

How we fill Executive Positions

We offer made-to-measure solutions to fill executive positions with the best possible candidates, always basing our procedures on the client's specific situation, requirements and business environment.

A typical project consists of the following 10 steps:

1. Situation Analysis & Clarification

Before taking on an assignment, we familiarize ourselves personally with the company, its management, philosophy and style of leadership. We analyse the market situation, the competition, the company's goals, its present and planned structure and the existing management potential, using our knowledge and experience of comparable positions in the same or a similar industry. Based on our intensive discussions with the client, we develop and present a proposal for a suitable solution.

2. Job Specification and Confirmation

We produce a written specification describing the goals, structures, tasks and areas of responsibility inherent in the position as well as the personal qualities and skills required to take it on successfully. The job and requirement specifications, possible target groups and our fees are discussed and agreed, resulting in a confirmed search assignment.

3. Market Research & Networking

Our research team identifies organizations where potential candidates may be found and collects all information relevant to the search. Executives who could fulfil the requirements are investigated more closely by discreet and focused research. Furthermore, we use our personal contacts with experts and insiders in the industry to obtain information and recommendations - naturally in complete confidence - about outstanding management personalities. The result is a set of potential candidates.

4. Confidential Information & Screening

Candidates who show serious interest are invited to an initial interview, at which we analyze their career development, current and past responsibilities



and results achieved. We also evaluate to what extent their experience and past performance justify expectations of success in the new position. As well as evaluating the candidate's industry-specific qualifications and competence, we assess his or her personality and the likely degree of affinity with the client. We also fulfil the important task of informing the candidates objectively and convincingly in order to reinforce their interest in the new perspective. This step is completed by the production of confidential reports on the most promising candidates.

5. Shortlist & Personal Presentation

In preparation for personal interviews, our clients are given confidential reports on each of the most promising candidates, covering personality, career and qualifications. We chair the first interviews in order to help establish the initial contact and to be able to assist in subsequent decision-making. Our personal participation allows us to judge whether the candidate, as well as being qualified for the position, is also on the right 'wavelength'. The aim of this initial round of interviews is to obtain concrete feedback allowing us to target continued search activities even more precisely, and on the other hand to pre-select candidates for the shortlist.

6. In-Depth Assessment & Final Selection

This is the phase in which our expertise and our long-term experience as consultants in executive choices prove their value most strongly. We support the selection process using assessment procedures that are exactly tailored to the current situation and to the company's objectives and critical success factors. We assess how well the candidates match the requirement profile and how successfully they are likely to integrate into the new environment. During an interactive and transparent information session moderated by ourselves, we use instruments like realistic simulations, discussions or other diagnostic procedures to further clarify the situation and give both sides more decision-making information. This results in clear and consensual selection of the candidate of choice.

7. Reference Checks & Decision-Making

As soon as both sides show an interest in entering into serious negotiations, we further substantiate our assessment by taking up references - subject to the candidate's agreement and with the necessary discretion. We conduct



personal conversations with referees; our experience enables us to place the information they give us in the right frame of reference, and we gain further details about the candidate's character, capabilities and past performance. As well as confirming our selection, such information often proves invaluable in planning the familiarization phase and creating a productive environment in the new position.

8. Support in Finalizing Contracts

We help to decide on an appropriate offer and act as neutral intermediaries between the client and the chosen candidate so as to establish a fair and firm basis for their future relationship. Our experience has shown that even with "practiced" contract partners, our function as impartial moderators can help to achieve a higher level of consensus and confidence. Our fixed fee model ensures that we have no conflict of interest at this stage.

9. Advice during Transition & Joining

We are available to act as confidential advisors to the chosen candidate during the transition phase, from his/her resignation from his/her previous position until he or she takes up the new position. We also advise our clients on the best way of introducing the appointee into the new working environment and communicating the new appointment both internally and externally.

10. Support during Integration

No matter how carefully assessments and decisions are made, elements of risk remain, especially in the first weeks of the integration process. It is important to maintain and promote prompt and frank communication between the main parties involved. A competent and confidential contact with whom the appointee and/or client can discuss their first impressions can be invaluable. Our professional experience and competence as advisers on personal decisions and our support during this decisive phase ensure the success of the appointment.