



AppSense
First100 R.O.I Report

December 2010-December 2011

December 9th 2011



www.first100assist.com

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Overview of First100TM Framework

First100assistTM

We take any leadership role and reframe it by splitting it across a whole system view and devising 10 key constituent roles. In the first 100 days of your leadership role, we believe you have to be:

- **on person:** transition maker, unique contributor;
- **on role:** content learner, business achiever, team builder, communications provider;
- **on organisation:** relationship builder, value adder, culture navigator;
- **on market:** market player



First100assistTM Program

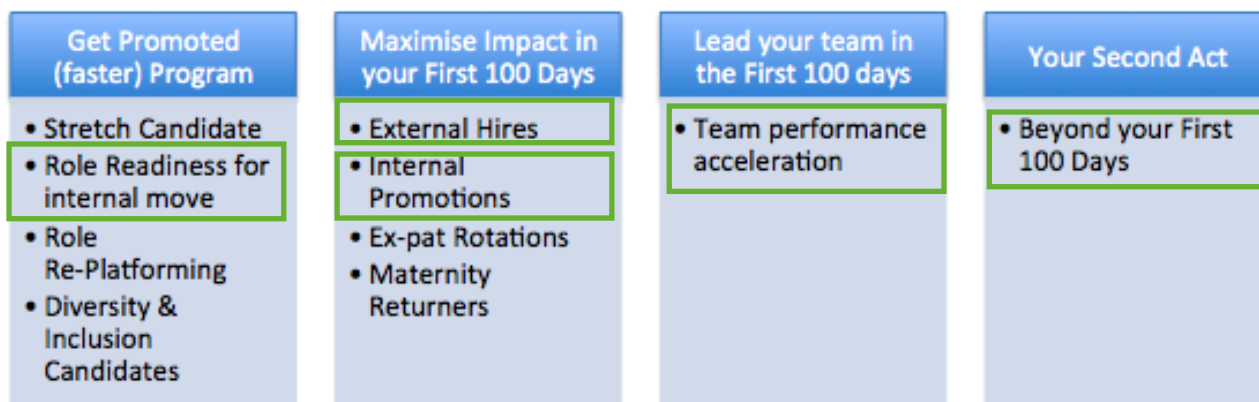
- The First100-assistTM program is a one-to-one specialist consulting service. Emphasis is on performance acceleration and faster ROI. At a minimum, two heads are better than one, but ultimately we will achieve an impressive multiplier effect of $1+1=3^n$. Results are measurable and can be tracked through achievement of the stretch First 100 Day Plan.

First100-assistTM

- ✓ Pre-start phase, preparation. Draft 100 Day Plan developed.
- ✓ First 100 Day Plan confirmed and launched.
- ✓ Milestone Review sessions @30 days, @60 days, @90-100 days.
- ✓ Performance Accelerators @ each milestone (Social Styles Model, EQ & Feedback Gathering)
- ✓ 'On call' service throughout the pre-start and First 100 days.



First100™ Leadership Platforms



First100 works across four key areas with AppSense. Whilst the primary focus is on supporting executives in their first 100 days of a new leadership role appointment, we work across other platforms within the business including how to get promoted faster, leading your team in their first 100 days and the second phase of leadership.

AppSense Users

- Darron Antill- external hire as incoming CEO. Dec 2010-March 2011
- The Senior Management Team- Team Performance Acceleration. June 2011-Dec 2011
- Katy Clough- First100 Pilot & Second Act. 2010/2011
- Peter Rawlinson- Role Readiness for internal move. Sep 2011-Jan 2012
- Paul Higley- Internal Promotion. April 2011-July 2011
- Stefan Hoelzl- External Hire. April 2011-Aug 2011
- Matt Muldoon- External Hire. May 2011- Aug 2011
- Jon Furber- External Hire. June 2011-October 2011
- Michael Bosnar- External Hire. Oct 2011- Jan 2012

Background to hiring First100

- AppSense, a leader in user virtualization technology, was founded in 1999 by entrepreneur Charles Sharland. Originally based in the North-West of England, the company established its US headquarters in New York in 2010. By the autumn of that year it was clear to the leadership team that the company was entering a period of very significant growth, and needed to be prepared for the challenges attendant to great success.
- The surge in demand for user virtualization technology meant that the company was required to expand and make changes to its leadership team, while the relocation of many executives from the UK to the US brought another raft of challenges. There was also a recognition that the company needed to rebrand itself as its stature in the technology market grew. At such a critical juncture in the company's history, the executive leadership team hired First100, a leadership and performance acceleration company, to accelerate the performance of mission critical new hires in their first 100 days, and also to work with the leadership team through its first 100 days in its new form.
- The HR Director, Katy Clough, at AppSense played a pivotal role in identifying First100 as the appropriate partner in assisting the business through such a critical phase in its development. HR introduced the concept to the CEO and built support for intervention, while acting as a ringmaster for the process and relationship with First100.
- In contracting First100 to work with new-to-role mission critical leaders, the HR director, CEO and other key stakeholders at AppSense were responding to the fact that the business needed its new leaders to hit the ground running.

Return on Investment from the First100 Programs



1-1 programs for mission critical leaders

During the opening session for each new leader with a First100 consultant, a set of desired outcomes was developed. These contained the key role objectives that the new leader needed, to achieve accelerated success in their first 100 days.

For many leaders, these desired outcomes included building effective functional teams, delivering the core objectives of the business strategy and fashioning strong relationships with key stakeholders. For each desired outcome, a set of actions was agreed for the next 30 days. At the next session, the First100 consultant and leader assessed progress on the plan to-date, discussed how obstacles to success could be removed, and agreed actions for the next 30 days.

By splitting each leadership role into constituent parts, projecting desired outcomes and agreeing timelines and activities to achieve these outcomes, the First100 consultant was able to provide clarity, confidence and a sense of purpose to each new leader. At each milestone review session, the plans were reviewed and updated, and the process was supported with key performance accelerator teachings around social styles and emotional intelligence.

Day 30 reviews

After 30 days in their roles, new leaders have developed a broad sense of who is important to their success at the company, but bringing focus to this area can often clarify who the key influencers and game changers around the business really are (or to use the AppSense terminology, who the “number 7” shirts are).

The day 30 sessions were designed to allow the leaders to reflect on their own social styles and behaviours. By opening up greater self-awareness, the leaders could begin to make a greater impact in managing relationships with the stakeholders that really matter to their personal success, and that of the business.

Day 60 Reviews & Feedback gathering

The day 60 sessions focused on building a high performing team. The First100 consultant worked with each AppSense leader on diagnosing the health of their direct report team, and identifying opportunities to build on leadership strengths, clarify team purpose and firmly establish team deliverables.

The feedback-gathering component of the programs for leadership team members was particularly valuable at AppSense given the willingness of senior leaders to provide constructive and meaningful feedback on early performance.





Day 100- Close Out

The feedback gathered at Day 60 was shared with participants at their closing session with the First100 consultant, where the session focused on lessons learned and opportunities for maintaining performance acceleration. Achievements were recorded and communication of First 100 days successes were encouraged to be shared with key stakeholders. Each Leader closed out their 100 day plan and had to think about next steps. Encouragement was given to shift from the sprint in their first 100 days to a marathon for the next 9 months to take them successfully to the end of their first year.

Accelerating the leadership team

AppSense had, in essence, established a new leadership team over a two year period; a leadership team with a different make-up and set of personalities to the prior team. That made it even more important to ensure effective team dynamics and to establish performance acceleration through its first 100 days. In order to accomplish these goals, AppSense put together a team plan. This plan recognized the extent of the challenges faced, as demand for the company's technology intensified.

An important component to the plan was the level of commitment and confidence felt by the team members in terms of what they could achieve. There was a realization from the outset that with their vision and the capacity to amplify their energy and enthusiasm to the rest of the organization, they could accelerate the evolution of the company.





Client Testimonials & Feedback

“Recruiting, retaining and investing in the best talent in our marketplace is critical to our business success. Providing our senior management with the best support during their first 100 days in a new role will help ensure their success and accelerated performance. I have benefited significantly from the work done by First100 and that is why we have decided to use the First100 Days programme elsewhere in our business”

Darron Antill, CEO

“As a rapidly growing global business, AppSense faced the challenge of integrating new senior leaders in different geographies. First100 was outstanding at helping us to get a rapid return on new senior appointments. The delivery was flexible, incorporating the latest ICT technologies, and I'm more than happy to recommend First100 to organisations facing large-scale change.”

Katy Clough, HRD

“Having focused 1:1 sessions and a leadership framework catered around my own professional objectives, enabled me to accelerate my move into a new role. The benefits are not just methodological but psychological. You feel you are in the new role before you get there! The 1:1 program provides an impetus to move fast and a roadmap for how to get there. It works.”

Pete Rawlinson, VP of Global Marketing

“The First 100 Days Programme was a transformational experience. The First100 Consultant and the development of the first 100 days plan really structured my thoughts and helped me prioritise in a strategic way, massively accelerating my performance in my new role.”

Paul Higley, Area VP Northern Europe

“Working with First100 was highly effective in not just keeping me on track but also accelerating my performance in my new role. The Program also helped focus me on developing important relationships with key stakeholders in the business, which I found critical to my success in the first 100 days.”

Stefan Hoelzl, VP of Central Europe

“I found the First100 programme extremely beneficial, as it gave me the space to discuss my challenges and opportunities with an independent consultant. The consultant was excellent throughout, and we were able to build trust quickly. Overall the chance to discuss strategic issues with someone outside the business provided me with great support as I adjusted to the fast paced environment at AppSense.”

Jon Furber, Finance Director



Client Testimonials & Feedback Contd.

Q1 How did the programme impact on your transition into your new role?

Paul Higley: I am dubious about development programmes in general, but this was undoubtedly a great experience for me. The First100 programme was extremely relevant to my needs at the time of my transition.

Stefan Hoelzl: The programme had a very high impact on my transition and helped to keep me on track.

Jon Furber: I found the programme helped me to adjust to the pace at AppSense and it was great to chat through the issues with an independent person. Without the programme I wouldn't have had the chance to step back and discuss the strategic issues.

Q2 How would you rate the performance of your First100 Consultant:

Paul Higley: 11/10, could not rate her highly enough, she was both personable and professional.

Stefan Hoelzl: Very highly, the Consultant was excellent.

Jon Furber: Very good, we had excellent rapport and built trust quickly.

Q3 What do you see as the main strength of the programme?

Paul Higley: The programme was tailored to my specific needs and totally relevant to my challenges.

Stefan Hoelzl: It kept me focused on the important activity in the first 100 days.

Jon Furber: The 1-1 time with someone outside the business was really valuable and provided me with great support.

Q4 Can you think of any way the programme could be improved?

Paul Higley: I can't see how it could be improved.

Stefan Hoelzl: It is hard to think how it could be improved. Perhaps if we could have been shown how we compare with others in our peer group.

Jon Furber: We had to move sessions on a few occasions but that was down to my travel commitments.

Client Testimonials & Feedback Contd.

Feedback on Senior Management Team Program

'It (the first100 team program) certainly enabled the team to gel around a number of key objectives. The mini workshops forced people who don't usually need to communicate to spend some time together. In a world of constant change and with a management team in various global locations, I certainly benefitted from some focused time on team dynamics and not just business activities.'

Pete Rawlinson, VP of Global Marketing

Q1. How did the program impact of the effectiveness of the newly forming leadership team?

Tony Clarke: It forced us to spend quality time together which we would not otherwise have done – also accelerated relationships with other team members.

Michael Nicosia: I believe there was tremendous impact as it forced us to openly communicate tough issues with each other. It broke down barriers and I personally feel we are a group were able to get closer to each other; there is a bond that was secured which will help our relationships (Credibility with each other) moving forward.

Pete Rawlinson: It certainly enabled the team to gel around a number of key objectives. I am still unsure as to how it has impacted our ability to more effectively collaborate in certain areas. With a co-located team, different personality types and a very demanding schedule, comms and collab can be compromised, and these sessions certainly helps to build a foundation for more effective and frequent communication. We have used much of the values derived in our first F100 session in evolving our brand and company identity – benefits beyond expectation. The team keep relatively on-track with our actions to desired outcomes. Overall this was a positive result. Keeping that comms and collab going now will be a real challenge.

Q2. How would you rate the performance of the First100 Consultant (Garrett O'Keeffe)?

Tony Clarke: Top class – I think most training comes down to the quality of the guy delivering it and Garrett was highly credible and engaging – also good at managing the process with a mixed bunch

Michael Nicosia: I thought Garrett was great; he led us through the process and was very clear with expectations, goals and outcomes.

Pete Rawlinson: Garrett did a great job. Keeping the team on-course (not easy). I feel the team connect well with him and him with them.

Client Testimonials & Feedback Contd.

Q3. What do you see as the main strength of the program?

Tony Clarke: Some of the interpersonal interaction stuff. The timelines and actual structure of the plan

Michael Nicosia: -unifying people into a team. Collaboration and creating synergy across each individual was key. It forces you to step outside ones comfort zone to deal with tough issues openly.

Pete Rawlinson: The program forced the team to get together and not focus on the tactics of the company. We are up to our necks in work and this is a great opportunity to spend time together. The mini-workshops forced people who don't usually need to communicate, to spend some time getting to know one another. I certainly benefitted from this.

Q4. Can you think of any way in which the program could be improved?

Tony Clarke: We could have probably done this instead of part of our monthly management meet rather than in addition/parallel to. Maybe also extended and built in social evenings for each day – with Garret involved so he gets a further take on team dynamics

Michael Nicosia: The only thing I would add; the program is best live rather than over video conference.

Pete Rawlinson: Some of the issues we have are around the team's ability to speak their opinions freely. People very often get shot down and those with the loudest voices tend to get heard. This was the case before the F100 session and to some extent is still the case now. F100 have a great opportunity to point this out in an honest way when it happens. Admittedly, Garrett did this at times when it happened, but I think one of the benefits of having an independent opinion in the room, one with a level of authority, is to point these out as often as possible. As we learned, we have multiple personality types in the team, so ensuring everyone gets heard is important. The sessions where we were in the same room were far more effective than virtual – that was an AppSense limitation.

Joint PR

In 2011, First100 met with Mindshare PR in Palo Alto, and Harvard PR in London to discuss leveraging joint PR opportunities for AppSense & First100.

A new PR idea emerged called “**NEW BREED OF CEO SEE FIRST 100 DAYS AS VITAL TO LONG TERM SUCCESS**” and was pitched to the Media by First100 and AppSense (see Press Release next page).

As a result, the following Media coverage was achieved raising awareness of AppSense and building the Profile of Darron as CEO and Charlie as Chairman. AppSense have also been introduced to key press journalists Andy Bounds, Carly Chenoweth and Jessica Twentyman, through First100.



The Sunday Times, Feb 2011

Darron Antill, CEO AppSense Technology discusses his experience with First100TM

The full article can be viewed on [First100 Press Page](#)



July 17, 2011 4:12 pm

Appsense expands with US design team

By Andrew Bounds

Appsense, the software company in which Goldman Sachs took a 28 per cent stake in February, has begun expanding its US operation by hiring a design team on the west coast.

The company, whose software allows users to work seamlessly off multiple devices such as laptops and smartphones, wants to ensure its products keep up with the growth of cloud computing and mobile applications.

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Charles Sharland, executive chairman and founder, said: "We are future-proofing ourselves."

The design team, based in Santa Clara, will work alongside its 100 developers in Daresbury, near Warrington. The company has already split its senior management between Daresbury and New York.

Mr Sharland said it was one of the few European companies to have penetrated the American

Financial Times, Andrew Bounds

Interview set up with Charles Sharland re AppSense Growth. July 2011

Financial Times, Jessica Twentyman

Darron Antill interviewed about his First 100 Days. Article due to appear December 2011.



Strategic HR Review

2 Page spread featuring a Case Study on AppSense & First100 appearing in January 2012 edition.

The journal's primary objective is to be the leading publication for senior HR professionals who are dedicated to improving business results. Corporate case studies, research and a wealth of practical ideas are intended to help such individuals improve performance.

Press Release

NEW BREED OF CEO SEE FIRST 100 DAYS AS VITAL TO LONG TERM SUCCESS

A new breed of chief executives are increasingly viewing their first 100 days in office as “make or break” in terms of their longer term vision for an organisation.

Darron Antill, CEO of technology business AppSense, is an example of CEOs determined to make a dramatic impact on their business as swiftly as possible.

Antill only became CEO of AppSense, a specialist in user virtualisation, enabling people to have a personal and consistent experience across all their devices, including desktops, laptops, smartphones and iPads allowing people to access their work desktops remotely from laptops and smartphones, in January this year.

AppSense is a business in a hurry – setting itself the goal of it is aiming to becoming a billion dollar company by 2014. In his first 100 days, which he has just completed, Antill achieved a number of major successes including:

- ⌚ Finalising the investment of £43million (\$70million) by Goldman Sachs in return for a minority stake – Goldman Sachs’ biggest single investment in the last year other than Facebook;
- ⌚ Overhauling Re-structuring the organisation’s senior management team and adding a with new Chief Financial Officer, Chief Technology Officer, Vice President of Operations, Vice President of Professional Services and Vice President of US Sales;
- ⌚ Increasing total employee numbers from 280 to 315 globally and plans put in place to increase headcount further to 500 during next 12 months;
- ⌚ Creating a genuine transatlantic business with offices now firmly established in both the UK and US with further expansion within the States and globally planned for 2011.

Antill said: “I am leading a company which is ushering in a new era for IT with the first complete solution freeing users to work with whatever devices and applications maximise their productivity.

“As a company we have set our sights extremely high, aiming to fundamentally change the economics of IT, and that means we must never be willing to stand still in terms of our own organisational and personal development.”

Antill worked closely with leadership performance acceleration company First100 during his crucial first 100 days and, so impressed was he by the results, he has now asked the firm – which has offices in London, New York and Dublin – to work with its other incoming senior management team members personnel.

Antill said: “As an incoming CEO of a high growth organisation like AppSense, I needed to ensure we maintained strong market leadership and continued our rapid expansion. I needed to hit the ground running and First100 was a natural fit for a company like ours. They help accelerate leadership performance in a short time period and time is something we are always up against.”

Fiona O’Keeffe, Global Marketing Director of First100, said: “Darron is an example of a new breed of dynamic chief executives emerging in ambitious companies in both the UK and United States.

“AppSense is a company with an extraordinary growth plan and Darron knew that he had to hit the ground running. Using structured planning and developing a robust and outcome-based first 100 days plan, Darron was able to carve out the first 100 days as a specific time period in which to focus his efforts and early wins.

“However, to achieve what he has achieved in his first 100 days as CEO is remarkable by anyone’s standards. Most importantly, through the decisions he has made, he has set the tone for his tenure as CEO with every decision he has made in line with the organisation’s wider business strategy.”

Antill added: “Recruiting, retaining and investing in the best talent in our marketplace is critical to our business success. Providing our senior management with the best support during their first 100 days in a new role will help ensure their success and accelerated performance. I have benefited significantly from the work done by First100 and that is why we have decided to use the First100 Days programme elsewhere in our business”

During the past year, AppSense sales grew by 60 per cent globally to almost £29million and the company boasts 5,000 customers including BT Group, United Airlines and Royal Mail Bank of Scotland.

The company has offices in Daresbury, Cheshire, and New York and Silicon Valley California, but is plotting further expansion in the States-sides and Europe as well as the Middle East and Africa.

The company was founded in 1999 by Charles Sharland, now the company’s Chairman. Antill initially joined AppSense as Chief Operating Officer before taking up the position of CEO in January.

NOTES TO EDITORS

- ⌚ Interviews are available with Darron Antill and Fiona O’Keeffe. For further information, please contact Nick Mason or Lucy Mason at Mason Media on 0151 239 5050 or 07903 237008.



Summary Impacts

On Person

- Individuals reported they became more confident, more organised/in control.

On Role

- Better, faster performance on role delivery, by having structured and focused 100 Day Plans with deliverables clearly set out and monitored.
- The Senior Management Team are now acting more like a team and not a bunch of individuals. It has got them thinking at a higher strategic level than they otherwise would and enabled them to achieve things faster than they would normally have e.g. share options scheme.

On Organisation

- Senior Management Team members have achieved much greater role clarity and developed a more productive US/EMEA balance.
- The existing technology and marketing strategy was evolved, and the brand was uplifted to reposition the company as a game-changer in the user virtualization space.
- A powerful outcome of the program was the deep infusion of collaboration into the culture of the business, as individuals saw the value of removing their functional blinkers.
- More focus has been given to the People Agenda at the leadership table.

On Market

Over the 15 month period that First100 has partnered with AppSense, the company has grown and succeeded at an accelerated rate:

- Joint PR in mainstream Media has helped put AppSense and Darron on the Map.
- Supporting the CEO to achieve Goldmans Sach investment
- The employee head-count has increased by 80 percent globally, and by 150 percent in the United States.
- Revenue has increased by 50 percent in a year, and the company has expanded its international presence, with new offices in Santa Clara California, Oslo and Paris.
- The business continues to attract top industry talent and has placed the effective development of its people at the core of its mission.

