

# BEST IN CLASS HEDGE FUNDS HAVE BEST IN CLASS BACK OFFICE SUPPORT

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Ensuring that your investment professionals are the pillars of your success.



**FISHER ROCK**



## THE NEED

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You spend millions of dollars to hire talented people to run the critical support services that make your investment machine run. But even strong back office teams can perform better, and make your firm that much more profitable.

Your back office A Players need to not only have deep expertise in their area, but they need to be able to work collaboratively across functions, lead their teams effectively, and think strategically about how their function impacts the firm's overall enterprise. If your firm is like most hedge funds, then your back office team has not been provided with the sort of professional development training common in large investment banks. Fisher Rock Consulting provides specialized training for hedge fund support personnel that enables them to get the same high quality of training they would receive at the larger investment banks. Using your firm's specific needs and objectives, we combine training on business acumen with training on best practices in leveraging human capital, to deliver high impact programs that strengthen your bottom line. We understand that your needs are different from other industries and from large financial services institutions, and our training is customized to meet your unique needs.

## INTENDED AUDIENCES

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- Finance/Accounting
- IT
- HR
- Legal
- Other "back office" functions



## HOW IT WORKS

We start by collecting relevant information from you about your back office teams to understand presenting issues and performance gaps. We then present our view of the findings along with a variety of module options. Next, in collaboration with you, we tailor a program that will best serve your people and your firm. You select only the modules you feel are necessary. We can then customize the module content to use the terminology and examples that are most relevant to your company.

## PAYOFF

The big picture payoffs are the maintained integrity of your firm, strengthening of your firm's culture, and improvement in your bottom line. Prudent investment in professional development will serve to attract and retain top talent, reinforce your brand and deliver your strategic objectives. The proximal payoffs are increased self-awareness and other-awareness, enhanced skill sets, greater engagement and better performance on the part of your back office team.

### PROGRAM MODULE OPTIONS

Decisions around what you want your employees to learn can be considered along three factors: (1) Context – the situation and unique needs of your firm; (2) Content – the topic areas you believe have the highest value and impact for your firm; (3) Conduct – how the program is delivered including number of modules, module length, time period over which modules are delivered, etc. With respect to content, here are some of our offerings categorized as helping to improve process skills, management skills, or individual skills:

#### Process Focused Topics

##### CHANGE MANAGEMENT

- Identifying aspects of the change process. Understanding what people go through during a change and how to help them move through change more successfully. Predicting and mitigating patterns of resistance to change. What effective leaders should do to manage change successfully.

##### SUCCESSION PLANNING

- Understanding what succession planning is and how to do it effectively. As part of this session we can facilitate an actual succession planning meeting to teach your staff how to do so in the future.

##### STRATEGIC THINKING ON A DAILY BASIS

- Learning what strategic thinking really is and how to do it better.
- Understanding how to zoom out to see the big picture and ensure that you are answering the right question. Testing your assumptions and zooming in to understand the details, impact on stakeholders and your alternatives.

##### PROCESS ANALYSIS AND PROBLEM SOLVING

- Preparing and tracking key processes at multiple organizational levels. Utilizing root cause analysis tools to identify process problems. Determining who to involve in problem solving, planning and executing problem solving strategies

#### Manager Focused Topics

##### MOTIVATING AND PERFORMANCE MANAGEMENT

- Understanding performance measurement and how to effectively deliver feedback; including confronting poor performers and motivating stronger performers.
- Developing and motivating through coaching
- How to develop high potentials

##### DELEGATING

- Understanding what delegation really is, how to assess the problem and the skills of your team in order to delegate more effectively. Learning to identify how much you do or don't need to be involved in delegated work.

#### Individual & Interpersonal Focused Topics

##### COMMUNICATION AND PRESENTATION SKILLS

- Enhancing general communication skills, active listening and presentation skills.

##### UNDERSTANDING AND ADAPTING YOUR STYLE TO EFFECTIVELY WORK WITH OTHERS

- Understanding the different styles that individuals bring to their work; how to evaluate others' styles and adapt your own to work effectively with others.

##### CONFLICT MANAGEMENT

- Understanding your and others' conflict styles and how to adapt and flex to work through conflict. Developing trust and learning to solve conflicts.

## AN EXAMPLE

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Our experience is that many people, particularly back office staff who are all highly skilled in one particular area, tend to get stuck in the details. As a result, they are great at fighting fires and solving short-term problems. Where they tend to struggle is in solving problems for the long term and framing those problems in terms of the organization's overarching goals and mission.

We would start with a session about building individual strategic thinking capacity. A daylong session would involve reinforcing the value of prioritizing BOTH the details and the big picture. Through exercises and a customized case study aimed at helping your people see the detail traps they often fall into, they become equipped with the skills and tools needed to zoom out for the big picture and then zoom in on details to answer the right question, identify and effectively manage all stakeholders, analyze options, and last but not least, execute.

From there we might move onto sessions around leadership or staff management, including how to conduct and deliver performance reviews, and how to provide ongoing feedback and coaching. We may cover foundational skills for more productive work relationships, including enhancing your communication competence and ability to foster constructive conflict while minimizing destructive conflict. We can also provide sessions on consulting skills for those who have internal clients.

*“ I felt that the overall theme of Zoom in/Zoom out was helpful to keep the session focused. This is a big topic with a lot of potential directions. The instructors did a great job in keeping the scope narrow enough to allow participants to zero in on key take-aways and keep participants engaged for the full day. ”*

## ABOUT FISHER ROCK CONSULTING

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We are an organizational consulting firm with deep expertise in the intersection of talent management and business strategy. Our integrated teams include Ph.D. psychologists and seasoned management consultants.

We effectively align your company's talent strategy with its business strategy, and apply best in class programs to assist your company in achieving its business goals.

Our primary practice areas include: Organizational Assessment, Organizational Design, Applied Research, Team Assessment and Coaching, Individual Assessment and Coaching, Selection Assessment, Leadership Development Training, Performance Management, and Change Management. Our clients include many Fortune 500 companies, investment banks, hedge funds, and PE firms.