



Bespoke, blended fractional Change Delivery Leadership for the mid-cap PE backed firms

It's a situation that we are very familiar with. Having applied your in-house value creation expertise, the portfolio company's strategy is now clear, and goals and measures are set.

Board energy and expectation levels are high with focus now on how to deliver the business and IT changes required to efficiently implement the strategy and crystallise the value.

You know from experience, that can be a rocky journey.

The portfolio company leadership team are strong, that's one of the reasons you invested in the first place. But they are already stretched sustaining the current level of performance. Their natural can-do spirit means that they will still step up to take on more, but you've seen the consequences of that before. You therefore need someone who can take ownership of change planning and delivery. A safe pair of hands to get on and deliver, taking up the strain, keeping you and the rest of the team engaged, with their and your interests at heart. But who?

You probably need someone with technical skills and expertise, who understands how tech can support the strategy, but who also knows the pitfalls and opportunities when it comes to really applying such technology. Maybe a CIO? Then again, you want someone who can drive delivery in an organisation of limited resources, where there are a few key people who are already involved in everything. Perhaps an experienced Programme Director? But achieving the strategy will need more than driven delivery, it needs the organisation to change. So, you might be thinking of someone with the proven skills of a Change or Transformation Director, who understands the need to drive change without disrupting current operations? Perhaps they need operational insight as well, so any solutions implemented fit within the type of business you are? On top of this, you want someone who can deliver in the rather specific environment of a mid-cap PE backed organisation – able to give confidence and clarity to the Board and shareholders, to support the Leadership team and at the same time get their hands dirty, making the change happen at all levels of the organisation, filling gaps when needed. And, you want someone with a proven track record that you can trust.

Your firm has a well-established network of trusted independent interim leaders to draw upon. However, the required breadth of expertise means that it's a really big ask of any one individual. Such individuals are rare, as rare as hen's teeth – the unicorns of the change delivery profession!

Given the range of expertise required, if you were a big corporate this would be a team of people, not an individual. Some of your trusted network are happy providing a fractional role, so perhaps the answer is fractional CIO, plus a fractional Programme Director plus a fractional Change or Transformation Director. But then who pulls those skills together, who unites the naturally strong independent opinions and gets things heading in the right direction? We have seen cases where alignment of views has taken weeks before getting to planning and delivery, and even then, with an undercurrent of tension as individuals strive to justify and meet their own desired allocation of days.

We believe we have a solution.



What if you could engage the various types of fractional capability at the required capacity, pre-integrated and united as proven delivery team. A team where each member knows their own and respects each other's strengths, and when and how to play to them. A team that takes ownership, and seamlessly co-ordinates between the different fractional members, A team in which each member brings huge experience flexing individual time allocation to match immediate/near term needs as these evolve through delivery. A team able to inspire confidence sitting on your side of the table acting with your best interests at heart. Now that would be a hen's tooth and a unicorn!

Let's paint a picture. What would this really be like?

Perhaps there is a lead person operating as the Change peer to the portfolio company Leadership team. Maybe they are engaged one, or for a few, days every week or more as required. Listening, thinking, developing understanding, starting to form opinions on what needs to be done and how; before sharing their understanding and opinions with the other team members. Each member then contributing their thoughts and shaping a more considered course of action. Shaping the blend of team capabilities best suited to the challenge. Sometimes these skills may be needed for half a day a week ongoing, another for a couple of weeks once off, sometimes perhaps someone for only a couple of hours. You don't want to wait for access to the skills needed, or to have to spend time finding someone every time a specific skill is needed. You want them to flow seamlessly into your organisation to move at the pace required.

This is what we offer. It is the kind of service that we have designed and built our whole business around, specifically to help address the particular challenges that we've seen in the mid-cap PE segment.

We aren't driven by the prospect of growing our own business. We are beyond that stage in our careers and are now driven by applying our experience to help you grow yours. We are driven by working with people we know, like and trust, using our combined experience to help to tackle challenging problems, working with dynamic, progressive organisations, driven and with the investment support to grow.

We are not aware of any consultancies that are able to sustainably provide this kind of service. Their business models work around fully allocated teams and high utilisation of their employees. Given their own growth agenda, its questionable whether if even the most ethical are ever truly part of your organisation, and if they have your, or their own interests at heart. It's a model that an interim agency also struggles to provide. Even with the growth of individual fractional interims, you won't get the full range of skills you want in any individual, and if more than one, you would be very lucky to get the united, mutually respectful team dynamic from day 1.

If you want to understand how we can provide this service, and how it could add value to your organisation, let's have a chat.