

**SEARCH FIRM  
SECRETS OF SUCCESSFUL HIRING**

**PEARSON & ASSOCIATES, INCORPORATED**

## Introduction

The purpose of this document is to provide executive management with tools and techniques that can improve their recruiting effectiveness. It is in no way meant to replace internal or external professional recruiting processes, but it intended to act as a guide and enhancement to them.

According to Peter Drucker, “The toughest decisions in organizations are people decisions-hiring, promoting, firing, etc. The ability to make good choices regarding people represents one of the best reliable sources of competitive advantage since very few organizations are good at it.”

Today’s business climate requires companies to look for ways to maximize every recruiting dollar. Shorter recruiting cycle time, more targeted slates of candidates, and greater use of electronic databases are three of the changes occurring in the recruiting process. Conversely, there are also elements of the recruiting process that remain stable including:

- The need to thoroughly screen candidates both technically and professionally
- The need to sell the best candidates on why they should chose your organization
- The need to ensure that the candidate compliments the executive team
- The need to quantify a candidates potential contribution to success

The quality of management is the single most important variable affecting the success of your organization. In today’s business environment you can have everything sound: corporate strategy, solid financial controls, good product mix, effective marketing, low cost structure--and still fail to achieve satisfactory results.

It has been said that, “Anyone can lead an organization to success in boom times.” While overstated, there is some truth to that statement. As global and virtual competition continues to increase, the margin for allowable error grows narrower. Now more than ever organizations need strong individuals at the helm. There is no substitute for a manager with vision who can effectively lead an organization through the growing complexity on an increasingly global and virtual environment.

Now more than ever a cornerstones of business success is the selection, motivation, and retention of the senior management team. In addition operational considerations, a strong management team is an inducement for investors to continue to make capital available through the critical growth phases that all organizations face.

The processes and tools contained in this resource are used by successful executive search firms every day and are an excellent guide for you in your search process. Even if you find that you need the help of an outside recruiter this will give you a better understanding of how to take full advantage of the consultant or search firm you engage.

## ATTRACTING TOP TALENT

- The quality of management is the single most important variable affecting the success of your organization.
- In today's business environment you can have everything sound: corporate strategy, solid financial controls, good product mix, effective marketing, low cost structure--and still fail to achieve satisfactory results.
- Good people are paramount, regardless of the size of your organization or the nature of your field.  
There is no substitute for a manager with vision, and people who can show the way amid growing complexity on an increasingly global playing field. The right people can leverage all of your capabilities--- the wrong people can sap all of your strengths.

The key to success is how you define needs, identify the prospects, and attract the best talent.

- One of the most important tasks is the selection, motivation, and retention of the senior management team. Succeeding in that, companies will be perceived as having value on the basis of the products and the profits they produce and the potential of the market for those products. As well, investors are far more likely to make capital available to a company whose management group can effectively execute the business plan.
- *The following process is used by successful, experienced search firms and can be equally effective by companies seeking top talent.*

## UNDERSTANDING THE REQUIREMENT IN BUILDING THE POSITION SPECIFICATION

- Review the company's current culture
- Determine where the company is in its life cycle---
- How does the management team function
  - a.) Centralized control
  - b.) Consensus
  - c.) Balanced
- Must the candidate perpetuate this culture/style?
- Should the candidate be an instrument of change?
- Is entrepreneurship/start-up experience important?
- How much time does the candidate have to succeed?

## DEVELOPING THE POSITION SPECIFICATION (BLUEPRINT)

- When preparing the position criteria concentrate on goals and objectives to be achieved not on what credentials the candidate must have.
- This method of developing a Position Specification is based on **PERFORMANCE HIRING**.
  - We used to define a job in terms of responsibilities, years of experience, and degrees held. Now we're including the expected deliverables the person must provide. This way we can better identify and prioritize skills and experiences the candidate must have to get the results required. When you start with only the classic job description, often times you hire someone that can't really deliver the expected result.
- Most job descriptions revolve around skills, duties, responsibilities and experience-at best, they define basic competence.  
Ask your self, do you want to hire someone who is basically competent  
-or someone who demonstrates superior performance?
- Re-think the job description:  
Old: requirements for competence- "**HAVING**"  
New: What constitutes success- "**DOING**"
- Agreement on what constitutes success in the job and on specific objectives which must be met.
- Identifying key success criteria—
  - Becomes the blueprint for recruiting, and then the blueprint for managing.
  - Any job has four to eight key performance criteria.
  - Define performance drivers—as part of the position specification
    - Major performance objectives, supporting objectives, management/organization issues
    - Changes/improvements, problems, technical & team issues
  - This becomes your success blueprint for the position--a key management tool.
    - 1.) Describe the specific major objective
    - 2.) Determine how it's measured
    - 3.) Use an action verb to describe
    - 4.) Define the result expected
    - 5.) Assign time frame for completion
- Please see the Appendix for a sample position specification.

## IDENTIFYING POTENTIAL CANDIDATES-EXTENSIVE ORIGINAL RESEARCH -DEVELOP RESEARCH INTO FINAL SLATE OF CANDIDATES

Time and opportunity can erode even the best management teams. Building a talent advantage does not happen without a high degree of dedication, focus and energy.

- The success of a search project is most dependent on the thoroughness of the ORIGINAL RESEARCH.
- A typical plan for ORIGINAL RESEARCH would include---
  - Selecting the likely industry or industry segment
  - Identify target companies
  - Sourcing specific individuals usually initially by telephone.
- The ORIGINAL RESEARCH should be sufficiently extensive to give confidence that the “net has been spread wide enough” to reflect those most qualified for the position across the industry. Often it’s necessary to source dozens of individuals to obtain one finalist candidate for the slate.
- Effective ORIGINAL RESEARCH should not be dependent on 1 or 2 sources (resume data bases or referrals). Sources include---
  - Networking inside and outside of the organization
  - Industry associations
  - Professional organizations
  - Computer listings
  - Human resources resume databases.
  - Investors
  - Service providers-consulting firms,
  - Accounting firms, law firms
  - Advertising, if appropriate
  - CompetitorsMaximize research by utilizing a wide range of resources-
- The slate of final candidates developed from the ORIGINAL RESEARCH should consist of 6-9 qualified candidates, but in any case not less than 3 qualified candidates.
- Please see the appendix for supporting tools.

- INTERVIEWING

- A recent study showed that the typical employment interview is slightly more accurate than flipping a coin. The survey indicated that interviewers accurately predicted employee success in only 57% of the interviews.
- Hiring is too important to leave to chance.
- There are two types of interviews--
  - Pre-qualifying or screening interview which takes place during the research phase--- usually by telephone.  
See the Appendix for supporting tools.
  - In person, detailed interviewing of the finalist candidate slate.
- **Behavioral style** interviewing is effective for finalist slate interviewing for senior or “c” level interviews. This approach stimulates candidates to disclose their ideas of success and their perception of doing.
- Successful interviewing takes planning and preparation
  - Re-read the Position Specification
  - Review the candidate’s background
  - Create a comfortable physical atmosphere for the interview
- View candidates as GUESTS, not as APPLICANTS
- Be prepared to LISTEN AND LEARN.
- One of the most frequent interviewing mistakes is that the interviewer talks most of the time and in reality ends up learning little.
- A strong two-way dialogue produces the most information.
- Make sure the candidate has read and understands the Position Specification.
- Initially, focus on the candidate’s ability to meet the job’s specific objectives---not the candidates presentation skills or his/her ability to land the job.
  - Evaluate ability, accomplishments first, then “soft skills”, like personality and character.
  - Remain objective, try not to make emotional decisions.

- Devote sufficient time and attention to the interview to build a fair understanding of the candidate's abilities.
- Interview finalist candidates at least three times under different physical situations.
- Lunch or dinner interviews usually are not optimum interviewing situations.
- Document your findings---using pre-agreed upon criteria if multiple interviewers are involved.
- Group interviews are often unsuccessful (three or more interviewers asking questions at one time.) Should group interviews be required---define specific question areas for each interviewer.

## REFERENCE CHECKING

- Reference checking is an essential part of the search process.
- In view of current privacy laws, in-depth reference checking is done with the permission of the candidate and toward the end of the hiring process--once the candidate becomes a finalist.
- Successful referencing takes time, skill, patience and repetition.
- Appropriate references are usually found in former superiors, peers and subordinates of the candidate.
- It is important to prepare and utilize a list of interview questions during referencing together with documenting reference findings.
- The reference checking process can be useful in confirming or validating areas of concern resulting from the interview phase
- Sometimes it is appropriate to check a reference not provided by the candidate---in this situation, care should be taken to protect the privacy of the candidate.

## BACKGROUND/FINANCIAL REVIEW/ DRUG TESTING, if necessary.

- Generally professional agencies can supply these services
- Candidates must be informed of these actions.

## DEGREE VERIFICATION

- All degrees must be verified to protect the validity of the hiring process.
- Most universities are organized to provide this information by telephone.
- Usually date of birth, social security number and degree date are required to obtain information.
- Candidates should be informed that this action is part of the process.

## PERIODIC FOLLOW-UP WITH THE NEW EMPLOYEE

The hiring manager or if appropriate, an individual or the search

Consultant or hiring authority should follow-up with the successful candidate on a periodic basis to provide an open communication link. To determine--

- Status on perceived progress toward agreed-upon objectives
- Organizational fit
- Candidate morale

## PREPARING THE ORGANIZATION FOR INTEGRATION OF THE SUCCESSFUL CANDIDATE

- Often, search firms can be helpful during the negotiation phase with the new employee. The use of a “go-between” stimulates communication and allows the parties to not become “set” in their positions, creating an open situation.
- Too frequently, attention is not paid to integrating the new individual into the management team. Clearly, a successful integration is largely dependent upon how the hiring manager handles the transition. The stage ought to be set by preparing other members of the team ahead of time, providing them with the rationale and explaining what the expectations are of this individual. Clear and open communication is essential. Ongoing support of the new individual as well as the existing management team is important to ensure full integration within the organization.

## LANDING THE CEO

 *"The quality of the CEO is the #1 predictor of future success in a venture-backed company."*

 *CEO is the most critical individual in a start-up (you need a special kind of individual who brings specific value and experiences relevant to the evolution "life cycle" of a company)*

 *"The perfection of your decision is less important than the process of your decision." Mark Leslie, formerly of Veritas CEO and Chair*

You know that what you're about to do is critical. This background can help you regardless of whether you're looking for a CEO or any other potential hire. There are ways to get deeper than just the feel-good interview.

Scenario: Your board interviews a number of CEO candidates and settles on one whom everyone is excited about. He is personable, knows the industry, listens closely to what you say you need, and says all the right things. None of you knows him, so you call the references he provides. They all say wonderful things, and you hire him. A couple of months later you start hearing disturbing stories about him from the marketplace in casual conversations, and notice that some key people are leaving the company. After six months you realize that you made a mistake and have a real problem on your hands. The person you interviewed and the person you hired are very different.

Hiring the right CEO is one of the most important jobs of a board, and one of the most difficult. Most directors interview CEO candidates by asking questions to get to know the candidates and relying upon their "gut feeling" to determine whom they like the best. Unfortunately, whom you like is often not the best predictor of performance. One well-known recent example was the selection of John Walter as president of AT&T. As is common in situations in which a long-time CEO helps the board choose his successor, Walter was selected largely on the basis of CEO Robert Allen's preference. Walter was on the job less than a year when Allen recommended against giving him the CEO job. Directors said Walter lacked the "intellectual leadership" to head the telecommunications giant. How could such a mistake occur, one wonders.

Globalization, competition, and market-driven efficiencies demand a higher vision of a CEO. CEOs who fulfill this vision are strategic thinkers and leaders who guide the company through an increasingly complex and dynamic business environment. They focus the organization on meeting short-term objectives while changing and growing to meet the market needs of the future. These CEOs create and maintain a high-performance culture, one that fosters customer orientation, quality, efficiency, teamwork, and employee development.

Masters of communication, they open channels up, down, and sideways through the company to maximize creativity, innovation, and alignment. They are strong analytical and conceptual thinkers who identify, analyze, and address the company's crucial problems and issues. Aware of their own strengths and weaknesses, they build outstanding management teams that compensate for their weaknesses and help leverage their strengths. Finally, they are visionaries who lead and inspire employees to become their best.

Evaluating CEO candidates with respect to these capabilities is a daunting task. Research has shown that the traditional interview has little correlation with actual job performance. It is usually inadequate because it is based on emotional attraction - "Whom do I like best?" - rather than an assessment of the traits and characteristics that actually predict performance. Interviewers using the traditional "get to know you" approach tend to pick candidates who interview well, rather than those who will be successful at the job. We all have a tendency to like people just like ourselves too. The problems with the traditional job interview are magnified in a CEO selection process, because many CEO candidates have mastered the art of telling people what they want to hear. While being able to wax eloquent on any subject is a potentially valuable skill, it is relatively unimportant compared to other traits and behaviors that will determine the company's success.

### ***Behavioral Competencies:*** A brief history

In 1973 David McClelland published a landmark article, "Testing for Competence Rather Than Intelligence<sup>2</sup>," launching a new field of investigation that is transforming the way businesses hire and develop their workforce. The article made the compelling case that there exist better predictors of performance than the aptitude tests being used at the time to make selection decisions. Over the last twenty-five years, hundreds of studies have been conducted to determine what traits and characteristics, known as competencies, best predict performance. It was found, for example, that the competencies of influencing others and results orientation differentiate superior from average performers in almost every position.

The key question for boards and you is: What competencies most differentiate outstanding CEOs? CEOs should be hired based on these competencies, assessed on these competencies, and helped to increase their proficiency on the competencies. Having this specification clearly defined will work towards getting the end outcome you desire. Gathering Competency Data: A pragmatic approach to candidate due diligence

The most practical way to assess CEO competencies is to conduct historically based behavioral interviews. This interview approach is based on a simple premise: The best predictor of future performance is past performance. By determining the extent to which candidates evidenced these competencies in the past, you can help predict how well they will do so in the future.

To conduct behavioral interviews, ask candidates open-ended questions that provoke stories that illustrate their ability and mastery of the competency. These kinds of questions get beyond the superficiality of most interviews and will open a window through which you can see who candidates really are and how they are likely to act if they become your CEO.

How do you determine the accuracy of the candidates' stories? By going for detail. By getting into the details of the story, you can more clearly identify their precise role and their proficiency in the competencies essential to leadership success. Ask the references!

Measuring competence: How to objectify the assessment process. Behaviorally anchored rating scales provide an effective means of measuring and comparing candidates' degree of competence, and have the advantage of being usable with very little training. By associating a rating with specific observed and described behaviors, you can more effectively and objectively assess candidates' proficiency and compare them against each other and against your needs. We have tools which help encapsulate and concretize this process.

In the *behavioral interviewing* process you will elicit candidates' stories related to the key CEO competencies. You will then be able to rate them on the relevant scales, comparing their behavior to the behavioral description associated with a specific competency rating. Having an interview plan is important. Too often, we go into interviews and chat versus having a clearly defined set of questions and areas of exploration. You will discover,

if you haven't already, that there are no perfect leaders. Every candidate has flaws. By utilizing a rigorous assessment process, you will be better aware of what those flaws are, and can develop a plan to compensate for the weaknesses of the CEO you hire. It does go back to specifications. There are some areas on which you either will not or cannot compromise, but there are also somewhere there is some leeway. Knowing these, as much as possible, in advance, makes for a better and more efficient process and outcome.

Conclusion -- Hiring the right CEO is one of the most important jobs a board member is asked to perform. Board members need effective interviewing and selection tools to determine which candidate will most positively impact the business. Competency-based behavioral interviews clearly differentiate superior candidates. *By eliciting detailed behavioral examples of what candidates have done in the past relative to the competencies critical to success, interviewers can more accurately predict how candidates will perform in the future.* Using this method reduces the risk of making a costly hiring mistake, and increases the likelihood of identifying and selecting a CEO who will help accomplish the organizational mission and maximize shareholder value.

*What can this process look like in real-life? This is a brief case study.*

The CEO That Wasn't: The Anatomy of a Successful Non-Hire

An auto parts manufacturer with annual revenues of \$250 million was looking for a new CEO. The company had been referred to a candidate who had once been the CEO of a competitor and was now an independent consultant. Several directors had met with the candidate and were enthusiastic about him. The references he provided had spoken positively of his capabilities. The head of the selection committee asked a consultant versed in competency assessment for assistance in the evaluation process.

The consultant first interviewed one of the directors to form an initial picture of the business, its culture, its strategic position and issues, and the specific needs. Based on that meeting a preliminary CEO competency assessment form was drafted. The board discussed the company's issues and needs and was trained in the selection methodology discussed in this article. The preliminary assessment form was reviewed and revised. Directors were each assigned several competencies on which to assess the candidate, receiving a set of behaviorally based interview questions designed to illicit the competency data they needed.

After the round of interviews, the results were compiled in a spreadsheet and discussed at a special board meeting. Each director spoke about the competency strengths and weaknesses that the candidate exhibited, with the strengths far exceeding the weaknesses. The candidate seemed to be strong in most of the CEO competencies. One director, however, developed some serious concerns when exploring one of his assigned competencies: attention to communication. He got the feeling from the stories the candidate told that the candidate was not being direct and forthright. The director wondered whether as CEO the candidate would communicate openly and honestly with the board. An intense discussion followed, with several directors strongly supporting the candidate and the one director holding his ground about his concern. The board decided its next step would be to try to reference the candidate regarding his attention to communication by talking to people who knew him well but were not the candidate's chosen references.

After a number of phone calls, the chairman reached an attorney who knew the candidate well. The attorney told the chairman, "Hiring him will be a disaster for you." He proceeded to tell the chairman stories that confirmed the director's judgment that the candidate was not a direct and open communicator, and that the board couldn't trust that what he told them was accurate. This information was enough for the board to decide to take a pass on the candidate - the need to trust the word of the CEO was too important to take a risk with the candidate.

It was clear to the directors that the candidate would have been hired had they used their traditional interview process. It was also clear that hiring this candidate would have been the wrong decision. Using a rigorous, competency-based methodology, the interview team uncovered an issue that would not have otherwise been identified and avoided a costly mistake.

## CEO Success Matrix

	Seed Round	"A" Round	"B" Round	Mezzanine Round	IPO/Trade Sale (TS)
<b>Typical profile</b>	<ul style="list-style-type: none"> <li>* Superior innovation</li> <li>* Fills need</li> <li>* First-rate tech. people with related experience</li> </ul>	<ul style="list-style-type: none"> <li>* Key tech. team in place</li> <li>* Prototype</li> <li>* One marquee customer</li> <li>* Clear value proposition and revenue and model</li> </ul>	<ul style="list-style-type: none"> <li>* Reference customers</li> <li>* Minimal product risk</li> <li>* Clear pricing and channel strategy</li> </ul>	<ul style="list-style-type: none"> <li>* Fully staffed with offices</li> <li>* Product is rolling out</li> <li>* Growing pipeline of customers who view product as more necessary than discretionary</li> <li>* Profitable or close</li> </ul>	<ul style="list-style-type: none"> <li>* Excellent top-line and bottom -line growth</li> <li>* Industrial-strength management team</li> <li>* Membership in solid ecosystem</li> <li>* Good buzz and brand identity</li> </ul>
<b>Key Mgmt challenges</b>	<ul style="list-style-type: none"> <li>* Assemble a committed team</li> <li>* Keep passion focused</li> <li>* Manage Cash</li> </ul>	<ul style="list-style-type: none"> <li>* Hit project milestones</li> <li>* Raise money without defection from mission</li> <li>* No longer a small collegial team</li> <li>* Build sales team</li> </ul>	<ul style="list-style-type: none"> <li>* Ramp function units</li> <li>* Sales and marketing in every significant geo.</li> <li>* Attracting good people</li> </ul>	<ul style="list-style-type: none"> <li>* Managing middle managers</li> <li>* Messages to outside clear, consistent, focused</li> <li>* Maintaining focus</li> <li>* Scale up rapidly</li> </ul>	<ul style="list-style-type: none"> <li>* IPO/road show w/o losing focus</li> <li>* Manage expectations of public investors (IPO)</li> <li>* Avoid bumps that can upset the exit</li> </ul>
<b>Evaluation of CEO role</b>	<ul style="list-style-type: none"> <li>* Tech guru / visionary</li> <li>* Articulate concept</li> <li>* Establish the basics</li> <li>* Hands on</li> </ul>	<ul style="list-style-type: none"> <li>* Company advocate</li> <li>* Sell vision and company</li> <li>* Link product and customer development</li> <li>* Set the ground rules</li> <li>* BP architect</li> <li>* Manage investor expectation</li> <li>* Conserve cash</li> </ul>	<ul style="list-style-type: none"> <li>* Shift focus from strategy to execution</li> <li>* Operate through senior team</li> <li>* Transition to CEO</li> <li>* Real-time analysis of business model</li> <li>* Develop ops controls</li> <li>* Guard working capital</li> </ul>	<ul style="list-style-type: none"> <li>* Manage growth</li> <li>* Change architect</li> <li>* Public relations and industry visibility</li> <li>* Engage advisors</li> <li>* Prepare groundwork for IPO/sale</li> <li>* Control workout if necessary</li> </ul>	<ul style="list-style-type: none"> <li>* Implement new company architecture</li> <li>* Figurehead to give stakeholders confidence</li> <li>* Can run a division / next level</li> <li>* Steer company through the process</li> <li>* Investor relations</li> <li>* Prepare disclosure regime where publicly held</li> </ul>
<b>CEO ATTRIBUTES &amp; CORE RESPONSIBILITIES</b>	<ul style="list-style-type: none"> <li>*must attract investors and raise \$\$</li> <li>*brings in new major customers, alliances</li> <li>*is the company evangelist</li> <li>*leads the organization, gives direction,articulates the vision</li> <li>*works for and directly with the BOD on operational and strategic goals</li> <li>*executes operationally</li> </ul>			<ul style="list-style-type: none"> <li>*creates a world class TEAM; works to retain key team members</li> <li>*develops and preaches the corp. mission/strategy</li> <li>*creates company culture</li> <li>*creates &amp; articulates corporate performance metrics</li> <li>*works with BOD to represent ALL share holders' best interests</li> <li>*works with BOD on a successful exit strategy</li> </ul>	

## RECRUITING A MEMBER OF THE BOARD OF DIRECTORS

- The Sarbanes-Oxley Act of 2002 recent changes in Securities and Exchange Commission rules have increased the need for knowledgeable and involved Board Members.
- These same circumstances have increased the workload and potential liability for Board Members making it more difficult to recruit experienced executives.
- The procedure for board recruiting is similar with a few modifications, to the search process.
  - Understanding the Requirement  
Consider the current and strategic issues facing the company. Determine the level of industry and functional experienced required. Review the companies strategic goals and their relationship to the Board of Directors.
  - Develop the Position Specification  
Document the deliverables to be provided by this particular Board Member.
    - Industry background
    - Functional business experience
    - Success in working with companies in this particular stage of development.
    - Financial skills as it relates to Sarbanes-Oxley requirements.
    - Is previous experience on a similar board necessary?
    - Personal characteristics required to work with other members of the Board.
      - Business acumen
      - Objectivity
      - Judgment
      - Value system
  - Research  
It is important to continually evaluate company progress and the Board's relation to the changing requirements of the business. Often, it is effective to have continuing research for prospective Board Members. This can be an assigned task of the nominating or development committee of the Board. While the research to find board prospects is similar to recruiting for other executives the resulting candidate slate of qualified, interested prospects is often smaller---perhaps 2-4 candidates.
  - Interviewing  
Prior to the interview, the prospective Board Member should have an opportunity to review the position specification and the board policy manual. This manual would contain charter documents, the strategic plan, bylaws, board calendar, board committees, financial statements and organization chart. Prospective board members usually interview with the CEO and a committee of the Board. Candidates may wish to also meet with the management team and/or other members of the Board. Periodically, finalist candidates will be invited to attend a board meeting. Most often board candidate interviews concentrate on issues of "fit", with each party trying to determine the appropriateness of potential membership.

- Reference checking  
Again, board reference checking follows the procedure followed in other senior hiring. Perhaps there may be slightly fewer references necessary, but the process can be useful in confirming and validating a prospect's candidacy.
- Background, Financial Review/ Drug Testing  
If required these can be conducted by professional agencies.
- Degree Verification  
Degrees should be verified to protect the validity of the company's process. Candidates must be informed.
- Integration into the Board.  
Prior to the first meeting, a formal board orientation may be useful to the new member in assuring that the candidate has current knowledge of the business situation. In addition, the new board member may wish to meet privately with other members, before the first meeting.
- In order to avoid potential difficulties, two areas of company policy should be reviewed---
  - The Conflict of Interest Policy  
The business activities of new Board Members must be examined to determine if they violate the company's conflict of Interest Policy.
  - The Diversity Policy  
  
A review of the organization's Diversity Policy may be useful in evaluating whether the board candidate's background is in accordance with the goals of the policy.

*Attached Please See Appendix*

**PREQUALIFIER**

NAME \_\_\_\_\_ E-MAIL \_\_\_\_\_

DATE \_\_\_\_\_

ADDRESS \_\_\_\_\_

RECRUITER \_\_\_\_\_

PHONE \_\_\_\_\_ WORK \_\_\_\_\_

SOURCE \_\_\_\_\_

DEGREE / YR-BS \_\_\_\_\_ MS \_\_\_\_\_ Ph.D. \_\_\_\_\_

SCHOOLS \_\_\_\_\_

EMPLOYER \_\_\_\_\_ DATES \_\_\_\_\_

TITLE \_\_\_\_\_

WHY WOULD YOU CONSIDER MAKING A CHANGE AT THIS POINT? \_\_\_\_\_

CURRENT DUTIES / RESPONSIBILITIES / ACCOUNTABILITIES \_\_\_\_\_

SUCSESSES / ACCOMPLISHMENTS \_\_\_\_\_

THREE GREATEST STRENGTHS PROFESSIONALLY \_\_\_\_\_

CURRENT COMPENSATION \_\_\_\_\_ BASE \_\_\_\_\_

**QUALIFIER**

STOCK \_\_\_\_\_ COMM / BONUS \_\_\_\_\_ OTHER \_\_\_\_\_

WHAT PERCENTAGE HAS YOUR ANNUAL REVIEW AVERAGED OVER YOUR TENURE WITH CURRENT EMPLOYER? \_\_\_\_\_

WHAT WAS YOUR STARTING COMP? \_\_\_\_\_ BASE \_\_\_\_\_ BONUS \_\_\_\_\_

NEXT / LAST REVIEW DATE \_\_\_\_\_ AMOUNT \_\_\_\_\_

WILLING TO RELOCATE / WHERE / WHY \_\_\_\_\_

RENT / OWN \_\_\_\_\_

MARITAL STATUS \_\_\_\_\_ NAME \_\_\_\_\_ SPOUSE EMPLOYMENT \_\_\_\_\_

CHILDREN \_\_\_\_\_ AGES \_\_\_\_\_ SCHOOLS / NEEDS \_\_\_\_\_

WHAT WERE YOUR EXPECTATIONS OF YOUR CURRENT POSITION? \_\_\_\_\_

TO WHAT EXTENT HAVE YOUR EXPECTATIONS BEEN MET? \_\_\_\_\_

GIVE ME AN EXAMPLE OF A PROBLEM OR BARRIER THAT YOU WERE INSTRUMENTAL IN OVERCOMING (GET SPECIFIC) \_\_\_\_\_

DESCRIBE SOME OF YOUR CURRENT CHALLENGES AND WHAT YOU ARE DOING TO MEET THEM \_\_\_\_\_

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CAN YOU GIVE ME EXAMPLES OF CONFLICT RESOLUTIONS THAT YOU WERE INVOLVED IN? CO-WORKERS? CUSTOMERS? SUPPLIERS? \_\_\_\_\_

WE ALL MAKE MISTAKES, WHAT WOULD YOU SAY WERE MISTAKES, OR FAILURES, EXPERIENCED. \_\_\_\_\_

---

TO WHOM DO YOU REPORT? NAME \_\_\_\_\_ TITLE \_\_\_\_\_

WHAT IS / WAS IT LIKE WORKING FOR THEM? WHAT WERE THEIR STRENGTHS / SHORTCOMINGS? \_\_\_\_\_

---

WHAT IS YOUR BEST GUESS AS TO WHAT YOUR SUPERVISORS HONESTLY FELT WAS / ARE YOUR STRENGTHS, WEAKER POINTS, AND OVERALL PERFORMANCE? WHAT WAS YOUR SUPERVISOR'S NAME AND TITLE? WHERE IS THAT PERSON NOW? MAY I CONTACT HIM / HER? \_\_\_\_\_

---

WHAT DO YOU LIKE MOST ABOUT YOUR JOB? \_\_\_\_\_

WHAT DO YOU LIKE LEAST ABOUT YOUR JOB? \_\_\_\_\_

DESCRIBE YOUR IDEAL POSITION \_\_\_\_\_

---

WHAT WOULD YOU CONSIDER A FAIR EARNINGS PACKAGE FOR YOUR IDEAL POSITION? \_\_\_\_\_

---

WHAT ARE YOUR CAREER OBJECTIVES TWO TO FIVE YEARS FROM NOW? \_\_\_\_\_

---

ARE YOU EXPLORING OTHER OPPORTUNITIES? \_\_\_\_\_

---

WHAT IF ANYTHING DO YOU FEEL COMPELLED TO ACCOMPLISH IN THE NEXT 3-5 YEARS?  
10 YEARS?

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IS THERE ANY WAY YOUR CURRENT EMPLOYER COULD RETAIN YOU? \_\_\_\_\_

OUTSIDE INTERESTS \_\_\_\_\_

DESCRIBE YOUR PERSONALITY TYPE \_\_\_\_\_

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DESCRIBE THE CORPORATE CULTURE IN WHICH YOU WORK BEST \_\_\_\_\_

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DESCRIBE THE MANAGEMENT STYLE FOR WHICH YOU BEST WORK \_\_\_\_\_

**MINI POSITION DESCRIPTION**

COMPANY NAME \_\_\_\_\_ JOB TITLE \_\_\_\_\_ DATE \_\_\_\_\_

DIVISION \_\_\_\_\_ SALARY \_\_\_\_\_

COMPANY REPRESENTATIVE \_\_\_\_\_ TITLE \_\_\_\_\_

ADDRESS \_\_\_\_\_

OFFICE PHONE \_\_\_\_\_ HOME PHONE \_\_\_\_\_

**COMPANY INFORMATION**

HEADQUARTER ADDRESS \_\_\_\_\_

HEADQUARTER PHONE \_\_\_\_\_ FAX \_\_\_\_\_

TYPE PRODUCT/SERVICE \_\_\_\_\_

NUMBER OF EMPLOYEES \_\_\_\_\_ SALES\$ \_\_\_\_\_ CO. GROWTH RATE \_\_\_\_\_

COMPETITORS \_\_\_\_\_

**ACCEPTABLE EXPERIENCE**

\_\_\_\_\_

\_\_\_\_\_

MAJOR DUTIES 1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_

WHAT ARE THE KEY STRATEGIC ISSUES IN FILLING THE POSITION?

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_

HOW LONG JOB OPEN? \_\_\_\_\_ WHY? \_\_\_\_\_

TARGET DATE FOR HIRE \_\_\_\_\_ WHY? \_\_\_\_\_

WHAT'S BEEN DONE SO FAR TO FIND A PERSON? \_\_\_\_\_

RESULTS \_\_\_\_\_

1<sup>ST</sup>. YEAR PROJECTED \$ \_\_\_\_\_ 2<sup>ND</sup>. YEAR PROJECTED \$ \_\_\_\_\_

SALARY/BASE \_\_\_\_\_ COMMISSION/BONUS \_\_\_\_\_

WHY IS JOB OPEN? \_\_\_\_\_

WHERE CAN JOB LEAD? \_\_\_\_\_

HOW SOON? \_\_\_\_\_ WHY? \_\_\_\_\_

COMPANY CAR? \_\_\_\_\_ EXPENSES? \_\_\_\_\_

WHAT BENEFITS DO YOU OFFER THAT ARE UNUSUAL? \_\_\_\_\_

PROFIT SHARING \_\_\_\_\_ MAJOR MEDICAL \_\_\_\_\_ STOCK OPTIONS \_\_\_\_\_

LIFE INSURANCE \_\_\_\_\_ OTHER \_\_\_\_\_

WHO INVOLVED IN FINAL DECISION: \_\_\_\_\_ TITLES: \_\_\_\_\_

WILL YOU: RELOCATE CANDIDATE? \_\_\_\_\_ PAID? \_\_\_\_\_ REAL ESTATE FEES? \_\_\_\_\_

OTHER RESPONSIBILITIES/DUTIES: \_\_\_\_\_

NO. PEOPLE TO SUPERVISE: \_\_\_\_\_ TERRITORY/LOCATION: \_\_\_\_\_

EDUCATION \_\_\_\_\_ KNOCKOUTS \_\_\_\_\_

OTHER POSITIONS \_\_\_\_\_ HOW REFERRED \_\_\_\_\_

## **DETAILED SPECIFICATION DEVELOPMENT WORKSHEET**

### **CLIENT SITUATION**

- Marketplace assessment, including competitors.
- Relevant organizational information and developments.
- Culture, style, values (kind of people who've achieved success here).
- Trends, events, elements, enhancing "client sell."

### **CONTEXT OF NEED**

- Recent incumbent- record and profile.

### **REPORTING RELATIONSHIPS**

- Direct (profile person)
- Indirect

### **POSITION RESPONSIBILITIES**

- Macro mission
- Quantitative dimensions
  - Revenue responsibility.
  - Expense and/or capital budget.
  - Facilities/geography/other.
- Organizational dimensions.
  - Direct Reports:
  - Total head count:
  - Peers:
  - Staff Assessment (quality/depth).
- Critical interfaces.
  - Internal.
  - External.
- Specific duties and accountabilities. (Get client position description when available.)
- Key near term projects/programs.
- Key longer-term objectives (quantify where possible).
- Assessment of any risks.

### **MEASURES OF SUCCESS**

Specific performance measurements (quantify when possible).  
Critical expectations/outcomes over first 12-18 months.

### **PERSONAL ATTRIBUTES**

(Key to role, organizational fit, measures of success.)

### **SEARCH ADMINISTRATION**

Statements/correspondence to...

Communications plan.

Timetable.

**CANDIDATE REFERENCE REPORT**

**Candidate** \_\_\_\_\_

**Position** \_\_\_\_\_

**Reference title** \_\_\_\_\_

**Reference Company** \_\_\_\_\_

**Contact Information** \_\_\_\_\_

These reference questions should be adjusted to fit the position, the candidate, the referencing situation and the reference. Not all of these questions are appropriate for every referencing opportunity.

## REFERENCE QUESTIONS

How do you know the candidate and what was your professional relationship?

How long did you work together and what was the reporting relationship?

What were the titles she/he held during that time?

What was the scope of each of those positions?

How would you rate his/her technical knowledge and ability?

What were his/her principal accomplishments?

Describe his/her work habits.

How did she/he relate to his/her superiors? To his/her peers? To his/her subordinates?

Describe his/her ability to motivate. To delegate.

Compare him/her to other executives at his/ her level in regard to:

- Initiative or drive
- Imagination or creativity
- Follow-through
- Analytical ability
- Growth potential
- Administrative ability
- Organizational skills

What were his/her greatest strengths?

What type of position is s/he best suited for?

Please tell me how s/he makes high-level decisions. For example:

- How much input does s/he request from his/her key executives and how much does s/he rely on it?

What were his/her greatest strengths?

- How much data does s/he require to make a decision?
- Is s/he able to pull from his/her prior experience? Examples?
- Is s/he able/willing to make a decision and accept the responsibility for the results? Examples?
- Is s/he willing to accept short-term setbacks for long-term results? Examples?

- Is s/he willing to accept short-term setbacks for long-term results? Examples?

Tell me how you view his/her business ethics and integrity. Can you give me examples in which s/he displayed these traits? Does s/he accept responsibility for his/her mistakes or for unpopular decisions that s/he has made? Is s/he willing to give credit to others?

Tell me about people s/he has personally recruited to key management roles and how they have performed. What career growth did they experience during and after their association with the candidate?

Is s/he able to build a strong management team that functions as a cohesive unit? Within that team, how does s/he groom for succession without creating infighting?

Describe his/her overall business sense-his/her vision, creativity, conceptual skills, strategy.

What impression does s/he create in public or to the board, stockholders or bankers? How well does s/he articulate extemporaneously? How are his/her public speaking skills?

Is s/he aware of his/her own strengths and weaknesses? Would your list be the same as his/her's?

How does s/he motivate the organization? Can s/he command the respect of the people who work for him/her, including those several levels below his/her key management team?

Tell me how s/he behaves in a crisis or under stress. Does s/he maintain self-control? Does his/her decision-making ability suffer under stress?

How does s/he communicate the standards of excellence s/he expects in the organization?

Has s/he earned the respect of colleagues, subordinates, or does s/he rule by intimidation?

Give me an example of his/her thoughtful, reasoned and mature judgment. Is s/he inclined to shoot from the hip?

No executive excels at everything. What aspects of his/her management and leadership could stand to be improved? Areas of job/industry knowledge.

Does s/he demonstrate objectivity by separating facts from feelings?

How has his/her division/department and company performed relative to others operating in the same economic and regulatory environment?

Is his/her word his/her bond?

Does s/he maintain focus on improving customer satisfaction and increasing shareholder value?

Does s/he really know and implement the measures that are critical to the company's success?

Is s/he respected professionally?

Does s/he respect and value people as individuals and for their contributions to the company's success, past and present?

**DEGREE VERIFICATION FORM**

CANDIDATE \_\_\_\_\_ (Full Name)

SSN \_\_\_\_\_ DOB \_\_\_\_\_

COLLEGE/UNIVERSITY \_\_\_\_\_

LOCATION \_\_\_\_\_

DEGREE (S) DATES \_\_\_\_\_

PERSON CONFIRMING \_\_\_\_\_

DATE \_\_\_\_\_