



# Process Selection for C-level Staff

How We Pick The Right Candidate for  
the Job

A how to guide for  
Process Selection  
for C-level Staff.

**Progressive**  
RECRUITMENT SPECIALISTS LIMITED

# Board Making Decision



The recruitment process to fill the chair of an organization's C level staff requires time, a critical assessment of not only existing skills and experience, but also leadership paradoxes aligned to the goals and expectations from a Board level.

# Risk Evaluation



For such a crucial role, two dominant risks exist. Ron Robertson on writing for the Ivey Business Journal (2008) shares that the first – the risk of appointing the wrong person – is very well known. The second – the risk of rejecting the right person – is practically invisible. This second risk, however, is greatest in the early stages of recruiting, when search committees and consultants reject candidates because of biases and beliefs that may have nothing to do with performance.



In a perfect corporate environment, the higher the role and power, the higher the expectation for the incumbent.

After more than twenty (20) placements at the CEO level, we'd offer some main takeaways as a rule of thumb prior to the interview phase.

1. No CEO candidate will be perfect
2. He/ She will be the biggest asset of any company
3. Focus should be maintained on Critical Attributes and Behaviours- which for best industry practice should be transparent.
4. Avoid the laundry list that creates a linear pathway to 'Familiar', 'Safe' or 'Low Risk' candidate selection.
5. Guard against innate human bias, blind spots and the 'halo effect'.
6. Stick to at least three to four CRITICAL Board Agreed criteria that are Non-Negotiable.

# Progressive Recruitment Critical Attributes and Behaviours Guide



For clarity, let's dive deeper into the pit of Critical Attributes and Behaviors, which can be used for Performance Culture to test, even if they lack industry experience.

## Attributes

- Capacity to enhance performance culture that permeates the company.
- Adhere to a performance ethic that combines the ambition to do the unthinkable and discipline to deliver nearly the impossible.
- Passion for renewal in business, products, and its people.
- Liberate and create leaders.
- Dreamers with the ability to plan and execute realistically
- Possess an all-encompassing vision but work strenuously to enable the vision and passion in others.
- They do not micro-manage, but maintain oversight presence at the shop floor, lab or any space outside of the executive confines of the C-Suite.

## Behaviours

- Are they fiercely ambitious and rigorously disciplined?
- Can they reinvent continually?
- Do they push the organization into a new space by disrupting the organization and the industry?
- Can they 'get out of the way' and let their teams create **EXTRA**ordinary outcomes.
- They can keep the organization on a steady growth path while pivoting daily.
- Humility and flexibility are especially crucial traits in a CEO.
- Though critical to the business they perceive themselves as part of the larger machine and acknowledge the importance of the many other parts.

Not driven by power but ambitious excellence and prepared to make the company contract resources during a decision-making process if required.



# What Makes A Good Leader?

Good leadership as defined by Warren Bennis (2008) is the capacity to translate vision into reality. Therefore, beyond the direct experience required the criteria below are equally important to assess CEO candidates to deliver a performance culture.

Realistic Dreamer

Visionary who liberates

Pursues excellence over personal power

Focused disruptor

Ambitious yet disciplined

Humbly Confident

Doer and stage-setter

Once we've observed both the flexible and non-negotiable guides during a CEO process selection the ability to manage the Board's expectations and attainable goals become more realistic.

Through this model, Progressive Recruitment Specialists has successfully placed top hires in executive roles within the last 6 months.

Let's discuss your next steps with our Managing Director Pasha; [pasha@progressivett](mailto:pasha@progressivett).