

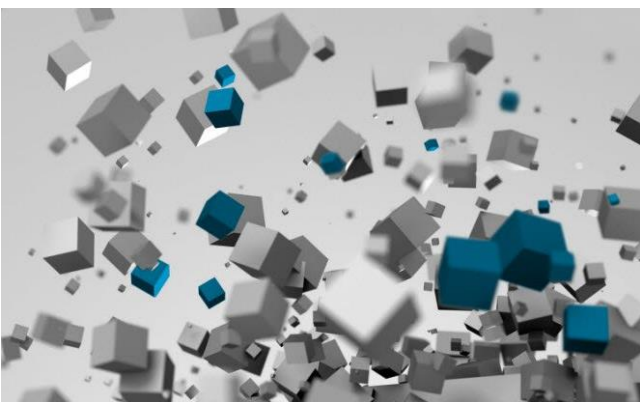
Case Study

Hiring a CTO/CDO for Transformation



Key Points

- This client, like many of the businesses we support, were undergoing a significant transformation. They relied upon us to give them the confidence to make the right choices, as much as they did for us to find the right talent.
- These were just two of the many leadership roles we have delivered for this client. They choose to work with us again and again, not because we can place people but because those people thrive.
- We believe that change is about people and culture regardless of the need or cause. Because of this we have one of the highest completion rates of any search business. More than this however, it is the reason that the people we place go on to be so successful.



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CHALLENGE:

- After a prolonged period of under-investment in technology, this FTSE100 global Financial Services business were undergoing a root and branch transformation. Always a highly successful company, despite industry-wide margin pressures, they were undergoing a group wide programme of change, driven by modernisation, simplification and digitisation of their people, process and technology.
- Following a change to the senior leadership of this division, we were engaged by the incoming CEO and COO, to help appoint a Chief Technology Officer and a Chief Data Officer. Our mandate was to provide candidates that were capable of not only the transformation process but also of adding significant commercial value in the medium term

SOLUTION:

- The CTO Role required a candidate that was very experienced in the clients' sector. To this end we carried out a global search, identifying all of the potential talent that operated at or near similar levels of scale and complexity. It was also important to the client that the candidates we identified had recent experience of transformation, and the appetite to do it again!
- The CDO role was a new post for this business representing the leaderships' commitment to data and digital in the new organisational design. Here we were able to look at candidates from a broader background and to pull on our extensive experience in this function. Across the whole process we paid close attention to cultural fit, as this is incredibly important to any change process.

OUTCOME:

- After an exhaustive process we were able to present the client with well balanced and diverse short lists for both roles.
- Client assessments revealed more than one appointable candidate for either role, leaving the leadership team some difficult choices to make, but offering the security of a second-choice candidate who was kept warm.
- We closely managed the negotiations for the preferred candidates, leading to the appointment two new members of their senior leadership team.
- Our client was delighted with both the process and the outcome but more importantly, the right talent is now in place to deliver both short term goals and long term growth.

If you would like to learn more about this project, please contact Neil Pilkington at neil.pilkington@normanbroadbent.com for an initial confidential discussion.