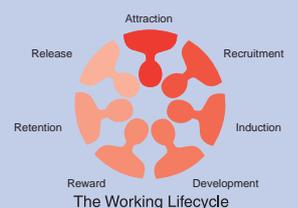


21st Century Leadership: Critical Success Factors

› A Reed Consulting survey in association with the Institute of Directors



Welcome

With increasing global competition in business, the pressure is on for UK leaders to really demonstrate exceptional strength in both management and leadership, to compete in a complex and increasingly dynamic market place. In the private sector in particular, difficult economic circumstances have placed increasing pressure on today's leaders to provide strength and direction in an increasingly uncertain marketplace.

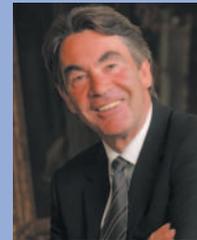
In the public sector the change agenda and the increasing number of Key Performance Indicators place pressure on leaders to maintain strong relationships with staff in the face of complex accountability frameworks and increasing pressures to adapt and transform at a rapid pace. In both sectors, UK leaders understand the pivotal role they play in influencing the success of the UK's economic, social and environmental positioning in the global marketplace and this is not something that the UK's leaders take lightly.

The Institute of Directors exists to support, enable and inspire its membership; the leaders of British business in the UK. Therefore as Director General of the Institute of Directors, we were delighted to work in partnership with Reed Consulting on this valuable piece of research into the critical success factors for 21st century leadership.

I think the research reveals some useful findings that I hope will help my fellow business leaders to strengthen the UK's reputation for strong business leadership.



Miles Templeman
Director General
Institute of Directors



Contents

Introduction	> 1
Executive summary	> 2
Methodology	> 2
What denotes an exceptional leader?	> 2
The top five critical success factors	> 3
Industry sectors	> 3
Why are the top five qualities so important?	> 4
Coaching to achieve success in leadership	> 6
Leadership texts	> 8
Leaders as role models	> 9

Introduction

One thing that most senior managers and directors seem to agree upon is that *“strong visible leadership is essential”** Arun Sarin, Vodafone CEO. The pressure upon senior managers and directors to be all things to all people, has never been greater. As a leading provider of HR Consultancy and Outsource services, we’ve seen a wide range of different approaches being taken, to develop leaders across the UK.

In our experience many directors are finding it difficult to prioritise which qualities they should focus on developing first, given the wide range of qualities that are reputed to be important. In essence, many directors have asked us, which are the most important qualities that make highly effective leaders, so effective?

Our survey, in association with the Institute of Directors, sought to identify what the critical success factors are in today’s climate. In this report our lead executive coach also provides an insight into the different techniques successful directors use to develop and demonstrate these critical success factors.

We hope that this report will support senior managers and directors, to prioritise development areas, working on those leadership qualities that in the eyes of senior managers and directors appear to make successful business leaders, so effective.



Laura Frith, B.Sc. M.Sc. CMC. C.Psychol. MCIPD
Director, Reed Consulting

* IOD Annual Conference 2005

Executive summary

Nearly half of all respondents - over 800 senior managers and directors - reported that the single most important quality demonstrated by effective leaders is that they 'Provide clear vision & direction'. This would suggest that a strong leader creates a framework for success, within which colleagues are able to operate. The most important leadership characteristic was consistent across industry sectors, with each industry selecting '*Provides clear vision and direction*' as the most important. However, there are some interesting variations in the other important characteristics selected by different industries, reflecting the varying demands placed upon leaders in different sectors.

To complement the primary research undertaken by Reed Consulting, this report also offers an insight into some of the theories and ideas that influence current thinking on business leadership. Yet the subject of leadership is not a modern concept, with great thinkers throughout the ages having revisited the theme many times. Some of the most notable examples are introduced in this report and their relevance to what makes leaders effective in the 21st century can be considered.

Methodology

In today's challenging commercial environment, the benefits of effective leadership are increasingly seen as providing a key competitive advantage, with more and more theories, models and management texts available. But what are the traits and behaviours that make a leader highly effective? Reed Consulting's survey sought to identify these traits, through asking the opinions of current leaders in British organisations.

Reed Consulting undertook an online survey, asking respondents to rank a series of characteristics in terms of their importance to effective leadership. Over 800 people responded to Reed Consulting's survey, working across a range of industries, and representing organisations of sizes from less than five to over 5,000 employees. Responses were gained from directors and managers, allowing an insight into the characteristics that today's leaders view as being the most crucial to their own and other successful leaders' success.

The survey generated responses from a wide range of industries, allowing analysis of the differing demands placed upon leaders in different sectors. The analysis of the data generated by Reed Consulting's survey is presented in the following section.

What denotes an exceptional leader?

Managers and directors are responsible for leading their organisations towards success and excellence. But what characteristics mark a leader out as exceptional? The table opposite shows the top five factors identified by professionals in each industry:

As the table shows, the most important leadership characteristic was consistent across industries, with each industry selecting 'Provides clear vision and direction' as the most important. However, there are some interesting variations in the other important characteristics selected by different industries, reflecting the varying demands placed upon leaders in different environments.

The top five critical success factors

	Construction	Engineering	Finance	IT/Telecomms	Leisure	Manufacturing	Media	Professional Services	Public Sector	Retail	Transport
Provides clear vision and direction	1st	1st	1st	1st	1st	1st	1st	1st	1st	1st	1st
Positive and motivates staff	2nd	2nd	3rd	4th	2nd	4th	3rd	4th	4th	2nd	
Inspires staff to achieve and aim higher		3rd	2nd	3rd	3rd	2nd		2nd	3rd	3rd	4th
Interpersonal & communication skills	3rd		4th			5th	2nd		2nd		
Commercially astute, demonstrates effective and efficient use of both financial and non-financial resources	4th	4th		2nd	5th					4th	
Dynamic and energetic					4th	3rd		3rd			
When committed to something, drives and follows it through				5th							2nd
Is approachable; listens to staff and takes on board their views									5th		3rd
Ethical approach, operates with integrity. Trustworthy	5th		5th								
Influences people well, gaining their buy-in								5th		5th	
Delivers results; achieves the objectives committed to							4th				
Keeps all staff involved and aware of what's going on		5th									
Quick thinking, shows sound judgement and is decisive											5th
Is focussed; ensures all activities are aligned to the department/organisation's goals							5th				

NB There were a very large number of options on the left hand side but only those that feature in the top 5 are cited here

Industry sectors

Both the Construction and Finance industries emphasise *'Ethical approach, operates with integrity. Trustworthy'* as being an important attribute for a good leader. This reflects a concern for moral leadership. The highly regulated nature of the two industries, as well as the informal relationships particularly present within the construction industry, probably explain why being ethically responsible is deemed to be so important in these industries.

In the Public Sector and the Transport industry *'Is approachable; listens to staff and takes on board their views'* illustrates the importance of a leader's interaction with staff, and with a team's well-being. This is perhaps influenced by the heavily unionised workforce within these sectors, making it important for a leader to listen to the views expressed.

This concern with the people management responsibilities of an effective leader is also reflected in the key attributes identified by respondents from the Professional Services and Retail industries. Both industries select *'Influences people well, gaining their buy-in'* as a key attribute, suggesting that leaders in those environments need to ensure that their teams are motivated to buy-in to corporate strategy and direct their own talents towards the same goals. The power of persuasion is in keeping with the predominantly sales and customer service industries.

In contrast to this concern for people-led leadership, other industries identify a greater focus on practical activity and results. The Media industry selects *'Delivers results; achieves the objectives committed to'*, while the IT/Telecommunications industries prioritise *'When committed to something, drives and follows it through'*. The importance of these leadership attributes indicates a focus on results in these industries, and perhaps driven by the pace of change and the dynamic nature of these markets.

Why are the top five qualities so important?

Although different industries demonstrated a concern with some different leadership characteristics, when the whole sample was analysed there were five characteristics that cumulatively were deemed to be the five most important qualities. These five qualities are:

- 1. Provides clear vision and direction**
- 2. Positive and motivates staff**
- 3. Inspires staff to achieve and aim higher**
- 4. Interpersonal and communication skills**
- 5. Commercially astute, demonstrates effective and efficient use of both financial and non-financial resources**

Reed Consulting has spoken to a selection of the business leaders that completed the survey to expand on why they felt those characteristics were so essential to effective business leadership in practice.

1. Provides clear vision and direction

"I think business leaders are moving away from being autonomous specialists, to involving staff. Managers no longer operate in silos. It is very important that leaders ensure staff know where the business is going. You have to consider your responsibility as a leader. As a board we meet monthly and all of the notes are circulated monthly to all of our staff. This ensures we're not isolated from our staff. We can do this because we are a fairly small organisation, it would of course be difficult in a very large organisation but the principles do apply. You have to have implicit trust in staff and share the strategic direction. If they don't understand where the organisation is going and why, they won't make the right decisions along the way. We have a business plan, linked to our strategy and all of our staff's individual action plans and department plans link through to the main business plan, so that right through to the staff in the post room, everyone knows how their role fits in. If you put all the building blocks in place

you can create a no-blame culture. Then people will question and be open and feel safe to make decisions and that's when you can start to achieve real success. That's when you've cracked it."

Christine Smith, Director at the **Chartered Institute of Purchasing and Supply**

2. Positive and motivates staff

"I don't think you can train someone to be charismatic, people with charisma probably inherited this quality through their genes, but passion is different. I look for passion in other people. If you're passionate about something, you can achieve anything. I'm passionate about what we're trying to achieve and that's what gets me out of bed every day. You've got to find out what people are passionate about and help them try to align what they want, with what the organisation needs to achieve. It is difficult to inspire passion in people but I think that if you're particularly energetic you can. There are tasks to be done of course but it really helps to have a bit of fun along the way."

Jane McKenna, Director at **Chubb**

3. Inspires staff to achieve and aim higher

"I believe the qualities required of a leader complement those required in a proactive, customer oriented market place. The way the world is changing people demand an excellent service and if we don't provide it, they'll go elsewhere. It's about putting our customers, internal [i.e. staff] or external, first. If we don't have our customers we don't have a business. Our employees - our customers - expect an excellent service from us and in turn I expect excellent service from them. I try to involve people, getting their buy-in and giving them responsibility to make improvements. It's important to give feedback, both positive and negative and if you get good news communicate it to all staff."

Debbie Dear, Director at **Peterborough College**

4. Interpersonal and communication skills

"I believe in leading from the front and being truthful. I believe you should encourage people to ask questions and if you can't give them an answer, explain why you cannot. If you don't know or you make a mistake you should never be afraid to put your hands up and admit your mistake. I've composed and issued mission statements but once they're out in the wider world you have to live by them to keep them alive and relevant. I intentionally spend a lot of time talking to our people and try to see and speak to as many people as I can in the organisation every day, to keep our vision alive in everyday dialogue. I take an interest in them and their families and they in turn take an interest in how things are going across the business. I ensure I stay in touch with what's going on at the grass roots by going out in the field with an engineer on a number of occasions throughout the year. I'll pick a vehicle and go with it just to refresh my knowledge of how the business functions from an engineer's viewpoint. You have to keep in touch with your staff, we are mutually reliant on each other."

Colin Brady, Managing Director at **Sutton and East Surrey Water**

5. Commercially astute (Demonstrates effective /efficient use of financial & non-financial resources)

"The key qualities for a leader are evolving, just as anything else does, over time. The requirement across all sectors for leaders to be commercially astute, I think, reflects the reality of the world today. A commercial focus is essential to ensure that an organisation in the private or public sector develops and thrives. Commercial acumen in leaders at all levels is increasingly recognised as an important quality. There has been a definite shift over the last ten years; resources are limited and imagination is required to use them in the most efficient and effective manner possible. The good news is that commercial astuteness is a skill that can be developed and will help to set someone apart as a strong leader."

Jane Crichton, Director at **Richmond University**

The importance of attributes such as vision, motivation and inspiration revealed by Reed Consulting's survey reflects the view that a leader's most crucial contribution is often through their influence on others, rather than through their own intellectual or professional capacity.

This strong link between effective leadership and the involvement and motivation of others is reinforced by Costas Markides (Professor of strategic and international management, London Business School), who comments:

"The truth is that one person cannot single-handedly revitalise a company. There are two reasons for this: First it's impossible for one grand designer alone to analyse the enormous complexity facing an enterprise and then form an effective strategy to move it forward. Strategy has to involve people at both a rational level and an emotional level... Secondly, a strategy will not succeed unless everybody in the organisation does their bit to implement it correctly. For this to happen, the appropriate environment must be created to galvanise people into action".¹

While challenging the notion of the 'heroic CEO', Markides recognises that a leader's most potent influence is through their effect on the performance of others. This theory is borne out in the findings of this primary research into those factors which make effective leaders exceptional in the 21st Century.

¹ People Management (28th Oct 2004)



Tracy Barr, B.Sc. M.Sc. C.Psychol
Executive Coach

Coaching to achieve success in leadership

Tracy Barr is a Chartered Business Psychologist and a qualified Coach. For the past 16 years she has worked with managers and senior executives in the areas of assessment, personal development and leadership. She outlines her views and experiences in providing executive coaching in the areas that this report suggests are critical to successful leadership.

The context

Coaching is essentially a highly personalised form of learning. It entails helping individuals to learn and make the most of that learning in order to bring about effective action, performance improvement and/or personal growth, as well as improved business results for the organisation. It involves understanding and capitalising on an individual's strengths, as well as recognising and overcoming weaknesses. Coaching for leaders in business is often referred to as executive coaching.

'Reduced to its essence, executive coaching is the process of equipping people with the tools, knowledge and opportunities they need to develop themselves and become more effective' (Peterson 1996)

Our research has identified the top five critical factors for successful leadership. Below are some ways in which coaching has supported development in these areas.

1. Provides clear vision and direction

Leaders must be able to develop a vision of the future and align it with the purposes of their organisation; they need to set a clear direction and then inspire and motivate their teams to make it happen. My experience of working with executives suggests that this is not as easy as it may sound and there are a variety of challenges, both personal and organisational, that can hamper success. For instance one director I worked with was naturally visionary, innovative and future focused; he was constantly coming up with new ideas and possibilities for his business but he struggled with making them happen. He started numerous initiatives, invested lots of his time, energy and resources but then quickly became bored and wanted to move on to the next project. He wanted a coach to support him in defining and then implementing his strategy. Another board director was finding she was constantly 'fire fighting' and she had no time to plan for the future. Her focus was on managing the business in the here and she was finding it difficult to create a vision on her own. We used a range of techniques to help her visualise the future of the business and prepare a strategic plan.

Leaders also need to be able to communicate the strategic direction in a way that is meaningful to others. One chief executive told me "They just don't get the strategy". As far as he was concerned the strategy was clear and settled, but his staff didn't get it and that was their problem. He used a coach to explore ways to communicate with his management team so that they could communicate and execute the strategy. He demonstrated his commitment and actively sponsored the strategic objectives. This required him to find out a lot more about the needs, perspectives, motivations and concerns of his management team. He involved them in thinking through the vision and how it will impact on others.

"How can we keep the vision alive?" Executives with a more extroverted, sociable personality tend to be more visible, more approachable and more open in their communications; all behaviours that will help to keep the company vision at the front of peoples' minds. Those who are naturally reserved or who tend to 'think in their heads' rather than 'think aloud' may need to explore alternative ways to achieve this. For example, making a concerted effort to actively communicate across the business, recruiting a trusted individual who will achieve this on their behalf, or organising regular staff communication forums, sometimes using a pre-recorded video of the director reinforcing key strategic messages.

2. Positive and motivates staff

Up to 60% of managers assume management or leadership positions without training in how to manage people. Many have been promoted because they are technically excellent; however have very little experience in managing and motivating staff. Rarely at this level, can you be a task leader OR a people leader; effective leaders need to be able to do both. In order to motivate staff, leaders need to adapt their style of leadership to the individual needs of their staff members as well as the task. It is not the case that 'one style suits all'; leaders must be able to recognise that what motivates one person may de-motivate another. Some individuals may require very clear direction whereas others will perform best when they are supported and encouraged, or when they are delegated total responsibility. As an executive coach, I work with my clients to enable them to become more flexible in terms of their leadership style so that they can identify when and how to adapt their behaviour to meet the needs of each individual and task. Particular skills executives work on include objective and goal setting, motivation and reinforcement techniques, how to overcome obstacles, selfawareness and giving constructive feedback.

3. Inspires staff to achieve and aim higher

Successful leaders will use their repertoire of interpersonal skills to excite and engage their people; they will involve rather than exclude staff and will help them to see how they may themselves benefit from aiming and achieving higher. Leaders create leaders out of their team members, often by harnessing their passion, strength and potential. I have worked with my clients in the areas of building and leading high performing teams, delegation skills, empowering others to take responsibility, coaching and feedback skills and collaborative goal setting – all of which will inspire staff to achieve and aim higher.

4. Interpersonal and communication skills

Fundamental to effective leadership is effective communication; good leaders must be visible and must be able to interact successfully with others. This requires skills in active listening, communication, rapport building, incisive questioning and conflict management, to name but a few. Some leaders will already be skilled communicators; however others may not have needed these skills to such a great extent in previous roles. Coaching can help leaders to identify their preferred communication style and then develop a range of skills and alternative styles to support them in a range of situations; (e.g. an executive who naturally communicates in a highly logical, structured and factual way was finding it difficult to convey passion and enthusiasm for major organisational change; we spent time considering the needs of his audience and adapting the content, language and style accordingly). Preparation, rehearsal and feedback significantly increase the effectiveness of leaders' communication.

5. Commercially astute

Many managers experience a need to be a lot more commercially aware when they 'step up' into a leadership role. For example they must know the market they are operating in and understand the commercial drivers facing their business. For some this is daunting and will require considerable effort in terms of research, networking, client contact, financial awareness, cross-functional working, etc. Many executives have found coaching helpful to identify the commercial requirements of their role and assess the strengths and gaps in their knowledge and experience. They are then in a position to put an appropriate action plan in place. Often we will explore specialist coaching or training to support development in this area, for instance in sales, marketing or accountancy.

So, what does coaching involve?

No two leaders are alike; each person has unique personal characteristics as well as different skill sets, levels of knowledge and

learning styles. Training alone has proved inadequate in providing executives with the skills they need – evidence shows that a critical factor in leadership development is the opportunity for reflection and increased self awareness, as well as the chance to practice new skills and alternative styles and gain constructive feedback.

There are many different approaches to coaching and you will need to choose the approach that works best for you. As a general guide, there are 4 steps:

- 1 **Find a coach.** Identify the type of coach you want; for instance, what experience and specialist knowledge do they need to have? What style of coaching are you looking for? Talk to at least two coaches and discuss what you would like to achieve from coaching.
- 2 **Development diagnosis.** Gather information that will provide insights to increase self awareness and self understanding and to guide the coaching sessions. This could be through personality questionnaires, discussions with key stakeholders, 360 degree feedback and self evaluation.
- 3 **Coaching process.** Coaching process. Agree a coaching process that suits the objectives and is convenient to both parties. For instance sessions can be weekly, fortnightly or monthly and typically last between 1 and 3 hours; they can be face to face or telephone conversations; you may agree to schedule up to 4 sessions in advance and then review progress.
- 4 **Implement actions and Review outcomes.** The coach will regularly review progress with the client and agree areas to improve personal effectiveness.

If you would like to know more about the Executive Coaching services provided by Reed Consulting please call us on 0870 720 0513

Leadership texts

There are any number of business management texts, each seeking to identify the characteristics leading to effective leadership and inform the reader how best to develop them. Some of the most well-known include F. E. Fiedler's 'A Theory of Leadership Effectiveness' (concerned with contingency theory), R. A. Heifetz's 'Leadership Without Easy Answers' (dealing with the leader as educator) and C. Barnard's 'Organisation and Management' (examining the relationship between leaders, followers and conditions).

However, many leaders choose to look to a different era for the classic leadership texts. Although these texts often deal with scenarios very different from those faced by a modern business leader, readers often feel that the universal truths incorporated by political, philosophical or military leaders illuminate an approach to leadership suitable to their own challenges. Some of the most commonly investigated texts, in chronological order, are:



'The Republic', Plato (c. 360 BC)

The Greek philosopher, a pupil of Socrates, included in his work 'The Republic', a consideration of the qualities demonstrated by good leaders (predating modern leadership analyses by over two millennia). The key

characteristics identified by Plato included courage, self-discipline and a philosophical mind. Crucially, Plato also includes a consideration of the nature of learning and how these leadership qualities can best be developed.



'The Art of War', Sun Tzu (c. 350-500 BC)

This Chinese philosophical text has been very popular in recent years, as modern leaders seek to apply Sun Tzu's competitive strategy to today's marketplace. Particularly appropriate in

the private sector, an emphasis on planning and the consideration of an opponent's strengths and weaknesses encourages leaders to adapt style or approach according to the current challenge or situation.



'Meditations', Marcus Aurelius (c. 180 AD)

The Roman Emperor and philosopher writes about the personal and spiritual demands of leadership, and in doing so illuminates the human approach to effective leadership. Recognising that

the personal approach of a leader impacts upon themselves and those around them, Marcus Aurelius predates the modern view of a leader as inspiration to others, reflected in Reed Consulting's survey.



'The Prince', Niccolò Machiavelli (1513 AD)

Often misrepresented, largely due to the author's conversion into an adjective, as a treatise on dictatorship, 'The Prince' offers numerous suggestions for effective leadership.

Machiavelli's asserts that, "*Men are won over by the present far more than the past; and when they decide that what is being done here and now is good, they content themselves with that.*" This highlights the importance of a leader's role in providing vision and direction.

None of the thinkers introduced above faced an environment or challenge which on the surface is similar to that faced by a modern business leader. However, they did undertake a thorough consideration of how best a leader can operate successfully and encourage others to excel. Plato and Marcus Aurelius focussed on the personal characteristics of a leader, while Sun Tzu and Machiavelli offer practical guides to effective management. The appealing universality of these texts, as well as the fascination of applying views from remote eras to modern situations, has led many leaders to look back while looking forward.

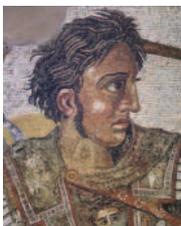
Leaders as role models

In addition to seeking leadership insight through ancient texts, many of today's leaders take examples of effective leaders from those who have demonstrated exceptional success in the area.

In 2004, People Management magazine undertook a poll of managers and human resources professionals to find the identity of the leaders that modern managers look to for inspiration. The results were fascinating, and reflected the results of Reed Consulting's survey by highlighting that inspirational leaders are often those remembered for group achievements, and the direction and motivation that they engendered in those around them.

Also, the leaders most often selected as providing inspiration were often remote, with achievements unrelated to the challenges facing business leaders. This indicates that an inspirational leader is not necessarily admired for practical skills or abilities, but rather for the scale of their achievements. Furthermore, some of the leaders selected hail from remote eras (e.g. Alexander the Great, Boudicca), suggesting that those seeking inspiration do not necessarily require an in-depth understanding of practical management methods or a specialist subject matter.

There follows an introduction to some of the most popular choices, as well as the leadership traits that they represent:



Alexander the Great

Perhaps the best example of the leader as inspiration to others. Alexander represents the leader as figurehead of a huge achievement, through gaining buy-in to an inspirational vision.

Although Alexander's name is remembered, it is as the leader of a highly successful army, suggesting conspicuous success in the inspiration and motivation of a large number of subordinates.



Winston Churchill

Another leader admired as the figurehead of military success. Churchill's high rating as an inspirational leader is due to his achievements as the leader of an entire nation, and reflects a leader's role as the provider of motivation and direction to others when facing a daunting challenge. It is also notable that those political leaders admired more for administrative or managerial leadership (perhaps Clement Atlee or Aneurin Bevan) are not nearly so highly rated.



Arsene Wenger

Effective leadership in sporting fields is increasingly used as a comparator to business management. In particular, the contrasting management styles of Arsene Wenger, Sir Alex Ferguson and Jose Mourinho have been investigated and treated as key factors in the success of their teams.

The most interesting issue is that these leaders highlight the relative unimportance of practical expertise for exceptional leaders. Neither Wenger, Ferguson nor Mourinho achieved any particular success as players, suggesting that they lack any remarkable aptitude as footballers. However, it is their ability to encourage excellent performance from the likes of Thierry Henry, Roy Keane and Frank Lampard that is most highly valued.

Although the personal approaches taken by these leaders may vary dramatically, and the practical measures taken may not offer any particular insights into modern business leadership, it is clear that exceptional achievement is admired, and that exceptional leaders can be judged by the performance of a team or organisation. This confirms the impression given by Reed Consulting's survey, as leaders act to provide the vision, motivation and inspiration to encourage and engage exceptional performance in others.

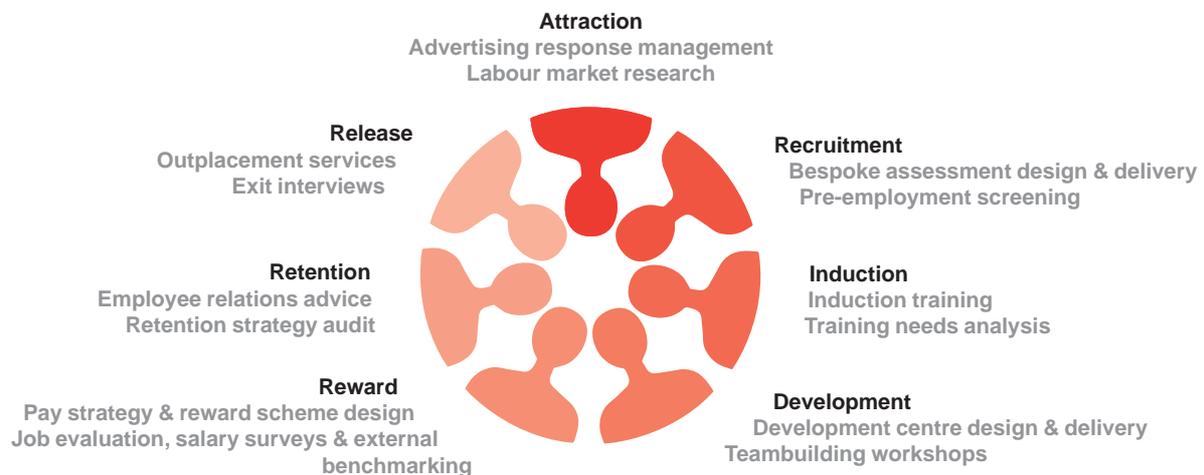
Reed Consulting's HR consultancy offering

Partnering with you to improve your people practices and achieve your business goals

Reed Consulting is one of the UK's leading providers of HR Consultancy and Outsource services. We deliver HR services to organisations from the private and public sectors and of varied size, from FTSE100 multinationals to small local businesses. Our clients include Vodafone, Marks & Spencer, Barclays and Thames Valley Police.

Our Services

We provide a modular portfolio of services based around what we refer to as the 'Working Lifecycle', the model we use to describe the relationship between an employer and their employees. A selection of our services are outlined below:



Our Consultants

- › Over 450 nationwide based qualified HR consultants (Occ. Psych, CIPD, BPS (A&B), IMC and MCA)
- › Consultants with specialist areas of expertise and wide-ranging commercial experiences

Our Commitment to Quality

- › Clients rate our service at least 8 out of 10 on average
- › A large proportion of our business is gained from repeat business or following client recommendations

The Principles we work by:

- › We aim to not only meet, but exceed our clients' expectations
- › We aim to provide solutions which deliver results for our clients
- › Services uniquely designed and flexibly delivered to reflect our clients' individual needs and culture

Find out why so many clients recommend our service so highly

To discuss your individual requirements with one of our consultants, or for further information on any of our outsource or consultancy services, please contact us today:

Tel: 0870 720 0513

Email: reed.consulting@reed.co.uk

Web: reed.co.uk/consulting