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***Consulting Promotion Business & Personal Case***Senior Associate to Manager

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| 1. Employee Name: Hussein Hadid | 1. People Manager: Rob Cottrell |
| 1. **Competency: PPM** | 1. **Capability group (where relevant):** |
| 1. Date of completion: 3 April 2017 | 1. Promotion Date: 1 July 2017 |

## CASE FOR PROMOTION

(to be completed by candidate with support from their People Manager).

The case should be outlined in the text boxes below, font size 10, font type Georgia and a maximum of two sides in length.

The following outlines the case for promotion to Manager:

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| **Summary of “Business Case”:**  At the heart of the Management Consulting Strategy is how we will grow by helping clients solve their strategic imperatives. The strategy identifies *"Navigate risk and regulatory complexity"* as a key client issue. I have focused on developing my skills and our business in this area since joining PPM in July 2015, taking what started as a 3 month PMO role at Morgan Stanley into a series of increasingly complex, high-value engagements (my PPM revenue contribution: c.£400k) – now contracted through 2017 to run bank-wide exercises for senior Firm Management.  I am leading the PMO of this £1.7m high-profile multi-competency xLoS Regulatory Affairs project (a role held by a Director in 2016), and my promotion to Manager would have 3 distinct benefits to PPM on the Morgan Stanley account alone:   1. **Demand Generation:** Being the only PPMer at Morgan Stanley, it would bolster my credibility when interacting with Manager peers from elsewhere in the firm, e.g. promoting our key propositions and shaping the engagements to bring in more PPM resources 2. **Talent Management:** As I am now in a position managing Senior Associates, it equips me to better upskill our people to meet client demand and help us identify/retain top talent – especially having built a track record in combining robust programme delivery with working knowledge of the regulatory landscape, a highly marketable skillset for our people 3. **Financial Benefits:** We have already agreed with the client for me to be charged out at Manager day rates as opposed to Senior Associate, which would increase PPM's revenue on the engagement by 58%   These financial benefits are even more compelling as we look to the future. Risk and regulatory complexity will continue exerting pressure on the financial services sector. As the impact of Brexit becomes clearer, banks are planning their new organisational structure and compliance with European rules. The next step is implementation, for which there will be significant demand for robust programme management to navigate uncertainty, where I expect the distinctive skillset I have built to be in high demand.  I am already sought out by Morgan Stanley to run their most challenging programmes and projects. On a recent urgent review of one of their front-office functions commissioned by the EMEA President and CEO, I was singled out to lead the project from all consultants in place. Having already built the credibility to be their project manager of choice, the difference of charging me out at Manager vs. Senior Associate rates becomes significant.  My success here continues a track record of growing client accounts and delivering outstanding work. As I joined the competency in 2015, I was highly commended as Young Consultant of the Year at the industry-wide MCA Awards for managing the UK's top-rated health and social care integration *Better Care Fund* plan. My work was recognised nationally by UK ministers and published by the Department of Health as a best practice example. This was another instance where I turned a 1 month support role into a year-long leadership role, on-selling the work myself (total on-sell over £100k) and setting me up as the Chief Officer's trusted advisor. I will instil this ethos of commercial focus and delivery excellence in my teams.  I have consistently been singled out for working above my grade by my clients and Engagement Partners:  *“We have confidence in the work that Hussein produces and we believe that he performs at a higher level than his peers at the same grade. For that reason and all of those listed above, we have specifically requested that Hussein work on SWD again this year and to take a larger role. For SWD, we know we need a strong PMO to support kus and to go beyond just PMO tasks and we know Hussein is more than up to it.”*  ***–Renee Liu, Morgan Stanley Executive Director***  *“It is not often that clients go out of their way to praise our junior members of staff – so to see such glowing feedback on Hussein is a real credit to him. Personally I believe he has stood out in an exceptional way in the eyes of his client and in the eyes of the partner, director and manager on the team.”*  ***–Jane Woolcott, PwC Partner***  All of the above, and more, have demonstrated my ability to generate demand by focusing on the right outcomes, manage talent by leading with credibility, and increase PPM revenues by thinking strategically to the benefit of our clients and the firm. I will use and develop my experience in each of these areas as Manager, and I am confident my promotion will be a mutually beneficial step. |
| 1. **Summary of “Personal Case” - Demonstration of behaviours at Manager level:** 2. ***PwC Professional attributes and sub-attributes*** 3. Whole leadership: *Lead self; Lead others Strengthen PwC.*   Moving into managerial roles, I will continue to play to individuals’ strengths and recognise others’ talent, applying this to raise the standard of outputs produced. For instance, I recently supported a challenging team member by investing one-on-one time so she can be more engaged in the work – as recognised by the client:  *"In terms of his ability to work with people one particular example springs to mind – he was able to deal with an individual that all others (consultants and employees alike) struggled with and he formed a very professional and essential relationship with this individual."*   1. ***–Simon Goodwin, Morgan Stanley Executive Director*** 2. Business acumen: *Demonstrate analytical thinking; Develop business and create sustainable value; Understand how business works and how it is changing.* 3. Being organised may be the baseline for an effective PMO, but I always try to use my position to bring an objective point of view and neutrally manage internal/external politics. This led to me being named in the Client Feedback Survey for the service provided and has paved the way for me to be charged out at Manager day rates:   *"Hussein provided stand out support for his grade, being responsive, professional and confident throughout."*   1. ***–Rachael McCullough, Morgan Stanley Executive Director*** 2. Technical capabilities: *Adhere to quality standards and practices; Create and contribute thought leadership; Build and renew depth and breadth.* 3. As I work side-by-side with senior management at my clients, we are often engaged in wide-ranging high-level discussions about the business – I completed the CCS Level 2 course in Business Perspectives to drive better conversations with my clients, and obtained the PRINCE2 Practitioner qualification to be more marketable to clients. I plan to continue developing myself – and instilling these skills in others – as I progress in the Firm.   *"Hussein knows what good looks like – he established robust governance and reporting which set us in great shape, despite this being his first time in an Investment Bank. His ability to capture and convey information in an insightful way (both written and verbal) has given the client full confidence in PwC’s ability to deliver and grown our role."*   1. ***–Paul Partrick, PwC Senior Manager*** 2. Global acumen: *Bring the best the network has to offer; Develop and operate with a global mindset; Engage productively in complex, changing environments.* 3. I network extensively with SMEs to understand the subject matter of my projects more deeply, while getting them to appreciate the role and value of strong project management. My approach paid dividends when the client needed to quickly respond to the Bank of England, as I understood the full requirements to bring the right people together. This is an invaluable skill at Manager level and beyond. 4. *"He was able to support the team in promptly responding to follow-up questions from the regulator on SWD template data by directing SMEs across the firm to produce the right results."* 5. ***–Renee Liu, Morgan Stanley Executive Director*** 6. Relationships: *Communicate with impact; Build relationships with an open mind; Be passionate about client service excellence.* 7. Because I have been trusted by Partners to run my own programmes and projects as a Senior Associate, I have already forged a network of strong client relationships by exceeding expectations while being friendly and approachable. I will build on these to understand clients’ key challenges and identify new opportunities. 8. *"He is an absolute star! I have rarely come across someone so delightful to work with but with such sharp intelligence. He is a stand out person for me when it comes to all the people at his stage that I have come across in my career. I would not be surprised to hear in the future that Hussein has become one of the youngest PwC partners."* 9. ***–Simon Goodwin, Morgan Stanley Executive Director*** |