



Transformation Partners

Our Approach to Executive Staffing

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Transformation Partners: Our beliefs about enterprise transformation

“Turning Problems into Opportunities and Profits”

- Clear thinking and dialogue that articulates the future
- Strong team work: both inside and with external partners
- A well-defined road to success
- Consistent monitoring of progress against clear measures
- Precise coordination of people, process, and tooling changes
- “The Right People on the Bus”
 - Jim Collins “From Good to Great”



What we know about executive search ...

1. Traditional executive search **no longer works as well as it used to ...**
 - It was based on interviews by search professionals and on banks of resumes
 - Search experience is not **executive experience**
 - You need executive experience to evaluate candidates for executive positions
2. **Web 2.0:** the new way to access candidates
 - Technology-savvy executives actively maintain a web presence and use the web to find opportunities
 - The best **“passive”** candidates actively manage their careers

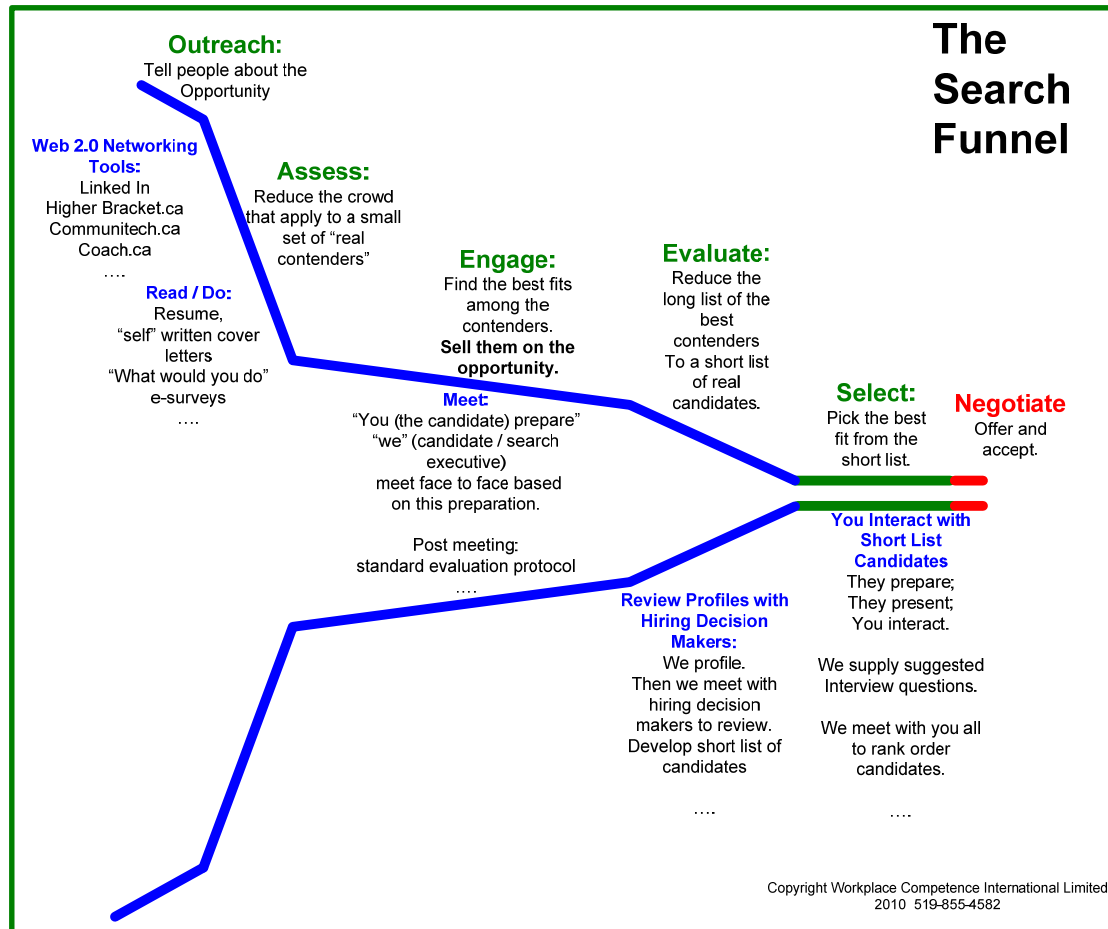


What we know about executive search ...

3. The best predictor of future behavior is past and current behavior
 - Executives don't spend much of their working time in interviews
 - **Few executive decisions are made in interviews**
4. Get the candidates to “do”
 - Demonstrate day-to-day behaviors
 - Present and participate in working sessions that mimic a normal work environment, write, problem solve, interact with people ...
 - Use standard “protocols” for recording observations / impressions
 - Inter-subjective objectivity in evaluating candidate behavior



The Candidate Search Funnel



1. Open the mouth as **wide as possible** and **narrow the spout** as quickly as possible
2. Manage the funnel to reduce the flow to the **best fit candidates** as quickly as you can
3. Do not invest face-to-face time in candidates who are not willing to **"do something"** to advance their candidacy



Steps in the retained search process

Step	Step	Objective	Activities	Notes
1	Understand and Contract	Develop a sound business relationship with the client	<ol style="list-style-type: none"> 1. Meet 2. Get to know the hiring decision makers 3. Get background information on hiring firm 4. Sign letter of agreement, confidentiality agreement, etc. 5. Finalize a job and compensation profile for the search 6. Agree on what will be communicated to potential short-list candidates 	<ol style="list-style-type: none"> 1. Job profile is essential to selling the position to the candidate, as is background information on the hiring firm 2. If there is more than one hiring decision-maker, care must be taken to develop consensus on key candidate characteristics 3. 1/3 of retained search fee is due at the letter of agreement stage
2	Cast the Candidate Net	Get the word out to potential candidates that the position is available – work the networks	<ol style="list-style-type: none"> 1. Post the job profile on WEB 2.0 networking sites 2. Communicate the opportunity to key “networkers” 	



Steps in the retained search process ... 2

Step	Step	Objective	Activities	Notes
3	Find the “Real Contenders”	Eliminate all the people who think they are qualified and want the position, but are not good fits	<ol style="list-style-type: none"> 1. Have resumes submitted electronically 2. If there is an apparent fit, refer them to the job profile and ask them for a “personally written” cover letter telling how and why they fit the job 3. If the cover letter works, refer them to the “what would you do in these situations” e-survey 4. If the e-survey results make sense, arrange a face to face meeting <ul style="list-style-type: none"> – Sell the position – Assess “first impression” of the candidate – Do a “compensation sanity” check 5. Reduce the real contenders to a long list 	<ol style="list-style-type: none"> 1. At this stage, it is as much “sell” as it is “assess” 2. Keep the “good ones” and eliminate the “good talkers who cannot do” 3. There is no general overlap on compensation expectations - we are wasting both sides’ time



Steps in the retained search process ... 3

Step	Step	Objective	Activities	Notes
5	<p>Present the long list</p> <p>Decide on the short list</p>	<p>Profile 7 to 10 individuals who are likely to “fit” the position and have the “right” chemistry</p>	<ol style="list-style-type: none"> 1. Profile them for the hiring decision makers 2. Start the informal reference checking through Internet and networking 3. Ask for formal references from long-list candidates – follow up if forthcoming 4. Meet with the hiring decision-makers to review the profiles 5. Jointly decide on 3 short-list candidates 6. Conduct reference checks on the short-list candidates 	<ol style="list-style-type: none"> 1. If there are one or two “clear” super stars, short circuit this step 2. The three short-list candidates are the ones who will meet the hiring decision-makers. 3. Second third of retained search fee is due when the short list is complete.
6	<p>Prep the short list candidates</p>	<p>Get them to “Do” so that the hiring decision-makers see more than “interview” behavior</p>	<ol style="list-style-type: none"> 1. Sign confidentiality agreements with short-list candidates 2. Identify the hiring firm - provide them with “background” on firm and situation 3. Have them prepare a 10 to 15-minute PowerPoint presentation – what would they do 	<ol style="list-style-type: none"> 1. This is their chance to “demonstrate” why they are the best fit 2. Test problem solving, presentation and influencing skills, self awareness



Steps in the retained search process ... 4

Step	Step	Objective	Activities	Notes
7	Meet the short list candidates	To provide the hiring decision-makers the opportunity to interact with short-list candidates	<ol style="list-style-type: none"> 1. Candidates make their presentation 2. Hiring decision-makers interact with each candidate <ul style="list-style-type: none"> – Format chosen by hiring decision-makers – Group interview following presentation – Or one -on -one meetings 3. When all short-list candidates have been met by all hiring decision-makers <ul style="list-style-type: none"> – Search executive facilitates an evaluation meeting – Rank orders the short-list candidates 4. Arrange more meetings if required 5. Cycle back as required 	<ol style="list-style-type: none"> 1. This is the core activity in which YOU decide on who best fits
8	Close the deal	Make an offer	<ol style="list-style-type: none"> 1. Make the offer to candidate ranked #1 2. Close the deal 3. Go to #2 if needed 	<ol style="list-style-type: none"> 1. The search executive acts as the “honest” broker – facilitating the deal 2. The last third of the retained search fee is due when a candidate accepts



Critical Success Factors

- **Consensus** among hiring decision-makers
- A **job profile** that works
- **Selling** the long-list candidates **on the opportunity**
- The **right short list**
- **Quick “offer” follow-up action**
 - once short-listed candidates are ranked



Executive Search has changed ...

- The Internet has raised **the stakes**
- Search now is about **selling and behavior assessment**
 - The search leader has to be **congruently excited** about the opportunity in order to effectively sell
 - The candidate has to be encouraged to **“do”** as early in the process
 - Assess their motivation
 - Get them to demonstrate behaviors that will translate to the job
- This
 - along with our experience in enterprise transformation and startups,
- are what **differentiate us** from others in the search business