

Talent Pipeline Project

Case Study

Sector: Industrial



Client Background

Our client is an established manufacturer supplying to industry and consumers with an international reach.

They were enjoying a period of rapid growth; however, with a flat management structure, this created a high degree of risk should key people leave the business.

Recognising that succession planning was a major challenge to the continued growth of their business, our client was keen to mitigate this risk through a confidential and anonymous talent pooling project.

The ability to attract talent that could fit culturally within a high-growth business and have the ability to make a substantial impact in a short period of time was of key importance.





Project Initiation

Holmes Noble was chosen as a partner based on their extensive experience of executive search and talent mapping projects with sector and functional expertise at a mid-senior management level.

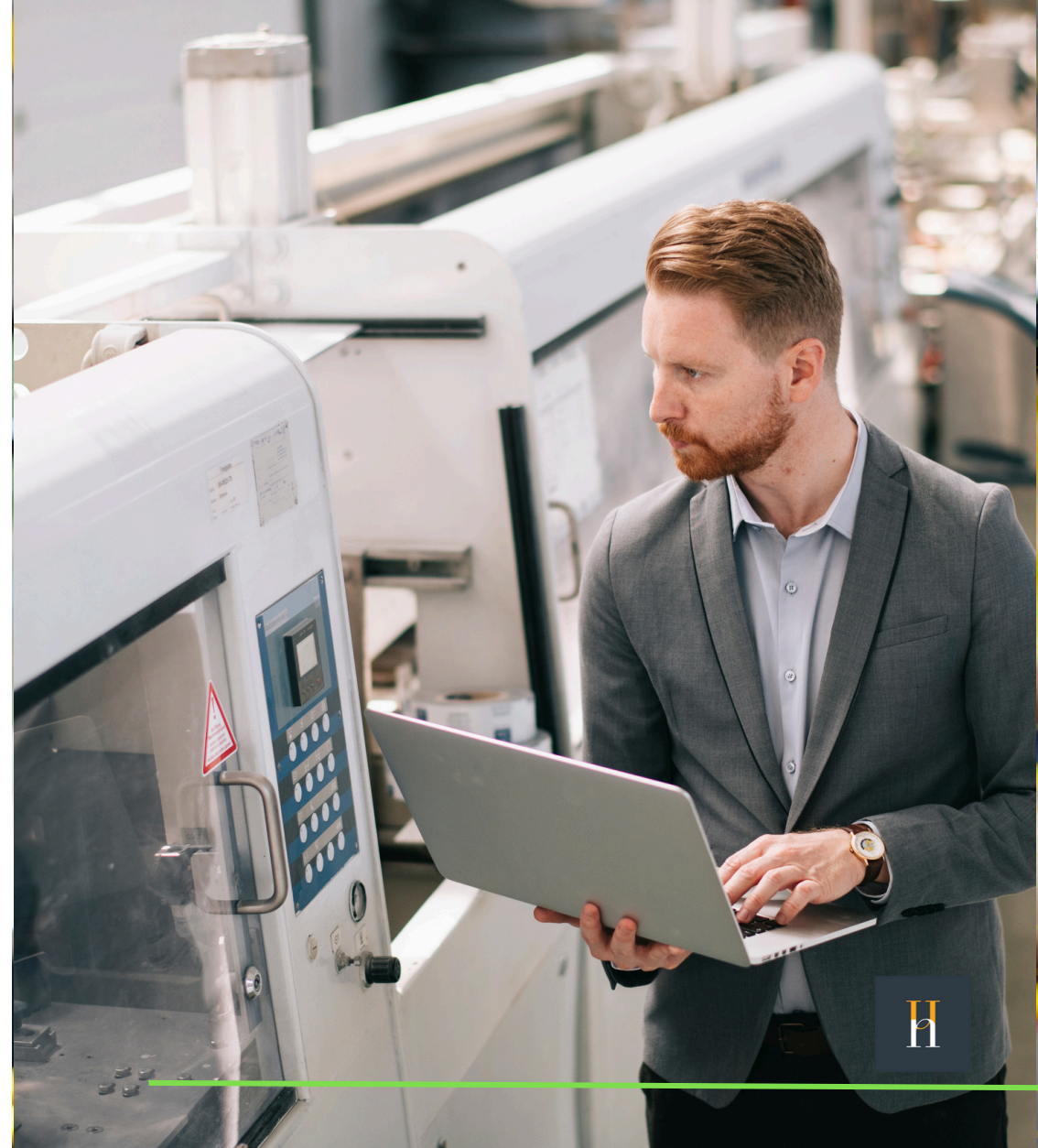
The mandate was to create a 'talent pool' of individuals that could step into key positions, from mid-manager level through to board, over a 12-month period.

The project included roles such as CEO, CFO, European Head of Manufacturing, Head of IT, Site Engineering Manager, and National Sales Manager.

Understanding the Client's Needs

As with any client project, Holmes Noble spent considerable time within the organisation, meeting with the senior leadership team in order to fully understand the cultural alignment, strategy for growth, and the role that talent plays within that.

Additionally, they gained a full understanding of the technical skills and aptitude requirements.





The Proposed Solution

- Create an extensive target list of companies that possess similar niche talent and senior executives aligned with their needs.
 - Create and share a monthly report on a talent bank of candidates for the 'at risk' roles, gathering key data including remuneration details, motivations for change, and career aspirations.
 - Manage each role as a separate assignment utilising their in-house research team to engage with and maintain a relationship with potential candidates.
 - Propose a commercial structure with significant cost savings versus a traditional retained approach.
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Outcome

Despite the challenges, Holmes Noble delivered a high-quality shortlist within the agreed timeframe.

The company found that they were able to make a choice from two high-quality candidates who both met the criteria and the values of their business.

The successful candidate was headhunted from Rolls-Royce, and their executive-level experience and pedigree proved highly attractive to the executive team as well as their venture capital investors.

The company has since engaged Holmes Noble for further requirements, including a General Manager and a Strategic Partnerships Manager – EMEA, both successfully headhunted from key competitors.





Additional Achievements:

- Created a talent pool for each role of between 70–150 candidates from 144 companies.
- Identified and engaged with a longlist of 10–20 high potential candidates for the CEO and CFO positions.
- Collected valuable competitor knowledge, providing the client with significant market intelligence.
- Subsequently engaged on six further assignments
- As a result of this extensive research work, Holmes Noble had a pre-selected group of interested candidates, thus reducing the time to hire and enabling the client to ramp up quickly in response to growth or change.

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