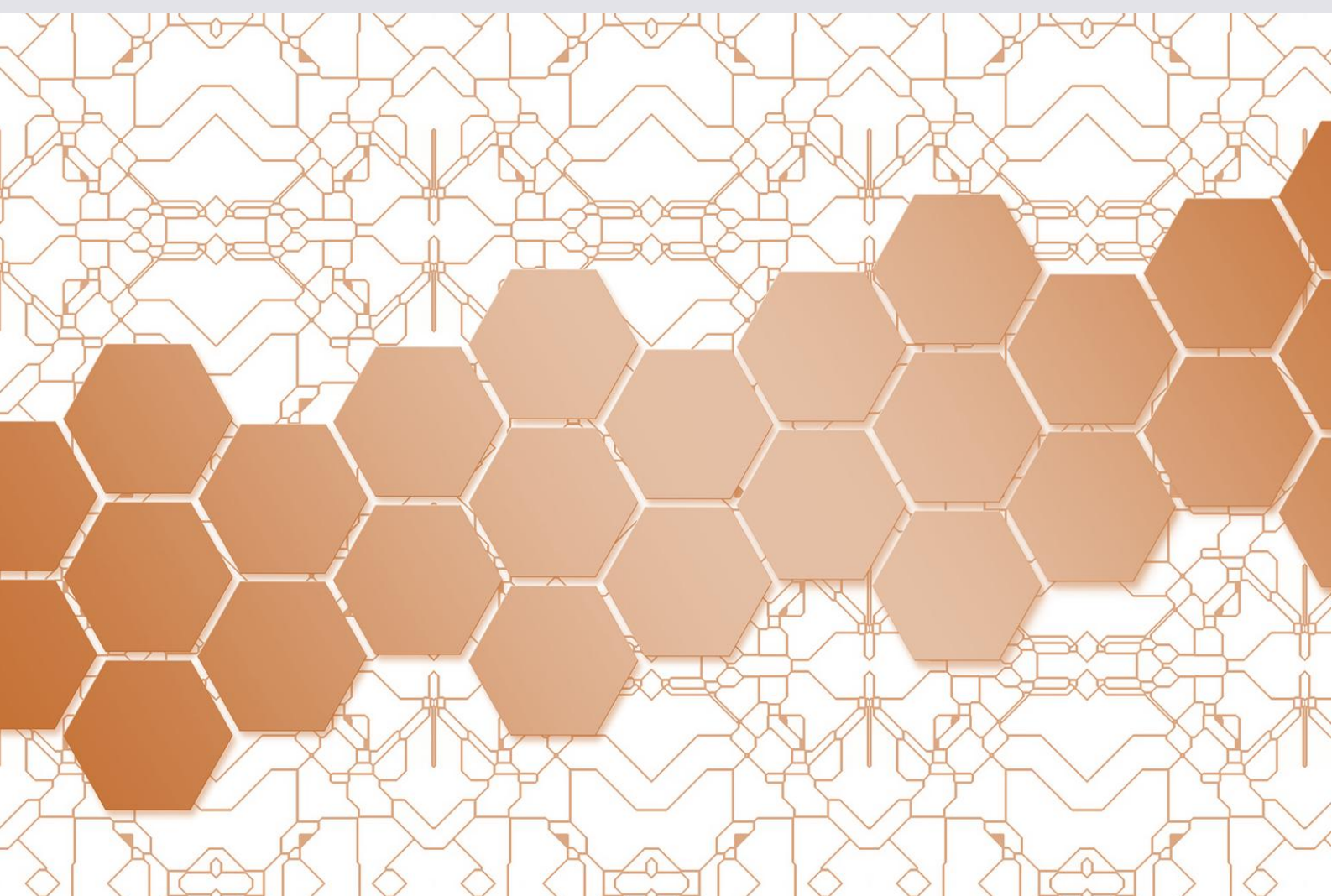


Assessment report on Graham Jones

Prepared by Jon Lurie

Confidential





Purpose

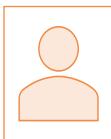
This report has been created to assist De Geer LLP in reaching a decision about the candidate's suitability to be the next Managing Partner. It should only be used for making a decision in conjunction with other sources of performance data.

Evidence Base

The report is a summary of the evidence based on the following activities:



- ◆ Three hour interview with a business psychologist
 - ◆ NEO PI-R personality questionnaire
 - ◆ Hogan Development Survey questionnaire
 - ◆ Raven's Advanced Progressive Matrices
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Confidentiality

This profile is confidential and is intended only for use in making the decision on the appointment of the new Managing Partner.

The report will not be made available to the candidate until after they have received feedback on whether they have been successful.



Validity and Reliability

This report is based on the results of an interview and ability tests. The results can be considered to be relevant for a period of up to 18 months from the date of this report but beyond this should be discarded, and a re-assessment undertaken.

Introduction

Graham Jones was assessed by Jon Lurie from PSFI on the 1st of June 2021. He is currently a Partner at De Geer LLP and Sector Head for M&A and is being assessed for the position of Managing Partner.

Prior to an in-depth three-hour interview, Graham completed two personality questionnaires and an ability test.

- ◆ NEO PI-R which is a personality questionnaire which assesses emotional, interpersonal, experiential, attitudinal and motivational styles
- ◆ Hogan Development Survey (HDS) which identifies strengths which can undermine or inhibit effectiveness as a leader during times of acute pressure or stress
- ◆ Raven's Advanced Progressive Matrices which evaluates peoples' ability to analyse and combine new and existing data to solve unfamiliar problems, learn new skills, and put problems in context in order to see the bigger picture

This report is prepared exclusively for Graham Jones and is a summary of the assessor's understanding of his current behavioural characteristics.

Overall summary

Graham is very likeable and interpersonally skilled. He has a quiet, unassuming manner along with a steely determination to achieve results. He is focused and self-disciplined and enjoys leading teams and motivating individuals. He is very hard working and conscientious, with strong values based on openness, honesty and authenticity. He is intellectually bright, listens well and has a strong emotional intelligence. Graham has a tendency to worry and his anxiety is likely to be evident when stressed. He puts a lot of effort into anticipating problems and taking the necessary steps to ensure that they are addressed before they actually occur.

Assessment report

Graham was articled with Linklaters and worked there in the M&A practice before joining Willoughby & Caruthers in 1996. He was made a Partner in 2000 and is currently Sector Head for M&A.

Graham is a charming and engaging individual who is easy to warm to. He has a straightforward, no nonsense approach which engenders trust and openness. He likes to work with a high degree of autonomy and is self-motivated. He is very hard working with a strong work ethic and sets high standards, particularly for himself. He is highly structured in his approach to problem solving and meticulously gathers and analyses data before making carefully considered recommendations. He is able to cut through complexity and ambiguity and gets to the salient points quickly.

He likes to rely heavily on his experience when making decisions and uses 'tried and tested' approaches. While he is decisive, Graham is by nature cautious and is driven by both a desire to succeed and strong fear of failure. When making decisions, it is important for him to be very clear about the end goal and to understand all the implications and pitfalls of getting there. He is thoughtful and considered in his approach and does not like having to make decisions spontaneously. Although this slows down his decision making, it results in decisions which are well thought through and robust.

Graham is task driven and achieves an effective balance between getting results and taking people along with him. He is interpersonally skilled and engages easily with a wide range of people. This along with his openness and authenticity results in colleagues and clients opening up and trusting him. He is skilled at motivating individuals and is a challenging but supportive manager and leader. He is a strong believer in teamwork and recognises the importance of having individuals around him who complement his strengths. He is perceptive and delegates freely to subordinates who have gained his confidence, but shows his stress and frustration and gets involved when things go wrong.

Although Graham is modest and does not like to show off, he is ambitious, both personally and on behalf of the firm. He is very proud of De Geer LLP and takes his responsibilities very seriously. He has some entrepreneurial flair, demonstrated by the growth of the M&A Practice. This is tempered by his cautiousness and a low tolerance for taking risks. He enjoys bringing about change but does not believe in doing it simply for the sake of change. He is likely to bring about change incrementally rather than through a radical departure from existing custom and practice. He tends to be more operational than strategic.

He is challenging but not confrontational and although he likes to get his own way, he does not give the impression of imposing his views. Influencing others and gaining consensus around what he wants to achieve is a particular strength. He is politically astute. Graham tends to build teams around common goals and will increasingly need to do so around a shared strategy and values.

Graham is assertive and comes across as being more confident than he actually feels. He tackles problems with a sense of urgency, focusing on the 'here and now' while maintaining an awareness of the longer-term implications. He is very focused in what needs to be done and is quick to identify action that needs to be taken.

He readily takes charge in areas where he feels confident, having done the necessary work to demonstrate his knowledge and expertise. Graham recognises the need to display confidence and act as a role model, regardless of his inner feelings. He is an effective leader and does not have a high need for personal recognition. He is very comfortable giving praise and recognition to others and making them feel valued. This engenders loyalty and a willingness to support his leadership.

He is driven and task focused. Being reliable and delivering on promises is critically important to him and he expects this from his colleagues. He takes pride in delivering what he has committed to and meeting deadlines. Graham likes to do everything well and sets high standards for himself and others. He puts in place systems and processes for monitoring performance and expects people to deliver on their promises, holding them to account.

Graham is skilled at identifying and developing talent. He actively seeks to develop the potential of individuals and empowers people he trusts, giving them responsibility for delivery. However, he also likes to know exactly what is going on and is likely to intervene if he feels that insufficient progress is being made. He is willing to tackle tough people issues, doing so with tact, fairness and objectivity.

Graham is a worrier and when stressed he will appear to be more detached and aloof than he wishes to be. When under pressure he may withdraw and try and solve the problem himself rather than being inclusive. During such times, it is important that he displays a positive outlook even if he continues to fear the worst possible outcome.

Issues to address

Graham is an impressive individual who is bright, personable and driven. Nevertheless, there are areas which he will need to work on in order to maximise his effectiveness in his new role. He has a high level of personal insight and is keen to address them.

Need for autonomy

Graham works best when he is given a high degree of autonomy and does not feel the constant need to justify his decisions or actions, which will have been well thought through. His role and remit, particularly in relation to the Senior Partner, will need to be clearly defined. It is critically important that they develop and maintain an effective and mutually supportive relationship.

Tolerance for ambiguity

Graham likes to have a clear understanding of the desired outcome and the steps required to get there. In his new role he will, at least initially, have less clarity about what success is and how it will be achieved than he is used to. Some of the challenges, such as determining the balance between international expansion and profitability and deciding how best to create a distinctive culture which gives competitive advantage, will require an ability to deal with ambiguity.

Fear of failure

Graham is strongly driven by a fear of failure and even when it occurs, he may not maximise the learning from it. He may be reluctant to take action in situations where he has little or no experience upon which to draw and stick to what is familiar to him. Whilst this aversion to take what he considers to be risks will be reassuring to his fellow Partners, it may result in lost opportunities.

Coping with pressure

Graham readily admits to a tendency to catastrophize and believes that the worst possible outcome will happen. The advantage of this is that he spends a significant amount of time and energy anticipating what needs to be done to prevent his worst scenario from becoming a reality. The disadvantage is that it is stressful, time consuming and energy sapping. In addition to the personal cost, Graham's colleagues will be adversely affected by his obvious worry and tendency to become aloof and distant. He needs to ensure that he continues to have a visible profile during such times and maintains an awareness of his importance as a role model within the firm.

He needs to develop techniques for dealing with stress. They are likely to include regular exercise, relying on the trusted advice of selected colleagues and ensuring that he maintains sufficient time for seeing his family and friends. Being aware of his emotions and recognising that the pattern will not change significantly may also help.