



Dawson Consulting Group

Ensuring Executive Culture Fit

OVERVIEW

Hiring a new executive can be a risky proposition. The wrong person can do much more than simply a poor job. The wrong person can cost the company substantial sums of money in recruiting fees, training and development costs, and lost time and opportunities. Conservative estimates put the cost of a failed executive at one year's salary – and this does not include the cost of flawed business decisions. Dawson Consulting Group offers a research-based systematic process for making a well-informed decision about the 'fit' of candidates you are considering. The Dawson Consulting Group *Executive Fit Assessment Process* is a low-cost 'insurance policy' against a high-cost mistake.

Why should we do a pre-hire assessment?

- Our board is hiring a new CEO
- We are hiring leadership into a new position that has not existed before
- We need someone who is going to lead a cultural transition and must have a significantly different leadership style than that of our existing culture – but not so radically different that they activate the 'white blood cells' of the existing culture to create immediate rejection.
- We cannot afford a mistake – there have been prior failures or false-starts
- The position being filled has an unusual mix of leadership, technical and cultural competencies

APPROACH AND METHOD

Our approach to pre-hire assessment relies on a thorough understanding of the position success requirements:

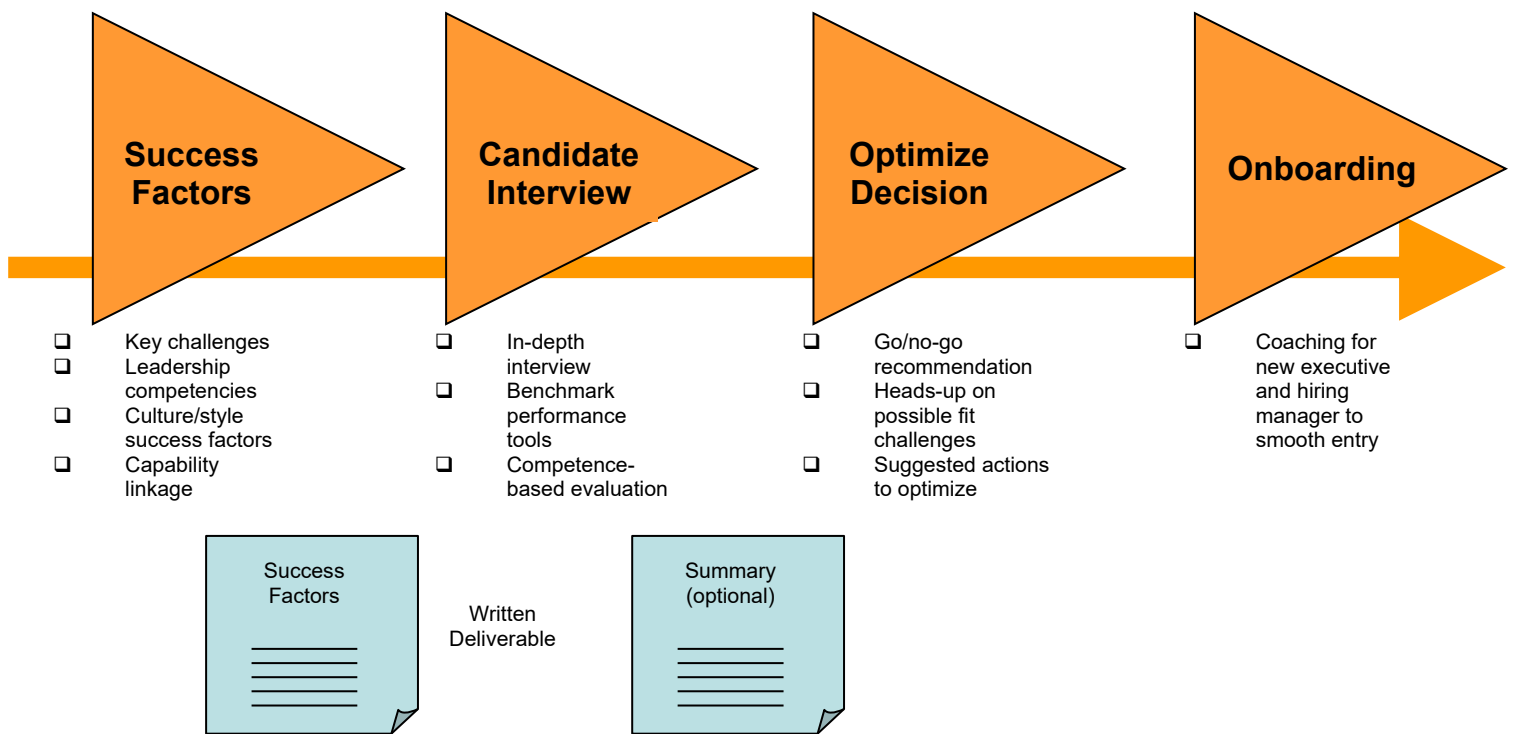
- ❑ What are the position's key execution challenges and how do these link to strategic business goals?
- ❑ What unique or special circumstances surround the position?
- ❑ What is the culture profile of the organization and are there any 'show-stopper' style issues?

Once these are well-understood, we use a research-based assessment process to evaluate the candidate on these issues. This proprietary method relies on a combination of

- ❑ Our own normative data-base and online tools for high-performing executives
- ❑ A competency-based behavioral interview
- ❑ An in-depth leadership capability interview

We then consult to the hiring manager with the goal of optimizing the decision-process with objective and benchmarked data on the candidate and potential fit issues. If the candidate is not a good fit, we will articulate those issues. If the candidate is a good fit, we delineate areas which may need special attention in the entry process, giving both entering executive and hiring manager a 'heads-up'.

Finally, as the executive comes aboard, we consult to that critical entry period with the goal of offering practical coaching to both new executive and hiring manager about all the things that are 'unspoken' in the hiring process.



EXPECTED OUTCOMES AND RESULTS

Working with the Dawson Consulting Group Pre-Hire Assessment Process, you can expect reliable, accurate and timely evaluation of your key executive hires. We frequently work with search consultants, and internal hiring committees to add that extra measure of objectivity and expertise which only our thorough assessment process can create. Candidates are invariably impressed with the thoroughness of this ‘human capital due diligence’, and typically find the process helpful to them in defining their own concerns about the position. After the hiring decision is made, we offer feedback to candidates who are not selected, as a professional courtesy.

COMPETENCY-BASED HIRING AS ORGANIZATIONAL CAPABILITY

For senior executives where hiring decision stakes are truly ‘bet the company’, there is no substitute for a thorough pre-hire assessment by a business psychologist. Over the years many of our clients – including several of the largest search firms to a wide range of businesses and internal HR functions – have engaged us to teach this methodology with the goal of building sustainable internal capability, or simply building upgrading the quality of hiring competence. Customizing the model above to fit unique circumstances of the organization, we have created a highly effective, and highly regarded, training for those with internal selection and hiring responsibility.

ABOUT DAWSON CONSULTING GROUP

Consulting Group is an organizational effectiveness firm, founded in 1989, focused on helping organizations align culture with strategy through optimization of executives, leadership teams, and the processes and structures they are responsible for. The firm is composed of senior professionals with background in psychology and human resources, based in Silicon Valley.