How tech due diligence uncovers your people issues.
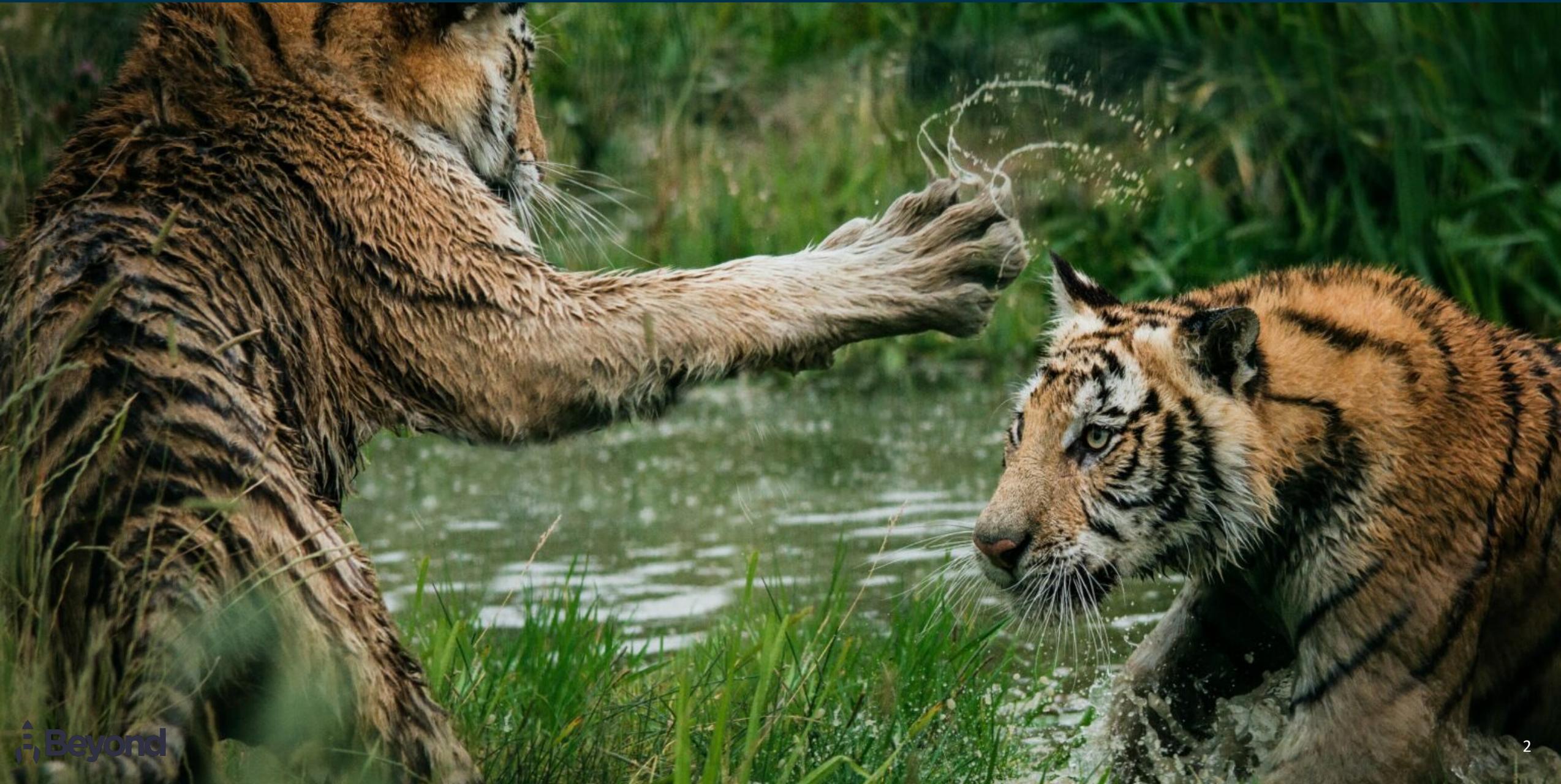
We do the tech due diligence, so you can invest with confidence.

Beyond

TO BE PEOPLE FIRST IS TO BE HONEST, QUICK AND EFFECTIVE.

TIE.

WE HELP YOU PRESENT A **SHARPER VIEW** OF THE BUSINESS AND ENHANCED MOTIVATION TO ACHIEVE ITS **FULL POTENTIAL.** TYPICALLY WE FIND:

£250k

Average additional spend identified Pre-deal

10

Additional opportunities identified

Psychological Assessment of the Technology Team (snapshot)

Potential Costs

Best	Med	Worst	Status
??	??	??	

Change is essential.
This team represents a significant impact to innovation which will impact the business plan. Which will result in lost revenue, but impossible to predict a number.

Amber

Little diversity in thought
New hires are mostly "clones" – people who are analytical that avoid risk. The team requires people who think differently to be able to speed-up and innovate.

Head of IT is "Start-Up" not "Scale-Up"
Head of IT has a psychological profile of a *natural entrepreneur*. This explains why he has built everything technical from scratch. But his profile does not meet the tech maturity and scale-up requirements.

Hiring Clones – Recruitment Process needs to change
Current team need leaders and strategizers to ensure the best performance and output. This document already recommends a new Head of IT and Project Manager Minimal additions. But the hiring process must change to prevent "clones" from being added to the team and reducing the innovation potential of the team.

Position	Status	Strengths	Self Expectations	Manager Expectation	Psychological Profile	Impact to Business	Recommendation
Head of IT	Red	6-3-7-3	7-8-3-3	6-5-3-*	Entrepreneur	Strategy and closure of projects.	New head due.
CRM Development	Green	8-7-3-3	7-7-3-4	8 6 2 3	Strategic Planner	N/A	Utilise this resource in next-gen CRM project.
Data and Reporting	Amber	7-8-3-4	7-6-4-3	6-6-3-*	System Analyst	Head of IT isn't clear on what this person should be doing.	New head due.
IT Support	Red	8-6-3-4	4-8-2-7	5-7-2-8	Strategizer	Capable "data" resource doing basic support.	Move to data team.
IT Support	Amber	7-5-3-6	4-6-4-*	5-7-2-8	Verifier	Person is not clear on own role.	Nothing – minimal flight risk.
Pricing/Pipeline Development	Red	8-4-3-4	7-3-5-6	7-7-3-4	Strategizer	Role expects employee to take on more risk and hands-on	Reduce working from home.

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The new Head of IT needs to oversee three roles.

IT Infrastructure Responsibility

Designing, implementing and managing critical business systems including the CRM and the Mitel telephone system and dialler. Without either, the team cannot work. The Head of IT will need to implement Microsoft Azure for IT Infrastructure hence we have placed a circa £50k value for this function as it is newer technology.

Software Responsibility (Data Centre as Code)

Designing, implementing and managing the software development for the back-end corporate IT function. Some of the software is using *micro services architecture* within Microsoft Azure - a leading edge technology. We have stated a conservative £50k for this function.

Project Management Responsibility

Whilst not a formal project manager, the Head of IT must be able to operate projects to deliver the CTO's "5 pillars of growth".
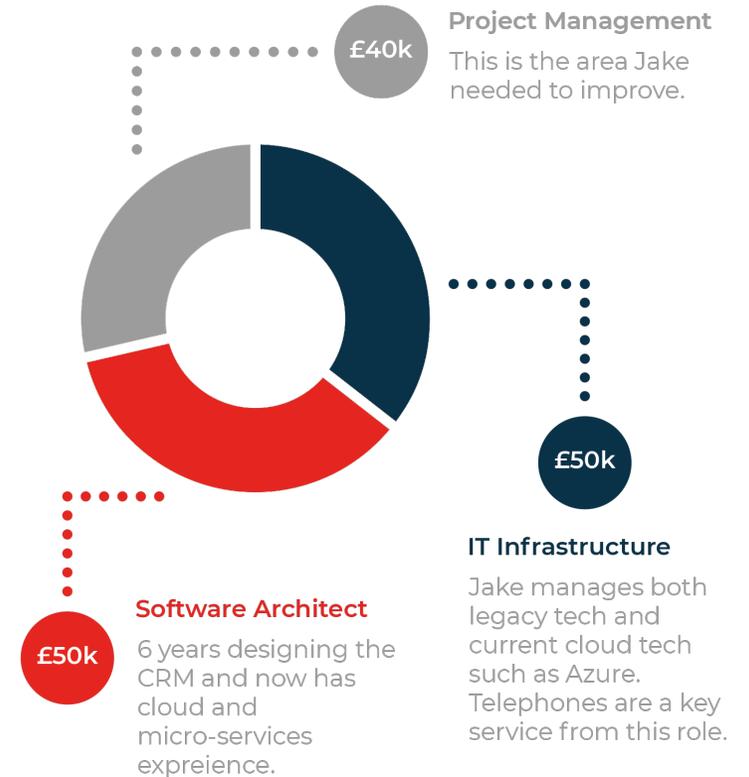
Conclusion

Equivalent FTE costs to fully man this is currently £140k+. This is a good investment to deliver strategic services and close the open projects. Investing more on either a new Head of IT or Infrastructure CTO is recommended to ease the business plan.

Potential Costs

Best	Med	Worst	Status
£140k	£250k	£320k	Green
Hire local cheap resource.	Hire CTO and spend more on other roles.	Hire 2-3 contractors.	

Head of IT

The current Head of IT is covering two major tech roles & partial project management. Realistic non-city replacement costs indicated.

Project Management — £40k
This is the area Jake needed to improve.

Software Architect — £50k
6 years designing the CRM and now has cloud and micro-services expreience.

IT Infrastructure — £50k
Jake manages both legacy tech and current cloud tech such as Azure. Telephones are a key service from this role.

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Cognitive (Thinking)

IQ, skills, reasoning, knowledge, experience, education
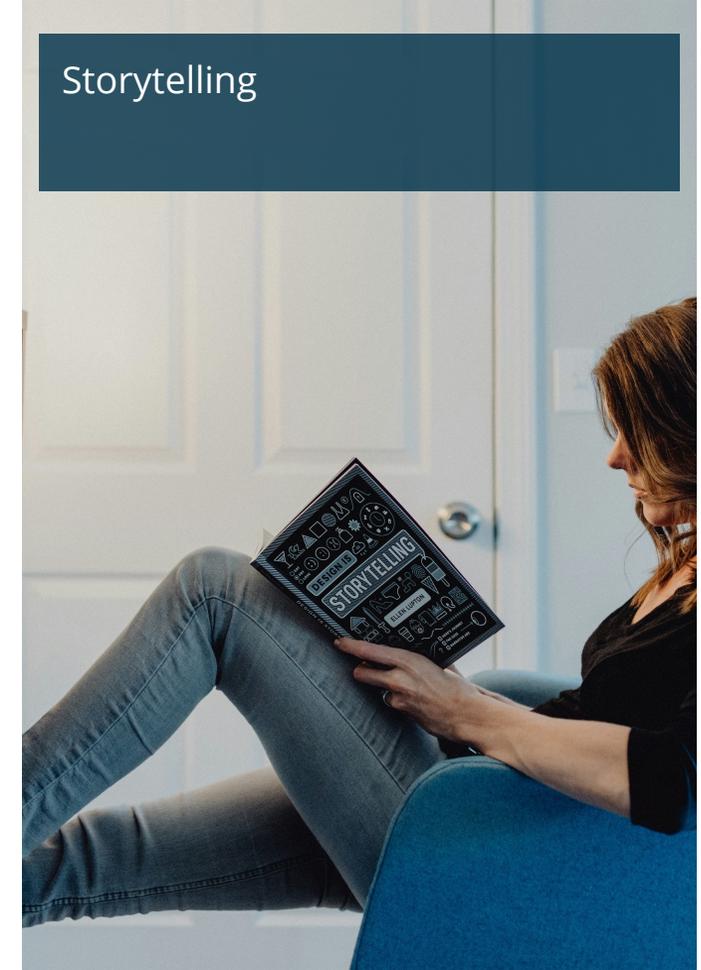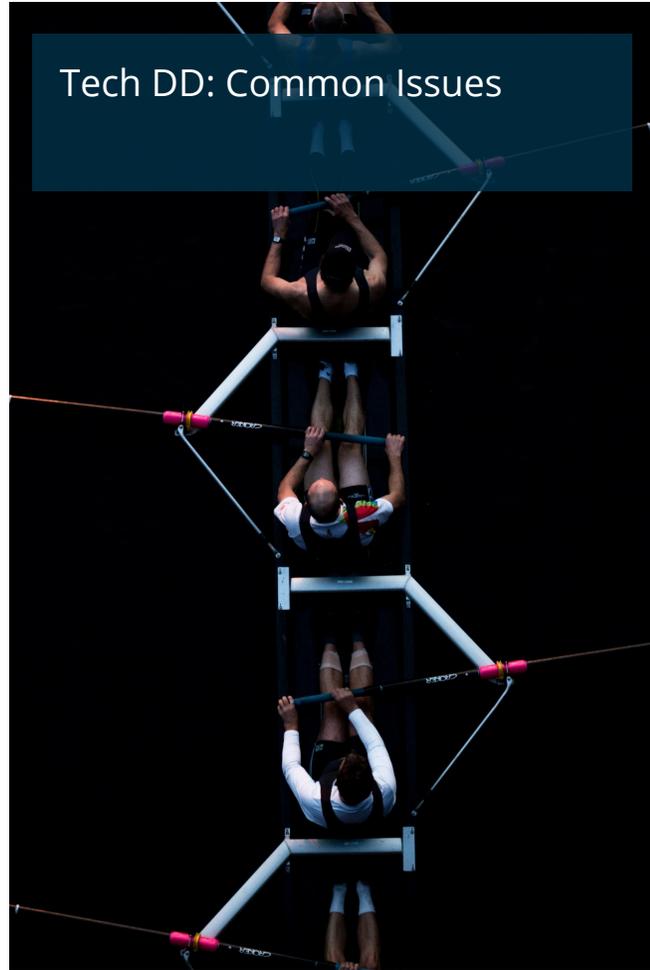
Affective (Feeling)

Desires, motivation, attitudes, preferences, emotions, values

Conative (Doing)

Drive, necessity, instinct, mental energy, talents, innate force

HOW TECH DUE DILIGENCE **UNCOVERS** YOUR **PEOPLE** CHALLENGES.

Tech DD: Common Issues

Diversity of Thought

Storytelling

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WE FREQUENTLY SEE ISSUES WITH PLAN, ROI AND CYBER SECURITY.

UNDERPINNING THESE ARE: ORGANISATION, FOCUS AND CARE.

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MY WORK HAS FOUND WE ARE HIRING CLONES. WITH TECH TEAMS WE'RE HIRING 90% OF PEOPLE WHO FACT FIND / CREATE SYSTEMS.

FOUNDERS AND **INVESTORS** SPEAK DIFFERENT LANGUAGES.

FOUNDERS AND **CTOS** NEED TO CONTINUALLY PITCH THE **FUTURE**.

HOW DO YOU LOCATE AND ADDRESS THESE CHALLENGES?

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Duration:
15 Minutes

Presenters:
Hutton Henry

Common Diligence Observations

Diversity of Thought

Storytelling

Self Awaren

People Challenges

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