

360LEADERS

ORGANISATIONAL DATA INSIGHTS REPORT

February 2023



High Growth Co

**DATA INSIGHTS PLATFORM -
ILLUSTRATIVE OUTPUT**



APPROACH

360Leaders took a hypothesis led and action orientated approach to minimise effort and maximise impact for High Growth Co.



ORGANISATIONAL ASSESSMENT

High Growth Co's organisation has been assessed on a set of critical organisational value drivers against industry benchmarks.

SCORECARD

OVERALL ORGANISATION SCORE

Inline
Overall Organisation Score is inline with the benchmark.

Key: Score relative to benchmark
● Above ● Inline ● Below

ORGANISATIONAL VALUE DRIVERS

STRATEGY

● Strategy setting, team alignment and objectives quality

DESIGN

● Org structure, roles and responsibilities, and forecast org growth

EFFECTIVENESS

● Leadership behaviours, ways of working, inclusion and collaboration

PEOPLE

● Capabilities, engagement, compensation and retention

STRENGTHS

- 1 **Leadership Team Size:** Optimal
- 2 **Team Roles:** Clear
- 3 **FTE and Employee Cost Forecasts:** Accurate
- 4 **Leadership Behaviours:** Effective
- 5 **Leadership Team Experience:** High

OPPORTUNITIES

- 1 **Product Team:** Sub-optimal delivery – critical to success
- 2 **Individual Roles:** Unclear – FTE growth will make worse
- 3 **Marketing and Ops Teams:** Over centralised
- 4 **Strategy Alignment:** Low
- 5 **Employee Engagement:** Low – driving turnover

PRIORITISED ACTIONS

Five actions have been prioritised based on High Growth Co's organisational assessment and strategy.

- 1 **Increase focus on Product**
- 2 **Clarify and optimise individual roles**
- 3 **Consider moving more Marketing and Ops activities to local markets**
- 4 **Align the wider team behind the strategy**
- 5 **Develop a plan to boost employee engagement**

PRIORITISED ACTIONS

A description of each of the five prioritised actions and the rationale for prioritisation – linked to High Growth Co's organisational assessment and strategy – is set out below.

ACTION	DESCRIPTION	RATIONALE
1 Increase focus on Product	Split Product from Technology to increase Leadership Team focus. Enhance the product roadmap development process to support effective international expansion.	Product is critical to delivering the strategy, however is not a standalone function (see 2A). The product roadmap development process is critical to successful international expansion yet is not working well today; this is not understood by the Product team (see 3D).
2 Clarify and optimise individual roles	Clarify individual roles and responsibilities to boost productivity. While doing so, seek to selectively increase role specialisation to support forecast growth.	Individual roles and responsibilities are unclear today (see 2C). This will be exacerbated if the number of FTEs grows as expected (see 2D). The team is currently less specialised than the benchmark (see 2C).
3 Consider moving more Marketing and Ops activities to local markets	Review the role of the Group versus local markets for Marketing and Operations.	While the role of Group and local teams is clear, it is potentially sub-optimal in Marketing and Ops where activities are centralised yet there is a high degree of local variation in needs / optimal execution (see 2B). Particular issue given planned geographic expansion.
4 Align the wider team behind the strategy	Explore mechanisms to boost the wider team's (beyond the Leadership Team) understanding of High Growth Co's strategy.	The Leadership Team is aligned on High Growth Co's strategy, however there is a lack of alignment across the wider organisation (see 1A). This drives lower engagement (see 4B), objective quality (see 1B) and decision making (see 3B).
5 Develop a plan to boost employee engagement	Review the drivers of below benchmark engagement results, with a focus on critical functions (e.g., Product). Develop and implement a plan to boost engagement.	High Growth Co has an experienced, high-performing team (see 4A). However, team engagement is low (see 4B), and appears to be a driver of higher than average employee turnover (see 4D).

ORGANISATIONAL ASSESSMENT SUMMARY

High Growth Co's organisation has been assessed on a set of critical organisational value drivers against industry benchmarks. This assessment underpins the 'Prioritised Actions' above. Details behind each score are set out over the following pages.

DIMENSION	SCORE (vs BENCHMARK)	ASSESSMENT SUMMARY
1 Direction	53 (4)	+ High Growth Co's Leadership Team is aligned on strategy
A Strategy	54 (4)	- Wider team has a poor understanding of strategy, particularly on Competitors and USP
B Objectives	73 (3)	- Individual objectives inconsistently linked to Team or Company objectives
2 Design	81 +5	+ High Growth Co's Leadership Team is of an optimal size and is an effective decision-making body
A Structure	83 +11	+ Functions are clear on their role relative to other functions and local market / group teams
B Team Roles	83 +8	+ FTE and employee cost projections are consistent with 360Leaders' forecasts
C Individual Roles	67 (12)	- Product is viewed as being critical yet is a combined function with Technology at present
D Team Build	92 +13	- Individual role clarity is well below benchmark in all functions apart from HR
3 Effectiveness	72 (1)	+ Direct reports believe their managers have good leadership skills
A Leadership	70 +4	+ Employee experience is aligned with company values
B Ways of Working	69 (6)	- Decision making is significantly below the benchmark; main drivers are a lack of alignment with strategy and unclear responsibilities
C Diversity & Inclusion	74 -	- Product is rated poorly for overall performance and the product roadmap process
D Collaboration	76 (4)	
4 People	74 (5)	+ The Leadership Team is experienced with deep functional expertise
A Capabilities	78 +9	+ Managers believe the team is performing well today
B Engagement	69 (15)	- Engagement is below benchmark for all teams and engagement dimensions
C Compensation	77 (5)	- Most teams' compensation is below benchmark
D Retention	71 (8)	- Low compensation appears to be negatively impacting engagement

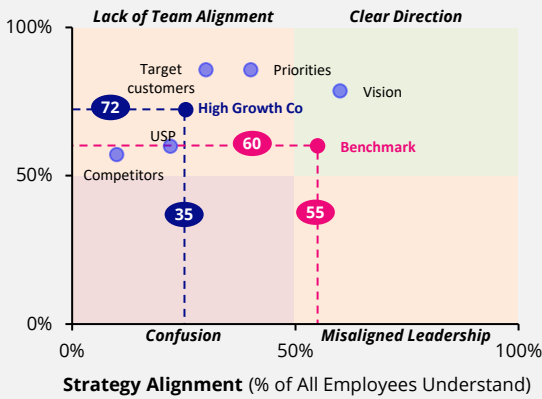


A. STRATEGY

Best Practice: A fact-based strategy is set by the Leadership Team, considering a range of critical factors. To set direction and ensure alignment, the strategy is communicated to and understood by the wider organisation.

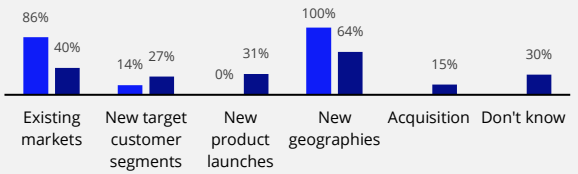
STRATEGY SETTING AND ALIGNMENT

Strategy Setting (% of Leadership Team Understand)

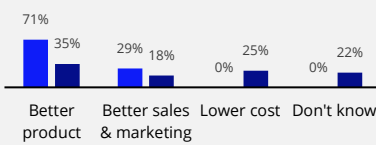


PRESSURE TESTING ALIGNMENT

Top 2 sources of growth over the next 3 years



How we will beat competitors



Key
% of responses from:
Leadership Team
All Employees

OVERALL SCORE (vs. BENCHMARK)

Strategy	54	(4)
Strategy Setting	72	+12
Strategy Alignment	35	(20)

ASSESSMENT SUMMARY

- + High Growth Co's Leadership Team is aligned on strategy
- Wider team has a poor understanding of strategy, particularly on Competitors and USP

B. OBJECTIVES

Best Practice: Objectives are set for the company, teams and individuals. Objectives are consistent, achievable but stretching, linked to rewards and supported by managers.

OBJECTIVE SETTING

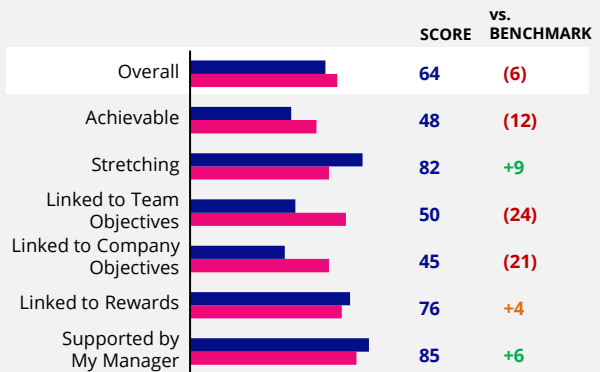
There are documented objectives for...



Key: Score %
Δ benchmark

OBJECTIVE QUALITY

Individual assessment of their own objectives



Key: High Growth Co Benchmark

OVERALL SCORE (vs. BENCHMARK)

Objectives	73	(3)
Objective Setting	81	(1)
Objective Quality	64	(6)

ASSESSMENT SUMMARY

- + Company Overall objectives set
- Company Overall objectives inconsistently cascaded to Team objectives
- Individual objectives inconsistently linked to Team or Company objectives



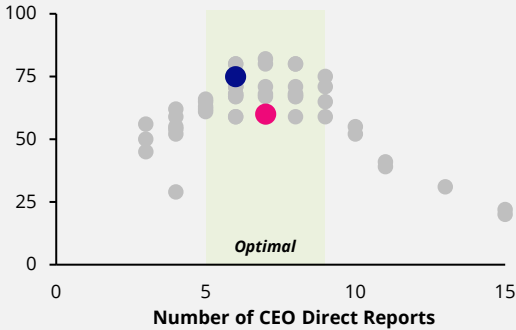
A. STRUCTURE

Best Practice: The Leadership Team is small enough to be effectively managed by the CEO and make key decisions, but represents all functions critical to delivering the strategy.

STRUCTURE AND DECISION MAKING

Impact of team size on executive decision making

Leadership Team Decision Making Effectiveness



Key: ● High Growth Co ● Benchmark ● Other Companies

FUNCTION STRUCTURES

Share of Leadership Team identifying function as critical vs. function structures

Critical Function (>50% of Leadership Team think critical)	• Product <i>Consider if Sufficient LT Representation</i>	• HR • Sales
	Non-Critical Function (<50% of Leadership Team think critical)	• Technology • Marketing • Customer Service • Customer Success • North America • Europe
	Combined with Other Functions	Standalone Function

OVERALL SCORE (vs. BENCHMARK)

Structure	83	+11
Number of Functions	75	+15
Function Structures	90	+6

ASSESSMENT SUMMARY

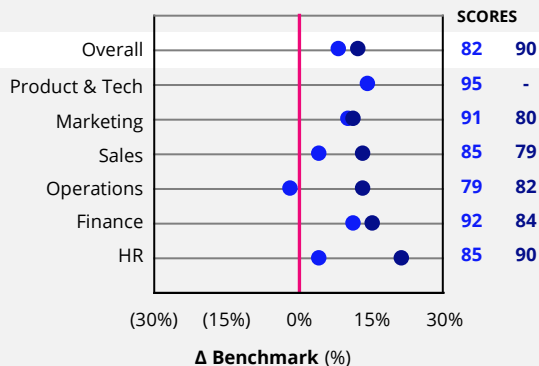
- + High Growth Co's Leadership Team is of an optimal size and is an effective decision making body
- Product is viewed as being critical to delivering the international expansion strategy yet is a combined function with Technology at present

B. TEAM ROLES

Best Practice: Team roles and responsibilities relative to other functions and geographies are clear. Responsibilities are carefully allocated across Group and country teams, balancing local adaptation and scale benefits based on market similarity.

ROLE CLARITY

Team role clarity vs. other functions and geographies



Key: ● Clarity vs. Other Functions ● Clarity vs. Geographies / Group

ROLE OF THE CENTRE

Function control in markets vs. market similarity

Market Similarity Varied Requirements Similar Requirements	Consider More Local Control • Marketing • Operations	Optimal • Sales
	Optimal • HR • Finance	Consider More Group Control
	Low	High

High Growth Co Local Control

OVERALL SCORE (vs. BENCHMARK)

Team Roles	83	+8
Role Clarity	86	+11
Role of the Centre	80	+4

ASSESSMENT SUMMARY

- + Functions are clear on their role relative to other functions and local markets / group teams
- Marketing and Operations are centralised today, despite requiring a high degree of local variation in execution

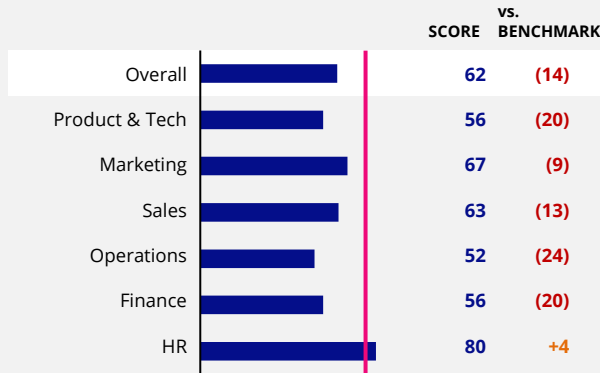


C. INDIVIDUAL ROLES

Best Practice: Individual roles and responsibilities are clear and enable individuals to be productive and work effectively with others. As the organisation grows, specialisation of individuals increases to support efficiency and effectiveness.

ROLE CLARITY

Individuals reporting clear roles and responsibilities

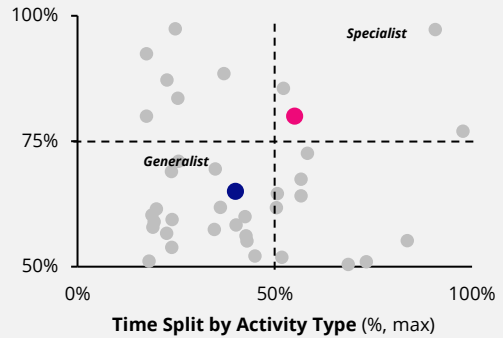


Key: High Growth Co (Blue bar), Benchmark (Pink line)

ROLE SPECIALISATION

Degree of team member specialisation

Time Split: Strategy vs. Execution (% max)



Key: High Growth Co (Blue dot), Benchmark (Pink dot), Individual Employee (Grey dot)

OVERALL SCORE (vs. BENCHMARK)

Individual Roles	67	(12)
Role Clarity	62	(14)
Role Specialisation	71	(9)

ASSESSMENT SUMMARY

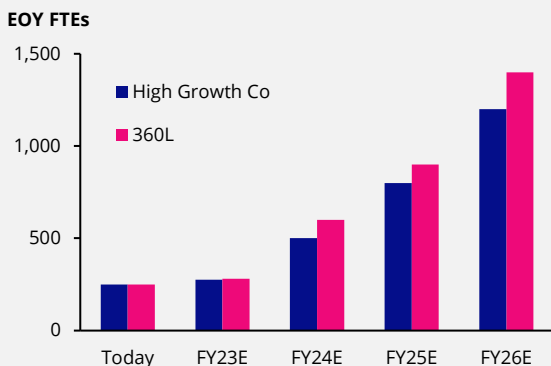
- Individual role clarity is well below benchmark for all functions apart from HR
- Roles are less specialised than benchmark for both focus across strategy and execution, and on different types of activities

D. TEAM BUILD

Best Practice: Accurate FTE forecasts enable front footed recruitment, operational performance during high growth and drive teams to increase efficiency with growth. Translation into accurate cost forecasts supports cost and runway management.

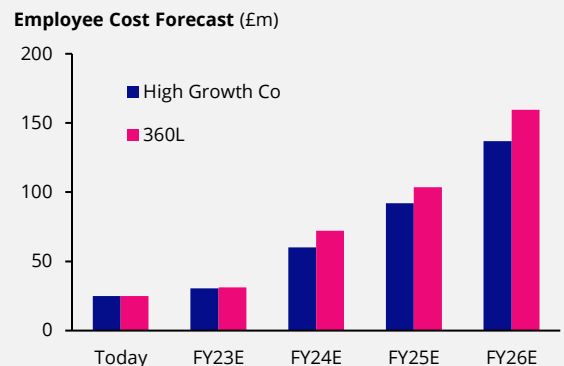
FTE FORECASTS

High Growth Co FTE projection vs. 360Leaders' forecast



EMPLOYEE COST FORECASTS

High Growth Co employee cost projection vs. 360Leaders' forecast



OVERALL SCORE (vs. BENCHMARK)

Team Build	92	+13
FTE Forecasts	92	+14
Employee Cost Forecasts	91	+12

ASSESSMENT SUMMARY

- + High Growth Co FTE and employee cost projections are consistent with 360Leaders' forecasts (within 10%)

3 EFFECTIVENESS (1/2)

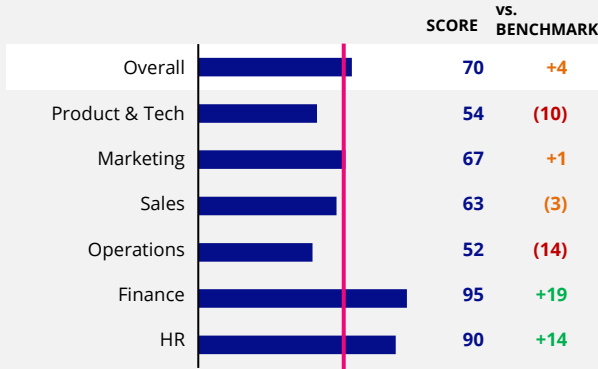


A. LEADERSHIP

Best Practice: Manager leadership behaviours positively impact teams' performance, development and retention. Leadership behaviours also boosts the effectiveness of the teams working with other areas within the organisation.

LEADERSHIP SCORE

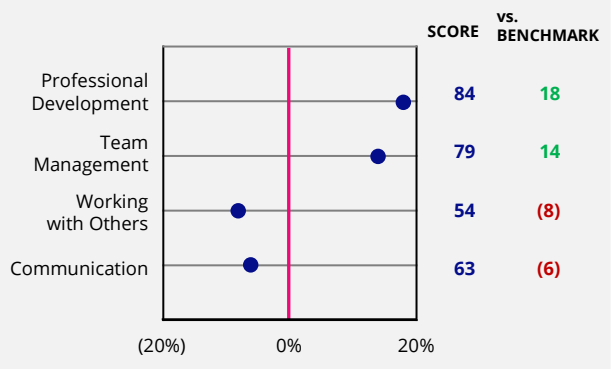
Leadership Score by function



Key: High Growth Co (Blue bar), Benchmark (Red line)

LEADERSHIP BEHAVIOURS

Breakdown of Leadership Score into key drivers



Key: High Growth Co (Blue dot), Benchmark (Red line)

OVERALL SCORE (vs. BENCHMARK)

Leadership **70** **+4**

ASSESSMENT SUMMARY

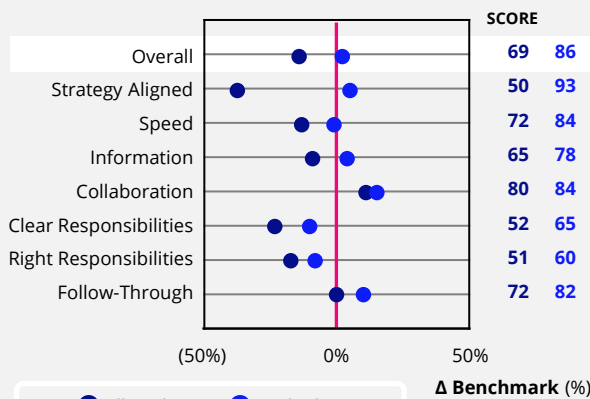
- + Direct reports believe their managers have good leadership skills
- 'Working with Others' and 'Communication' aspects of leadership are below benchmark

B. WAYS OF WORKING

Best Practice: Strategy is effectively executed through decisions made across the organisation. Organisational values shape day to day working norms, and help guide strategic execution.

DECISION MAKING

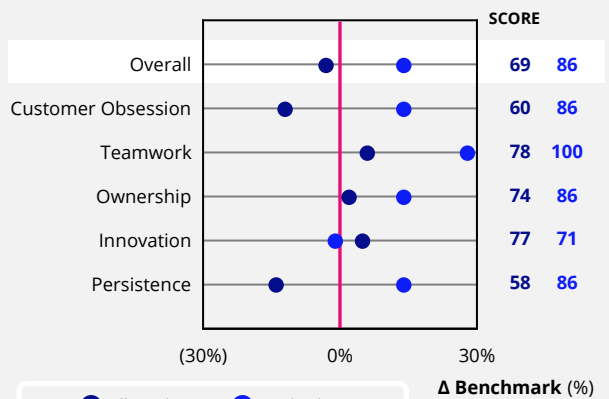
Key drivers of decision making effectiveness



Key: All Employees (Dark Blue dot), Leadership Team (Light Blue dot), Benchmark (Red line)

VALUES

Employee experience alignment to values



Key: All Employees (Dark Blue dot), Leadership Team (Light Blue dot), Benchmark (Red line)

OVERALL SCORE (vs. BENCHMARK)

Ways of Working **69** **(6)**
 Decision Making **62** **(14)**
 Values **76** **+3**

ASSESSMENT SUMMARY

- + Employee experience is aligned with company values
- Decision making is significantly below the benchmark



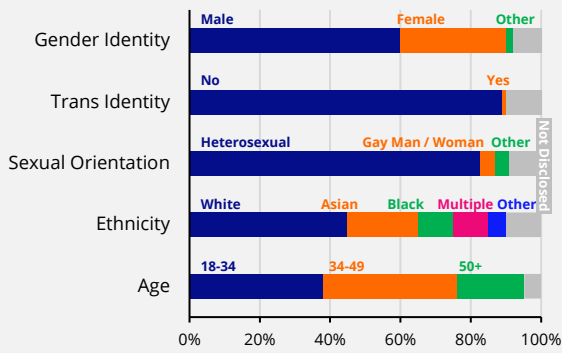
C. DIVERSITY & INCLUSION

Best Practice: Teams are diverse and inclusive, and so are able to draw on a broad range of inputs and perspectives. This supports superior decision making and performance.

DIVERSITY

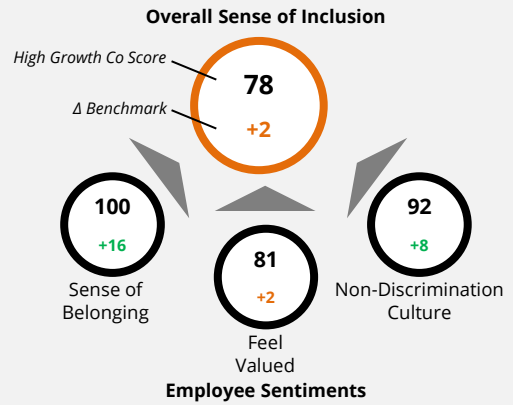
Mix of employees across diversity dimensions

All Employees (%)



INCLUSION

Overall inclusion score and drivers of inclusion



OVERALL SCORE (vs. BENCHMARK)

Diversity & Inclusion	74	-
Diversity	70	(2)
Inclusion	78	+2

ASSESSMENT SUMMARY

- + Employees feel a sense of belonging to High Growth Co
- High Growth Co has less gender diversity than the benchmark

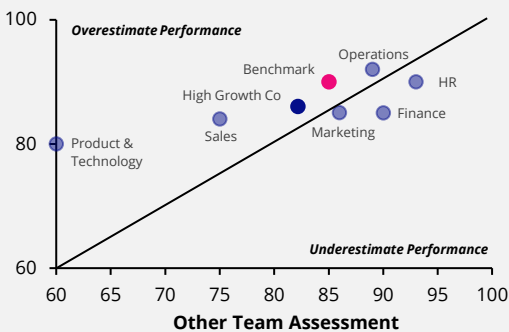
D. COLLABORATION

Best Practice: Teams work well together, and critical processes effectively co-ordinate activities which cut across teams. Where there are performance gaps, teams acknowledge the gaps and are taking steps to upgrade performance.

TEAM PERFORMANCE

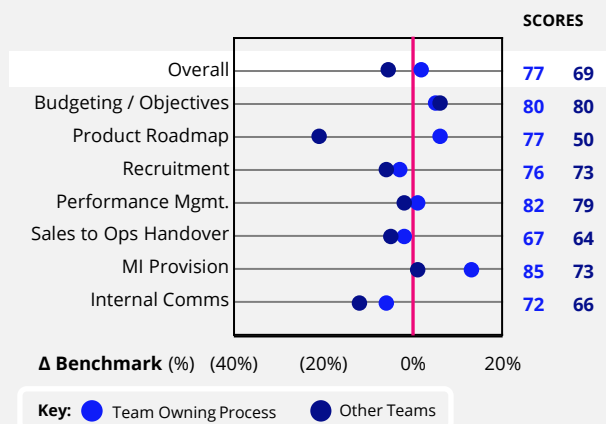
Team self-assessed vs. view of other teams

Team Self-Assessment



CRITICAL PROCESSES

Operation of critical processes



OVERALL SCORE (vs. BENCHMARK)

Collaboration	76	(4)
Team Performance	82	(3)
Critical Processes	69	(6)

ASSESSMENT SUMMARY

- + Most teams have a high and realistic assessment of their performance
- Product is rated poorly for overall performance and the product roadmap process

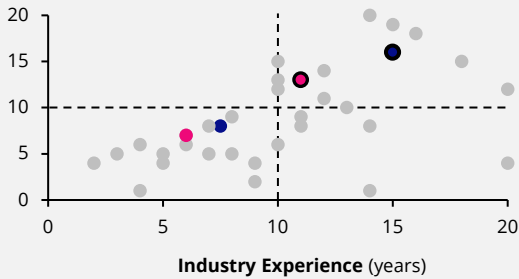
A. CAPABILITIES

Best Practice: Teams with more functional and industry experience tend to outperform. A balance between high performing employees today and growth potential to meet the organisation's future needs supports long term outperformance.

EXPERIENCE

Team function and industry experience

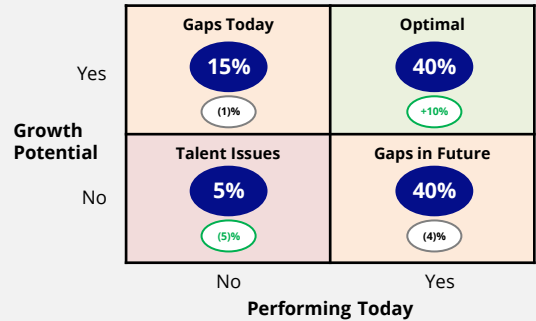
Function Experience (years)



Key: High Growth Co: ● All ● Leadership Team ● Individual Employee
Benchmark: ● All ● Leadership Team

MANAGER ASSESSMENT

Manager assessment of individual performance today and growth potential



Key: ● % of employees ○ Δ benchmark

OVERALL SCORE (vs. BENCHMARK)

Capabilities	78	+9
Experience	88	+10
Manager Assessment	68	+8

ASSESSMENT SUMMARY

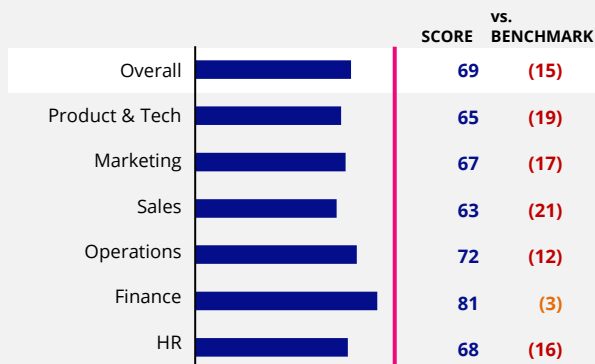
- + The leadership team is experienced with deep functional expertise
- + Managers believe the team is performing well today
- Expected to be talent gaps in the future

B. ENGAGEMENT

Best Practice: Engaged teams are more effective and have lower turnover, supporting short-term and long-term performance and strategic delivery.

ENGAGEMENT SCORE

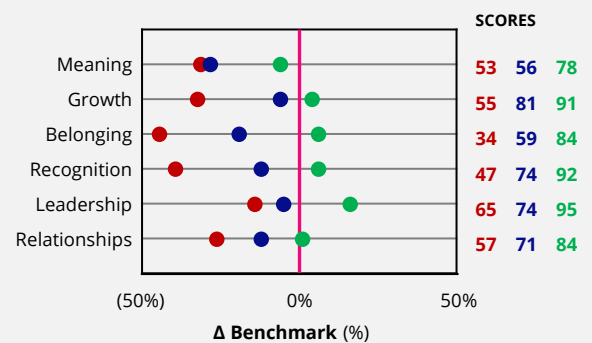
Engagement score by function



Key: ■ High Growth Co — Benchmark

ENGAGEMENT DRIVERS

Key engagement drivers vs. benchmark



Key: ● Engaged Employees ● Disengaged Employees ● All Employees

OVERALL SCORE (vs. BENCHMARK)

Engagement	69	(15)
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ASSESSMENT SUMMARY

- Engagement is below benchmark for all teams and engagement dimensions
- Engagement scores are particularly poor for Meaning and Belonging

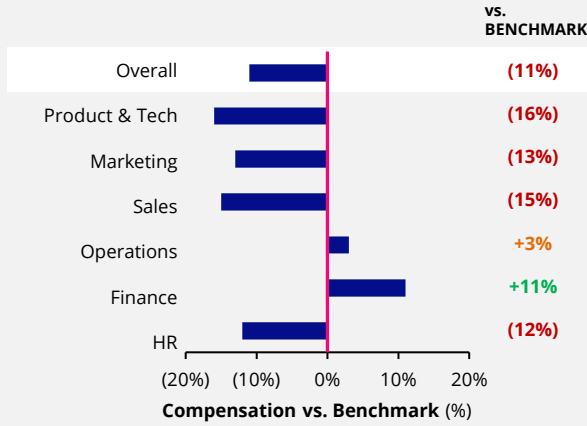


C. COMPENSATION

Best Practice: Compensating employees inline with market average boosts engagement, productivity and retention, while avoiding additional costs.

COMPENSATION LEVEL

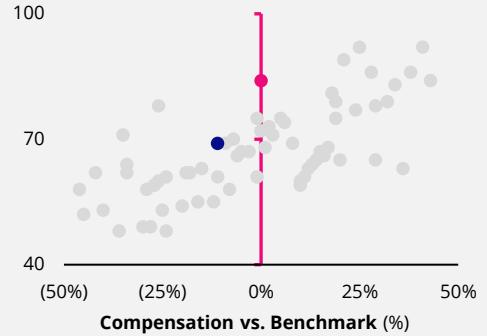
Team average compensation vs. benchmark



IMPACT ON ENGAGEMENT

Employee compensation vs. engagement

Employee Engagement Score



Key: ● High Growth Co ● Benchmark ● Individual Employee

OVERALL SCORE (vs. BENCHMARK)

Compensation **77** **(5)**

ASSESSMENT SUMMARY

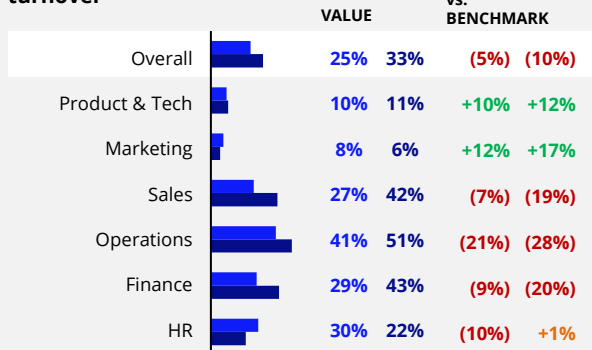
- ⊖ Most teams' compensation is materially below benchmark
- ⊖ Low compensation appears to be negatively impacting engagement

D. RETENTION

Best Practice: Retention of employees supports efficiency and effectiveness, especially as the firm grows, by ensuring a deep understanding of the firm's strategy and operations, and reducing recruitment needs.

TURNOVER

Historic unwanted turnover and forecast future turnover

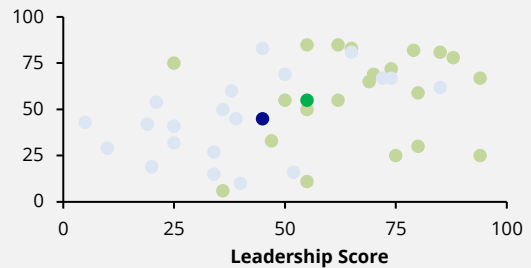


Key: ● LTM Unwanted Turnover ● Employees Who Would Accept Another Job

TURNOVER DRIVERS

Engagement and leadership against future turnover forecast

Engagement Score



Key: ● Employees (Not Accept Another Job) ● Employees (Accept Another Job)
● Averages (Not Accept Another Job) ● Averages (Accept Another Job)

OVERALL SCORE (vs. BENCHMARK)

Retention **71** **(8)**
 Historic Retention **75** **(5)**
 Forecast Retention **67** **(10)**

ASSESSMENT SUMMARY

- ⊕ Turnover below benchmark in Product & Technology and Marketing
- ⊖ Other teams have higher than benchmark turnover

ABOUT

REPORT GENERATION

The carefully selected company data used in this report is aligned with critical organisational value drivers. This data has been gathered through an:

- **Employee List:** employee list covering basic employment information such as job title, reporting line and start date. Data either taken from the company's HR system or a dataset provided by the company
- **Employee Survey:** responses to an all employee survey covering a range of topics including understanding of strategy, roles and responsibilities and organisational design

The report has been generated automatically with assessment summaries and actions identified by 360Leaders' Organisational Strategy team.

DATA PRIVACY AND SECURITY

The protection of our clients' data is exceptionally important to us. All data gathered in the creation of this report are stored in secure, encrypted databases. Data are treated confidentially and will not be shared with other parties, unless in an anonymised, aggregated format (e.g., a benchmark) – this includes the Executive Search team within 360Leaders.

ABOUT 360LEADERS

360Leaders are the leading Organisational Strategy and Executive Search firm supporting scale-ups, boards and investors worldwide. Together, our Organisational Strategy and Executive Search services ensure that growth companies' organisational structures, ways of working and people are set-up to scale with their ambitions, and that they have the talent needed to drive them forward to the next stage of their journey.

Taking pride in supporting the companies that will define the future, we measure our success not only by the speed at which they solve strategy and hiring challenges, but by the impact of our work after 12 months.

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