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Core Capacities Exist in the Minds of People

**PERFORMANCE BASED SURGICAL RECRUITING
Search Assignment / Client Profile**

Position Title : _____ **Reports to [Name/Title] :** _____

Selection Team [Name(s) /Title(s)] _____

Date: _____

It's crucial to understand, that for the success of any search, American Incite is entirely dependent on (1) the information clients provide, and (2) the search consult is given full and complete access to all parties involved in the search. In other words, **it's essential** that clients provide full and complete disclosure of all information relevant to the search.

The following information serves as the foundation for all hiring strategies and tactics for sourcing, interviewing, selection and retention. This is American Incite's performance based, surgical recruiting client guide to developing a full and complete search assignment profile.

IT'S IMPOSSIBLE TO INITIATE A SEARCH BEFORE THIS INFORMATION IS COMPLETE.

ORGANIZATION PROFILE —

Company (Name/Division/Branch)	Address / Location	Web site: _____
_____	_____	Phone _____
_____	_____	Mobile _____
_____	_____	Email _____

Describe the Company Culture— are there any major or minor organizational Issues or challenges facing the company, division, branch, or departments?

Critical Relationships— Understanding internal and external relationships is *essential* to a successful search, and new associate assimilation:

Reports to : Name _____ Title _____

Peers (functional interface / dotted line) _____

Span of Control (Team Affiliations / Project Accountability) _____

Direct reports (# __) Name(s)/Title(s) _____

External (customers, vendors, other professionals) _____

PROFESSIONAL QUALIFICATIONS—

Minimum education requirements— *Why...* what will the person be doing that couldn't be accomplished by someone with less education?

Years of experience— *Why...* for example what would a person with 5 years of experience [repeated 5 times] bring to the table that someone with 3 years experience [repeated 3 times] wouldn't bring?

Responsibilities— describe the essential duties associated with doing this job?

... Now, let's perform surgery !

PERFORMANCE REQUIREMENTS— Success is a function of performance...rather than creating a typical inventory of desired candidate capabilities and skills...describe the desired, quantitative performance in terms of ...

- **Predicting Performance** Vs. **Experience Inventory** ...examples include...

<u>Experience Inventory</u>	<u>Predicting Performance in Relationship to Goals/Objectives</u>
— Degree in [Mktg]	Vs <u>Develop</u> a competitive market for [xx] by the end of [mo/qtr]
— # /yrs Experience	Vs <u>Evaluate</u> and update regional mktg plans and strategy
— Market Analysis	Vs <u>Research</u> mkt for new product launch w/in 6 months
— Proficient in MS Office	Vs <u>Analyze</u> mkt research and prepare findings to senior mgmt.
— Excellent relationship skills	Vs <u>Coordinate</u> mktg efforts w/ sales across all business units
— Effective Communicator	Vs <u>Present</u> product and market status at quarterly/annual mtgs
— Innovator / strategist	Vs <u>Lead</u> new product creation and plan mkt campaign/promo/launch

- ✓ **What quantitative performance expectations will need to be met** [*measurable performance against objectives and goals in terms of time, money, relationships, etc*] ?
- ✓ **What activities and actions will a person need to engage in?** Rather than citing desired competencies or skill [*analytical, research, prospecting, etc.*], describe activities that an [*executive, manager, salesmen, marketer, engineer, etc*] would respectively apply or engage in—such as [*review, revise, analyze, conduct, develop, create*] to accomplish some primary or secondary goal within a defined time frame [*by the end of...30 days, 6 months, etc*] ?
- **What primary initiatives or projects will this person be accountable for? Think about them in relation to:**
 - ✓ **What key challenges or projects a person will need to overcome in terms of** [*competition, market, product, design, territory, organizational or stakeholder issues, etc*] ?

SUMMARY THOUGHTS—

- ✓ **Boyd's "OODA" Loop** (Observe, Orient, Decide and Act) is an excellent guide to effective planning.
 - Observe:** Make certain that the selection committee/ hiring team, and all stakeholders have met to discuss and identify all the relevant goals and objectives that need to be achieved.
 - Orient:** Identify the top three to five objectives to provide focus, and set appropriate time frames for their completion.
 - Determine:** what obstacles will need to be overcome for each objective. Make certain to identify the actions that will need to be taken to overcome the obstacles in order to meet each objective. Then determine the time frames it will take to achieve the desired measurable results.
 - Act:** Develop summary comments for each objective, and consolidate all summary comments into one clear statement that defines success.
- ✓ **Focus, Evaluate, Execute...**In the pursuit of doing any job, sort through the noise of business information and time demands, paying attention to what's urgent, while focusing efforts on the important sub-steps or process steps necessary to achieve measurable time based objectives in the context of: the Team Building Component of Leadership, Operational Review, Technical Competence, Identifying Major Problems, Strategic and Planning Issues, Changes and Improvements, Project Management, Organizational Planning and Execution, Conflict Resolution, Personality and Interpersonal Skills.

A performance based, surgical approach is an effective tool for selecting the right person for the right job. Going through this process defines a road map for determining success, and also for conducting performance based reviews where everyone is on the same page.

FINANCIAL PROFILE —

Compensation [Base / Draw] from \$ _____ k to \$ _____ k **Incentive** [Comm. / Bonus] from \$ _____ k to \$ _____ k

Details: _____

Territory : Local / Away Domestic /Intl. **Travel** : _____% **by:** Car / Air / Other

Details: _____

Vehicle : Car [model] _____ or, **Allowance** \$ _____ /mo. **Mileage** \$ _____ / mi.

Business Expenses : All as per P&PM / Telephone / Travel / Entertainment / Support / Equip. (Computer, etc.) / Home Off.

Benefits : [Employee / Family] : Vacation or PTO (_____ # days) / Paid Holidays (_____ # days) / Medical / Dental /

Eye / Pre-existing Condition / Cobra Transition / Differential Cost Life / Long-term Care / Disability / Pre-tax 125 (Child Care

/ Maternity) / **Other** : _____ ?

Retirement : ESOP Profit Sharing Pension 401k Other _____

Other Inducements : **Gross-up** [Base] / **Bonus** [SignOn / Executive] / **Stock** [Grant / Option] / **Parachute**

Relocation : **Moving** – Transportation / Packing / Storage / Ins. / Cars / Boats / Antiques / other? _____

House Hunting – Temporary Living / House Hunting (Travel / Lodging / Food) / Other? _____

Real Estate – Agency Fees / Home Purchase Plan / Lump Sum / Closing Costs / Loan Fees / Incidental / NTE

The above guide, while fairly exhaustive, should by no means be interpreted as comprehensive.

3 DIFFICULT QUESTIONS—

- 1.) If I contact the best person in this field...they're going to want to know
 - **Why this job...**the one you want them to do for you...
 - *[which by the way...they're probably doing right now for a competitor...and being fairly compensated to do it...]*
 - **Why is it going to be a true opportunity ?**
- 2.) **Why is your company an attractive employer...**
 - ✓ **Why** is your environment and culture one that would attract the best people?
 - ✓ **What** is it about this community...that keeps people here ?
 - What do you like about it yourself ?
- 3.) **Why would the best candidate...the one who can solve your problem...want to work for you?**

Recruiting involves the ongoing process of gathering, evaluating, providing and acting on information. Selecting a firm for recruiting your brain trust should be handled with the same care and due diligence that one uses when selecting an attorney, an accountant or any other business critical consultant.

Napoleons corporal...Before Napoleon issued a written order to one of his Marshals, Napoleon would give it to a battle tested old corporal that was always with him in the field. After the corporal read the order, Napoleon asked him if he understood it. If he did not understand the order, Napoleon would have it rewritten.

Return form to **Brandon Ebeling**: talent [at] americaninicite.com

for assistance call **(760) 754-2449**