

**ABFI Leadership  
Success Profile  
- HR**

**Target populations for  
this profile:**

- Divisional HR Director
- Company HR Managers

- **Depth/range of each person against the profile characteristics will clearly vary with level & experience**

**PERSONAL ATTRIBUTES**

- Adaptability and self awareness
- Pace, energy and passion for the business
- Self assurance – calm in a crisis –courage to oppose and give alternative views
- Handles pressure well
- Personal ethics/ standards – minimises politics
- Personal stature
- Never satisfied – restless for what could
- Self starter- strong finisher – takes responsibility
- Takes a long-term perspective
- Flexible & effective influencing style
- “Says it how it is” - with integrity
- Robust & challenging – can & will push back
- Change agent
- Celebrates team success
- Results driven - across all key metrics

**Who I  
am**

**KNOWLEDGE**

- Experience of working in a range of different business cultures
- Leadership styles – motivational factors
- Change Management
- Recruitment methodology
- High performing teams
- Good network of search, consultants, etc
- Managing trade unions/ works councils
- Home country employment legislation
- Large company trained – can adapt to smaller business units
- Been there/ done it – learned from mistakes
- Confidence based on substance/ success

**What I  
know**

**SKILLS**

- Confidence to challenge
- Advanced negotiation skills
- Navigates internally well
- Written and spoken communications capability
- Language skills (as appropriate)
- Coaching – especially listening and questioning to understand
- Effective presentation skills – professional and persuasive
- Sound relationship builder internally/ externally
- Nurtures and develops talented individuals
- Sound decision making process – logical and intuitive
- Influencing without reducing line ownership
- Confidence to take unpopular stances at times
- Well organised
- Translates HR into business language

**What I  
do well**

**EXPERIENCE**

- Track record of sound judgement
- Manufacturing
  - Business to Business
    - Line experience ideal
- Business driven HR – not functionally driven
- Proven creative & practical problem solver
- Has taken the personal knocks
- Evidence of sustained delivery of results
- Breadth of roles – different business cultures
- Could be /is a strong role model
- Taken tough decisions
- Sound education: degree/ MBA/ post graduate HR studies
- Can adapt experience to our environment
- Business interest and acumen evident
- CEO/ senior executive (s) partnering

**What I  
have  
done**