

Consultant



## Karam Grewal

Karam is an experienced senior organisation development professional who is known for her ability to bring new insights into existing problems using her extensive experience and wide-ranging knowledge of different methodologies and approaches. She understands that successful outcomes are achieved through a clear understanding of the client's unique business need and then using the right combination of expertise and assessments to create the most effective consulting solution.

**In particular, her interests lie in using personality assessments to help leaders achieve greater levels of performance and helping them identify and mitigate any potential future risks to their leadership success.**

*"Over the years, I have seen organisations reap the benefits of making better hiring decisions using psychological and research based assessments to better predict how well potential hires are able to fit into their jobs, teams and culture. I see the same tangible benefits in development, where gaining insights from psychometric profiling has significantly helped individuals and teams at all stages of their development accelerate their own personal growth and transition."*

### Examples of Recent Assignments

Karam has designed numerous high potential and leadership development programmes throughout her career. Most recently, she worked directly with the CEO of Twinings to develop and launch their flagship International Connections Programme, aimed at developing and retaining their rising high potential talent across the international business. The programme adopted a highly innovative approach to high potential development, with its core focus building cross-country and crossfunctional networks, creating action learning group projects sponsored by the CEO and anchoring the individuals' development journeys using insights from a range of in-depth psychometric assessments.

Karam also designed Twinings' first ever International Mentoring Programme, working closely with senior executives across the Twinings and ABF group. The programme involved creating the design and infrastructure of the programme, determining the most effective 'matching' process and supporting both mentors and mentees throughout the process. She has also helped Twinings with a re-design and re-focus of their annual International Leadership Development Programme, using both Hogan and 360 Feedback to help build deeper personal leadership insights.

In her time at Orange UK (now EE), Karam also designed and implemented a high potential 'Emerging Leaders Programme', which directly supported the career development and promotion of senior managers to director level at the time. The Times cited the programme as a key factor in EE winning a place in the Times Top 50 Women Employers in 2011. She also advised on the development framework for the Orange 'Emerging and Rising Stars Programme' which went on to win the 2010 National Training Journal Award (North-West Region).

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## Business Experience

Karam has over 15 years' experience in organisational development, with a particular interest in executive and leadership development, talent management and succession planning. She has worked across a wide range of industries including FMCG, IT, Financial Services and Telecommunications and regularly consults and advises at CEO and Board level. She most recently headed up International Leadership & Talent Development at Twinings and prior to this, was Head of Leadership Development and Talent at Orange. She has extensive experience helping organisations review their leadership and management development, regularly designs and runs assessment and development centres, and helps organisations identify and develop their high potential talent using a range of proven talent management and succession practices. She originally started her career as an HR generalist.

## Training, Qualifications and Accreditations

Karam is CIPD qualified and has a Masters in Human Resource Management from the University of the West of England. She also holds a Bachelor's degree in Psychology from the University of Wales, Swansea. Karam is also a qualified NLP practitioner and is accredited in Hogan (including Advanced Interpretation), MBTI Step I and 2, FiroB, OPQ, TalentQ, MTRi and the Lominger Leadership, Choices and Career Architect suite. She is also registered on the British Psychological Society Register of Qualifications in Test Use (RQTU). Karam is also accredited to lead the Hogan Certification Workshop with Mentis Consulting. She has significant experience in the operational use of the Hogan assessments in organisational settings.

## Personal Philosophy

I believe taking the time to understand our own motivations, drivers and biases can lead to extraordinary insights into what helps or stops us from getting the results we truly want. This applies to individuals and teams as well as organisations. I am truly excited about the possibilities of where on-going research and increased understanding of human behaviour can take us.

## Other Interests

Karam has a keen interest in exploring different cultures and nationalities and is an active international traveller. To deepen her understanding into personality, she is also about to embark on her own research journey as a PhD student.