



## **Paladin Partners Executive Search Process**

Our Retained Search recruiting process involves the following steps:

### **1. Needs Assessment**

Only by understanding your business and culture can we find a top-notch candidate who can have a positive impact on your business. To this end, we review your existing materials and spend time with managers and functional team(s) to thoroughly understand your business model, marketing strategy, financial strategy, and funding process. We also ask you to describe the qualifications for job candidates and attainable goals for the person's first six to 12 months on the job.

### **2. Recruitment Strategy**

We work with you to establish a recruiting process for the position. We identify the best person to conduct the first interview (typically the CEO), the people who should be involved in subsequent interviews, and an efficient procedure for setting up interviews. If desired, we can conduct an audit of your existing interview process or, in the absence of a formal process, design interview questions, provide interview training, and set up the necessary procedures.

### **3. Position Description**

Once we understand your needs, business, corporate culture, and existing management skills, we prepare a performance-based position description summarizing the goals and qualifications for the position and providing the candidate with a compelling introduction to your company.

### **4. Search Research and Candidate Sourcing**

We work collaboratively to develop a list of target firms. We then conduct additional research to broaden the list to identify promising candidates who might not otherwise emerge, concentrating on executives who are currently successful in similar roles or have the skills to meet the requirements of the position. As necessary, we source candidates locally, nationally, and internationally.

### **5. Weekly Reporting**

Our search research is documented in a weekly report of potential candidates and sources, including whom we're talking to, whom we're interviewing, and any additional feedback relevant to the search.

### **6. Candidate Evaluation**

In identifying potential candidates, we look for a history of success in relevant functional areas or industries and conduct in-depth interviews. We then provide you with a resume and summary of each candidate's strengths, areas for

improvement, management style, and accomplishments. Once your internal interviews have been completed, we help you evaluate the results and determine the next step.

## **7. Reference Checks**

One of the trademarks of our executive searches is the thoroughness of our reference checks. We conduct at least six reference interviews with peers, managers, and direct reports to generate a well-rounded picture of the final candidate. The results highlight the person's strengths and weaknesses, which in turn help you communicate effectively and prepare the person for success.

## **8. Compensation Negotiation**

We consult with you and the candidate to determine the optimum compensation package, taking the market rate and candidate expectations into account. We discuss the candidate's expectations in the first interview, so you can determine early in the process if those expectations meet budget requirements. Finally, we serve as an intermediary to facilitate a successful negotiation between you and the desired candidate.

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