

## Foreword

It is gratifying to note that retail sales have picked up in the last quarter and there is a semblance of growth being reported in the UK economy, but for many businesses the road ahead continues to be challenging. The need for strong financial planning and the development of effective management teams has never been more pronounced.

## Allander Noble's Response

Our work at Allander Noble has changed in emphasis to reflect the needs of our valued clients. They tell us that they appreciate our highly personal service in a world where recruitment firms have all too often embraced technology creating a remote, email driven service. We continue to conduct structured interviews and assess our candidates. One HR Director recently commented that what impressed him was the knowledge we had of our short-listed candidates. Yes, we do care and we strive to get a good result for all parties, hence our unrivalled six month guarantee. But what our clients like most of all is our time based approach. In a world where everything is being scrutinised, our transparent charging structure is virtually unique in the recruitment world.

## Global Reach

Allander Noble's work with Horton International, our overseas partners, continues to develop. As an extension of work undertaken in Europe in 2009 involving Allander Noble our partners in Germany and China are working closely together on behalf of a major car manufacturer.

Stephen Williams has just concluded an assignment to recruit a UK MD for a Portuguese cable manufacturer. This new appointment spearheads the development of a UK sales office. The work was introduced by an international firm of accountants and the client is now liaising with UK lawyers to finalise the employment contract. A hallmark of Allander Noble's work over the last thirteen years has been our ability to collaborate with professional advisors and we are grateful to our network of professional contacts who enjoy working with us. Thank you for your ongoing support.

## Remuneration – ignore it at your peril

If the reports in the press are to be believed, anywhere between 30% and 45% of staff would like to secure a new job, if market conditions allowed. In truth, security is a major driver in today's uncertain climate, but there will come a time when seeking a job change will be a very high priority. For this reason alone, companies should be reviewing remuneration and an independent check is always worth considering. At Allander Noble, we work with many boards to ensure that their remuneration is both competitive and justified, sitting on the remuneration committee. Once again, our fees are calculated on a time basis to reflect the amount of time each project absorbs.

## *I don't dislike you – it's just cultural!*

Allander Noble has used Facet5 – one of the most advanced personality measures available – for many years and with 1000's of participants over 22 countries, it is proving that, while we are each unique, certain national character traits are factual and we need to adapt our own personality to work with multicultural teams. For example, individuals from the UK can find the abruptness of an Australian to be offensive, in turn Australians find British vagueness and inexact language frustrating. Closer to home Facet5 shows that the French tend to prefer a 'high context' style of thinking and find the 'low context' Americans to be patronising.

To maximise the business benefits of cultural diversity we need to understand each other's rules, for example a management meeting in the UK will often serve as a forum for debate, in China it is likely to be used to ratify previously agreed decisions. Scandinavians welcome their boss 'dropping in for a chat' but in Germany you must have an 'agenda' and set the meeting up in advance - and these traits are carried into UK based teams. Get these cultural characteristics wrong and any business leader will see their hard won efficiencies rapidly eroded.

Certainly with our membership of Horton/ISG with members in 27 countries, we see the practical manifestation of this every time we do an international project.

The key to mastering this simple but effective leadership technique is to understand your own character traits first, but of course, sometimes for the inhibited Brits this first step is often the hardest!

Allander Noble works with our strategic partner Consulting Tools ([www.consultingtools.com](http://www.consultingtools.com)) to provide a number of cutting edge, proven tools to map out both personality traits and thinking styles. These can revolutionise the way you approach managing people and can accelerate personal development. Please ask us for more information.

## *How do we make it work?*

Recent assignments have included retained research projects in niche markets helping clients assess the strength and depth of talent available as a precursor to an investment. At the other end of the spectrum, we continue to promote the value of executive coaching to clients, with assignments covering managers and directors of companies, highly paid specialists and partners of professional firms.

Coaching is also valued as part of Allander Noble's client protection programme where appointees can access a coach as they work through the first hundred days of their new appointment. We have an impressive list of satisfied clients, who also stress how much they enjoyed the experience.

Whether it is a research project or an executive coaching issue, our time based approach is adding value and extending the range of what Allander Noble does for its clients.