

NEW CONSULTANTS FOR BUSINESS CONSULTING NEDERLAND

The formerly successful company WWM (We Want More) has run into problems due to mismanagement by its owners. These coward owners have fled abroad. There is still some money in the company for the settlement of employee contracts. One of the employees, who previously worked at an experienced consultancy company Business Consulting Nederland (BCN), contacted the management of his previous employer. This company has 4 vacancies and is willing to hire people for this, provided that these people undergo a personality assessment and that LDpe, with the use of the LD Toolbox, looks at the future perspectives of the applicants.

It has been agreed that the four selected candidates then will immediately be employed by BCN and will receive appropriate training for their new role. They will then no longer be eligible for the redundancy scheme, which remains intended for non-selected candidates and other former WWM employees.

The number of (voluntary) applicants for a position at BCN is 11:

Rolf van Dieren, Hugo van der Vaart, Karel Bruins, Paul Corstius, Cor Muller, Egbert Lannooij, Wouter Kramer, Emma Boon, Govert Clebert, Mies Salverda and Greet van de Waal.

The vacancies at BCN concern two roles as interim manager/intervention manager and two all-round consultants who will mainly be able to function as senior account manager.

It has been decided to draw up a ranking list for both types of roles



SELECTIE VAN KANDIDATEN VOOR IM-ROL

Egbert Lannooij

Strong: Execution, Commercial Orientation, Initiative, Providing Direction, Self Confidence, Tenacity
Weak: Stress Tolerance!



Rolf van Dieren

Strong: Tenacity, Initiative, Commercial Orientation, Motivating Others, Empowering
Weak: Problem Analysis



Wouter Kramer

Strong: Impact, Stress Tolerance, Providing Direction, Motivating Others, Strategic Perspective
Weak: Problem Analysis



Cor Muller

Strong: Strategic Perspective, Providing Direction, some 7-scores
Weak: Stress Tolerance!



Hugo van de Vaart

Strong Initiative, Stress Tolerance, Commercial Orientation, Empowering
Weak: Self-confidence



On the right you see the ranking of the candidates for the IM role based on the Change Management Competency Model. The four highest scoring candidates are: Egbert Lannooij, Rolf van Dieren, Wouter Kramer, Cor Muller.

For them, the scores of the various skills were also examined in more detail. See below.

	LEADING PEOPLE			BUSINESS AWARENESS			PRESENCE		SUSTAINABILITY				
	Sturen	Delegeren	Motiveren van anderen	Probleemanalyse	Strategische visie	Commerciële gerichtheid	Zelfvertrouwen	Impact	Initiatief	Realisatie van doelen	Stressbestendigheid		Vasthoudendheid
Self-score	9	4	5	5	5	10	9	5	10	10	3	8	Egbert Lannooij
Sim1	9	6	7	7	7	10	9	5	10	10	5	8	Lannooij
Self-score	6	7	8	2	6	8	6	6	9	7	7	9	Rolf van Dieren
Sim1	8	7	8	4	6	8	8	8	9	9	7	10	Rolf van Dieren
Self-score	8	7	7	3	7	5	7	9	7	6	8	5	Wouter Kramer
Sim1	8	9	9	4	8	5	7	9	7	7	8	7	Wouter Kramer
Self-score	8	7	5	7	8	7	7	7	7	7	2	6	Cor Muller
Sim1	8	8	6	7	8	7	7	7	7	7	2	6	Cor Muller
Self-score	7	8	6	4	7	8	3	4	9	6	9	6	Hugo van der Vaart
Sim1	7	9	7	6	9	8	3	4	9	9	9	8	Hugo van der Vaart
Self-score	6	8	8	4	6	4	4	7	6	6	5	5	Karel Bruins
Sim1	7	8	8	6	7	7	5	8	6	6	5	5	Karel Bruins
Self-score	5	5	5	4	4	7	4	6	7	7	7	7	Paul Corstius
Sim1	7	6	6	6	6	7	6	8	7	7	7	7	Paul Corstius
Self-score	7	6	4	4	6	7	3	2	9	9	4	7	Govert Clebert
Sim1	10	7	6	6	8	7	6	5	9	9	4	7	Govert Clebert
Self-score	5	7	6	7	9	4	5	7	4	5	4	4	Greet van de Waal
Sim1	8	9	7	7	9	4	7	8	7	7	4	4	Greet van de Waal
Self-score	7	6	5	4	5	2	9	5	4	5	8	4	Mies Salverda
Sim1	8	6	7	4	5	4	9	8	9	9	8	6	Mies Salverda

Considerations: Egbert Lannooij too low score on Stress Resistance for IM: perhaps select him for function of account developer/salesperson

Cor Muller too low stress-tolerant for Interim Manager

Hugo van de Vaart: self-confidence a problem?

Probably not, because he has strong development perspective

SELECTION OF CANDIDATES FOR SALES AND ACCOUNT MANAGEMENT

				Sales	Account Developer	Account Executive	Leading Partner
		Top 25 Sales Executive		Sales	Account Developer	Account Executive	Leading Partner
1	1	Rolf van Dieren	self	33,0	35,0	31,0	22,0
			Sim1	40,0	38,0	31,0	26,0
2	5	Cor Muller	self	30,0	37,0	24,5	29,5
			Sim1	30,5	37,0	28,5	30,5
3	11	Greet van de Waal	self	21,5	33,0	23,5	32,5
			Sim1	33,0	36,0	29,0	36,5
4	3	Karel Bruins	self	26,0	21,0	21,5	25,5
			Sim1	33,5	28,0	27,0	33,5
5	7	Wouter Kramer	self	27,5	26,5	17,5	22,0
			Sim1	30,0	28,0	22,5	29,0
6	2	Hugo van der Vaart	self	14,5	22,0	23,5	14,0
			Sim1	18,5	29,0	30,5	22,0
7	6	Egbert Lannooij	self	29,5	27,5	14,5	10,5
			Sim1	32,0	32,0	23,0	24,5
8	8	Emma Boon	self	20,0	16,5	20,5	8,5
			Sim1	22,0	21,5	25,5	12,5
9	4	Paul Corstius	self	19,5	21,0	16,5	11,0
			Sim1	32,0	31,5	24,0	29,5
10	9	Govert Clebert	self	11,5	23,0	17,0	8,0
			Sim1	29,5	30,0	27,0	17,5
11	10	Mies Salverda	self	22,0	15,5	9,5	17,0
			Sim1	31,5	24,0	16,0	19,0

To the left the scores of all 11 candidates.

Rolf van Dieren scores excellently, especially for Account Executive, Salesperson and Account Developer. His potential growth (sim1) using the Quick-Wins scenario significantly strengthens these scores.

Cor Muller is extremely suitable as an Account developer. And especially his development perspective is excellent, both as a salesperson and as a Leading Partner.

Greet van de Waal is also a good Account developer and Leading Partner

Karel Bruins has development prospects, especially as a Salesperson and Leading partner.

***BCN decides to employ the following people:
Rolf van Dieren, Cor Muller, Greet de Waal, and Karel Bruins***
On the following pages you will see their professional role profiles

SELECTED CANDIDATES

BCN decides to employ the following people:

For the position as Interim manager/Intervention manager

Rolf van Dieren and Hugo van der Vaart

For the position of Senior Account Manager:

Cor Muller and Greet van de Wal

And as a seller:

Egbert Lannooy

And a delivery manager:

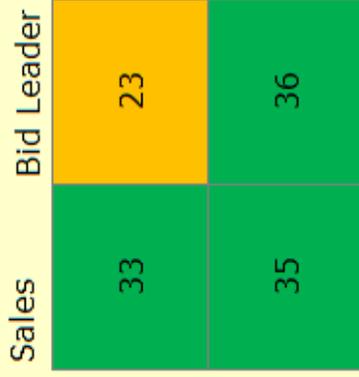
Karel Bruins

1 Rolf van Dieren

Self score

CLIENT DEVELOPMENT ROLES

1



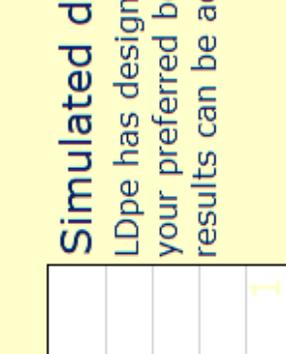
Account Developer Delivery Manager

2



Engagement Manager

7



COMMERCIAL ROLES

5

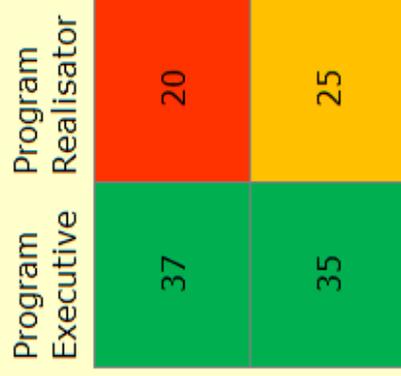


6



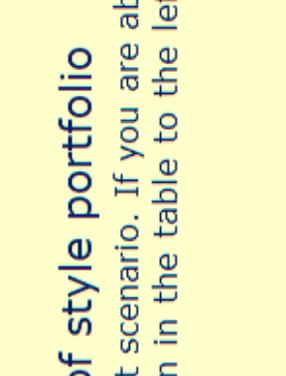
PROGRAM MANAGEMENT ROLES

9



Inspiring ChangeMgr Directing ChangeMgr

11



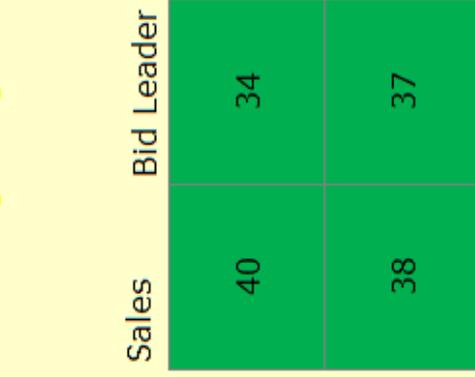
Proposed change of preferred behaviour

meer direct (van 3 -->7)	
meer kritisch (van 2 -->7)	
meer volhardend (van 4 -->7)	
	1

Simulated development of style portfolio

LDPe has designed a development scenario. If you are able to change your preferred behaviour as shown in the table to the left, the below results can be achieved.

1



Account Developer Delivery Manager

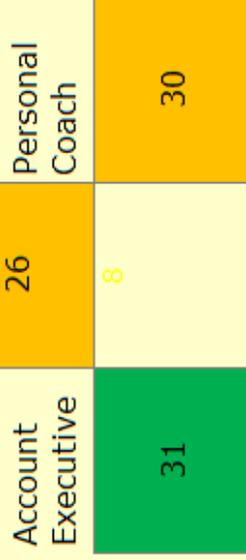
5



Engagement Manager

COMMERCIAL ROLES

5



6



PROGRAM MANAGEMENT ROLES

9



Inspiring ChangeMgr Directing ChangeMgr

10



2 Hugo van der Vaart

Self score

CLIENT DEVELOPMENT ROLES

COMMERCIAL ROLES

PROGRAM MANAGEMENT ROLES

Sales	Bid Leader
14,5	21
22	24

Account Developer Delivery Manager

Account Executive	Personal Coach
23,5	23,5
14	18

Engagement Manager

Program Executive	Program Realisator
28,5	16
34	12,5

Inspiring ChangeMgr Directing ChangeMgr

Voorstel aanpassing voorkeursgedrag

meer gericht op gedragingen (van 6 -->7)			
meer abstract (van 2 -->7)			
meer volhardend (van 2 -->7)			
			2

Simulated development of style portfolio

LDpe has designed a development scenario. If you are able to change your preferred behaviour as shown in the table to the left, the below results can be achieved.

1 3

Sales	Bid Leader
18,5	25
29	30

Account Developer Delivery Manager

Account Executive	Personal Coach
30,5	31,5
22	31

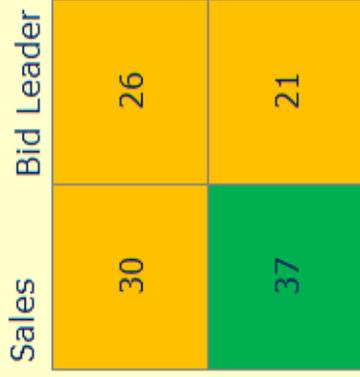
Engagement Manager

Program Executive	Program Realisator
35,5	26
40	30,5

Inspiring ChangeMgr Directing ChangeMgr

5 Cor Muller

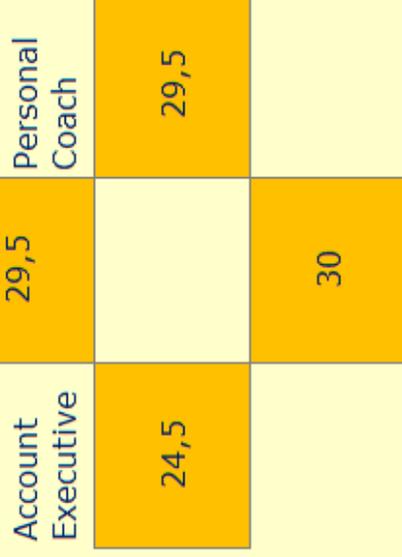
CLIENT DEVELOPMENT ROLES



Account Developer Delivery Manager

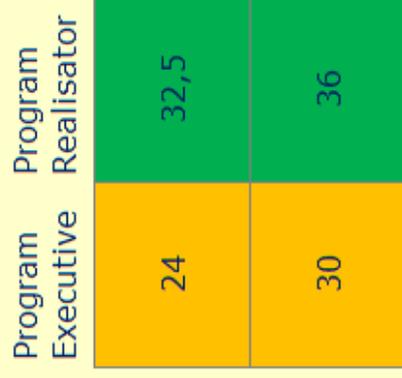
COMMERCIAL ROLES

Leading Partner



Engagement Manager

PROGRAM MANAGEMENT ROLES



Inspiring ChangeMgr Directing ChangeMgr

Voorstel aanpassing voorkeursgedrag

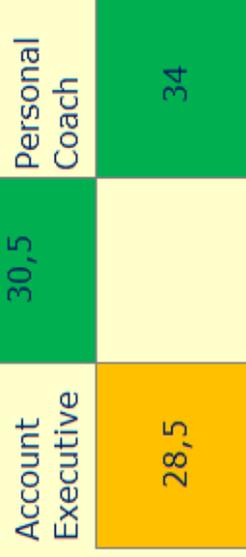
more Democratic (from 4 -->6)	
	5

Simulated development of style portfolio

LDPe has designed a development scenario. If you are able to change your preferred behaviour as shown in the table to the left, the below results can be achieved.

1 3

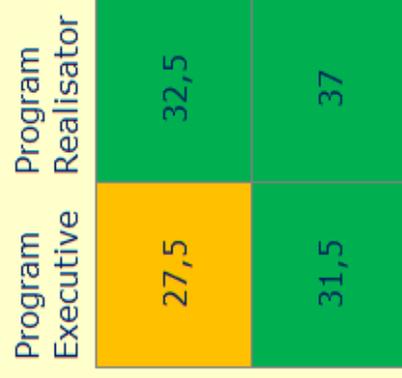
Leading Partner



Account Developer Delivery Manager

Engagement Manager

Inspiring ChangeMgr Directing ChangeMgr



11 Greet van de Waal

Self score

CLIENT DEVELOPMENT ROLES

1

3

COMMERCIAL ROLES

5

Leading Partner



Account Developer Delivery Manager

2

4



Personal Coach

6

19,5

Engagement Manager

7

29

27

Program Executive

29,5

16,5

12

11

Inspiring ChangeMgr Directing ChangeMgr

9

10

PROGRAM MANAGEMENT ROLES

9

10

Proposed change of preferred behaviour

meer leidinggevend (van 4 -->7)	
meer direct (van 4 -->7)	
meer democratisch (van 3 -->7)	
	11

Simulated development of style portfolio

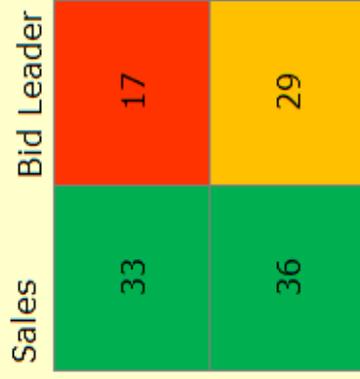
LDpe has designed a development scenario. If you are able to change your preferred behaviour as shown in the table to the left, the below results can be achieved.

1

3

5

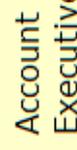
Leading Partner



Account Developer Delivery Manager

1

3



Personal Coach

6

29

26,5

33,5

Program Executive

39

33

11

Account Developer Delivery Manager

Engagement Manager

Inspiring ChangeMgr Directing ChangeMgr

9

10

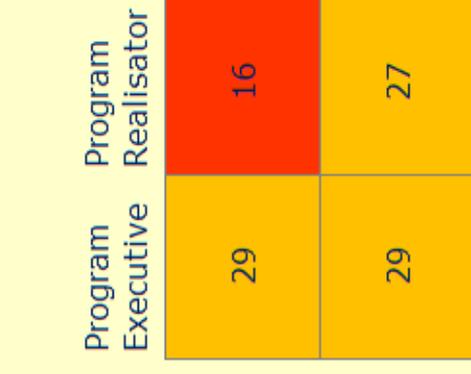
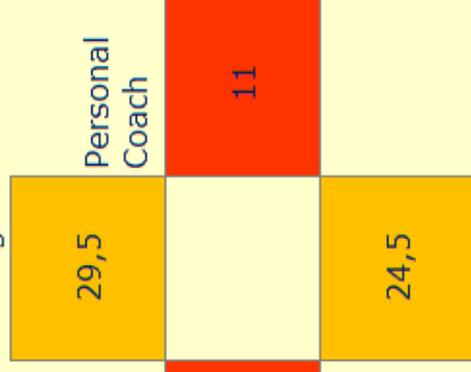
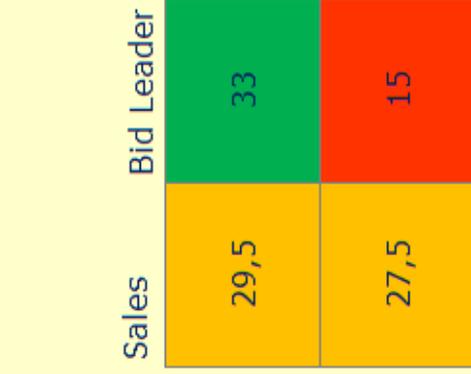
6 Egbert Lannooij

Self score

CLIENT DEVELOPMENT ROLES

COMMERCIAL ROLES

PROGRAM MANAGEMENT ROLES



Account Developer Delivery Manager

Engagement Manager

Inspiring ChangeMgr Directing ChangeMgr

Voorstel aanpassing voorkeursgedrag

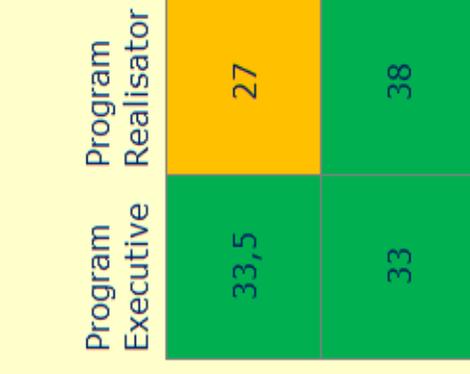
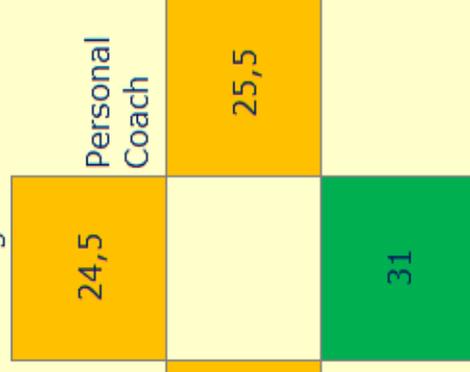
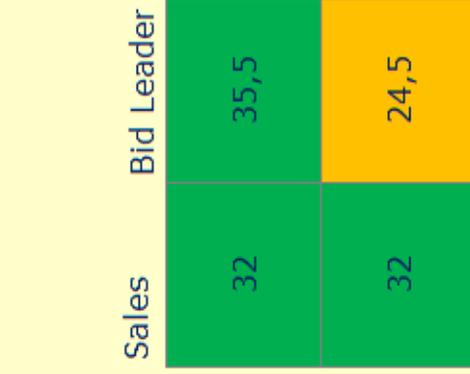
meer democratisch (van 1 -->7)			
meer abstract (van 3 -->7)			
meer ontspannen (van 3 -->7)			
			6

Simulated development of style portfolio

LDpe has designed a development scenario. If you are able to change your preferred behaviour as shown in the table to the left, the below results can be achieved.

1 3

Leading Partner



Account Developer Delivery Manager

Engagement Manager

Inspiring ChangeMgr Directing ChangeMgr

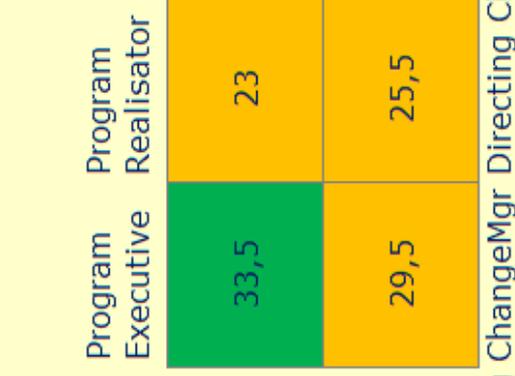
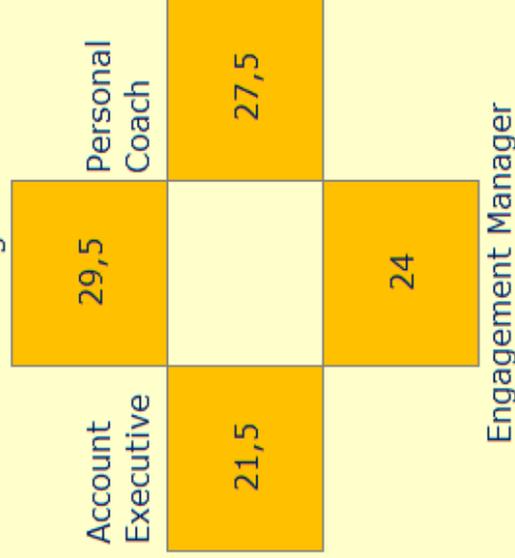
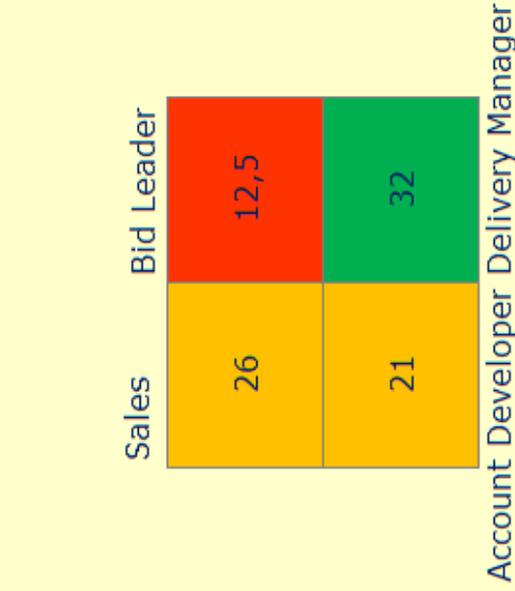
3 Karel Bruins

Self score

CLIENT DEVELOPMENT ROLES

COMMERCIAL ROLES

PROGRAM MANAGEMENT ROLES



Account Developer Delivery Manager

Engagement Manager

Inspiring ChangeMgr Directing ChangeMgr

Voorstel aanpassing voorkeursgedrag

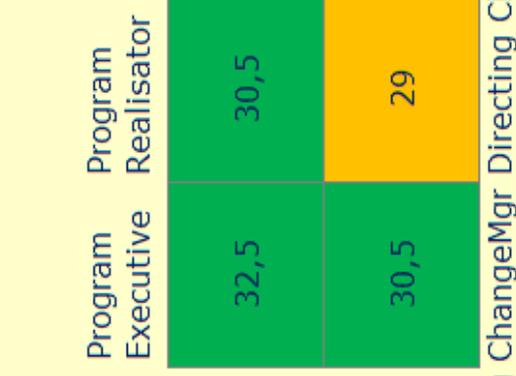
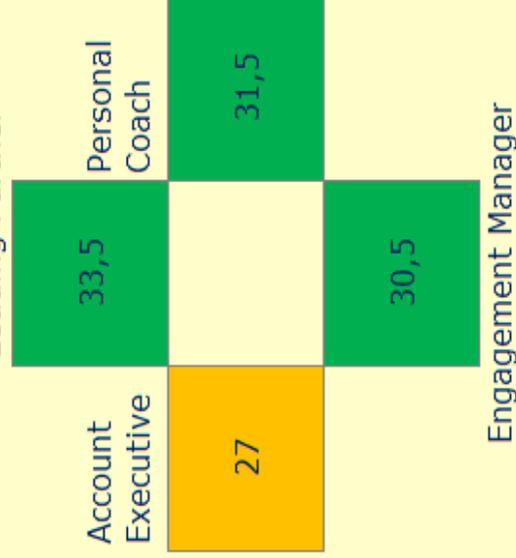
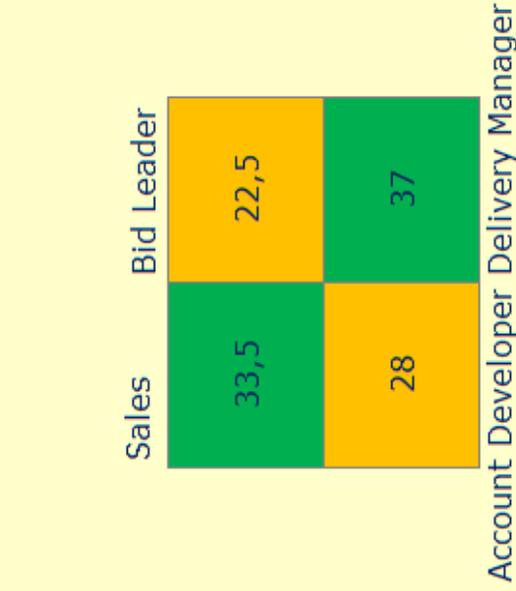
meer direct (van 5 -->7)	
meer rationeel (van 4 -->7)	
meer abstract (van 6 -->7)	

Simulated development of style portfolio

LDPe has designed a development scenario. If you are able to change your preferred behaviour as shown in the table to the left, the below results can be achieved.

1 3

Leading Partner



Account Developer Delivery Manager

Engagement Manager

Inspiring ChangeMgr Directing ChangeMgr