



“This role was new and unique so we needed a partner who could help us assess our leaders in a very customized way.”

— CEO

CASE STUDY

Large Professional Services Firm Selects New Chief People Officer with Innovative Thought’s Objective Selection Process

Our client is a global leader in professional services and they needed to appoint a new Chief People Officer from a pool of internal candidates. Because this was a high-profile Human Resources leadership role, confidentiality and rigor were critical.

The replacement of the head of Human Resources was confidential, so an outside partner was required to lead the selection process. The client was also looking to bring someone from their business without HR experience to lead HR so they needed a different kind of assessment.

THE CHALLENGE

THE SOLUTION

Innovative Thought partnered with the client to co-design and run a confidential executive selection process. During this process we:

- ✓ **Conducted a discovery process** to identify what the new leader needed to accomplish in their role.
- ✓ **Completed secondary research** to identify industry best practice.
- ✓ **Built a prototype of a leadership model** focusing on mindsets, attributes, and skills, with an emphasis on mindsets and attributes, as attitudes change little while mindsets evolve. The prototype was then tested with the CEO and COO.
- ✓ **Designed and implemented a multi-method selection process**, including situational judgment tests, behavioral interviews, and customized scorecards.

This holistic approach ensured our client had clarity and confidence in the final decision.



THE RESULTS

“The process and scorecards were very useful in checking what we knew and being able to differentiate. We were also able to give each candidate clear feedback.”

— CEO

The partnership delivered measurable outcomes:

Creation of a robust selection model focused on assessment of mindsets, attributes, and skills.



BENEFIT

Ensured alignment with the client's long-term leadership needs.

Objective differentiation between internal candidates.



BENEFIT

The CEO and COO could make their choice based on clear evidence rather than familiarity.

Process executed successfully while maintaining confidentiality and delivering trusted results.



BENEFIT

Sensitive HR leadership transition was managed with discretion and professionalism.

OUR CONCLUSION

With the successful appointment of its new Chief People Officer, our client strengthened both its HR leadership team and its internal credibility around leadership selection.

Our partnership highlights how objectivity, evidence-based processes, and mindset-driven evaluation can transform even the most sensitive internal selections.

