RE-ENGINEERING
ENGINEERING
From the outset, it was identified the client’s existing Engineering leadership team did not push the boundaries and they had become too accustomed to longstanding processes. What’s more, all Engineering employees were highly water-focused and had either worked at the company or with a member of their supply chain for many years.

Stop Treading the Water
To facilitate a change, 6 Group and the client agreed the ideal person for the role would hold engineering leadership capabilities gained outside of the Water sector. This would force a change of direction for the Engineering function and bring something different to an industry which is traditionally risk-averse.

This was in line with a new vision set by a recently appointed CEO who was seeking to transform a large and sleepy Water company into a one that is highly agile and totally integrated. To achieve this the organisation had to grow an interdependence between the Engineering, Operations and Customer Service functions.

Our client was starting to gain industry recognition - winning plaudits and climbing the peer group rankings - but they needed the right Engineering leader to propel them forwards.

Finding the Flagship Candidate
With the client eager to find the right person swiftly, 6 Group outlined a six-week process - from the initial briefing stage through to onboarding the successful candidate. Discussions were also held with the client to identify the key competencies the Director of Engineering would need to excel in the role and lead the Engineering function in the desired direction.

Following the brief, 6’s Research function created an extensive target list of Utilities companies throughout the UK which included similar sized Water, Power Generation, Renewables and Nuclear. 6 Group also created a client-branded briefing document for prospective candidates and other materials to bolster the recruitment journey.

With the target companies identified and market mapping complete, Researchers commenced the identification of potential candidates who fit the traits sought by the Water company.

Equipped with the extensive list and having updated the client on who was going to be approached, 6 Group began the qualification stage through posing prospect candidates questions which were tailored around the must-have functional skills and competencies.

There was a total of 157 potential candidates identified by 6 Group - 137 of whom were approached for qualification. Following a stringent initial assessment, the list was scaled down to eight people for a competency assessment to be carried out by 6 Group.
Sink or Swim?

In line with the desired functional and behavioural competencies initially outlined, 6 conducted a full assessment of the eight candidates. Having a strong, senior talent pool from initial market mapping and engagement meant that the required functional skillsets could be easily identified. However, the behaviours for the future Director of Engineering needed a well-aligned competency framework and a thorough assessment. 6 Group and the client had identified the vital behavioural competencies below:

**Maximises Opportunities**: Creates and pursues opportunities to enhance business results. Prepared to take calculated risks and conducts business with integrity.

**Motivates & Coaches**: Motivates individuals and enables them to improve their performance. Places a high value on supporting staff in their learning and development.

**Results Driven**: Consistently achieves results by setting challenging targets, organising work effectively, overcoming obstacles, and creating an environment that supports achievement.

6 Group conducted the rigorous assessment and formed a shortlist of the four top performing candidates to be taken to interview stage with the client. Collectively, the candidates offered the Water company a well-balanced mix of backgrounds and expertise which would bring the fresh approach they were seeking. What’s more, the shortlist was a 50/50 split for gender diversity.

The interviews were conducted by the Engineering & Capital Delivery Director and Head of HR Operations, and also included a meeting with the CEO and the client’s senior leadership team. The successful candidate was selected - an Engineering leader with 20+ years’ experience in the Environmental and Water sectors. The new leader didn’t waste any time in setting out their strategy to reinvigorate the company’s Engineering function and outlined a new organisational structure to help them achieve this:

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HEAD OF DESIGN MANAGEMENT

DIRECTOR OF ENGINEERING

HEAD OF OPERATIONAL ENGINEERING

HEAD OF ENGINEERING & TECHNICAL DISCIPLINES
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Owing to high levels satisfaction from both the client organisation and new Director of Engineering, 6 Group was asked to conduct three more searches for the required roles. Following the same process, all three people were placed in a timely fashion. Two derived from Water and Nuclear backgrounds respectively and the third was an internal appointment which was managed entirely by 6 Group.

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