

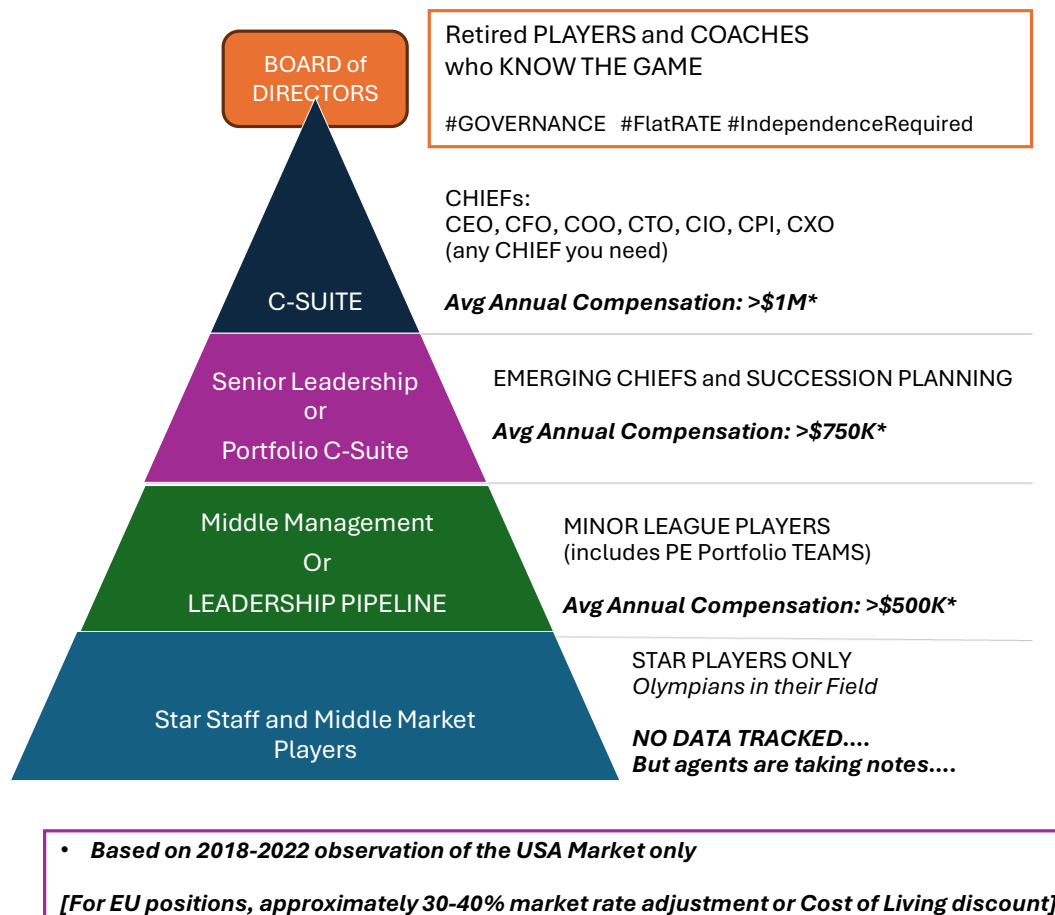


Evaluating Human Intelligence

the quantitative & qualitative data

*Insights from Elite Brokers for
Global Leaders
or a SHREK firm*

INTRODUCTION: Here are the Players SHREK represents:



Like in HORSE trading,
CERTAINTY of RESULTS
(or ROI) increases
VALUE or \$\$\$



MOST CERTAIN ROI



REASONABLY CERTAIN ROI
POTENTIAL ALPHA player



ROI pending CONDITIONS
POTENTIAL ALPHA player



RESILIENT YOUNG players
REINVENTING the GAME

CHUKKA TAKEAWAY:
Just like in M&A, the \$MM
pay packages are TIED to
REAL \$MM Results.
The ART is Aligning
Incentives so that **BOTH**
PARTIES BENEFIT
(for their own ROI POV)

During my interview, Spence (the FIRM) told me they had more proprietary data on top leadership and knew what made a great leader. I was hired to help them SCALE it.

First, I had to identify where it was.

I learned quickly that Spence did NOT have a traditional DATA LAKE to download...



.....so I suited up and entered THEIR WORLD for a CHUKKA at least....



And it was NOT as straight forward as you'd think....



1) WHERE does SHREK hunt for new TALENT?



@ChukkaWPBoffice

Small Players stay
in the Data Lake.....
#LinkedIn #META #CHATGPT

THE VALUABLE DATA
IS NOT AVAILABLE
ONLINE (or in
ChatGPT).

To know the
TALENTED PLAYERS
and MARKET
DEMANDS...

You need to swim in
the **RIGHT Ponds** or
with the **RIGHT FISH**
to **catch the REAL**
DATA FLOW!

#ItsTheSameScoutingHORSES
#CHUKKALeadership
#KnowThePeopleKnowTheHorse



@ChukkaWPBoffice

To be an agent,
You must BE ONE of THEM!
and they are everywhere 😊

#ItsAGoodThing #MoreDataVERIFICATION



2) How do the top AGENTS gather proprietary (\$\$) DATA on PEOPLE?

**Why we NEED Verifiers
for LEADERSHIP**

#PeopleSniffers

**No National ONLINE
Database exists to verify
college Education
and/or Work Experience
otherwise**

**#TechExists #Parchment
#justNotIncluded**

RELATIONSHIPS are THE BUSINESS

- Top Agents develop their own Scoring.
- For example, on a scale of 1 to 5, 1 may be a LI connection, but a 5 is both families HOLIDAY together
- It is THEIR life's work so its kept OFFLINE or in CODE #noCRM

**#ProfJimCitrin
#CEOWhisperer
#AUTHORS+SPEAKERS
#TheyRTheirBRAND**

IT's A FAMILY AFFAIR

- Time is MONEY so their PARTNER & KIDS are on board with the travel, vacations, and time on the road.
- Family or Kids "status" doesn't matter. They know life happens and there's no evidence it impacts performance
- BUT I noticed an advantage to Power Couples at the events

**#KIMplusCRAIG
#QueenRecruiters!**

EXECUTE as A TEAM

- A "Search" could not be executed SOLO.
- In representing the FIRM and to ENSURE unbiased QUALITY, NO agent CAN execute ALONE.
- You NEED to SHOW UP for your colleagues TOO or internal DEAL flow runs dry.
- They call themselves COIN OPERATED jokingly but it means RESULTS DRIVEN in their world

#AlsoNotABadTHING

NOTE: The CHAIRMAN called it investing in the Big P Partnership versus the small p partner. He called on everyone to remember to balance the 2 in their actions. It's equal parts investing in the BIG PARTNESHIP (developing others, cultivating new talent, paying 4 infrastructure) and your own cash flow (#EatWhatYouKill, \$MM Agents)

It's the best way I've heard to describe it. How do you Innovate and still be the same FIRM as in the last 60 years?

3) How do top performing leaders LIVE and WORK?

Top performing firms enable their teams through the culture or experience they create!

- Culture, Fitness, History, Nutrition: **Every firm meeting or office** incorporated these 4 elements:



Nutrition: **INTENTIONAL FUELING**. BEST Snack Closet! No paper or plastic. Always ready for an impromptu celebration (and they happened on the random Wednesday). Although you'd never have to leave the office, most people cleared out by 6. Agents work 24/7 (only office closes at 6). #DinnerPlans #NutsnotCHIPS #FreshFruit #IntentionalFueling



History: **HONOR the CAREER** For most of the agents, this is their second act. They are agents because they climbed mountains at big firms #HomeDepot #Pharma. Any and all **PROMOTIONS** and/or passing of a **BATON** were honored and celebrated. #CheersandCHEERS! #GoodWine #LoudAPPLAUDS #HugsALLaround #BestParties #TheyKNOWitMATTERS



Fitness: Don't sign up for the morning run unless you can **KEEP PACE**

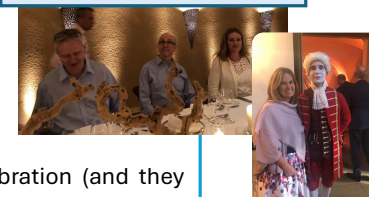
Several of these agents can run sub-2.5hour marathons a drop of a hat (and there was more than one OLYMPIAN on staff). Not to be intimidated, I was a failed member of CHI Marathon team (bailed at mile 13), but I did provide **R&D** with #J&JHumanPerformanceInstitute #CorporateAthlete program. #3DAYS #TotalRESET #AGILITY [which technically helps support the business RACE write-off ☺]



Culture: **Humility** or Humbleness. SPENCE preferred initiation skits where you mock management tastefully and/or otherwise display your range of talent. #1GoodSkill2Have

I myself was mocked on stage by an Entrepreneur* (whose firm I led the deal to acquire). She pretty much nailed me though (it was awesome!) Less awesome, was when I personally had to stand up and sing a Christmas carol **SOLO** at #RPMSteakhouse #itsthe wayitsdone #NotaSinger #PublicBUTNoRecording #StaysInTheFAMILY #NotThatBadAfterall #HowUwearTheJersey

The Imagineers:
CMO + Chief of Staff
Entertainment: The Firm Sommelier



ABOVE Photos from US and EU annual partner meetings. Both at the BEGINNING of the evening (Dinner)

SAMPLE Evening AGENDA:

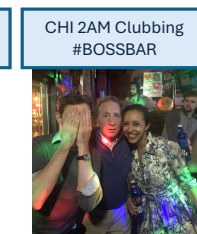
(a test for some)

- Dinner (7-10PM)
- After Dinner DRINKS** (10PM – 2AM)
- Optional CLUBBING: Invited once at Paris Meeting (unsure if it was a test by Female EU Partners or just what they do)

And they did this EVERY NIGHT!
It was a 3-day meeting.....

****Pro-CFO TIP:** Hire out a hotel meeting room with bar/staff to save on \$ expenses and ensure you can find everyone in the AM.

Let them practice their "great skills" on each other..... THEY DO
#ENDURANCEtraining
#ImpairedJudgment?
#AlwaysBeAssessing



How well did I OPERATE in the WORLD of SPENCE (as business agent)?

Hunting Outfit



Branded my Own Party Tricks

Photos from Kevin's last Management MEETING as CEO

Spence gave him a gorgeous Watch

But what other gift was his favorite?



TEAM Golf Balls

So he doesn't forget us when he's trying to relax?

*leveraged relationship with Kevin's EA (to his left) to get photos from his wife



OR

My custom made KEVIN TIES!!!



TBD: He seemed really excited to whack the GOLF BALLS but also collected all the TIES to take back with him...

Found a ROLE on the TEAM no matter what



Avoiding any COOKING at the TEAM cooking event with:

Princess KIM (she calls herself that) who ran NORTH AMERICA

#Supervisor

&

Patrick #theSommelier

#ToastMaster

While I

Dressed the TABLE!

#PrettyGoodHuh?



AS FOR my ROLE as Head of Mergers & Acquisitions..... I did the following

Invested in some new PONYS:

-EXECUTIVE COACHING

#MeylerCampbell

#Cambria

-IRELAND EXPANSION

#MERCPartners

-EMPLOYEE ENGAGEMENT

#Aon

-PSYCHOMETRICS/ analytics

#DeeperSignals (partnership)

**Introduced Emerging PONYS
in**

- **BOARD GOVERNANCE**
- **EXPERT NETWORKS**
- **SHIFTING Corporate CULTURE**
- **Client + Candidate ENGAGEMENT PLATFORM**
- **HUMAN PERFORMANCE**

GAME STATS: 2018 to 2022

INVESTMENTS: 4 completed

1 MAJOR SPENCE MOVE:

**#KINCENTRIC with #Aon
acquisition. 26 COUNTRIES
NEW BRAND**

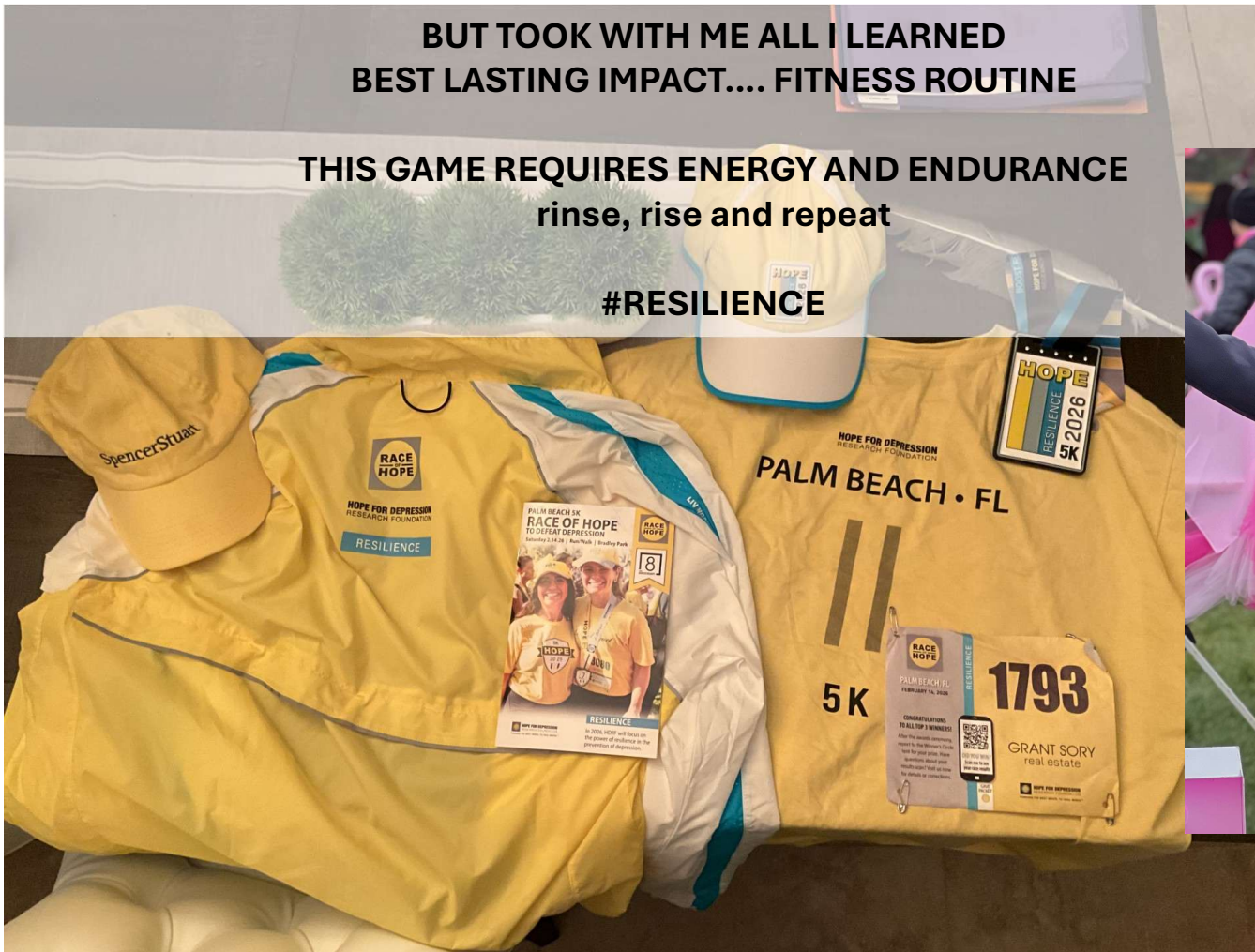
Private: no ROI data available

***^I left because I couldn't see
where to add value. These
guys know what their doing
and I was looking for impact!***

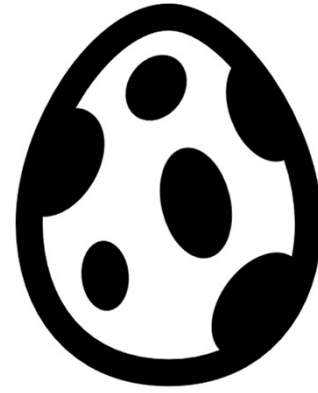
**BUT TOOK WITH ME ALL I LEARNED
BEST LASTING IMPACT.... FITNESS ROUTINE**

**THIS GAME REQUIRES ENERGY AND ENDURANCE
rinse, rise and repeat**

#RESILIENCE



WHAT DATA IS CAPTURED & MEASURED?



LEADERSHIP: How experts assess Intelligence in Leaders

During COVID, Spence hired a consultant to run analytics on a sample of qualitative research/inputs including Third Party Reports (TPS) to test how AI may assist in discovering new talent in the marketplace.

To the right is the results of the sample data. The consultant to his credit told everyone to take out their camera and take a picture for the record. He kept the team accountable by ensuring each leader had a copy. In turn, the leadership at Spence also kept themselves accountable and hired their first Chief Diversity Officer.

AI highlights the most popular word or story and does not define the best candidate for the client/issue. Human expertise is needed to identify what bias exists within the words (that may not indicate what is intended) and round out what isn't in words but required to be effective. Spence hired the CDO to work and float within the firm's culture to ensure their people (the HI) stay calibrated to the market context and hold themselves accountable in the process to being unbiased in discovering new leaders. Also, even the most curated and clean data sets include unintentional or unintended bias that can negatively impact the results without Human intervention. Learn from the experts and become one!



What was measured for top leadership roles? **CAPACITY**

In researching the variety of psychometric tools to measure different personality types and drivers, the most utilized and valued tool at the C-Suite level was a live assessment to measure one's 'executive capacity'. In the test, the administrator presents you with an unwinding situation requiring you to make a decision/action on the business with incomplete data. The assessment measures how you integrate new data into your decision without becoming overly tied to historical bias or ego. I don't know how they "do it" or measure it, but I do know that the inventors of the test did not see a way it could be automated with the same level of effectiveness. As a person who took it in my hiring process, it is unnerving. No questions allowed and you have to assess data source as well as limited content in evaluating each move.

In Chukka's DEAL bootcamp for your LEADERSHIP, Chukka provides you an environment to practice and upskill [offline] research and verbal skill development as an INDIVIDUAL and TEAM!



Mainly....Executive Leaders are measured on ROI!

Agents both collate and validate the Leader's story

01

REAL IMPACT / REAL STORIES

Most Leaders are NOT walking into a winning season. Agents swim in the ponds that they are aware of who is actually driving change in the market. A recent illustration:

In an early Spence meeting, the story was told of a Taco Bell exec hired to be Chipotle CEO due to his skills with food safety (the latter firm had an "incident" at the time). Last month, the same CEO was at a Booth management conference discussing his new CEO position at Starbucks. The CEO didn't talk about fixing Chipotle processes since that was a given with the job. Instead, he spoke about how he doubled the production layout for online orders to improve customer experience. In his new position he was excited about bringing community back into the coffee shops that have been missing since COVID. Leaders leave companies BETTER than they started, for the future (customers and employees), not just 'in the moment' financially.

02

GUARANTEED CASH COMPENSATION

While a candidate's total compensation package is evaluated in terms of FIXED (guaranteed cash pay/ typically base + guarantees) and VARIABLE (i.e. based on performance like equity options and/or bonus), the benchmark is the guaranteed package when assessing new opportunities. HINT: Don't take some sucker deal when your former boss tries to offer you to work for 8 months at 50% pay (adjusting your base in half for next employer) when you're entitled to 6 months full Garden Leave as a PARTNER 😊 *The stories are endless with this guy.*

03

TEAM / EMPLOYEE BASE

Leadership skills are measured at the employee level for supervisory positions or C-Suite. In diligence and/or assessment, social media such as Glassdoor and Fishbowl can provide a baseline. Further learning about the firm's staff events, communication schedules and transparency in governance are also good indicators particularly for evaluating fit between two groups or a new leader and group.

NOTE: In coaching and workshops, Chukka teaches how to run talent diligence both in and out of the room on mergers or collaborations.



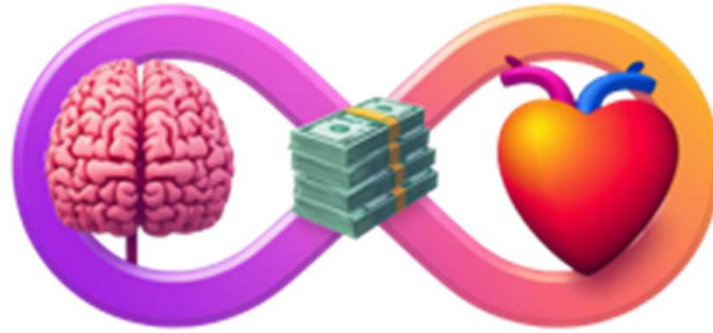


From the Founder:

For avoidance of doubt, the inherent jokes or “digs” at my former boss are not attacks on the consulting industry. In fact, I believe whole heartedly that consulting is the BEST opportunity for anyone to learn the business world from all sides. Double Door alumni (in addition to MBB and others) are running some of the world’s top firms today!

My message is however about how BAD LEADERS can destroy a firm right in front of your eyes. I was not a “whistleblower” because I’ve never seen it “work” or fix the situation for the others inflicted. In fact, I did tell the GC at the prior firm that since they (after not holding themselves accountable to multiple other ‘questionable’ items) were now stealing my first project right in front of me at a Management Conference in Miami (and at value twice what these jokers were paying me), then I was going to shift my offering to the real problem, Bad Leadership, using them as an example. She said some version of ‘go ahead, Dawn’. 😊

Pro tip: Address your problems privately before they become your culture and visible outside of the house. It happens all the time in M&A – the wrong leadership switch and the whole business vaporizes way faster then you thought it would.



Thank you!

Connect @
Dawn@chukkacapital.com

for how to get your leadership team some RIBBONS to celebrate!