



## Summary

Sophie Kenos brings a 20+ year global career specialising in culture change, people strategy, talent management, capability development, and organisation effectiveness. She has worked in most industries with particular focus in Financial Services and FinTech.

Sophie works with C-suite executives, managing directors, heads of human resources, heads of leadership development and global talent directors. She's worked in over 50 countries spanning four continents and has lived in Melbourne, New York and currently in London. Sophie is the founder and managing director of Kenos Consulting International and prior to that, was a Senior Partner at a global Consulting firm and held previous management roles in other financial and professional services firms.

Sophie holds a Masters of Management from Monash University in Australia and was awarded Top Graduating Student.

## Examples of Sophie's Clients & Work Experience

### Korn Ferry

*Korn Ferry is a management consulting firm headquartered in Los Angeles, California. It operates in 111 offices in 53 countries and employs 8,000 people worldwide.*

Sophie held the position of Senior Client Partner at Korn Ferry for 18 months responsible for People Strategy. She worked with clients in the Automotive industry, Oil & Gas, Pharmaceutical, and the Entertainment industry.

### Bank of Ireland

*Bank of Ireland Group plc is a commercial bank operation in Ireland and one of the traditional 'Big Four' Irish banks employing 10,000 people.*

Sophie partnered with the Bank's CHRO to help define and execute a 12-month transformation program where she developed, launched and embedded a new competency framework for the entire group, developed and executed a people strategy, established and executed a new succession planning process for the top 100 roles in the Bank and co-created a leadership development program for the top 200 leaders in the Bank.

At the conclusion of those 12 months, engagement scores increased by 8 percentage points.

### 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 to work on a \$300 million HR transformation deal for one of IBM's North American clients. She also co-developed a consulting program targeting 13,000 IBM Consultants and partnered with the Global HR transformation team to co-develop and execute a strategy program for 1,700 Partners across APAC, EMEA and the AMERICAS. Sophie led the EMEA program for 500 Partners and developed a leadership development program for Account Partners and Associate Partners.

### Morgan Stanley

*Morgan Stanley is a multinational investment bank and financial services company employing over 60,000 people.*

**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.

**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 now become the vehicle for all people initiatives.

### Capco

*Capco is a global business & 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

people\_performance\_potential

Sophie Kenos - [sophie@kenosconsulting.com](mailto:sophie@kenosconsulting.com) +44 (0) 7909 449 444



Development program delivered to 100 Partners with a program budget of \$1.2 million focusing on negotiation skills.

**Talent Management:** Sophie defined, developed and executed a set of consistent talent management initiatives. This involved developing a global competency framework, followed by defining what 'talent' meant for Capco, she developed the tools, and then assessed their workforce to establish a High Potential 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) operating across three regions, with over fifty-five new programs. Sophie initiated the idea of 'Schools' to the ExCo which she then developed and executed development programs for Capco's Managers and Senior Managers globally.

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. Sophie set up and ran the function on behalf of Capco.

### Freddie Mac

*Freddie Mac was chartered by US Congress in 1970 to provide liquidity, stability and affordability to the nation's housing market. Freddie Mac employs over 5,000 people 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 workshops with the heads of each business line to review and redefine current organisational structures to ensure greater organisational optimisation. This involved reducing the number of layers in the organisation and increasing the span of control for managers.

### FIS

*FIS is a leading global provider of technology and services to the financial services industry, with 55,000 employees 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.

### 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.

### Capco (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 which she developed and executed.

### 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' which led to the creation of a toolkit for Heineken managers enabling them to identify 'talent' globally.

### Accenture

*Accenture is a global management consulting, technology services and outsourcing company employing 450,000 people operating across 55 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 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.



### Bank of New York Mellon

*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

*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)

*Abbey was a retail bank operating across the UK with 28,000 employees and was acquired by Santander.*

**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

*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 where she managed a team of 17 facilitators across the Pacific, Asia and UK, she set up a national call centre (one of the first in the Australian banking system), and designed courses for over 300 employees.

### 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.

### Education and Accreditations

Masters of Management (Strategic Human Resource Management) Monash University, Australia, 2001

Awarded "Top Graduating Student" for receiving top marks and demonstrating support and collaborative behaviour towards struggling students

Accreditations

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