



*PORTFOLIO HR
INTELLIGENCE FOR
PRIVATE EQUITY*

Integrating HR Metric Tools For Improved Due Diligence

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*"Nearly every mistake I've made has been in
picking the wrong people, not the wrong idea"*

Arthur Rock, venture capitalist pioneer— early
investor in Intel, Apple Computer, Scientific
Data Systems and Teledyne

Human-Equity **measures and supports** portfolio management's **capabilities** to implement strategy.

Delivering faster and **increased granularity** of HR data to improve HR risk management.

.... Based On

Integrated, benchmarkable and independent HR metrics.

Our Specialist Areas

Portfolio Optimisation



HR Change + Integration

Deals and Mergers



HR Due Diligence

Mediation Solutions



Framing Dialogue

About Human-Equity Ltd:

Human resource factors represent some of the most critical investment parameters, yet investors have very diverse approaches to their HR due diligence. Human-Equity delivers to Venture and Private Equity investors structured HR due diligence services for both individual and organisational assessment.

Human-Equity Ltd was formed in 2008 in London, with HR, psychology and investment consultants, each with over 15 years of consulting experience. Based on 6 years of organisational and HR performance research, Human-Equity developed the mapping of developmental psychology stages to organisations. Comparisons across assessment tools confirmed developmental psychology as revealing deep-structures of both individuals and organisations. Supported by research of 48 VCs in the US showing a correlation of HR assessment approaches and investment performance, Human-Equity offers investors integrated HR assessment and recruitment services.

Benefits For Investors

Investors, on reading this document will be able to:

1. Improve structure of management assessment interviews
2. Correctly select assessment metrics according to need and context
3. Avoid current pitfalls in management and HR due diligence
4. Gain understanding of how "intelligence" and "personality" really impact executive performance

"The competitive edge between investors is in their acquisition and processing of due diligence information. Complementing investors' current practices with structured and benchmarkable HR analytics is where Human-Equity helps directly to improving investment IRR."

John Oliver

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1. Introduction

This document draws on established business psychology research and is designed specifically for the needs of Venture and Private Equity investors, and managers of mergers and acquisitions.

The content can be directly applied to Investor's HR due diligence practices, both in terms of choice of management assessment technique and in designing interviews. The material is therefore focused on practical issues, feeding into investment portfolio's bottom-line performance.

The opportunity provided here is to step back and consider the choices investors are currently implicitly making in their strategies to assessing management. Choice of perspectives, agility in interview styles and selection of assessment metrics will be covered. The self-awareness of the interviewee will be considered, and how differing styles of interview can influence the conclusions from the interview.

A cross-cultural segmentation model for interpreting assessment results and responses is presented, to demonstrate the extent to which management interview responses can provide rich data for interpretation - not only on dimensions of intelligence, but also capacities such as tolerance of risk and ambiguity, values, loyalty and identity.

"Too often, deal makers simply ignore, defer, or underestimate the significance of people issues in mergers and acquisitions. They gather reams of financial, commercial, and operational data, but their attention to what we call human due diligence—understanding the culture of an organization and the roles, capabilities, and attitudes of its people—is at best cursory and at worst nonexistent."

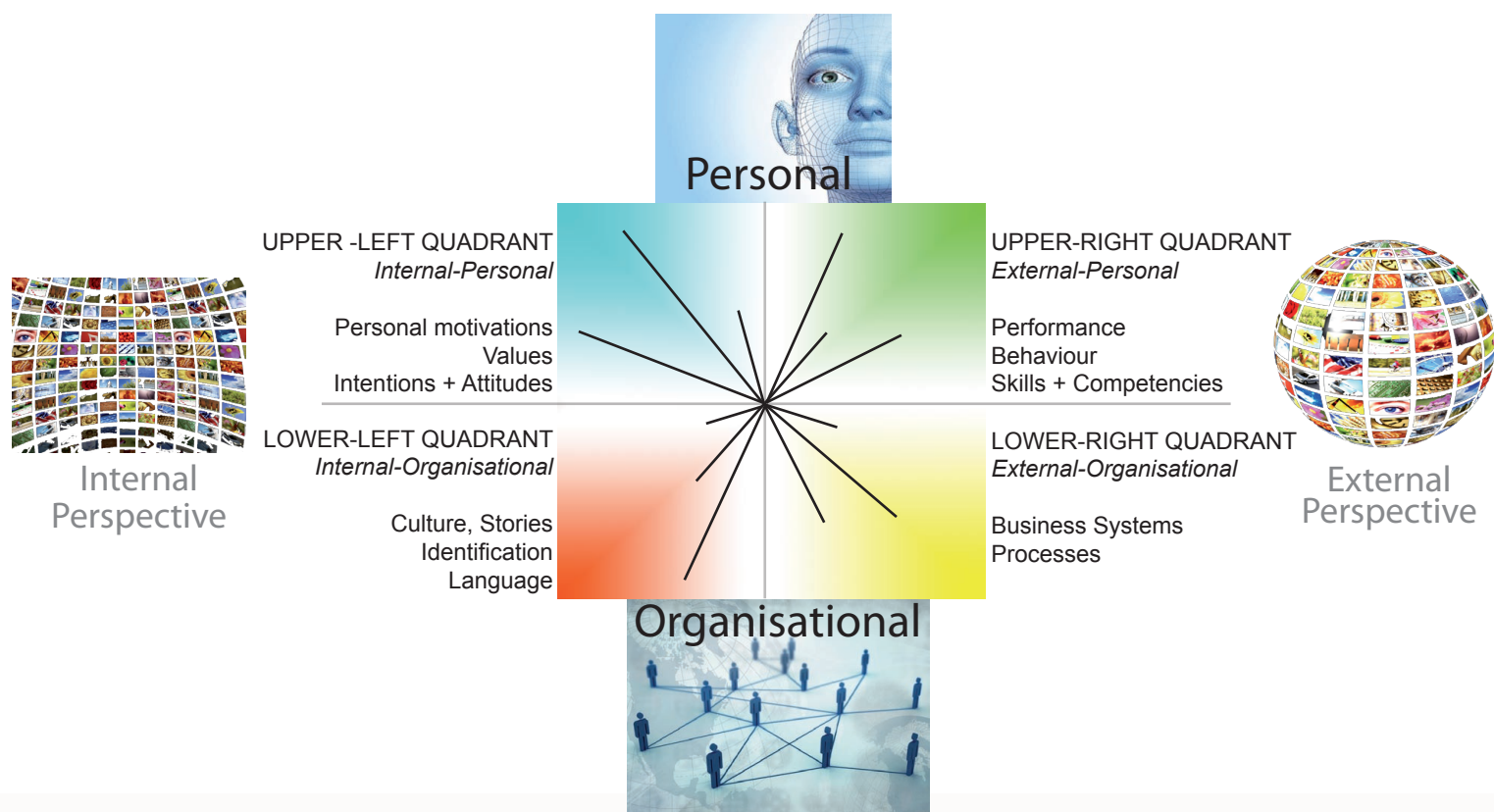
David Harding and Ted Rouse, 'Human Due Diligence',
Harvard Business Review (2007)

2. Assessing Management - Choosing Your Perspective

In the search to understand both the behaviours and influences on individuals and organisations, managers are faced with dialectical schools of thought - for example the behaviourist versus the systems theorists. Each school has its own solutions and methodologies, often conflicting which can lead to a polarisation of opinions and HR strategies. Human-Equity integrates all perspectives through The Quadrants, as a powerful orientating tool to start the training.

From this 'integral' view of possible perspectives, the interviewer is better orientated to see how each approach relates each other, and in choosing the best combination of perspectives.

- Upper left Quadrant 1 : Values/Motivation/Agility
- Upper right Quadrant 2: Abilities/Experience/Performance
- Lower left Quadrant 3: Cultural Fit/Identity
- Lower right Quadrant 4: Team Process



3. Selection of HR Metrics and Assessment Tools

Management assessment has evolved over the years from using graphology to psychometric tests, in fields as wide as the military to entertainment. In the 90s, team-task assessment weekends became widely used. There are over 50 psychology tests as identified by Human-Equity in the market place.

Human-Equity has identified that users of these tools apply limited critical evaluation and comparison of the tools. The choice of tool is influenced by its ease of use and economy, more than its applied validity to management performance.

This training delivers a comprehensive mapping technique to navigate the choice of assessment tools, and a structure to define assessment strategies. Developmental psychology is presented as a powerful assessment approach based on open-ended questions. Its structure of segmenting attitudes and perspectives has been built on over 10,000 case studies, and 30 years of research.

To effectively understand the capabilities of an organisation – and of the individuals within it – means that we must follow an approach that is as all-encompassing as possible. Evidence about organisational systems and their effectiveness as well as individuals' skills, competencies and behaviour is required. But the less visible aspects of an organisation are vital too: organisational values and cultures, plus individuals' values, motivations and cognitive capacities.

It is this latter human and cultural side of organisations that is all too often neglected – meaning that severe weaknesses end up overlooked.

Unfortunately many of the tools that are commonly used to measure the human side of organisations are not in fact able to give any guidance as to the leadership capacity, or capability, of an individual.

The Myers-Briggs Type Indicator, for instance, is used millions of times every year – in leadership, team building and conflict resolution, for instance – but is, as we shall see, in fact unable to uncover important variations in leadership capacity, and it even lacks a convincing evidence base.

3.1 Case study: the Myers-Briggs Type Indicator

The perceived benefits of behavioural style assessments are said to include such things as “better hiring, career planning, and job placement, as well as enhanced collaboration and teamwork, better communication, more effective conflict resolution, increased job satisfaction and morale, improved meeting effectiveness, and overall improvement in team and organizational performance”, according to a review of the field in *Leadership & Organization Development Journal*.

“It is widely believed that teams whose members have diverse behavioral styles - for example introverts and extroverts, thinkers and feelers, people who are highly assertive and those who are less assertive - will be more effective than teams whose members lack such diversity of styles,” say authors Mindi McKenna, Charlotte Shelton and John Darling.

“It is also commonly believed that work groups whose individuals are aware of and respect one another's diverse behavioural styles tend to experience improved communication and higher morale, and that individuals whose work environments most closely align with their behavioural styles tend to be more satisfied.”

But the authors don't pull their punches when it comes to evaluating the truth of these claims for the

Myers-Briggs Type Indicator: “very little evidence exists to prove that these benefits are, in fact, realized.”

“It appears that many proponents of behavioral style assessment base their enthusiasm for the process more on subjective perceptions than on documented results,” they conclude. Indeed they go as far as to say “there is no evidence that the MBTI is a valid instrument”.

A report by the Learning & Skills Research Centre in London, *Should we be using learning styles? What research has to day to practice*, similarly concluded that Myers-Briggs Type “does not appear to predict performance” (and lacks both construct validity and predictive validity).

Elsewhere the Harvard educationalist Prof Robert Kegan made a similar point about Myers-Briggs personality tests in his book *In Over Our Heads*: “popular though they may be in management training circles, they may actually have little to do with worker competence.”

A 2008 study by Ashridge Business School – ‘Middle Managers and personality’- drove home the point: “the tool describes preferences – it describes rather than prescribes – not skills or abilities or competencies.”

But if Myers-Briggs Type tells us so little of value about a person’s capability, one might ask why it is such a hugely popular assessment, in organisations around the world.

Prof Kegan believes that this is because it “can help to remove an inappropriate judgementalism: a “thinking” preference is not inherently better than a “feeling” preference.”

“Ironically, the same quality that makes a ‘type’ approach more user-friendly - its non-judgmentalism - may in fact render its use only marginally valuable in facilitating effectiveness”.

“Once we grant that one style is not necessarily any more effective than another, our defensiveness about having our style evaluated may be reduced, but so may our opportunity to learn what makes for greater effectiveness.”

3.2 Developmental assessment: the key to understanding performance

A way beyond this impasse with inadequate behavioural style assessments – that tell us little about actual capacities or effectiveness – comes when we realise that CEOs who all have the exact same Myers-Briggs type can also be at very different levels in their personal leadership maturity.

Some leaders can reach levels of leadership maturity which are very rarely attained, with their Myers-Briggs Type all the while remaining unchanged. It is this leadership maturity that can help predict high performance, and the ability to transform an organisation. Indeed knowing a person’s leadership maturity can help us successfully identify leaders with unseen capabilities.

A 2005 article by Prof Bill Torbert and David Rooke in *Harvard Business Review* – *Seven Transformations of Leadership* – looked at the development of leadership maturity through seven levels and how it relates to corporate and individual performance. They gave the type of leader at each of these levels of increasing maturity (or complexity) a name which reflected its typical style of leadership (eg ‘Opportunist’, ‘Expert’, ‘Achiever’ and ‘Strategist’). These leadership maturity types can be determined using the ‘Leadership Development Framework’ assessment.

Leaders who can transform their organisations to new levels of performance are rare - the authors “found that the three types of leaders associated with below average corporate performance (Opportunists, Diplomats, and Experts) accounted for 55% of our sample. They were significantly less effective at implementing organisational strategies than the 30% of the sample who measured as Achievers. Moreover, only the final 15% of managers in the sample (Individualists, Strategists, and Alchemists) showed the consistent capacity to innovate and to successfully transform their organisations.”

These performance differences quickly translate into tangible differences in revenue: “One study of ophthalmologists in private practice showed that those who scored as Achievers had lower staff turnover, delegated more responsibility, and had practices that earned at least twice the gross annual revenues of those run by Experts,” explain Torbert and Rooke in *Harvard Business Review*.

One piece of research by Rooke and Torbert examined ten longitudinal organisation change efforts - finding that seven resulted in transformative change and three did not. These seven success stories underwent a total of 18 developmental transformations and became ‘unique industry leaders’.

When they looked at the leadership maturity level of the CEOs, they found that in the 5 cases where CEOs were measured to be at the relatively rare ‘Strategist’ stage, their organisation transformed in positive directions based on business measures.

Only two of the five CEOs at a conventional level of leadership maturity achieved successful transformation of their organisations – and both of these also involved consultants who were at the highest possible leadership maturity levels.

The correlation between the CEO maturity stage and degree of transformative change was strong and statistically significant. In fact a combination of the CEO’s leadership maturity level and the consultant’s leadership maturity level accounted for a very high 59 per cent of variance in whether or not the organisation successfully transformed - indeed in that study if both CEO and consultant were at the Strategist level or beyond, the organisation was successfully transformed in every case. (NB In statistical terms 25 per cent of the variance is viewed as a ‘large effect’).

Interestingly, leaders at the ‘Strategist’ stage of maturity show a rare combination of ‘fierce resolve and humility’. Such leaders are dubbed – in Jim Collins’ management best-seller *Good to Great - Why Some Companies Make the Leap... and Other’s Don’t* – ‘Level 5’ leaders. They are humble yet tenacious – and highly successful.

“Strategists tend to have long time-frames - up to 20 years - and don’t aim for short-term gain”, adds Torbert.

The hidden power of the developmental assessment of CEO maturity level was re-iterated by *strategy + business* journal’s respected ‘Culture and Change’ columnist Art Kleiner in one recent piece: “there’s a European investment firm that predicts its share values by evaluating the strata [ie leadership maturity stage] of various CEOs. But like many [leader developmental level-aware] business groups, it doesn’t advertise its method.”

This hidden leadership maturity level may in fact be the explanatory variable at the heart of the results gained using other very different assessments. Research in 2005 by Harris examined the leadership maturity of executives and the rating they received on a 360-degree feedback instrument. Their maturity level predicted the average ratings the executives received on seven of the eight dimensions measured

by the instrument.

Level of leadership maturity was also found to be 'significantly related' to the performance of a sample of West Point cadets, as assessed by their Military Development (MD) grade, which is 'a standard measure of how effectively cadets carry out their leadership responsibilities'.

The importance of leadership maturity is clearly becoming more widely known, if gradually. It was at the heart of a report called *Flying High – A new look at local government leadership, transformation and the power of conversation*, that was produced by a think-tank put together by the Society of Local Authority Chief Executives and Senior Managers.

Amongst the think-tank members was Michael Pitt, the Chief Executive of Kent County Council, where the top layer of 90+ managers all undertook leadership maturity assessment using Torbert and Rooke's Leadership Development Framework.

"An important step for chief executives is to be aware of their own leadership 'maturity,'" explains the report, "especially if they want to transform their organisation and work through many of the dilemmas of the 'Transition Zone' within which there are periods of intense uncertainty and risk taking."

"It is not always necessary for the chief executive to be post-conventional [ie mature/late stage] but it is important that they develop or recruit this capacity or give more time and space for those who demonstrate post-conventional behaviour. This is sometimes difficult, as quite often post-conventional individuals, by their very nature, will be challenging, disturbing of the status quo and more likely to be seen as 'mavericks'."

Other developmental assessments can offer valuable insights too. The Values test developed as part of the Spiral Dynamics model is another assessment of developmental maturity. The approach was pioneered by Prof Clare Graves – a colleague of Maslow's – who found in his research with teams that those groups that were deliberately selected to include individuals at the high end of developmental maturity were far more productive at coming up with solutions to problems than groups made up of other individuals.

Indeed Graves found that they were *ten times* more productive than the less mature stages, and would in fact find "more solutions than all the others put together". This stage of maturity also "stands apart" from all the other in its "ability to move constantly from big-picture views to detailed views and back to big picture perspectives".

4. HR Assessment Tools and Metrics By Quadrants

Internal-Personal <ol style="list-style-type: none"> 1. Leadership Development Framework 2. Letical Assessment System 3. Myers-Briggs Type Indicator 4. Spiral Dynamics Values Test 	External Personal <ol style="list-style-type: none"> 5. Belbin Team Role Inventory 6. Managerial Style Profile - LIFO 7. Leadership Practices Inventory 8. Fundamental Interpersonal Relations Orientation - Behaviour (FIRO-B)
Internal Organisational <ol style="list-style-type: none"> 9. Organisational Culture Inventory 10. Richard Barrett's Corptools 11. Organisational Culture Assessment Instrument ('Competing Values Framework') 12. William Bridge's Organisational Character Index 	External Organisational <ol style="list-style-type: none"> 13. Balanced Scorecard 14. EFQM 'Excellence' 15. Organizational Network Analysis 16. Organizational Stages

Upper Left Quadrant (Personal motivations, values, intentions, attitudes)

a. Leadership Development Framework

A scientifically validated model of leader development and maturation, which uncovers nine stages of increasing personal mastery and powerful performance. The rare later stage leaders are found to be more effective at successfully transforming their organisations – as the leadership given to an organisation is wholly dependent on the developmental stage of the leaders of that organisation.

LDF can be used for individuals, teams, layers and sections.

b. Letical Assessment System

A measure of “the essential skills that reliably predict leadership success”. Letical assessment analyses “the ability to make high quality decisions, even in the most complex and challenging situations” as well as the “ability build a strong and healthy organization by reconciling the interests of individuals with the organizations’ central objectives”. It also assesses “the ability to envision possible futures, even in an environment of ambiguity and change”.

Four different assessments are available for leaders/managers: the LDMA (managerial decision making), LLRA (leadership reasoning), LRJA (reflective judgment), and LMLA (multidimensional leadership).

c. Myers-Briggs Type Indicator

A personality type assessment which is popular in organisations – used in areas such as leadership, team building and conflict resolution.

The assessment measures individuals across 4 opposing dimensions:

- Introversion vs Extroversion – ie do you get your energy from within vs from interacting with

people.

- Intuitive vs Sensing – ie do you focus on the big picture, dreams, ideas, implications vs details, facts, realities.
- Thinking vs Feeling – ie do you make decisions by detached reflection vs check out your feelings and personal values.
- Judging vs Perceiving – ie do you prefer a structured, ordered stable environment (making decisions) vs experiencing, keep options open, adapting (taking in information).

d. Spiral Dynamics Values Test

Built on the foundational work of the late Prof Clare Graves, a friend of pioneering management thinker and psychologist Abraham Maslow, the Spiral Dynamics Values Test measures thinking systems/values – across seven levels of increasingly complexity. It provides insights that integrate appropriate leadership styles, organisational structures and communication strategies.

Upper Right Quadrant (Performance, behaviour, skills, competencies)

e. Belbin Team Role Inventory

Meredith Belbin has outlined the nine roles that interact to form a fully effective team. The roles are: Implementer, Co-ordinator, Shaper, Plant, Resource Investigator, Monitor-Evaluator, Teamworker, Completer-finisher and Specialist.

Belbin Team Role Inventory is a tool for behavioural assessment of individuals, and includes 360-degree feedback from observers as well as the individual's own self-assessment.

f. Managerial Style Profile - LIFO

The Managerial Style Profile - LIFO "categorizes people into one of four groups - supporting/giving, controlling/taking, conserving/holding or adapting / dealing. Similar to other behavioral style instrument developers, Atkins asserts that none of the styles is better than another; however, any of the styles, if evidenced in excess, can hinder effectiveness."

Validity studies of the instrument have indicated a correlation between style and occupation, citing examples such as a strong preference for controlling/taking among middle managers and hospital administrators versus a preference for the conserving/holding style among engineers.

g. Leadership Practices Inventory

A 360-degree leadership assessment instrument created by *The Leadership Challenge* authors James Kouzes and Barry Posner, which assesses the five leadership practices. They are: enabling others to act, challenging the process, inspiring a shared vision, encouraging the heart and modelling the way. A leader completes the 30-item LPI-Self assessment and 5-10 other individuals complete the LPI-Observer questionnaire.

h. Fundamental Interpersonal Relations Orientation - Behaviour (FIRO-B)

FIRO-B looks at three dimensions of interpersonal relations, which explain most human interaction: inclusion, control and affection. Both the expressed behaviour and the wanted behaviour are assessed. In each area of need the tool distinguishes between deficient, excessive, ideal, and pathological expressions of the behaviour. It is often used in conjunction with Myers-Briggs personality type assessments.

Lower Left Quadrant (Corporate culture, customs, shared values)

i. Organisational Culture Inventory

In order to assess the effectiveness of an organisation, the OCI measures the strength of 12 different behavioural norms and expectations within three general types of organisational culture: Constructive, Passive/Defensive and Aggressive/Defensive. The types of culture have been found to be related to outcomes including job satisfaction, motivation, teamwork, product/service quality and financial performance. The OCI tool is used as a core of KPMG's 'Culture Diagnosis'.

j. Richard Barrett's Corptools

The former Values Co-ordinator at the World Bank, Richard Barrett, developed his Seven Levels of Consciousness Model along with the accompanying Cultural Transformation Tools to assist the cultural transformation of corporations, non-profits, NGO's, government institutions, schools, communities and nations.

k. Organisational Culture Assessment Instrument

The OCAI questionnaire distinguishes between four 'Competing Values' cultures: Market Culture, Hierarchy Culture, Adhocracy Culture and Clan Culture.

The Adhocracy culture has highest level of flexibility, with leaders who are visionary and innovative entrepreneurs, focusing on unique and new products and services.

l. William Bridge's Organisational Character Index

Drawing on the Myers-Briggs personality model, the OCI enables the assessment of 16 types of organisational character. The relation of organisational character to the stage in an organisation's lifecycle is also investigated.

Lower Right Quadrant (Business systems, processes, IT)

m. Balanced Scorecard

Balanced Scorecard translates an organisation's mission and strategy into a set of performance measures which offer a framework for strategic measurement and management. Key indicators are based around four perspectives: Financial, Customer, Internal Business Processes and Innovation and Learning.

n. EFQM 'Excellence'

The European Foundation for Quality Management's 'Excellence' Model assesses organisations against nine criteria: leadership, policy and strategy, people, partnerships and resources, processes, customer results, people results, society results and key performance results.

o. Organisational Network Analysis

Almost like an X-ray of an organisation, Organisational Network Analysis makes visible individuals' interconnectedness and interactions – and can identify the central people and the peripheral, the 'connectors' and 'boundary spanners', the bottlenecks, unsung heroes and untapped resources, as well as distinguishing the different sub-groups amongst staff and leadership.

Another application is to map the energy network of an organisation: who are the energising people and who are the de-energising ones (the attractors vs energy-sappers)? Or it can map the problem-solving/ brainstorming networks, in order to identify capacity for innovation.

Knowledge gained via Social Network Analysis can be used to design interventions that create, reinforce or change the patterns – eg plugging ‘know-who’ gaps, rewarding and retaining people who are vital connectors for their ‘invisible’ work, identifying key people before mergers etc. An example of a social network analysis tool is Valdis Krebs’ InFlow assessment: <http://www.orgnet.com/>.

p. Organisational Stages

Prof Bill Torbert has modelled a progressive series of organisational stages of maturation which parallels those individual stages of maturation that are assessed using the Leadership Development Framework.

The stages are: Conception; Investments; Incorporation; Experiments; Systematic Productivity; Social Network; Collaborative Inquiry; Foundational Community; and Liberating Disciplines.

5. Management Assessment Strategies - Maximising Efficiency of Questions

.....text available on request.....

6. Interpretation and Segmentation of Responses

.....text available on request.....

7. Interviewee Profiling - Looking In To Look Out

.....text available on request.....

8. How To Best Assess For Intelligence And Personality

.....text available on request.....

About Human-Equity:

Human-Equity Ltd was formed in 2008, with internationally recognised investment, HR and psychology consultants, averaging over 15 years of executive experience each.



John Oliver Managing Director : Organisation Development and Design MBA (EDHEC, France):

John has 13 years of business experience covering aerospace and telecoms (UK, France, USA), and has been an organisational design consultant since 2007 applying developmental psychology to business (clients in USA and UK). John experienced first hand the importance of HR intelligence in working for a VC funded venture for 4 years, and researching for 8 years developmental structures in organisations. Past consulting clients include: Ericsson, France Telecom, British Telecom, Airbus, and European Commission.



Adrian Furnham Business Psychologist (London School of Economics and Oxford University)

Adrian is a leading international authority on psychology and performance in the workplace. Adrian has written over 650 scientific papers and 48 books including *The People Business* (2005) and *Personality and Intellectual Competence* (2005). Adrian is ranked the 2nd most productive psychologist in the world since 1980. He is on the editorial board of a number of journals, writes regularly for the *Sunday Times* and the *Daily Telegraph* and is a regular contributor to the BBC. Clients have included Hambros Bank, Barclays Bank, Lloyds Bank, Abbey Life, Cathay Pacific, Channel4, Boots, Ritz Hotel, British Rail, Air NZ, M+S, the Foreign Office, BT, and TWA.



Nigel Vaughen Venture Investment Specialist, Executive and Board Performance

Nigel has the highest calibre of executive and operational skills from nearly 30 years at Board level at multi-national technology companies (incl. Racal, Krohne). He has successfully grown companies in MD roles, including taking an early stage business from £1m to £70m in value and successful exit for the investors. Nigel has extensive investor experience in both the institutional (e.g. 3i, Venture Capital) and private investor (Business Angel) communities, raising investment finance and in strategy development.



Lisa Cramp Business Psychologist, HR Due Diligence

Lisa has over 30 years experience as a business psychologist, including 20 years with SHL, a world leader in psychometric testing. After holding executive and Managing Director positions at SHL UK, Lisa has consulted internationally on management assessment practices for multi-nationals such as Tesco, Astra Zeneca, E.ON, UBS, Deutsche Bank and BP. Lisa has worked for Private Equity and venture investment houses such as Amadeus Capital on HR due diligence and executive development.



Ian Burgess Finance and Investment Specialist

Ian has 17 years experience in the financial sector with Barclays de Zoete Wedd and Barclays Canada, where as VP Structured Finance he advised major corporates on finance and risk management especially in relation to multi-million project financings. Ian's international finance experience includes projects in Europe, South and North Americas. Ian is himself an experienced entrepreneur founding start-ups in the retail and manufacturing sectors in Canada.



Barend Van Der Vorm Advisor to Human-Equity VC and Private Equity

Barend is the President of the Monaco VC and Private Equity Association, and manages a portfolio of private equity investments, since 1997. He founded CentreCourt in Monaco which supports high-growth companies and develops entrepreneurial strategies. He is a member of the investment committee of a Dutch private equity firm and serves as honorary consul of the Netherlands to Monaco. Barend serves on the board of several investee companies, having successfully launched businesses in bakery and publishing.



Dr Craig Marsh HR Specialist PhD (Lancaster and Oxford Universities)

15 years in management consultancy, academia and in senior HR roles have provided Craig with expertise in assessment in advanced HR, leadership and behavioural theory. Craig's work assignments include delivery of HR strategy at board level, and advanced HR practice at operational level. Past clients: BP, ING Bank, BAeS, Amadeus, Andersen Consulting, Cable + Wireless, L'Oreal, Orange, Philips, Texas Instruments, Akzo Nobel.



Dr Martin Egan HR Specialist PhD and Masters in analytical psychology with distinction:

With a PhD in analytical sciences, Martin specialises interdisciplinary projects in leadership development and HR performance, most recently with Axialent, a world-renown consultancy founded by Fred Kofman. Martin has led change management and team performance projects in the biosciences and insurance sectors. Martin has operated as an organisational development and coaching consultant since 2004, including clients such as Axa and Boston Consulting Group.



Duncan Chapple Organisational Development and HR Specialist MBA (LBS) and Masters (Tavistock)

Duncan's career spans Ovum, Omnicom, Deloitte and Lighthouse Analyst Relations. He is an international authority on the assessment and development of teams within large multinationals. He trained in organisational development at the Tavistock Clinic and London Business School, where he completed his MBA. His clients have included BT, Cable and Wireless, Cisco, Citibank, Ericsson, Hewlett-Packard, Hitachi, IBM, Phillips, Siemens and Tata.



Alex Dawes Executive Profiling INSEAD, British Psychological Society, Imperial College, London

Alex has worked in occupational psychology since 1981 when she moved from Coopers & Lybrand to join the international psychometric assessment publisher SHL, becoming Managing Director. Alex has over 20 years of experience in psychology profiling and assessment of managers and executives. Alex specialises in both one to one coaching as well as workshops for executive development. Alex has worked with FTSE 100 companies such as Tesco, Sony, Astra Zeneca, UBS, Deutsche Bank and E.ON.



Brian Van Der Horst HR Specialist BA Duke University USA.

Brian has 30 years of experience in management consulting, marketing and journalism. Brian implemented Lab Profile Recruitment to French companies, where this model was successfully used to hire department managers and staff for 5,000+ employee corporations. Past clients include: Siemens, European Investment Bank, Lufthansa, BMW/British Rover, Hewlett-Packard, Apple Computers, Sodexo, Castorama, Thomson Electronics and Michelin.