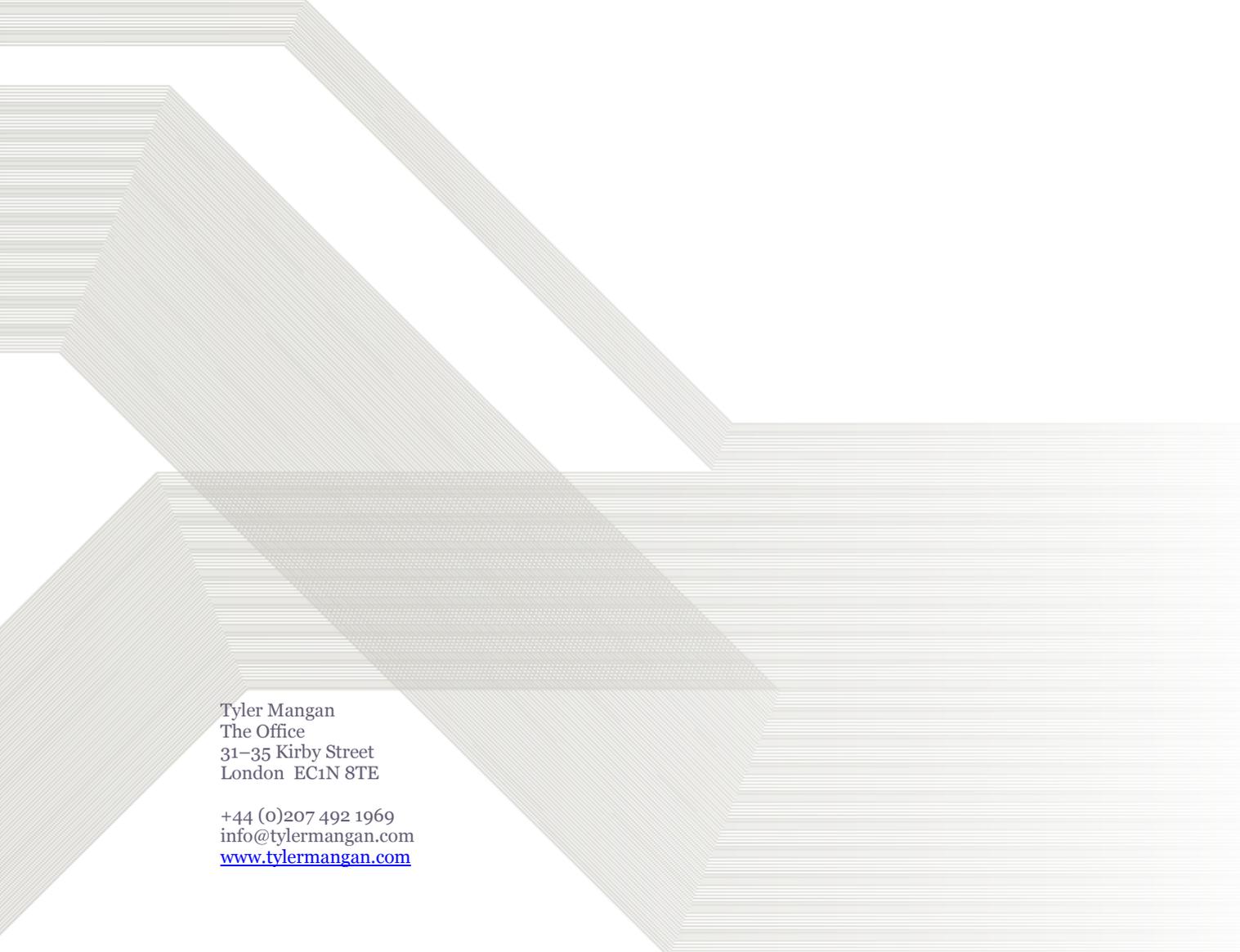
Actions:

- Tyler Mangan worked with the executive team to identify the 'top 20' high potentials across the business who could be capable of leading the business in the future
- We built a tailored competency model, outlining the capabilities that future leaders of the business would need, given the market context and business strategy
- All 'top 20' future leaders were assessed against the competency model, which resulted in a robust view of the strengths and areas for development of the group. Individual development plans included recommendations for focused coaching/mentoring, and tailored individual training and education. Each individual was also paired with an internal 'sponsor' to ensure on the job training
- Common areas for development across individuals were addressed through monthly team development sessions using a blended approach of 'real-time learning', which focused on real business issues, challenges and opportunities, as well as more targeted development of new skills and techniques, such as strategic objective setting, decision making, and managing ambiguity

Outcomes:

- The company retained its position as the most profitable and active PE house in the market. By identifying and developing the right people, the company was able to successfully cope with the unpredictable market and execute their rapid expansion plan
- The active learning approach used meant that they solved critical business issues, such as the restructuring of the business to support regional expansion, whilst extending their skills
- Following the programme, a number of individuals were promoted rapidly, whilst others were moved into roles more suited to their competencies to perform more effectively. Three of the identified 'successors' now sit on the executive team, one of whom is the potential future CEO
- The future leaders reported that, as a result of the programme, they work more collaboratively as a team, originate deals quicker and manage portfolios better. The competencies we identified were integrated into the businesses' appraisal system and used to manage performance on an on-going basis, as well as to recognise future talent

Tyler Mangan works with organisations in transition. We collaborate with senior executives and leadership teams to build the infrastructure and capabilities required to be focused, capable, supportive and influential. We guarantee client satisfaction unconditionally.



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