

Recruitment Brief

Senior Manager

December 2011

Cognosis

Our Proposition

Cognosis is a business strategy consultancy which puts leading change at the heart of every assignment. [We create strategies people believe in and want to deliver.](#)

Our Focus

We work internationally with blue-chip branded businesses, handling assignments in business and commercial strategy, brand and portfolio strategy, and regional and functional strategy. [We work with business leaders who want to make change happen.](#)

Our Core capability

We are world class in designing and delivering strategy programmes that engage, align and inspire. [Our EDGE research gives powerful insights into the nature of strategy.](#)

Our Point of view

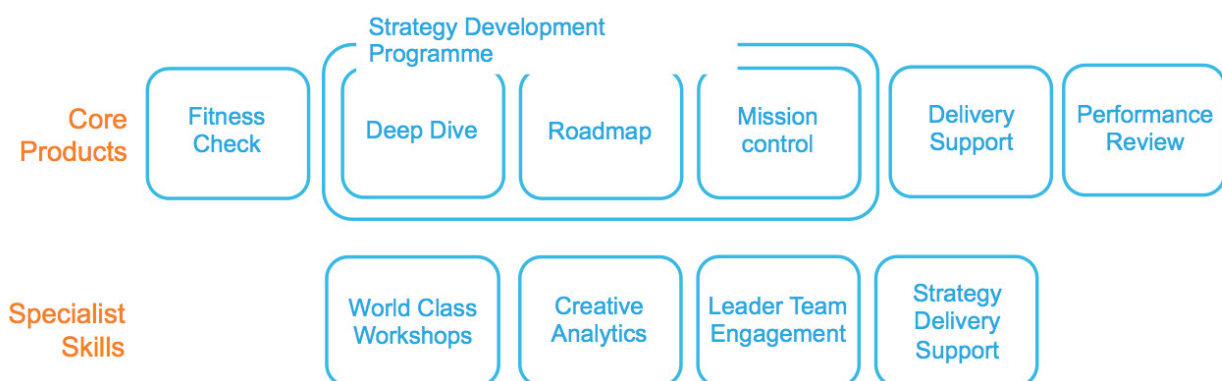
Strategy has an emotional side, and we need to recognise that explicitly in the way we go about creating it.

If you want your strategy to succeed where most fail: Make it exciting; Make it a journey of discovery; Make it whole-minded (join dots); Make it matter, personally (build belief); Make it a call to action.

Our core products and specialists skills

Our Approach

Our approach is informed by EDGE, 'super-tailored' to client needs, robustly commercial, and focused on delivering rapid results. Our workshops are interactive, collaborative and content-rich: a unique blend of creative analysis, team engagement, challenge and discovery. [We make 'strategy' a powerful experience, not just 'a process'.](#)



Introducing Cognosis

Our position



Our approach is Whole Minded

A Whole Minded approach blends all four strategy styles (Practical, Rational, Creative and Collaborative) to create strategies that work from every angle. It is the most effective because it delivers strategies that excite and inspire.

Rational & Fact-Based

Objectively analysing facts and figures. Strategy development is rich in numbers and facts. Careful consideration is given to ensuring strategy is logical and makes sense.

Practical, Action-focused

Organising action. Strategy is tangible, with detailed implementation plans. Careful consideration is given to execution and allocating resources, agreeing responsibilities and timelines.



Creative, Innovative, Insight-driven

Exploring opportunities & looking for new/ fresh ways of doing & thinking. Approach is future- focused and visionary. Careful consideration is given to ensuring all possibilities identified.

Collaborative, People-centred

Ensuring that different views & perspectives are heard. Strategy is true to organisational values and beliefs. Careful consideration is given to ensure all stakeholders are listened to and actively involved.

This idea is the heart of our proposition - we seek to drive it throughout our work. Cognosis people are passionate about Whole Mind Planning - A passion shared by any successful applicant!

Our clients – we seek strategic partnership with international players.

DIAGEO



SIEMENS



Examples of our work



Igniting a new wave of business & brand growth

Result: 5 year stretch goal achieved in 2.5 years!



Galvanising commitment to a stretching new strategy

Result: Strong 'buy-in' & engagement scores to the strategy, & global brands up by 16%, exceeding market growth.



Reinventing the strategy experience

Result: Goals achieved, organisational buy-in high, plus successful new brand launch.



Establishing HR as an effective commercial function

Result: HR seen as value adding function, delivering savings & contributing to business growth.



Transforming a strategic loyalty programme

Result: 1st year of re-launch saw 20% increase in number of new members & double digit month on month revenue growth.



Turning around a business and management team

Result: 80% of Team inspired by the strategy, business turned a loss into profit with MAT showing 27% sales uplift (2010).

Why us?

You are already an effective consultant or manager with a proven track record and a promising career path, so why Join Cognosis?

Because you want to do outstanding work, for some of the most interesting clients in the world, creating strategy and driving change in a challenging and like-minded team.

Because you want to round out and develop professionally, building your potential with varied and stimulating work. To use your creativity to find new ways to engage and inspire clients.

Because you understand that successful strategy is not merely an analytical process with 'one correct solution' but an experience in which teams must engage fully and actively to create solutions they believe in and want to make happen – and you want to be part of that.

Because you want your contribution to directly influence the shape and direction of a dynamic, smaller growing firm, and to be respected and rewarded for it.

Because you want to challenge and sharpen your leadership skills on a daily basis – both with clients for whom you are a trusted advisor and within the firm where you will mentor talent to become future leaders.

Senior Manager Role

Cognosis has a business unit structure – teams of circa 8. Each team led by a Business Unit Director and Senior Manager, running a team of managers and Consultants.

Each Business unit is centred on core clients and has its own profit responsibility, with Client Development plans, New Business task, and resource plan

Delivery is all team based, highly collaborative, coaching orientated. As Senior Manager you are a mentor and coach in best practice consulting conduct and leadership skills.

The Senior Manager is the lynchpin of business profitability, on top of the commercial interests of the firm and your BU.

Our Senior Managers are clearly seen as future Directors, and positioned as leaders.

The Senior Manager role operates in a salary range subject to candidate experience. In addition is a generous bonus potential based on team and individual performance criteria.

Senior Manager – accountable for...

| | |
|---------------------|--|
| Delivery | <p>Manages all core elements of the business through the consulting cycle - financial revenue, profit and client development.</p> <p>Models profit-aware delivery excellence from proposal to post completion review</p> <p>Drives delivery towards Cognosis core offer</p> |
| Client | <p>Drives Client Development Plans - drives and models CD behaviours day to day</p> <p>Builds broader client relationships (beyond project delivery)</p> <p>Wins new business streams with current clients</p> <p>Identifies and takes steps to avoid client ownership – broadens Cognosis relationship to client</p> |
| Commerical | <p>Active engagement, participation, focus on achieving BU targets</p> <p>Ensures resourcing, working with BUD and project managers for profitable project delivery</p> <p>Accountable for timely, effective billing and accurate pipeline management in partnership with BUD</p> |
| Team | <p>Effective team working and delegation of project work to support talent development</p> <p>Coaching and development of subordinates skills and behaviour within project work</p> <p>Demonstration of talent development / engagement outside of BU (e.g. skills, behaviours, mentoring, coaching)</p> |
| Firm | <p>This is a future Cognosis leadership group role</p> <p>Active Exec engagement for BU - aware and able to speak for projects</p> <p>Overt champion of Cognosis strategy, growth, behaviours - Epitomises Cognosis Whole Mind Approach</p> <p>Positive and proactive engagement with Leadership Team</p> <p>Contribution to Cognosis development – looking for opportunities to be active beyond the BU</p> |
| New Business | <p>and identifies and pursues new business opportunities</p> <p>Enthusiasm for and involvement in driving Business Unit New Business targets</p> <p>Involvement in cross Business Unit NBD opportunities</p> |

What are we looking for in your CV?

Education

A good degree – Class 2.1 or above from a good university – shows your intellectual capability & judgement.

Additional business qualification welcome.

Intellectual curiosity and enthusiasm for learning – with both arts & science evident either in formal subjects or from extra curricular activity.

Possibly internships within blue-chip businesses – either client or consulting, or other activity demonstrating a basic commercial aptitude or relish for challenge while in education.

Experience

Around 6/8 years yrs into a strategy consulting career – or 8 years on client side or general consulting. Working with consumer branded goods or service sector experience.

Client side experience is an asset but this role will require practical experience and understanding of the consultancy business model, as you will be leading projects from the outset with profit responsibility, managing proven consultant deliverers.

What the team says... ?

"Two things make working at Cognosis different - growth and collaboration. Cognosis provides a unique opportunity to work in a truly collaborative way, rather than being the outsider imposing the answer, we create solutions together with clients which not only means they get the best result but also is a far more enjoyable and rewarding way to work."

Olivia Buckle-Wright, Director



"I've found Cognosis to both a challenging and rewarding place to work. I manage interesting projects across different clients providing a fast pace and variety of work. The firm's major strength is its collaborative, people centric approach which makes for more of a fun and relaxed culture than I experienced in larger consultancies."

David Cowser Senior Manager

"Cognosis has provided me with both challenge and reward in equal measure. The challenge of strong client relationships and a range of projects, with reward of fast career progress in a team that sees strategy as an experience, not a process. A great place to work, a dedicated and fun loving bunch!"

John Fidoe, Director



"Career progress at Cognosis is meritocratic, and can be extremely quick. Career paths are not formulaic – responsibility & opportunities are given early. "

Tom Gibbs, Manager

"The best thing about working at Cognosis is working with rather than for clients. Not just to deliver projects and reports, but to work in partnership to find solutions that work in the real world. At Cognosis, you won't just learn consulting - you'll learn how business partnering – more rounded and satisfying professional ambition."

Gareth Topliss Manager



Getting to know each other...

People matter and getting it right means taking time together to explore expectations and assumptions.

Up to 3 meetings can be expected:

A 1 hr initial exploratory session – understand mutual fit, technical capabilities, explore the opportunity. Decide if further discussion is mutually wanted.

A longer, team interview with Directors and BU team members – maybe including a 10 minute presentation of your best work to date.

Final meeting with Partners.

Contact

For admin/CVs/diary
Una Kelly, Operations Manager
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Initial interviews will be held by:
Michael Laird, Partner
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Our EDGE programme

EDGE is Cognosis' programme of research and development shedding fresh light on the practical links between [strategy, engagement](#) and [business performance](#).



Our EDGE journey began back in 2007 with the publication of Cognosis' first research study, [EDGE 1](#), which laid out a route map for world class strategy-making.



This was followed by [EDGE 2](#) in 2009 which explored the impact of leadership, culture, and challenge on strategy and performance.



Now [EDGE 3](#) shows EDGE principles in action, helping clients grow their businesses, their brands and their people.

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To learn more about **Cognosis**,
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