

LEADERSHIP ASSESSMENT FOR PARTNERSHIP

Hiring partners for tomorrow

Seeing the whole picture

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No two partners are alike, which is one of the attractions and challenges of leading a professional services firm.




Succession of senior professionals into partnership is often the lifeblood of the business model, and yet many firms will promote internally or invest in expensive lateral hires without fully testing the leadership qualities of the talent pool.

While partnership candidates will usually be technically sound in their service lines, failing to pay attention to broader capability and motivations leads to partner communities that consist of individual technical specialists distinct from the common brand, each leading in their own way and building allegiance to their own practices, rather than engaging the next generation within a single corporate identity.

This confuses the market, inhibits cross-selling and provides conflicting messages about the desired behaviours within the firm. This is genuinely challenging ground for the leadership team – who understandably seek both revenue growth and firm alignment.

Taking an objective and rigorous view of a partner's leadership capability provides an essential means to address these issues.



Why introduce a partner assessment programme?

01

Improve overall quality of the partner group

02

Avoid expensive hiring/
promotion mistakes

03

Enhance overall partnership
profitability

04

Demonstrate appropriate
scrutiny around key hiring
decisions

05

Enhance the employer brand in
marketplace and among
employees

06

Demonstrate to clients and
potential clients the calibre of the
partner population

07

Provide leadership with a common
data set concerning current and
future partners

08

Provide the hiring manager with
clear, actionable information about
how to optimise onboarding and
induction

09

Optimise performance of new
partners with objective information
around their strengths and
weaknesses

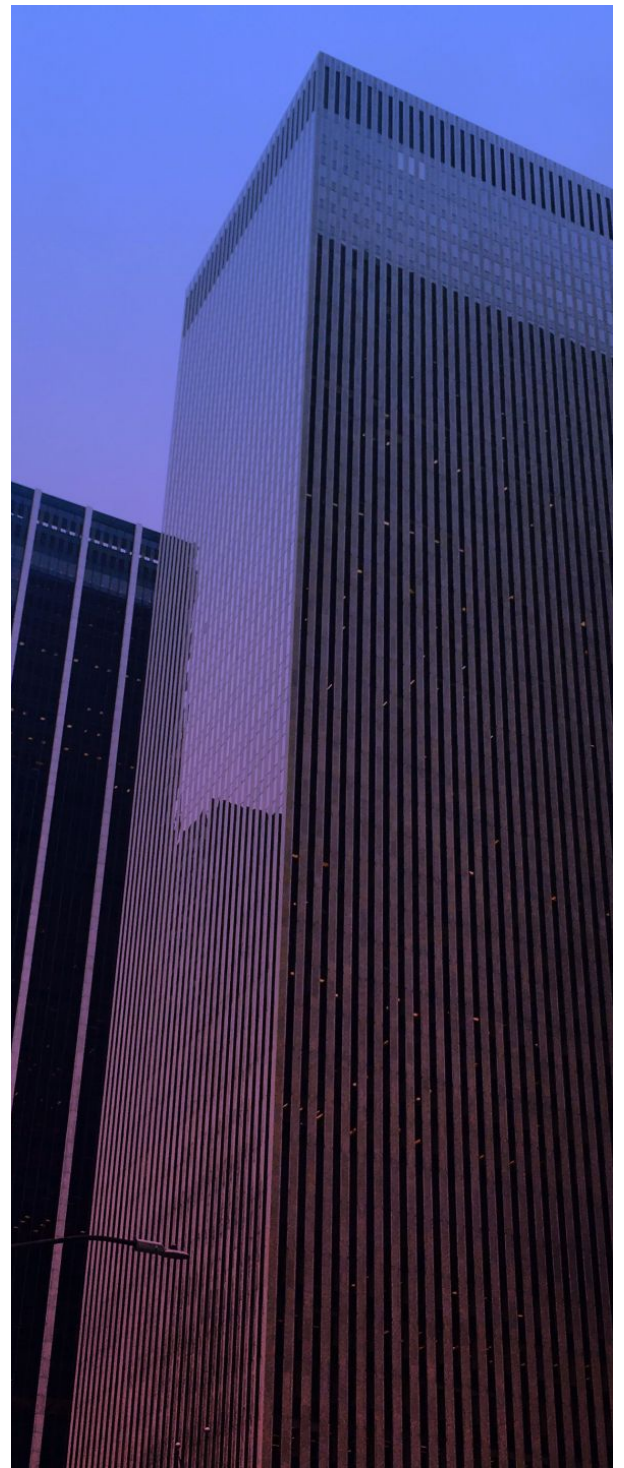
Leadership assessments for partnership

Over the last 20 years, New Street Consulting Group has supported the selection and development of partners at many leading professional services firms. We have assessed over a thousand people for promotion to national managing partner or director roles within finance, legal services, management consultancy and general advisory businesses. We have designed, implemented and audited partner processes for many professional firms, including among the Big Four.

When understanding the capability and potential of an individual, multiple techniques are employed to triangulate and provide accuracy and validity of assessment.

Methods

Typical methods include interviews, psychometric tests, case study exercises, presentations and references. Using the right tools is important to ensure fairness and accuracy. But in the end that is all that they are – tools. More important is who is using them? Skilled, experienced assessors ideally with an occupational therapy background is the gold standard and will enhance both accuracy of judgement and the candidate experience.



Four core capabilities

In addition to the basics of technical competence, these four capabilities can differentiate the most effective partners. These can vary of course, depending on business context

Commercial Acumen

- Understanding clients & markets
- Conceptual thinking
- Tailored solutions
- Business development appetite
- Understanding firm strategy
- Building value

Personal Impact


- Emotional intelligence
- Interpersonal sensitivity
- Social & self confidence
- Adaptability
- Relationship building
- Co-creation & mutual benefit

People Leadership

- Leading from within
- Setting a positive example
- Engagement & empowerment
- Managing performance
- Championing change
- Talent attraction

Drive

- Purpose
- Ownership
- Proactivity
- Tenacity
- Quality focus
- Restless curiosity



Intelligence-led talent solutions for enhanced ROI

At New Street Consulting Group, we understand that strong financial performance is simply an output of good management and talented human capital. People are the key to making the right investments, to growing service lines – and to getting the best possible returns from your investment.

New Street Consulting Group has been a leading leadership consulting & talent solutions provider for over 40 years. Over four decades, we've built lasting relationships with many world-leading organisations. During that time, we've recruited, assessed or developed over 10,000 leaders and executives.

For more information or to discuss your specific needs, please get in touch

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