

# Sophie Kenos

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## Summary

Sophie Kenos is the founder of Kenos Consulting International since 2010 and has a dedicated 20-year global career in Talent Management, Organisational / Leadership Development, Learning & Development and Human Capital Transformation mostly spanning across technology firms, professional services and financial services.

Sophie works with C-suite executives, managing directors, human capital directors, heads of leadership development and global talent managers / directors across 47 countries spanning four continents.

## Sophie's work typically focuses on the following six key areas:

- 1) **Large Scale Transformation:** Defines and executes practical strategies to help organisations attract, develop, engage and retain talent.
- 2) **Human Capital Strategy Development:** Designs short to long term plans by helping Organisations define goals, determine actions to achieve the goals, and mobilize resources to execute the actions.
- 3) **Leadership / Organisational Development:** Establishes a leadership pipeline by defining and executing programs.
- 4) **Talent Management:** Designs and implements talent management processes.
- 5) **Culture Change:** Consults with C-suite executives on organisational culture related matters.
- 6) **Retention:** Identifies high performers and high potentials through a talent review process leading to succession plans and development interventions.

## CLIENT WORK:

### IBM Global Business Services

*IBM Global Business Services (GBS), a division of IBM, is one of the world's largest consulting practices employing 130,000 globally*

Sophie partnered with IBM's Talent & Engagement team to work on a HR deal for North America. She has also co-developed a 4-day consulting program targeting 13,000 Consultants and has recently partnered with the Global HR transformation team to co-develop and execute a 2-day strategy program for 1,700 Partners across APAC, EMEA and the AMERICAS. Sophie led the EMEA program for 500 Partners and is currently developing a leadership development program for Account Partners and Associate Partners.

### Morgan Stanley

*One of the largest Investment Banks in the world, Morgan Stanley global operations has over 5,000 employees who provide support to the front office*

#### Talent Management

Sophie **defined** a new **training & development framework** for Global Operations which, for the first time, linked training to behavioural competencies and the Firm's strategy.

#### Culture Change

Sophie **defined, developed and executed** a new set of **Leadership Commitments** for Global Operations which has become the vehicle for all people initiatives.

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## Management Development

Sophie Kenos partnered with Morgan Stanley's Executive team to **define, develop** and **execute** a **Management Development program** focused on providing Managers with the tools to have meaningful career conversations with their teams. Sophie personally rolled this program to over 1,200 Managers globally. Survey results showed an 11 percentage point increase within 12 months.

## Capco

*Capco is a global business and technology consultancy dedicated solely to the financial services industry operating in 15 countries with over 3,000 highly skilled consultants*

## Executive Development

Sophie Kenos partnered with Capco's Executive Committee to **define, develop** and **execute** an **Executive Development program** delivered to 100 Partners with a program budget of \$1.2 million focusing on negotiation skills.

## Talent Management

Sophie identified the need to **define, develop** and **execute** a set of **consistent talent management** initiatives over these last two years. This first involved the development of a **global competency framework**, followed by **defining** what 'talent' means for Capco, **developing the tools**, and then assess their workforce to establish a **Hi Po community** at each level of the firm. This also involved designing and executing a **global executive mentoring program**.

## Leadership Development

Sophie set up and ran a **global learning & development function** (with a \$2 million budget) now operating across three regions, with over fifty-five new programs. Sophie initiated the idea of 'Schools' to ExCo which required her to develop and execute **development programs** for Capco's **Managers and Senior Managers globally** requiring a budget of \$1 million.

Capco was ranked 27<sup>th</sup> in The Sunday Times **100 Best Companies to Work for 2012** and again in **2013** with employees giving **kudos to global learning and development** as their key driver of engagement.

## Freddie Mac

*Freddie Mac was chartered by US Congress in 1970 to provide liquidity, stability and affordability to the nation's housing market. Today Freddie Mac, employing over 5,000 people, is making home possible for one in four homebuyers and is one of the largest sources of financing for multifamily housing*

## Organisational Design

Sophie Kenos facilitated a number of workshop with the heads of each business line to review and redefine current organisational structures to ensure greater organisational optimization.

## FIS

*FIS is a leading global provider of technology and services to the financial services industry, serving more than 14,000 clients in over 130 countries*

## Management Development

Partnering with the Head of Learning, Sophie Kenos **designed** a number of **management development modules** which formed part of an overall leadership program.

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## Experian

*Experian plc is a global information services group with operations in 40 countries. The company employs 17,000 people*

### Talent Strategy

Partnering with the Head of Talent, Sophie Kenos developed a 3 year **Talent Management Strategy**.

## Capital & Counties

*Capital & Counties is one of the largest listed property investment and development companies in central London responsible for landmark estates valued at £1.7 billion*

### Retention

Sophie Kenos was invited to consult with this firm on how to **retain their top talent** which involved mapping out a twelve month **leadership development program** of blended learning.

## Heineken

*Heineken is the third largest brewery in the world employing 90,000 and operating in over 70 countries*

### Talent Management

Sophie Kenos partnered with the global HRDs to **define 'talent' and 'high potential'** leading to the creation of a toolkit for Heineken managers to identify 'talent' globally.

## **PERMANENT FULL TIME EMPLOYMENT**

## Accenture

### Human Capital Manager

*Accenture is a global management consulting, technology services and outsourcing company employing over 180,000 people operating across 52 countries*

### Human Capital Strategy

Sophie operated at senior levels within Accenture to develop an in-house, commercially applicable program at the forefront of **people development, talent management and retention thinking**.

She developed Human Capital Strategies for Accenture globally to support their three to five year business strategy. She was also the global HCS lead for the **management consulting practice**, and managed and implemented a global **human capital assessment**.

Before this, she was a manager in Financial Services, where she developed relationships with Accenture's key clients such as Barclays Bank, Royal & Sun Alliance and Grupo Santander, for whom she worked on **leadership development**, developed **training for a large system implementation** worth \$700 million, created an **assessment centre** and **managed client teams**.

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## Bank of New York Mellon Vice President, Global Organisational Development

*BNYM is a leading asset management and securities services company employing over 42,000 employees operating across 36 countries*

### Global Talent Strategy

Based on their strategic needs, Sophie Kenos executed a global **talent development framework** as well as a **high potential leadership development** program. She developed and executed a **talent development strategy** for Asia Pacific as well as created and implemented a leadership and management strategy for the company's growth centre in India.

## KPMG Leadership Development Manager, EMEA

*KPMG is one of the world's leading firms offering audit, tax and advisory services employing over 135,000 people operating in over 140 countries*

### Leadership Development

Sophie Kenos developed and implemented a new **Leadership Development program** for KPMG in the UK and led a needs analysis of the Partner group across the EMEA region. As well as this, she **established key leadership criteria** for the UK firm which is still part of their framework 10 years on. Sophie delivered the **Senior Management Development Centres** whilst back in Australia, she managed the development needs for 2,000 staff based in the Melbourne office.

## Santander (Abbey National Bank) Performance Leadership Manager

*Abbey was a retail bank operating across the UK with 28,000 employees*

### Performance Culture

Sophie Kenos managed the successful implementation of the **Performance Leadership Change program** across the two top levels of the Organisation where she engaged over 180 leaders at executive and director levels across each function.

## ANZ Banking Group Limited Learning & Development Manager

*ANZ provide a range of banking and financial products and services to more than 5.7 million retail customers and employ over 40,000 people worldwide and operate across 32 countries*

### Learning & Development

Sophie Kenos worked on several projects with ANZ where she managed 17 facilitators across the Pacific, Asia and UK, set up a national call centre (one of the first in the Australian banking system), and **designed courses** for over 300 employees.

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## Sophie's education and accreditations:

### Education:

- Masters of Management (Strategic Human Resource Management)  
Monash University, Australia, 2001  
*Awarded "Top Graduating Student" for receiving top marks and demonstrating collaborative behaviour towards other students*
- Graduate Diploma in Business Management, Monash University, Australia, 1999-2000

### Accreditations:

- DISC
- Myers Briggs Type Indicator (MBTI)
- Advanced Facilitation
- DDI Behavioural Interviewing (STAR)

## Pro bono Work

- Invest in Africa (IIA)
  - IIA is a not-for-profit organisation with the vision to create thriving African economies. Working in partnership with both private and public sector companies, IIA more effectively identifies and tackles the challenges of doing business in Africa, delivering more impactful and cost-efficient solutions. Sophie worked with the IIA Leadership team helping them define their two year strategic plan.
- Mosaic
  - HRH The Prince of Wales founded Mosaic in 2007 to create opportunities for young people of all backgrounds growing up in the most deprived communities. Sophie worked with the Mosaic team providing them with some professional development initiatives.

## Guest Speaker

- London IIA, December 2017
- London B2E, January 2017
- London IIA, December 2016
- London Mosaic, June 2013
- Orlando Leadership Challenge, December 2012
- Paris European Employee Forum, March 2011
- Amsterdam Leadership Development Conference, January 2009
- Monaco Talent Management Summit, June 2009

*Client References provided upon request*