

# Talent Capability Profiles — Succession Candidates

**Organisation:** Northbridge Advisory Partners **Extract Date:** Current talent extract **Source:** HRIS Talent Module and Manager Submissions **Prepared By:** L&D Manager, People Development **Confidentiality:** Internal - Restrict Access

Capability profiles for internal candidates identified as potential successors for critical roles. Profiles are compiled from HRIS records, manager-submitted assessments, and the most recent performance review cycle. Candidates are listed by current role title only.

## Candidate A — Principal Consultant, Strategy & Operations

**Current Level:** Principal Consultant (promoted in the current panel cycle) **Department:** Strategy & Operations **Tenure:** 4.5 years **Mapped to Critical Roles:** CR-1 (Practice Head, Data & AI Advisory), CR-2 (Director of Client Delivery)

### Capability Assessment

| Capability Area               | Rating       | Evidence Summary   |
|-------------------------------|--------------|--|
| Client Advisory & Delivery    | Strong       | Post-acquisition integration delivered 2 weeks early. Client NPS contribution 72. Managed quarterly business reviews to client COO with no escalations.                  |
| Business Development          | Strong       | Two proposals submitted: \$340K logistics extension won, \$180K diagnostic shortlisted. Strongest pipeline contribution in the practice for the current review half.     |
| Stakeholder Management        | Strong       | Cross-practice coordination on integration project. Executive steering committee participation with no escalations. \$85K scope extension negotiated.                    |
| Leadership & Team Development | Strong       | Peer feedback cites effective project management. Seamless mid-project onboarding of new team member.  |
| Knowledge Sharing             | No Evidence  | No formal sessions, publications, or documented mentoring contributions on record.   |
| Strategic Planning            | Not Assessed | No formal assessment of strategic planning capability has been conducted. Manager notes indicate "strong operational instincts but untested on practice-level strategy." |

### Development Notes

- Knowledge Sharing gap was flagged during the current promotion panel. A post-promotion commitment requires two knowledge-sharing contributions in the first six months.
- Financial Modelling elective deferred; expected completion by end of the next plan quarter.
- The manager narrative describes this candidate as delivery-focused with limited exposure to practice-level P&L or headcount planning.

## Candidate B — Lead Engineer, Technology Advisory

**Current Level:** Lead Engineer (promoted in the current panel cycle) **Department:** Technology Advisory **Tenure:** 3 years **Mapped to Critical Roles:** CR-3 (Head of Technology Advisory)

### Capability Assessment

| Capability Area          | Rating  | Evidence Summary  |
|--------------------------|---------|---|
| Technical Excellence     | Strong  | 47-workload cloud migration at 99.8% uptime. 22% post-migration cost reduction. AWS Solutions Architect Professional certified (first attempt).                             |
| Knowledge Sharing        | Strong  | Two highly-rated brown-bag sessions. Published multi-cloud networking runbook. Formal mentoring agreement with a junior engineer.   |
| Stakeholder Management   | Strong  | Weekly client CTO office syncs. Security escalation within SLA. "Trusted partner" feedback from client.   |
| Professional Development | Strong  | AWS certification ahead of schedule. Security specialisation track on plan.   |
| Business Development     | Partial | One proposal contribution won (\$120K). Managed services upsell identified but not progressed. Manager noted the candidate "waited for the Engagement Manager to initiate." |

| Capability Area               | Rating  | Evidence Summary  |
|-------------------------------|---------|---|
| Leadership & Team Development | Partial | Peer feedback pattern: does work rather than delegating to the team. Contradicts the delegation expectation at Lead Engineer level. |

### Development Notes

- Delegation gap was explicitly flagged by the current promotion panel. Practice Head, Technology Advisory committed to a team leadership coaching programme in the next plan quarter.
- Commercial contribution to be developed through pairing with an Engagement Manager on near-term proposals.
- The incumbent Head of Technology Advisory has informally identified this candidate as a potential successor, but no formal readiness assessment has been completed.

## Candidate C — Engagement Manager, Strategy & Operations

**Current Level:** Engagement Manager (deferred in the current panel cycle — promotion to Senior Engagement Manager not approved) **Department:** Strategy & Operations **Tenure:** 6 years **Mapped to Critical Roles:** CR-2 (Director of Client Delivery)

### Capability Assessment

| Capability Area               | Rating   | Evidence Summary   |
|-------------------------------|----------|--|
| Client Delivery Management    | Strong   | \$1.2M managed across three concurrent engagements, all on time. Client satisfaction 4.4/5.0.  |
| Business Development          | Strong   | Three proposals: \$295K won, \$150K pending. Strongest pipeline contribution in the practice.  |
| Stakeholder Management        | Strong   | Two executive steering committees with no escalations. \$85K scope extension secured.  |
| Professional Development      | Moderate | Negotiation Skills programme completed. 360-degree feedback initiated but summary not submitted.   |
| Knowledge Sharing             | Partial  | One case study published. No sessions or methodology contributions.  |
| Leadership & Team Development | Partial  | Peer feedback and manager narrative flag a pattern of centralising decisions rather than empowering team leads. This concern appeared in the two previous review cycles as well. |

### Development Notes

- The current promotion panel deferred this candidate specifically due to the missing 360-degree feedback summary and the persistent delegation pattern across three review cycles.
- 90-day development plan to be agreed before the next review checkpoint, including: completing the 360-degree feedback, implementing a documented delegation protocol, and delivering one brown-bag session.
- This candidate's commercial performance is the strongest in the practice, but the panel determined that team empowerment is a critical capability at Senior Engagement Manager and Director levels.

## Candidate D — Senior HR Business Partner, People & Culture

**Current Level:** Senior HR Business Partner **Department:** People & Culture **Tenure:** 5 years **Mapped to Critical Roles:** CR-4 (Head of People Operations)

### Capability Assessment (as of prior assessment cycle — not yet updated for current panel results)

| Capability Area     | Rating | Evidence Summary   |
|---------------------|--------|--|
| HR Operations       | High   | Led the post-acquisition HR integration for two of three acquired entities. Consolidated onboarding processes across legacy teams.   |
| Employee Relations  | High   | Managed 14 ER cases in the prior reporting year, including two complex investigations. No cases escalated beyond initial resolution. |
| Policy & Compliance | Medium | Contributed to three policy reviews. Has not led a full policy overhaul independently.   |

| Capability Area        | Rating | Evidence Summary  |
|------------------------|--------|---|
| Stakeholder Management | High   | Trusted advisor to two Practice Heads. Regular attendee at leadership team meetings.                    |
| HRIS & Data            | Low    | Limited HRIS system proficiency. Relies on the HRIS Administrator for most reporting and data extracts. |

### Development Notes

- This profile uses the legacy rating scale (High / Medium / Low) from a prior cycle. The current assessment cycle adopted a new scale (Strong / Partial / No Evidence) but this candidate's profile has not been converted.
- No formal succession conversation has taken place for the Head of People Operations role.
- The L&D Manager has flagged that the HRIS capability gap would need to be addressed before this candidate could independently manage the operational reporting requirements of the Head role.

## Candidate E — Employee Relations Specialist, People Operations

**Current Level:** Employee Relations Specialist **Department:** People Operations **Tenure:** 2.5 years **Mapped to Critical Roles:** CR-4 (Head of People Operations)

### Capability Assessment

| Capability Area        | Rating      | Evidence Summary   |
|------------------------|-------------|--|
| Employee Relations     | Strong      | Handles day-to-day ER casework. Managed the recurring flexible working policy dispute thread across three departments. Positive feedback from line managers on case communication. |
| Policy Governance      | Partial     | Assisted with two of the nine overdue policy reviews. Has not led a review end-to-end.   |
| HR Operations          | Partial     | Familiar with operational workflows but has not managed cross-functional HR projects. Experience is narrower than the Head of People Operations scope.                             |
| Leadership             | No Evidence | No documented team leadership, delegation, or mentoring activities. Current role is an individual contributor position.  |
| Stakeholder Management | Partial     | Effective with line manager stakeholders. No exposure to executive-level HR conversations or leadership team presentations.  |

### Development Notes

- Relatively junior in tenure and scope. Strong specialist skills but limited breadth for a Head-level role.
- No formal development plan exists for succession readiness.
- The Head of People Operations has noted informally that this candidate "has the right instincts for ER but would need significant broadening before stepping up."

### Data Quality Notes

1. Candidate D's profile uses the legacy rating scale (High / Medium / Low) from a prior cycle and has not been updated to the current cycle's scale (Strong / Partial / No Evidence). Direct comparison with other candidates requires manual conversion.
2. Candidate C's 360-degree feedback summary is missing from the file. The HR Business Partner flagged this as an incomplete submission during the current promotion panel.
3. Candidate A has no formal assessment for Strategic Planning capability. The "Not Assessed" entry reflects that this competency was not included in the standard assessment template for their prior role level.