



Transformation Partners

The Changing Business Called Executive Search

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What we know about executive search ...

1. Traditional executive search **no longer works as well as it used to ...**
2. Search experience is not **executive experience**
You need executive experience to appropriately evaluate candidates for executive positions
3. **Web 2.0: the new way to access candidates**
4. The best **“passive”** candidates actively manage their networks (and Internet presence)
5. 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
6. In future, search will mean getting candidates to **“do”** more than **“talk”**
Demonstrate day-to-day behaviors
Present and participate in working sessions: write, problem solve, interact with people ...
Use standard “protocols” for recording observations / impressions
Everyone the candidate interacts with:
from receptionist to senior search professional to key hiring decision maker



Executive Search, On-Boarding and Performance Contracting: (Taken from The Transformation Partners Way)



Engage: You decide what steps you want search professional (SP) to include

Position Charter: SP works with you to develop the position charter - the foundation for what follows

Profile Competency: SP uses a structured process to guide in defining the key competencies needed

Network Search: SP conducts a network search (both Internet and personal)

Long List: SP uses structured techniques and face to face meetings to find the **qualified few**

Short List: SP briefs the short list candidates you are interested in
(after they sign confidentiality agreements)

Evaluate: SP facilitates your behavior based evaluation of final candidates

Hire: SP mediates the letter of offer and letter of acceptance process

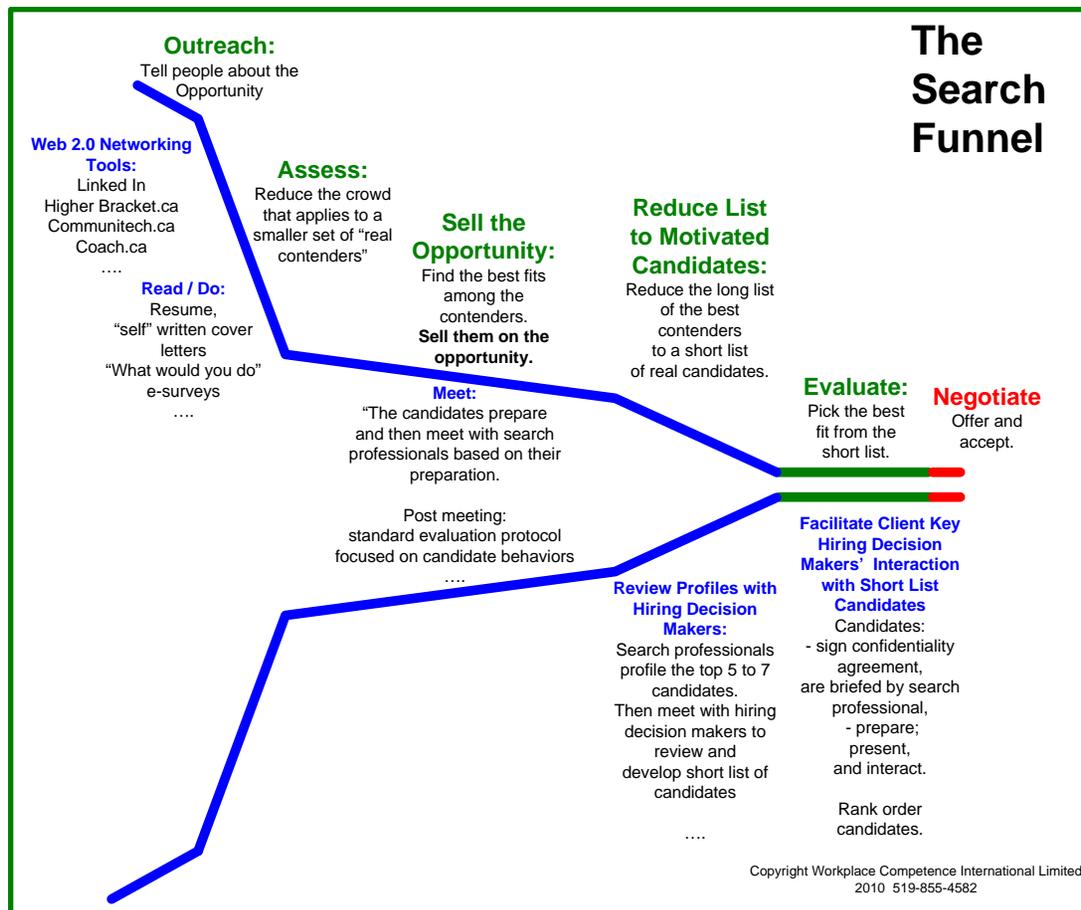
On-Board: SP coaches the new hire in the first 90 days

Performance Contract: SP mediates the completion and signing
of a performance contract for the year

**“Hire Thoughtfully and Carefully,
Fire Thoughtfully and Quickly.”**



The Candidate Search Funnel



1. Open the mouth as **wide as possible** / **narrow the spout** as quickly as possible
2. Select **best fit candidates** on both **ability to perform** and **motivation to move**
3. Do not invest face-to-face time with candidates who are not willing to **"do something"** to advance themselves



Critical Success Factors

- **Early consensus / common understanding among hiring decision-makers**

 - A Position Charter

 - accountabilities and concrete measures to evaluate successful performance

 - Business Startups, Business Breakouts, Business Turnaround, New Roles

 - A Competency Profile

 - core competencies (yield the majority of performance in the position)

 - and specialized competencies (required for performance in exceptional situations)

 - Senior Search Professional must be a “business savvy” facilitator / writer / executive

- **Selling the “right” candidates on the opportunity**

 - In the context of a deep understanding of each final candidate’s current sense of their career

- **Getting final candidates to do, not just talk**

 - Confidentiality agreements, briefings

 - Assess motivation to “move”, as much as ability to perform**

- **Mediating quick “offer” follow-up action**

 - Check overlap early in recruiting cycle