

# Case Study

## Financial Services Operations Director



### Key Themes/Points

- Our Client – having spent too long looking for a permanent hire via their own networks – had subsequently delayed their transformation project.
- Norman Broadbent were able to mobilise immediately, and understand the brief to enable an “outstanding” match of Interim and Client
- The Client now has the ability to begin the long- delayed change journey, and in addition, may have also found the longer-term solution to the Ops Director problem.



### CHALLENGE:

Our client, a large UK Financial Services provider, had gone through a reorganisation in the operations area, and had identified that there was some misalignment between the new role structure and some of the incumbents. Particularly of concern was the Operations Director role, where unfortunately the incumbent was too junior for the new role profile. Additionally, the new TOM required a significant transformation programme to get to a BAU state, and the new Operations Director would play a critical role in this.

The client had been searching the market for a number of weeks via their own network. Their efforts had failed and they had not identified anyone they wanted to proceed with. This was holding up the Transformation, and the subsequent benefits delivery of the new TOM, so the CEO asked Norman Broadbent to assist the COO in identifying an Interim who could start quickly and help the organisation kick off a sustainable programme of change.

### SOLUTION:

Immediately following the call with CEO, we arranged a briefing with the COO the following day. We discussed the challenges faced by the COO, and were able to draw up a strong brief, in addition to a good understanding of the type of personality required to best align with the organisation and stakeholder. We also identified the reasons the firm had not been able to attract permanent talent, and the COO asked us to keep an eye open for those Interims that would consider a permanent role in the longer term.

We got to work contacting and engaging with the network. As the NB Financial Services Practice is highly experienced in this particular sector, we were able to reach out to both our direct network and their referrals. The result was a shortlist we were able to present to the client in three days, with one stand-out candidate. The client even remarked to his HRD after reviewing the list: “Why could we not find this person?”

### OUTCOME:

Alongside a rapid interview process, Norman Broadbent completed the due diligence and referencing. An offer was made on the third interview, and the contracts were agreed within 8 days of the initial brief.

If you would like to learn more about this project, or discuss a particular requirement, please contact Mike Davies at [mike.davies@normanbroadbent.com](mailto:mike.davies@normanbroadbent.com) for an initial confidential discussion.

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