

# Cog:ent

## The Cognisant Entrepreneurs' Group



Moore Stephens, in partnership with Telos Partners and HSBC, host the second series of Cog:ent. Cog:ent is a free two year programme of quarterly thought leadership workshops, helping ambitious business owners to build successful and sustainable businesses against the background of an improving economic climate.



# Welcome and check-in



# Things people say about 'success' – *after and before*

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*"I would have employed better people, earlier on and let them get on with it"*

*"I struggle to find the right people, my team are loyal but they lack the drive I now need"*

*"Falling off my motorbike on the way to the opening of our first ever site made me realise that it would be ridiculous to build a business that was solely reliant upon me"*

*"Everything seems to have to go through me, people just don't take decisions or make the wrong ones!"*

*"Each time, I've have let go of stuff to focus on where I can add real value, the business has jumped to the next level"*

*"If I'm not doing stuff, then what is my role?"*

Source: Telos @10 Founder Interviews

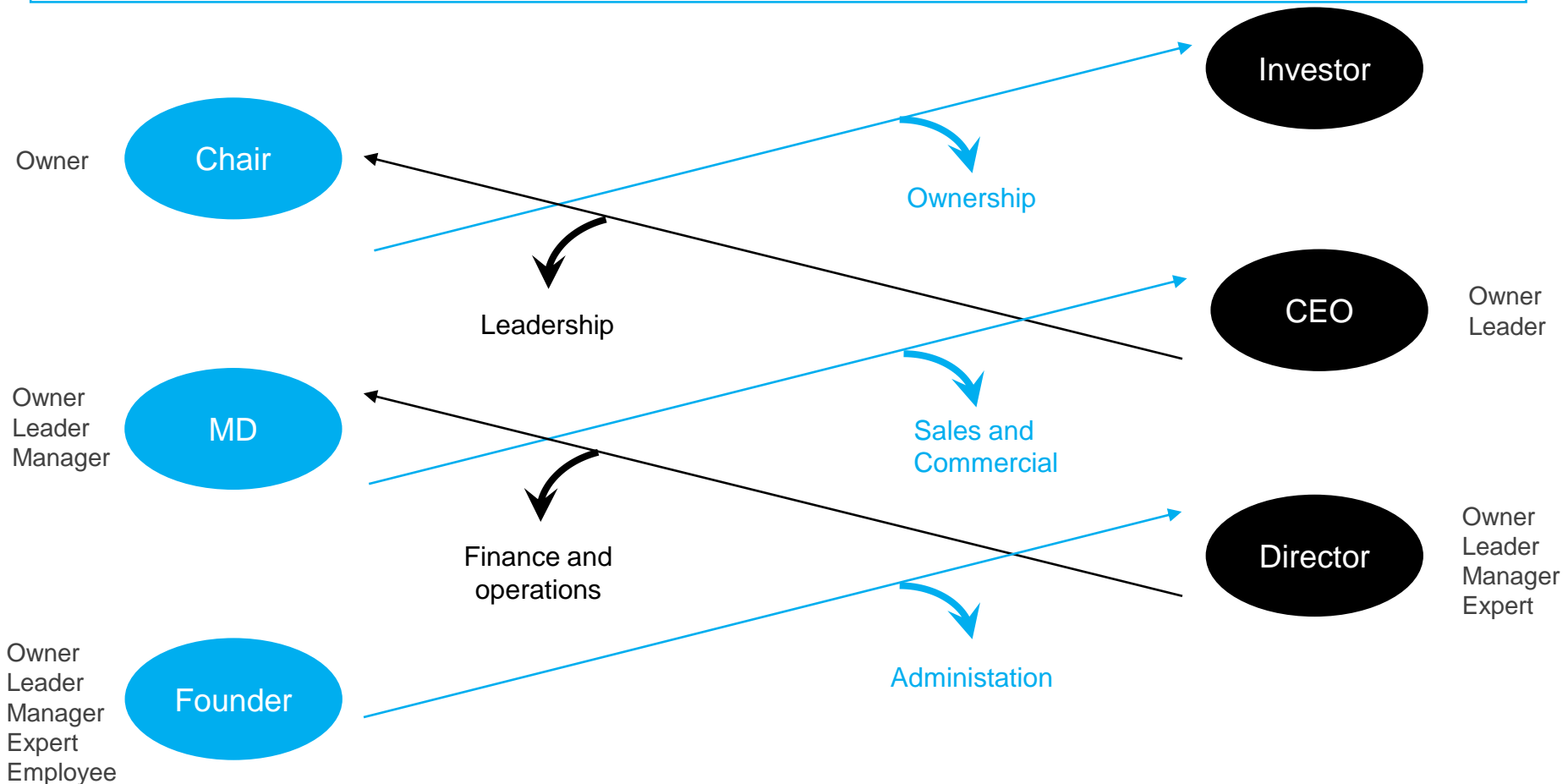
What is your current narrative?

# A typical journey for an ambitious business owner

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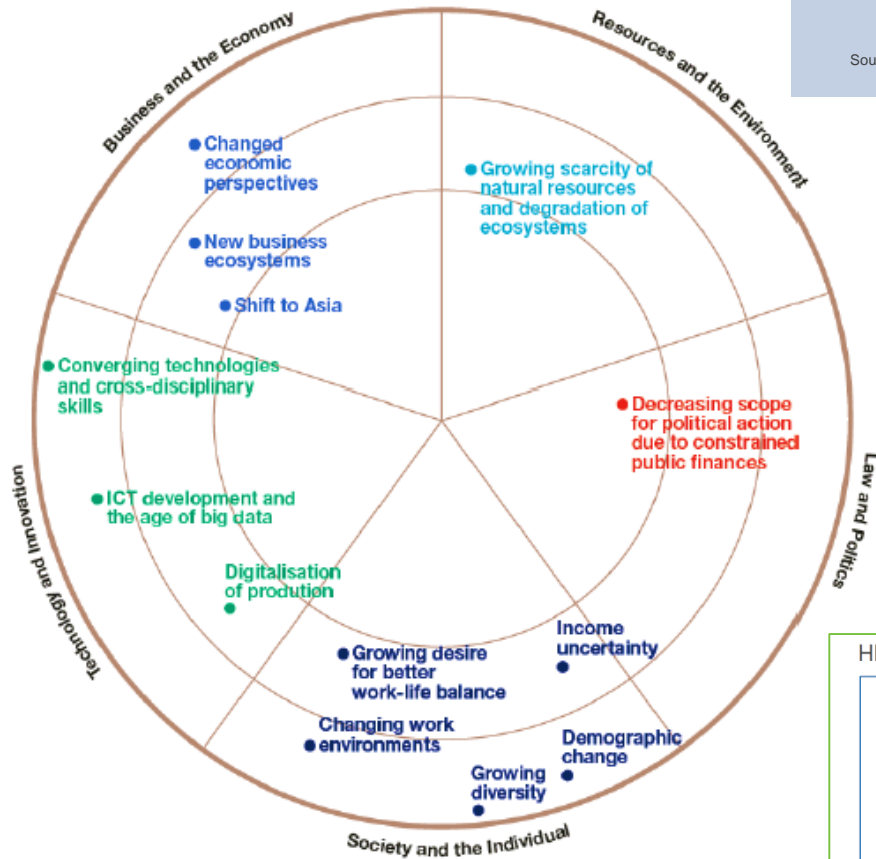
HSBC 



Adapted from the Leadership Pipeline, Ram Charan

Where are you in your journey?  
What people do you need to create a shift in your business ?

## Trends driving the future of UK skills and jobs



Source: *The Future of Work: Jobs and Skills in 2030*, UKCES

## OECD Report

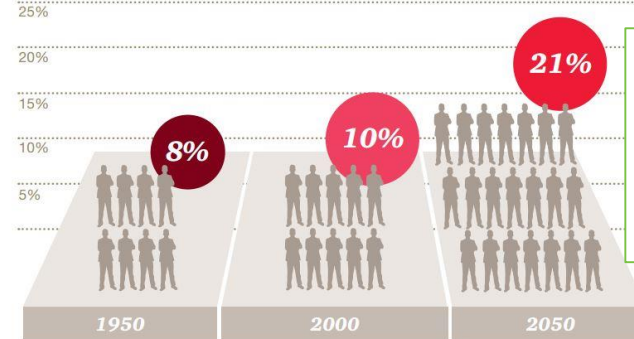
In 2030, if the proportions of STEM graduates continue at these levels, **China and India** will account for more than **60%** of the **OECD and G20 STEM graduates**. Considering the BRICS countries as a whole, it is estimated that they will produce three-quarters of the global STEM graduates. Europe and the United States will be lagging well behind with 8% and 4% of STEM graduations by 2030 respectively.

Source: *Education Indicators in Focus*, April 2015, OECD report

## 47% of occupations in advanced economies are at 'high risk' of being automated in the next 20 years.

Source: Carl Benedikt Frey and Michael A. Osborne, *The Future of Employment: How Susceptible are Jobs to Computerisation?* Oxford Martin School, 17 September 2013

### Proportion of the world population aged 60 years or more

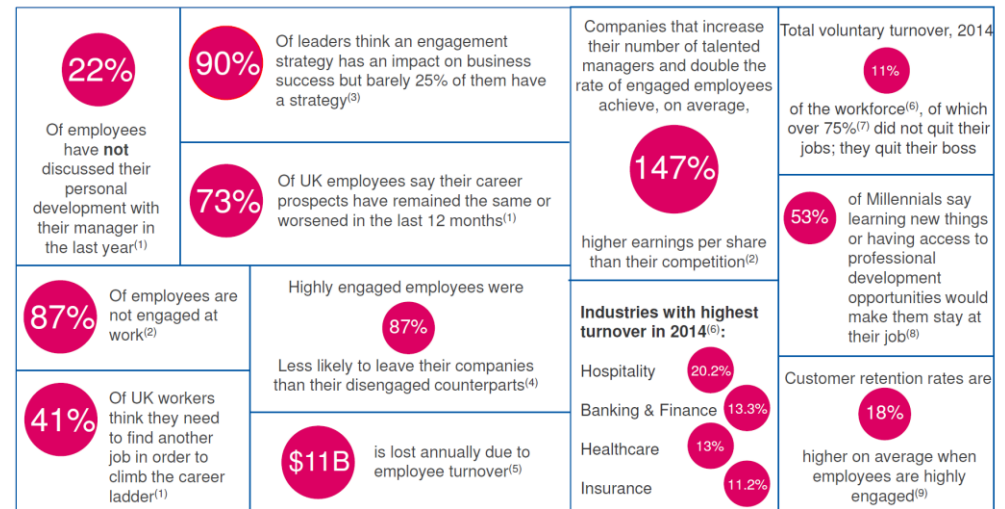


**BY 2025, THE WORLD HEALTH ORGANIZATION PREDICTS THAT 63% OF THE GLOBAL POPULATION WILL LIVE TO OVER THE AGE OF 65.**

Source: UN report *World Population Ageing 1950–2050*

Taken from: 'Talent Mobility, 2020 and beyond', PWC report

### HR professionals' most important issue in 2015: culture and engagement (Deloitte)



(1) Towers Watson, 2014 Global Workforce Study

(2) Gallup

(3) ACCOR, Building a culture, the importance of senior leadership

(4) Corporate Leadership Council, Driving performance and retention through employee engagement




















(5) Bloomberg BNA

(6) Compensation Force

(7) Roger Herman – Social Knows: Employee Engagement Statistics (August 2011 Edition)

(8) EdAssist

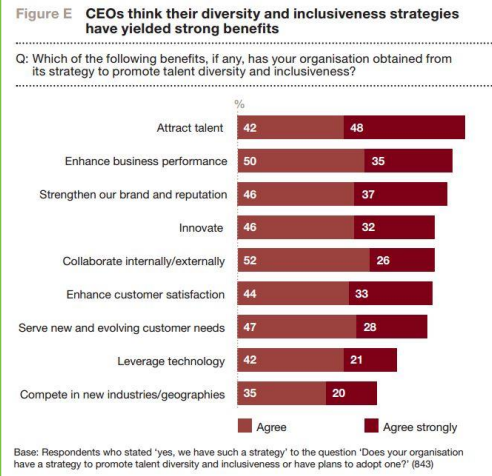
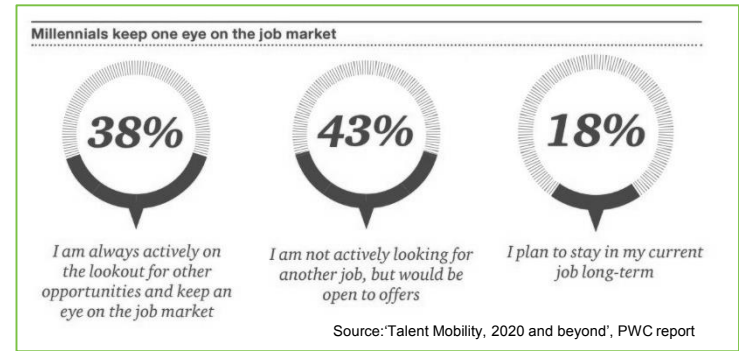
(9) CVent

| Characteristics                            | Maturists (pre-1945)  | Baby Boomers (1945-1960)   | Generation X (1961-1980)  | Generation Y (1981-1995)  | Generation Z (Born after 1995)  |
|--|---|--|---|---|---|
| Formative experiences                      | Second World War<br>Rationing<br>Fixed-gender roles<br>Rock 'n' Roll<br>Nuclear families<br>Defined gender roles — particularly for women | Cold War<br>Post-War boom<br>"Swinging Sixties"<br>Apollo Moon landings<br>Youth culture<br>Woodstock<br>Family-orientated<br>Rise of the teenager | End of Cold War<br>Fall of Berlin Wall<br>Reagan / Corbachev<br>Thatcherism<br>Live Aid<br>Introduction of first PC<br>Early mobile technology<br>Latch-key kids;<br>rising levels of divorce | 9/11 terrorist attacks<br>PlayStation<br>Social media<br>Invasion of Iraq<br>Reality TV<br>Google Earth<br>Clash of Civilisations | Economic downturn<br>Global warming<br>Global focus<br>Mobile devices<br>Energy crisis<br>Arab Spring<br>Produce own media<br>Cloud computing<br>Wiki-leaks |
| Percentage in U.K. workforce*              | 3%  | 33%  | 35%   | 29%   | Currently employed in either part-time jobs or new apprenticeships  |
| Aspiration                                 | Home ownership  | Job security   | Work-life balance   | Freedom and flexibility   | Security and stability  |
| Attitude toward technology                 | Largely disengaged  | Early information technology (IT) adaptors   | Digital Immigrants  | Digital Natives   | "Technoholics" — entirely dependent on IT; limited grasp of alternatives  |
| Attitude toward career                     | Jobs are for life   | Organisational — careers are defined by employers  | Early "portfolio" careers — loyal to profession, not necessarily to employer  | Digital entrepreneurs — work "with" organisations not "for"   | Career multitaskers — will move seamlessly between organisations and "pop-up" businesses  |
| Signature product                          |  Automobile  |  Television   |  Personal Computer   |  Tablet/Smart Phone                              | Google glass, graphene, nano-computing, 3-D printing, driverless cars   |
| Communication media                        |  Formal letter   |  Telephone  |  E-mail and text message   |  Text or social media                            |  Hand-held (or integrated into clothing) communication devices           |
| Communication preference                   |  Face-to-face  |  Face-to-face ideally, but telephone or e-mail if required        |  Text messaging or e-mail  |  Online and mobile (text messaging)              |  Facetime  |
| Preference when making financial decisions |  Face-to-face meetings                                   |  Face-to-face ideally, but increasingly will go online            |  Online — would prefer face-to-face if time permitting   |  Face-to-face                                    |  Solutions will be digitally crowd-sourced                                |

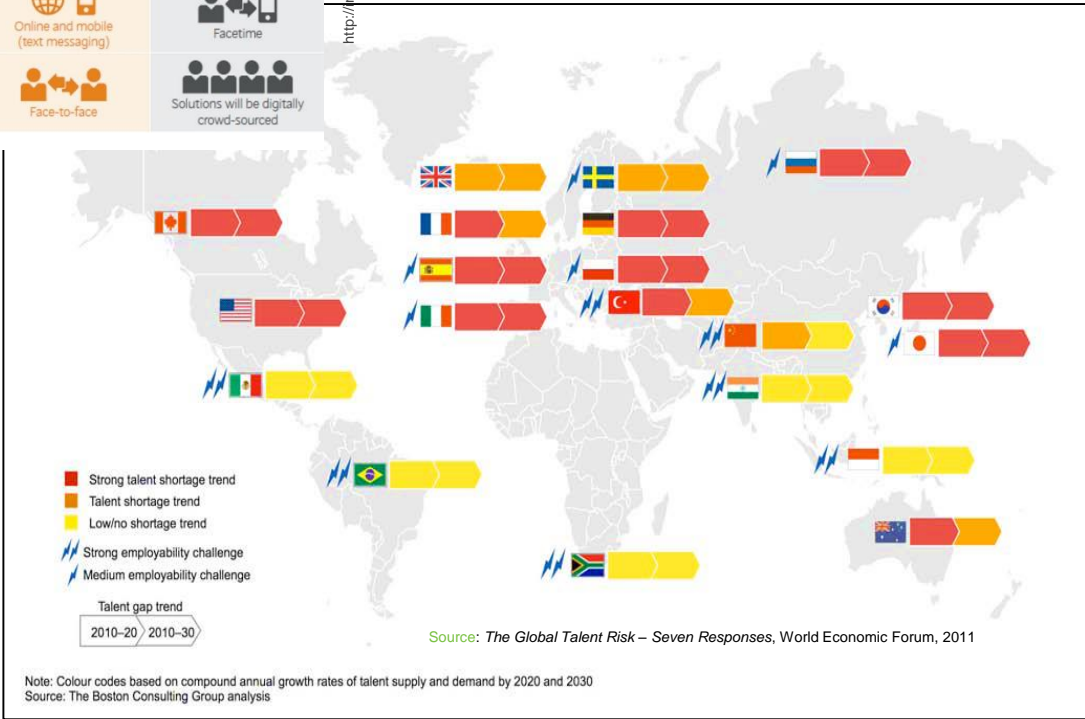
\*Percentages are approximate at the time of publication.

By 2015, **60% of new jobs** will require **skills** that only **20% of the population** possess.

Source: Source: Talent Acquisition Forecast 2015, Qualigence, 2014  
Taken from Megatrends 2015 Making sense of a world in motion. Ernst and Young.



Source: PwC 18th Annual Global CEO Survey





What are your talent challenges and opportunities?

# Why are we doing this?

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Data taken from participant feedback on Cog:ent sessions



Accessible and relevant content, based upon real experience, focused on delivering practical benefit.

# Cog:ent ground rules

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At each meeting

- It is a safe space to talk
- What is discussed stays within Cog:ent
- The more you put in, the more you get back
- Talk business ... not sales!

# Agenda and outcomes

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## Agenda

|       |                                  |
|-------|----------------------------------|
| 15:00 | Arrival and networking           |
| 15:30 | Welcome and check-in             |
| 15.45 | Ambitious Owners Journey         |
| 16:30 | Coffee                           |
| 16:45 | Developing a successful strategy |
| 17:00 | Why should anyone work for you?  |
| 18.30 | Networking                       |
| 19:00 | Close                            |

## Desired outcomes

- Taken a step back from the day to day running of the business to think longer-term.
- Developed a clearer understanding of how you need to transition your leadership to unlock your growth.
- Identified some clear and practical actions to move your business.

# Our subject matter experts

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Victoria Mellor



Louize Clarke



Nigel Borowski

# **An ambitious owner managers journey**

# Melcrum Strategy and Values

**Purpose (*Why*):** Big things happen when we understand each other.

**Vision (*What*):** Transforming IC into the driver of employee, team and business success.

## Strategic Pillars (*How*)

Continued and  
Deliberate  
Focus on IC

Great  
Products,  
Packaged Well

Member to  
Partner

Melcrum as a  
Home for  
Great Talent

## Values (*Who*)

Start with Yes

Bring Yourself

Own It

Go Big...

## START WITH "YES"

- \* GIVE OF YOURSELF
- \* CUSTOMERS AND OURSELVES
- \* BE EMPOWERED!
- \* ASSUME GOOD INTENT

## OWN IT

- \* RESPONSIBILITY WITH ACCOUNTABILITY
- \* EMBRACE CHANGE
- \* LIVE UP TO YOUR BEST
- \* MAKE THIS THE PLACE YOU WANT TO WORK

## GO BIG...

- \* TRANSFORM OUR CUSTOMERS
- \* TRANSFORM YOURSELF AND GROW
- \* WORK HARD, TAKE TIME OFF
- \* CHALLENGE EVERYTHING
- \* BELIEVE IT'S POSSIBLE

## BRING YOURSELF

- \* BE AUTHENTIC AND GENUINE
- \* CONNECT, AND INVEST TIME IN OTHERS
- \* WE'RE IN THE PEOPLE BUSINESS
- \* FIND YOUR VOICE
- \* GET INVOLVED AND HAVE FUN!



# Developing a successful strategy

## Test assumption

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# Ambitious business owner don't like managing people

They would much rather have people who share their passion and  
ambition and just get on with it!

## Test assumption

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What people most want from work:

To have the opportunity to do what  
they do **best** every day

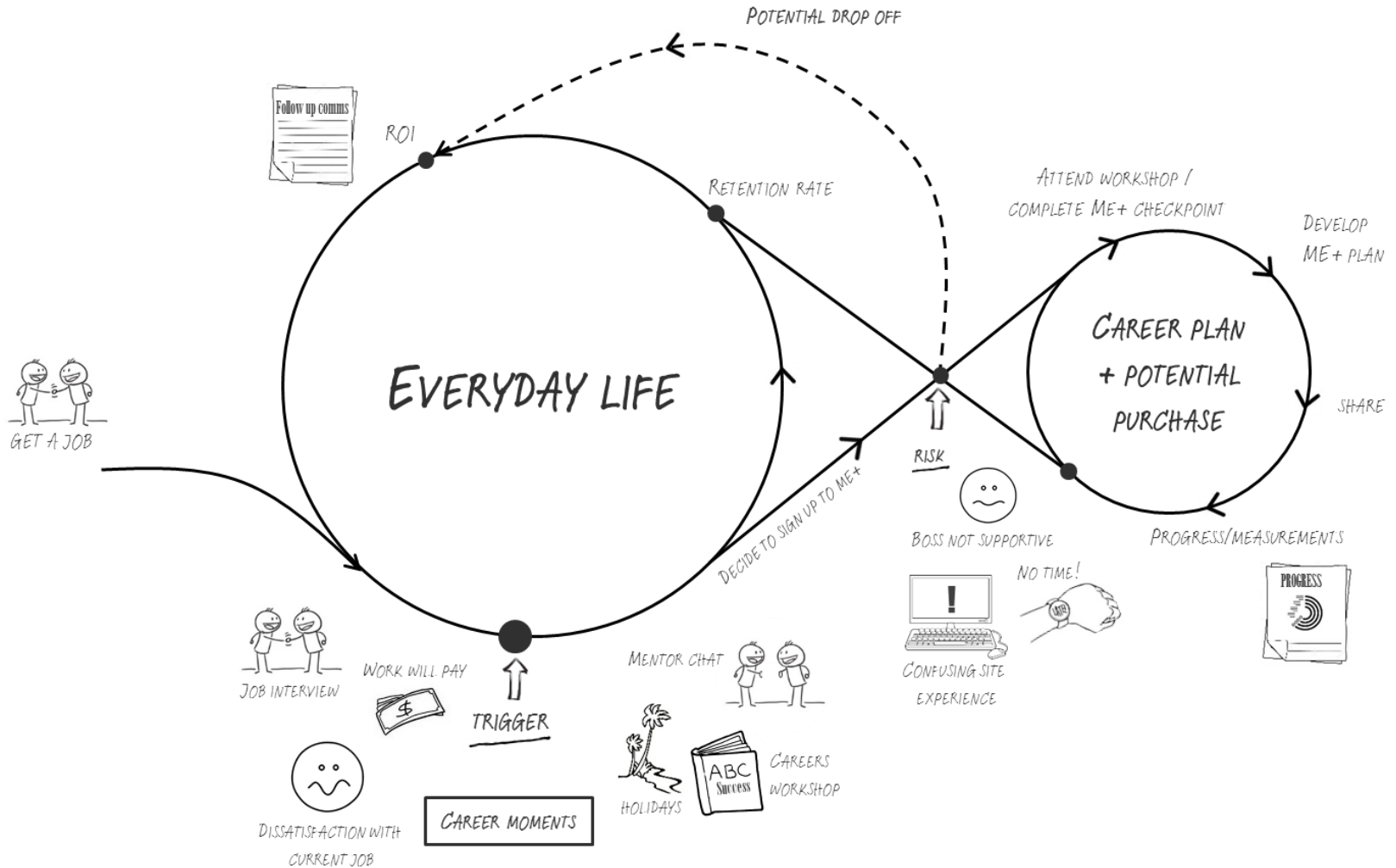
To have someone who's **supporting**  
their development

# Designing career experiences

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# 8

steps  
to a successful  
strategy for talent



1. Develop a clear philosophy on talent that sits comfortably with your purpose and values.

**PUSH**



**PULL**



2. Adopt a people-centred talent push rather than talent pull approach.



a company with

GET  
SHIT  
DONE

culture

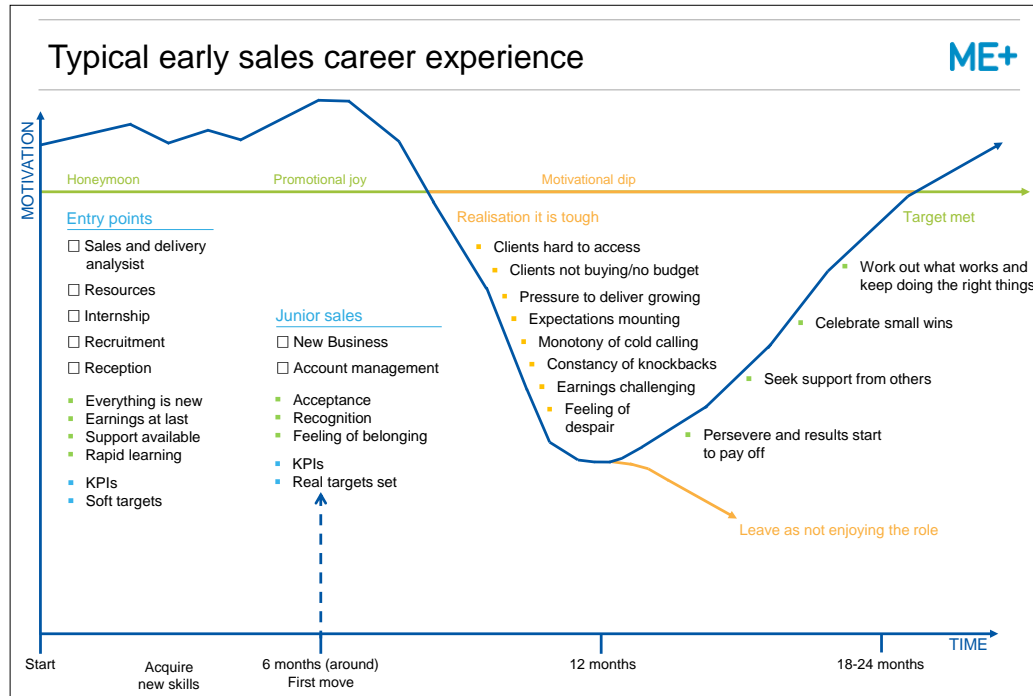
3.

**Create the environment.**

Be clear on expectations - put people in control.

Build projects around motivated individuals.

Give them the environment and support they need and trust them to get the job done.



Observe real behaviour in career moments:  
*Why do people really leave?*

Pre-empt the behaviour and design career experiences (career snapshot survey, ME+<sup>®</sup> Checkpoint, ME+<sup>®</sup> app).

4.



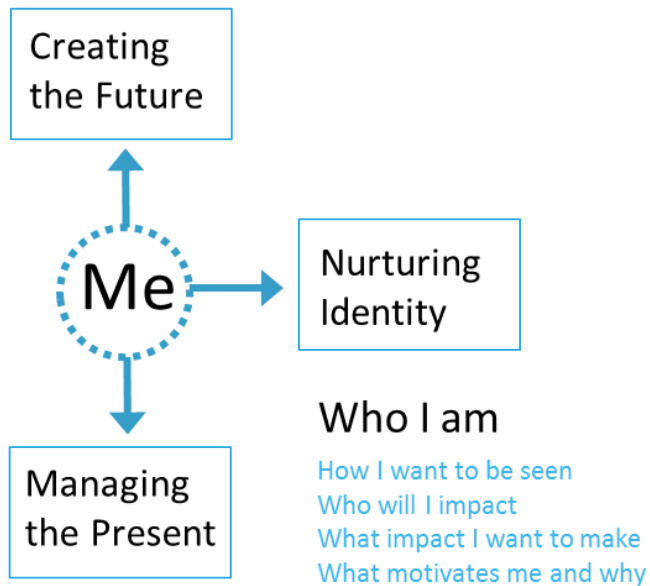
5.

Provide everyone with toolkit and support and embed your philosophy in all methods, practices and tools.



## Where I'm going

What I want to achieve  
When I want to achieve it  
What I want to learn  
How I measure success

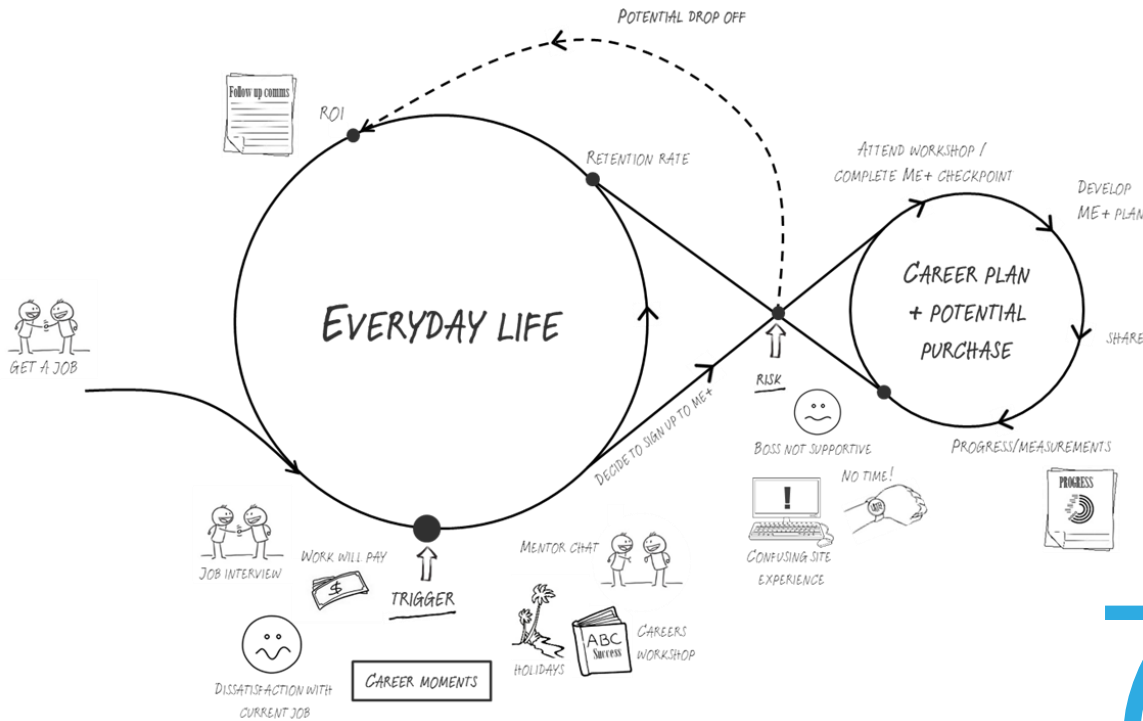


## Where I am

What I know  
What I'm really good at  
What I really enjoy  
What stretches me

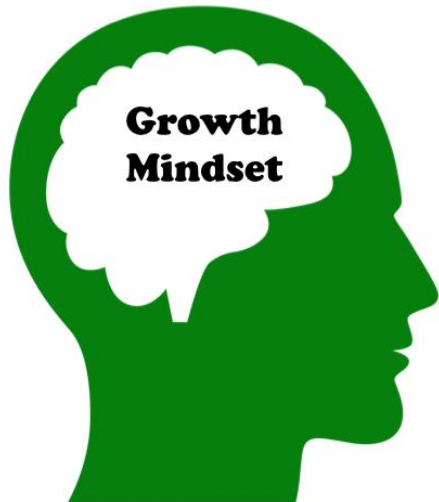
6.

Raise self-awareness, self-confidence (praise, high quality feedback, recognition) and resilience (encourage sharing to build peer-support environment).



7

Promote your EX (employee experience) to others and when acquiring new talent value attitude and values above technical knowledge.



8.

Celebrate successes,  
learn quickly from failures,  
review regularly and  
be open to feedback and  
change.



# Why should anyone work for you?



# Individual reflections

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Are you creating the environment for your people to succeed?

1

Are you getting the best from within your organisation? Are you engaging your people in your ambition?

2

Where are the gaps within your organisation?

3

How do you currently find/attract people who fit your values and ambition?

4

# Notes

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# Activity

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Individually, reflect on and capture your answers to these questions (15 minutes)

Form groups of 3 – 4 people.

- In your group divide your time equally to each (60 minutes total):
  - Share your answers and reflections
  - To have the group:
    - ask clarifying questions
    - share experiences and ideas
- Determine a course of action for you to take in the next 30 days.

# Going forward

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What are your talent challenges?

What are the potential solutions?

What are the barriers getting in the way?

What support do you need from others?

What actions will you take from this session?

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# Questions or comments?

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## Dates for your diary

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Cog:ent 2.3      14 April 2016

Successful strategies for growth

Cog:ent 2.4      14 July 2016

Technology enhanced business

