



Marble Hill Partners



FOUNDATION  
STONES



# Marble Hill Partners and Foundation Stones

Workforce capability visibility for  
private equity backed businesses

A critical analysis of a business's workforce capabilities is essential when assessing whether an ambitious plan for growth under private equity ownership is achievable. In our experience, the People Steering and People Foundations assessment offered by Foundation Stones is the only product on the market to offer such an honest and complete risk assessment.

This document provides a brief overview of what Foundation Stones can do, and why we recommend their service to our clients.

We used a combination of our talent assessment together with the Foundation Stones process with one of our clients, Quorn Foods. The results far exceeded their expectations and led to a re-engineering of some of the business's strategy.

Read the case study:

[www.marblehillpartners.com/case-study/quorn/](http://www.marblehillpartners.com/case-study/quorn/)

## What is it?

A scientific, rapid assessment of your organisation's capability to deliver the business strategy.

Through non-intrusive conversations coupled with a proprietary software platform, the process teases out the real willingness and ability of people to deliver the strategy across all levels of a business. It helps identify potential obstacles to achieving business success caused by the behaviours of the workforce.

## What it isn't

- An online anonymous engagement survey.
- A traditional management due diligence tool.
- A skills assessment product.
- A people cost reduction product.
- A culture change programme.

“It was completely focused on my business and my issues. Critically, it identified significant risks that my people were likely to present to my business that had not yet materialised, that I was then able to sort out.”

Ian Michalski, Managing Director, Palethorpes

## How it can help private equity backed businesses:

- Assess capabilities of both the management team and the wider workforce
- Identify any resistance to planned changes in all areas of the business
- Pinpoint people orientated obstacles to achieving business objectives
- An additional piece of due diligence prior to doing a deal, or immediately post-deal
- Highlight underlying cultural issues within a business
- A 'health check' for organisational capability to deliver a strategy or change programme

## How is it different?

- Aligns directly to business goals and objectives; it's completely bespoke for your business
- The 'fireside chat' approach. It's non-intrusive and encourages people to open up naturally
- The quality of Foundation Stones consultants. They are all C-suite, have run businesses, and understand how important it is to know, and act upon, blockages caused by people
- It's totally unique. The software platform used in the analysis has been created by Mark Martin, and nothing else exists like it.
- It's fast. Requiring just a couple of hours of the CEOs time, a detailed analysis of businesses with over 500 employees can be delivered in just three weeks

## How does it work?



- 1 Mark and his team of experienced consultants talk to people within the business, at all levels, in a very non-intrusive and informal way. In just one hour, 647 points of data are identified.
- 2 The data gathered in these discussions is analysed using Mark's unique, proprietary software platform.
- 3 The data is then collated and verified by all consultants working on the project. Themes and commonalities are identified.
- 4 A detailed report is compiled and presented back to the client. In it, Foundation Stones analyses 'People Steering', how easy it is to get people to do what they need to, and 'People Foundations', an assessment of the underlying organisational culture.
- 5 The report will reveal what people really think and feel about the business, its management, any proposed changes and the underlying cultural willingness to put a strategy into action. It will also make recommendations to the board on next steps, and which type of provider can help.

**CEOs and HR Directors can then devise actionable plans to drive cultural change and people strategies aimed at achieving business growth and value.**

“ This proved to be the perfect way to develop a powerful people strategy that the senior management team would understand, own and deliver. ”

Jason Page, Head of HR, Paletorpes

## When to use the assessment for private equity?

- Assessing an organisation's capability for change
- Immediately post-deal to identify people obstacles to growth
- Supporting an acquisition process by assessing a workforce to understand risks and aid integration
- Identifying people and organisational issues in periods of distress and turnaround
- Pre-exit, to benchmark the organisation's capability and manage risk in succession planning

## Who should use it?

- CEOs who are new to their role, inheriting a new business and want to quickly assess the capability of their workforce
- CEOs who want to radically change the MO of their business
- CEOs of underperforming businesses requiring rapid restructuring
- HRDs to help inform their people strategy
- Investors working with new management teams
- Senior management teams seeking to understand the underlying culture within their business and how it will impact performance

“ There is obviously a lot of science, models and technology behind it, but all you experience is a chat. They chat to people at all levels, then shock you with incredible insight that will actually add value to your business unlike all the other consultants I have experienced. ”

Ruth Peck, Head of Commercial, Addo Foods Group