



# Leadership Diagnostics

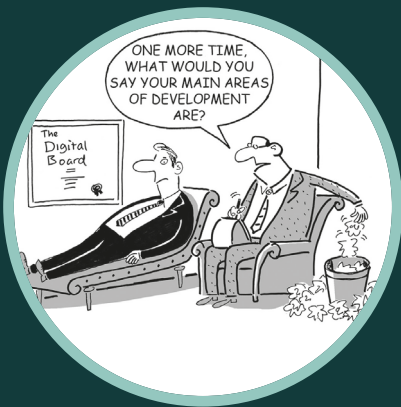
by The Digital Board



The  
Digital Board

We launched The Digital Board in 2012 not simply as a transactional Executive Recruiting firm but as a thought leader and provocateur in the Digital Leadership space. We were ahead of our time in assessing the gap that was emerging at Board level and brought to market a unique offering designed to help Boards understand and navigate the Digital imperatives.

We do this through three key service lines.



Executive Search



High Performance Leaders



NEDTech



# @TheDigitalBoard

## An overview of our three service lines



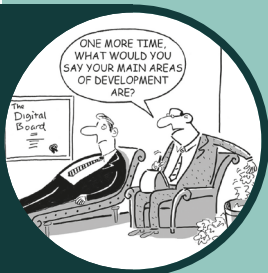
### 1. NEDTech

Rebalancing the conversation: First and foremost, a Digitally enlightened Board will help improve communication, trust and strategic business alignment between your business strategy and digital opportunity. Interactions between executive management and boards have historically been episodic, typically occurring only at quarterly board meetings. Overlay this with rapidly changing technology, and the evolving business landscape, and it might suggest that boards and technology leaders should stay connected and engaged outside of board meetings. The evidence suggests though, that when it comes to technology, many boards resort to a more defensive position at the expense of topics related to technology-enabled business growth and expansion, such as developing new capabilities, business



### 2. High Performance Leaders

Pressure is growing on businesses to transform to new, modern ways of working, digitally enabled operating models where they can flex dynamically based on customer demand. Leaders are looking at both the technology available as well as modern ways of working as a source of competitive advantage. Our high performance leaders service offers leadership diagnostics, leadership coaching and mentoring as well as a global leadership resources library. Our leadership diagnostics provide a deep dive into the culture, mission, and purpose of your organisation in order to fully understand the challenges that you face in evolving towards a more digital and technology enabled business. Our coaching and mentoring service makes use of a personalised expansive and diverse network of leadership coaches, each of whom have decades of experience as technology executives who can provide services either on a one-to-one basis or to an entire leadership team. Finally, our global leadership resources library has over 1000 resources, it caters to both aspiring leaders aiming to reach a higher level of performance as well as established leaders looking to stay sharp and keep up to date with the latest trends and developments.



### 3. Executive Search

We help you identify, assess and recruit the world's best Digital and Technology leaders. We have worked on over 130 senior mandates since our inception in 2012. Without exception, these roles have involved mapping global markets for candidates (whether that be US, Asia, South America or Europe) and then attracting them to relocate to the client's required destination. Importantly, we have never failed on an assignment. Barring a couple of occasions where clients have offered an internal candidate, we have an audited 100% success rate.

# Introducing

## Bryan MacDonald

**Current role: CEO/Founder of The Digital Board**

Bryan has dedicated over 20 years to understanding the role and leadership characteristics of successful digital and technology executives. He founded the Digital Board in 2013 with a vision to change the way that business leaders and tech leaders cohabit this changing world, bringing them together in the form of Digital Boards in order to form a more aligned and cohesive approach to the execution of their combined ambition.

Formerly the Regional Managing Partner (Europe) of Heidrick & Struggles Chief Digital & Information Officer practice. Prior to Heidrick & Struggles, Bryan worked directly for the Chief Information Officer of BP helping to define a culture of leadership within their technology function. This involved working with some of the world's most respected academic institutions, including Harvard, MIT and Kellogg.

Bryan has developed an impressive network of thought leaders, connectors and contacts throughout his 20 years all of whom have helped shaped his understanding of the role and leadership characteristics of successful technology executives.



### As an Executive Recruiter he has conducted over:

- 7000 Senior leader interviews
- 600 CEO and Exec team briefings



### Bryan has also published a number of relevant papers on this topic.

#### Example publications:

- The EQ/IQ Tech Leader
- The New Path to the C-Suite: Harvard Business Review
- Winning Digital and the evolving role of the CDO
- Has the elephant finally left the room?
- A Perfect Storm: CIO Magazine!



# Leadership Diagnostics

**Our overarching aim is to help you deliver value from your various IT and digital investments.** We do this by helping you strengthen and improve the leadership capability within your various IT and Digital teams. We work across your organisation, making sure we get a rich perspective on culture, mission/purpose as well as the direct challenges you face in transforming your organisation towards a more digital and technology enabled business. To do that we partner with CEOs, CHROs, Boards and Group CIOs to help identify and establish the right leadership culture necessary to stand up to the demands placed on them, but also to challenge the direction and the way to succeed.

Our aim is to help cascade these behaviours down throughout the broader IT and Digital teams and even into their supplier/partner organisations. After all, it's a large eco-system that all needs to align for success.

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|--|------|
| Why, what, how of Leadership Diagnostics. .... | 5-6  |
| Our experience and understanding. ....         | 7-8  |
| An overview of our process. ....               | 9-14 |
| Why partner with The Digital Board. ....       | 15   |

# How did we get here and why do you need to assess your technology leaders?

Pressure is growing on businesses to transform (or to pivot) to new, more modern ways of working, digitally enabled operating models where they can flex dynamically based on customer demand. Leaders are looking at both the technology available as well as modern ways of working as a source of competitive advantage. Yet, at the same time, there is a genuine credibility gap that is widening between the board and Digital / Technology Leaders. There's also confusion over who is driving digital transformation in an organisation. Is it the CEO, CMO, CDO or CIO? We've also seen the introduction of the CPO (Chief Product Officer) who is a sort of hybrid (Marketing, Product, Data, Tech) leader as well as the CDIO (Chief Digital Information Officer) who is separating leadership of products and platforms from the traditional IT function. Regardless of the precise definition of the role (or individual situation), each one of these positions requires strong leadership in order to be successful.



At The Digital Board, we are committed to helping to address some of these challenges. Our leadership diagnostic framework is a unique way of identifying the critical competencies and behaviours required to succeed as well as a sophisticated way of assessing people against it. It's a unique framework and methodology as it is the only assessment tool to measure behaviours specifically relevant to Digital and Technology leadership. Based on new psychological research, interviews with thousands of Senior Technology professionals and years of experience in IT executive search, the instrument offers a three dimensional view of a leaders' self-awareness, performance and potential across nine competencies and 90 related behavioural anchors.



Our research started over 20 years ago and has involved conducting over 6000 interviews with technology executives, many of whom operate within the world's leading brands. The executives interviewed were spread across five continents, covering multiple sectors, each with varying degrees of digital maturity. We learned that there are certain qualities that successful leaders have that others don't. Our research pointed to nine critical competencies (see later), each underpinned by a set of behavioural indicators that help provide more detail and definition of what 'good' looks like.

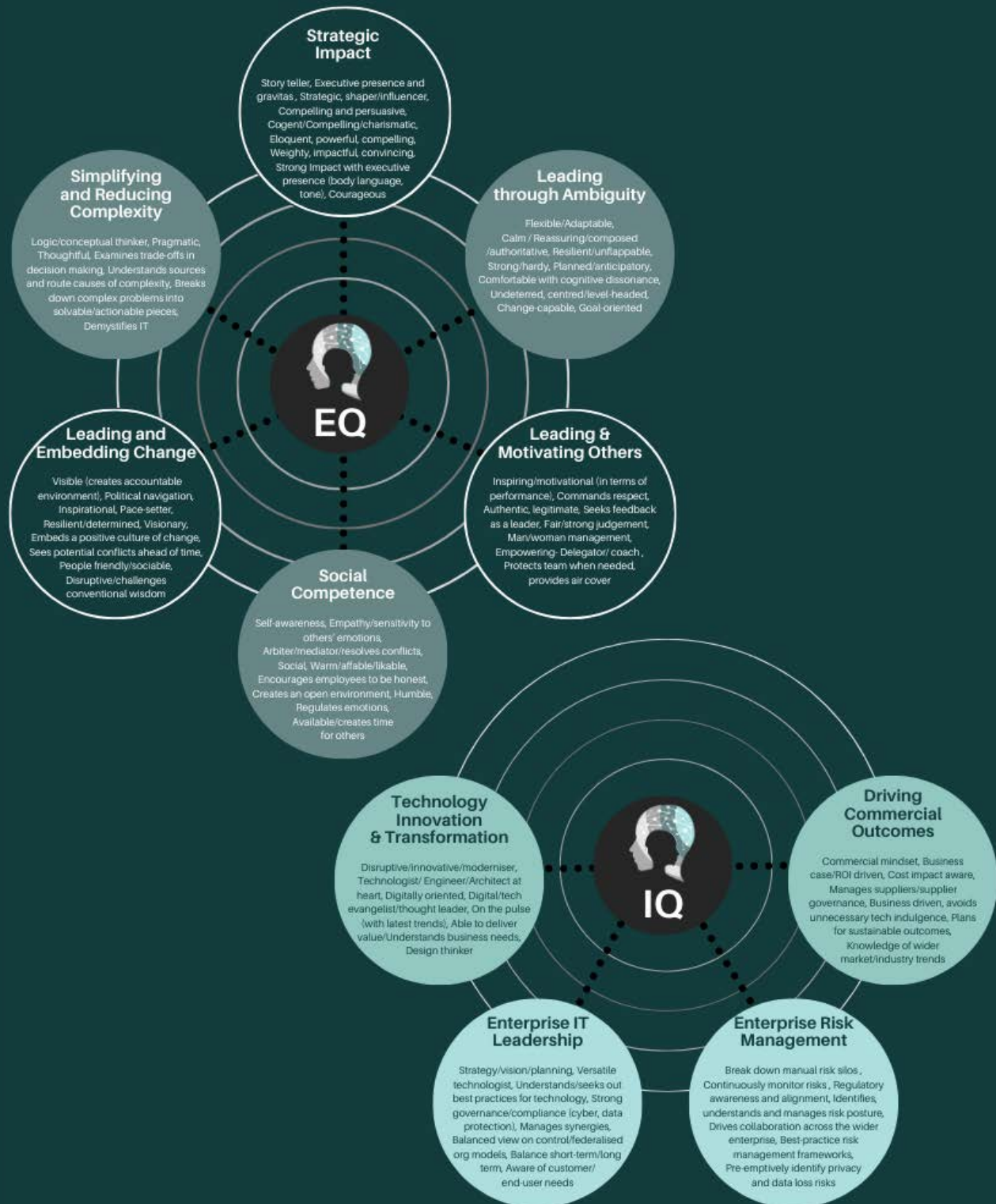
# What does the Digital Board Leadership Diagnostic Tool do?



**The tool enables organisations to align their IT leadership teams under a single leadership framework made up of contextually relevant competencies.** Each competency comprises a series of measurable, behavioural anchors that can be used to assess the level of leadership competency. As well as an innovative assessment framework, the tool is also used to support HR decision making in areas such as succession planning and performance management. Traditional performance versus potential models often lack sufficient insight for meaningful conversations. The competency framework we developed alongside our leadership diagnostic tool provides context to your decision-making.

# What makes a world class technology leader

Balancing EQ and IQ is essential in assessing Senior Digital and Technology leaders. See below an overview of our 9 leadership competencies broken down for senior technology leaders explained (both EQ and IQ).





# Our credentials in this space:

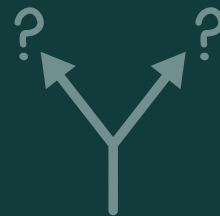
With over 20 years dedicated to the technology leadership space, we know that CIOs, CDOs, CTOs (as well as broader technology leaders) are among some of the most in demand leaders in the global talent candidate market place. Add to that, they are without question, some of the most challenging leaders to assess (striking the right balance of technical, commercial with leadership and influencing skills). And, if you look at the churn rate (average tenure of a CIO is 3.5 years) and the extremely poor succession planning (most replacement roles go out to Executive Search) the current approach is clearly not working.



We have assessed over 6000 senior technology leaders in over 20 countries, across multiple industry sectors and cultures. In doing so, we have taken the time to understand both the critical competencies and behaviours required to be successful and moreover how to assess these. Yet, we have gone much further than simply developing a competency model, we have developed a proprietary 360 assessment product that gives both a structured and data-driven approach to assessing these leaders as well as an exceptional reporting capability.



Our assessment product is extremely rigorous and secure (running in the cloud on SAP). The model itself is based on 9 leadership Competencies (six EQ and three IQ) that have been uniquely curated based on these unique individuals. Each competency is further underpinned by a set of 10 behavioural indicators that each can be scored on a maturity rating, between 1-5.



In short, we wanted to help our clients make more informed decisions using actual (and relevant) data when it comes to either appointing people into their roles, helping teams work together and/or developing their senior leaders towards more modern/agile ways of working. With a background of +20 years in senior technology hiring and assessment, we have focused our efforts in understanding this space.

# High Level Process Overview



Agree Project Scope



Design Assessment  
Criteria



Engage Team in a  
Workshop



Manage 1-2-1 Team  
Engagement



Engage  
Stakeholders/Evaluators



Conduct assessments  
(deep-dive or lite)



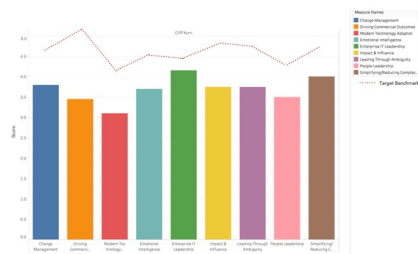
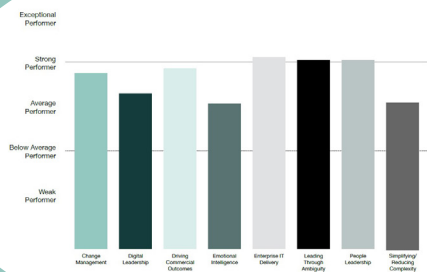
Reporting & feedback



Offer Developmental  
Recommendations

# Reporting Capability

What you and your team can expect of our reporting capability, covering both team reports as well as examples of Individual Leadership assessment reports.



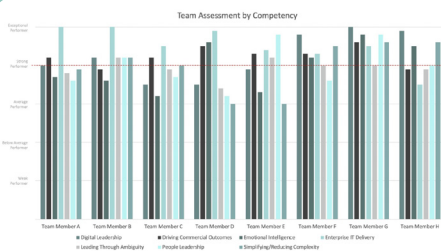
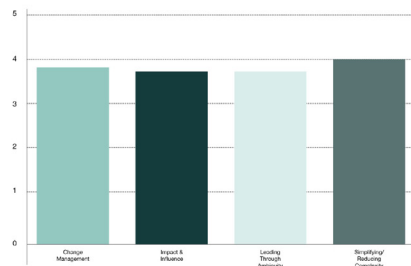
**ALEX SMITH**  
 Top Strength: Simplifying/Reducing Complexity  
 Top Area of Development: Modern Technology Adoption

**Comments:**

- Intelligent, networking and collaborative - good fit for the organisation
- Keen to become more aware commercially. He asks the right questions and wants to understand the commercial levers that he can influence.
- Comes to discussions with greater experience of others in the organization and supplied informed and intelligent understanding
- Has clarity of mind, operates as a moderator, and finds sensible ways forward with minimal fuss
- Thorough; comes from a good rationale and intellectual place. He's a senior, experienced person who is capable of engaging others in his own way

**Suggestions:**

- Could benefit from leading change more directly and being more assertive with his stakeholders
- Influencing events/strategies/policies at a greater level
- Make an effort not to avoid confrontation
- Be more proactive instead of letting things come to him - take more initiative, particularly in front line of project management instead of assuming 'every thing will go well'
- Should use his people management skills to take more of a leadership position and influence people and projects rather than react to them
- Contributing to the bigger picture is needed and able to become more important for the organization "needs to turn his back to the wall"



# Competency Assessment: Team View

The following graphs presents a compiled view of the Team's abilities across all competencies assessed

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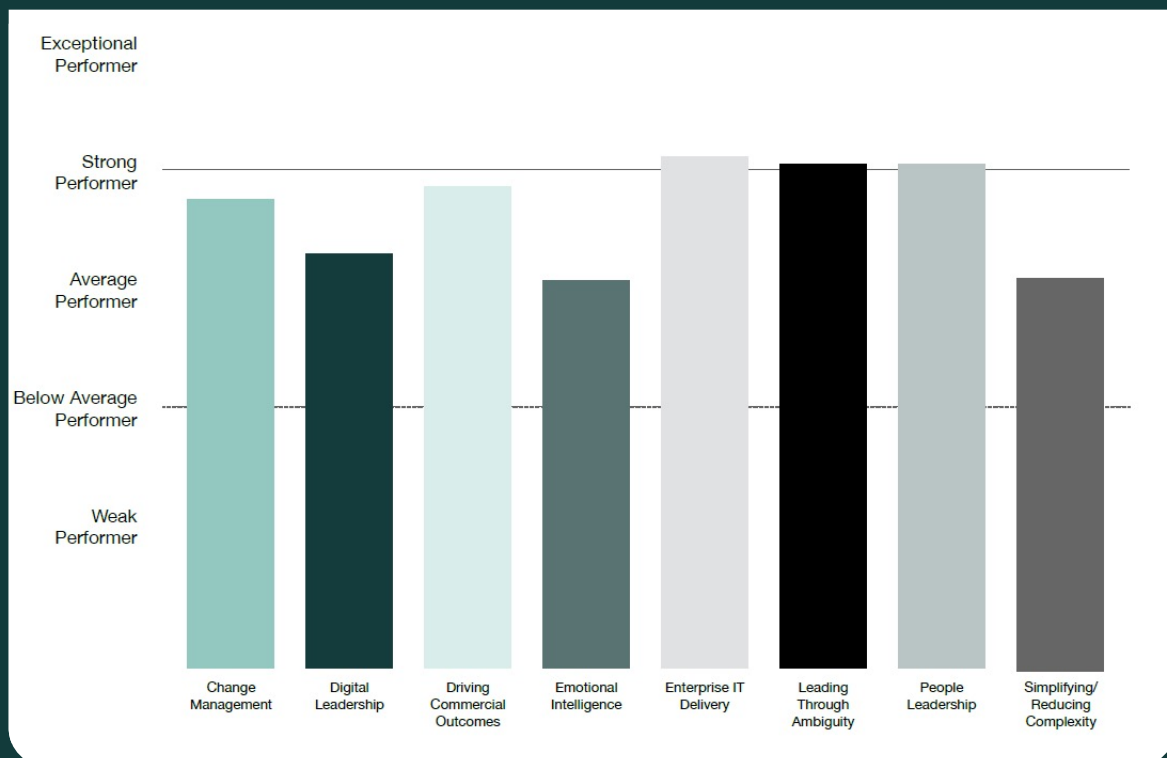


6  
Total number of  
Team members assessed

Project Sponsor &

16  
Stakeholders participated  
in the 360 assessment

Here we can see that the Team's particular strength is in Enterprise IT Leadership, closely followed by People Leadership and Leading through Ambiguity. Interestingly, we can see a marked weakness in Emotional Intelligence and leading through ambiguity. As you can see, a large % of the competencies are failing below the benchmark set by the project sponsor.



# Example report:

## Overall team assessment

The following Team Overview graph allows for a rundown of each Team Member's abilities per each competency. Here, we can spotlight members' strengths and areas of development. Similarly, it allows us to compare and contrast team members' abilities with one another



# Example report:

## for Individual competency assessment:

The following slides presents a compiled view of an individual's abilities across all competencies assessed



### ALEX SMITH

**Top Strength:** Simplifying/Reducing Complexity

**Top Area of Development:** Modern Technology Adoption

#### Comments:

- Intelligent, hardworking and collaborative - good fit for the organisation
- Keen to become more aware commercially. He asks the right questions and wants to understand the commercial levers that he can influence.
- Came to discussions with greater experience of others in the organization and supplied informed and intelligent understanding
- Has clarity of mind, operates as a moderator, and finds sensible ways forward with minimal fuss
- Thorough; comes from a good rationale and intellectual place. He's a senior, experienced guy who is capable of engaging others in his ideas
- Ability to shift gears when needed and able to deliver on projects when asked to
- Resilient and open to change. He handles change and uncertainty in a calm and assured manner.
- Understands where he has the opportunity to press on and where he needs to take a step back
- Has a presence about him that makes an impact
- Would like to see Alex be more assertive about expectations with his colleagues and lead from the front on critical issues.

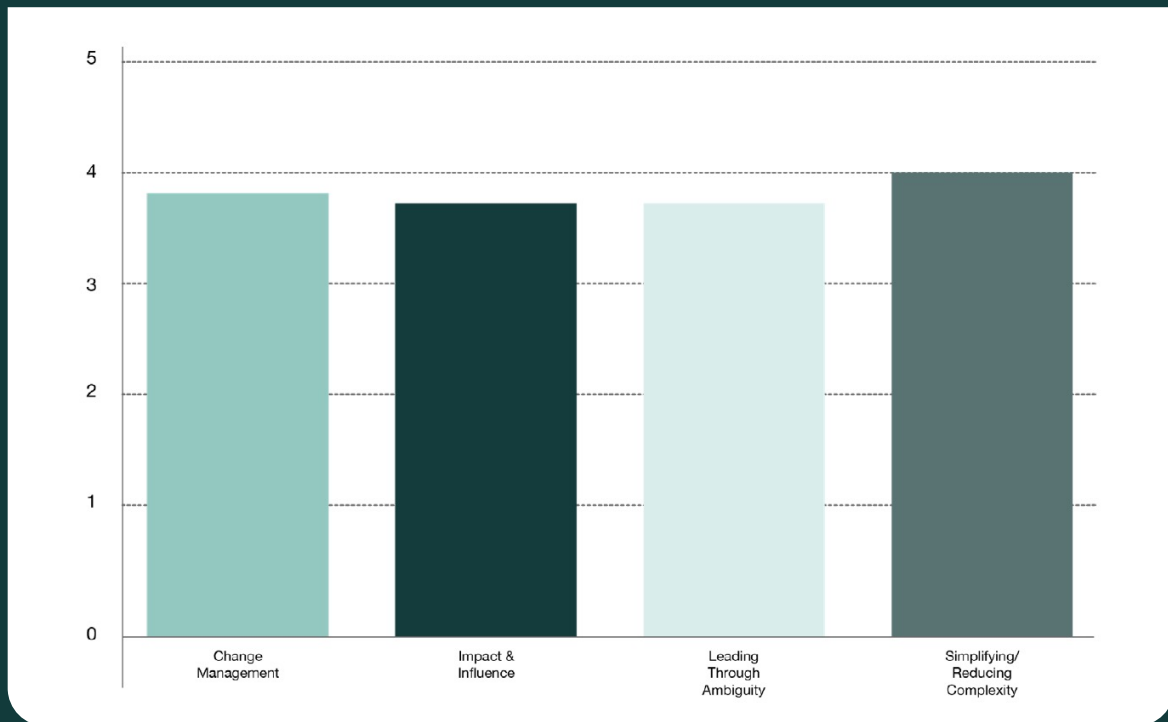
#### Suggestions:

- Could benefit from leading change more directly and being more assertive with his stakeholders
- Influencing events/strategies/policies at a greater level
- Make an effort not to avoid confrontation
- Be more proactive instead of letting things come to him - take more initiative, particularly in front line of project management instead of assuming everything will go well
- Should use his people management skills to take more of a leadership position and influence people and projects rather than react to them
- Contributing to the bigger picture is going to become more important for Alex, so he "needs to turn the dial up on this in order to be successful in his current role"
- Would benefit from developing his influencing skills
- Would like to see him more initiative and roll up his sleeve when that is needed
- Could benefit from leading change more directly and being more assertive with his stakeholders

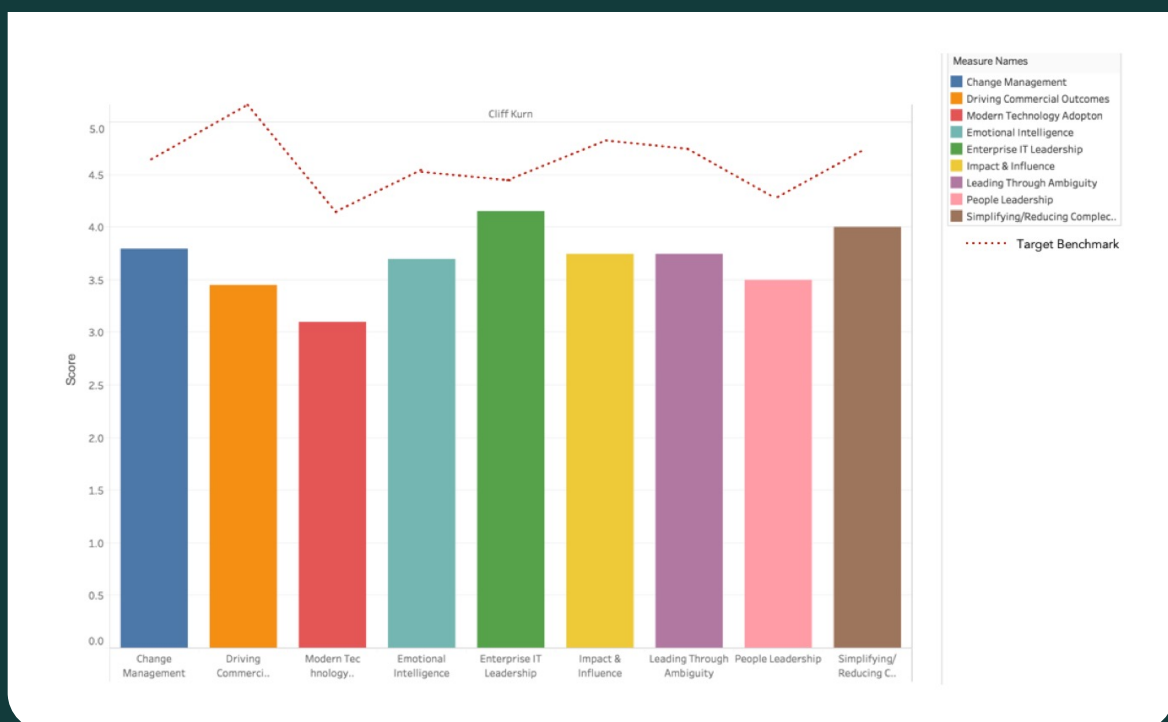
# Example report:

## for Individual competency assessment:

Example: Alex Smith versus top 4 Competencies required



Example: Alex Smith overall Competency overview



# In summary:

## why partner with **The Digital Board?**

Firstly, we firmly believe the winners of the Digital race will be the companies that not only leverage technologies more effectively but also recognise the leadership skills that are required to transform to a more digital culture. Therefore, everything starts with knowing what the required skills are. We believe that working with The Digital Board's proprietary assessment tool will help ensure you have the right leadership in place to win that race.



### 3. Track record of success

We have worked on over 200 senior mandates for since our inception. Without exception, these projects have involved assessing candidates from all parts of the globe (whether that be US, Asia, South America and Europe).



### 2. Understanding the senior IT/Digital market:

The Digital Board was launched nine years ago not simply as a transactional recruiting firm but as a thought leader and provocateur in the Digital Leadership space. We were ahead of our time in assessing the gap that was emerging at Board level and brought to market a unique offering designed to help Boards understand and navigate the Digital imperatives.



### 1. Our secret sauce

We have developed this proprietary leadership diagnostic tool specifically for Senior Digital and Technology Leaders to specifically address the gap that exists. Yet, we have gone much further than simply developing a competency model, we have developed an overall assessment process underpinned by a proprietary 360 assessment product that gives both a structured and data-driven approach to assessing these leaders as well as an exceptional reporting capability. Our assessment product is extremely rigorous and secure (running in the cloud on SAP).



# Get in touch

To learn more about how we can help you

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