

## Step 1

### Form a Search Committee

#### Keys To Success

Create a clear, consistent agenda for the Board

Drive Board consensus on goals and priorities

Craft a logical and attractive description of company and position

#### When selecting a Search Committee, consider:

- Who can invest the time to the search process?
- Who has successfully conducted CEO searches?
- Who is in the best position to evaluate & persuade finalist candidates?
- Who has been a successful CEO in the past?

#### The Charter of the Search Committee is to...

- Select a search consultant
- Craft the strategy and position profile
- Build board consensus on strategy and agenda with Search Firm
- Drive due diligence and interview candidates
- Build an emotional link with the finalist and help close!

## Step 2

### Assign a Search Committee Chairman

#### Choose A Chairman who has...

Great communication skills

Time and interest to invest as key process driver

Ability to drive consensus

Experience negotiating employment contracts

#### The Role of the Search Committee Chairman is to...

- Help select the search consultant
- Drive consensus on criteria for best practices and candidate qualities
- Serve as central coordinator & process driver
- Manage information flow to broader Board

#### Moving forward using the expertise of a consultative search professional, they will...

- Create and manage a search timeline
- Create an internal & external message regarding CEO search, and then help to manage the release of that information
- Build a strong relationship with the final candidates
- Drive the creation and presentation of a compelling offer
- Be personally involved in the referencing, offer negotiation, and finalist candidate closing

## Step 3

### Choose the Right Search Consultant Firm

#### The Best Firm Should Be:

Consultative  
Attentive/Responsive  
Analytical & Intuitive  
Knowledgeable  
Communicative

#### Essential Questions to Ask:

- Who is going to conduct the search and what is their total workload?
- Does the lead Partner personally conduct all of the candidate development?
- What is their experience helping resolve multiple agendas?
- What is their personal network and ability to discern leadership?
- What are the “blockage” issues that mitigate attracting exceptional leaders?
- What is the commitment to “stay out” after search completion?

## Step 4

### Develop a Prioritized Source Environment

#### Elements To Consider:

Cultural Fit  
Specific Project Experience  
Success Experience  
Industry Experience  
Education  
Leadership Qualities  
Technical Expertise  
Background  
Passion  
Organization Skills

#### Key to Finding the Perfect Candidate:

- Create realistic expectations:
  - Rightly so, most boards want proven CEOs from similar or larger organizations. Likewise, most current CEOs want to lead a company of greater size and market potential to avoid making lateral moves.
  - Reasons that motivate CEOs to move include moving to a higher potential role or company, moving from a GM or functional role to CEO, or more total compensation
- Generate a “must have” candidate quality list – but don’t be too narrow!
  - Core competencies, experience, cultural fit needs & leadership qualities
- Agree on scope – don’t overlook top talent outside of “dead on” industry!
- Position job and company positively, but honestly within marketplace
  - For success, message must be logical, consistent & well supported
- Conduct a discerning candidate analysis

## Step 5

### Secure the Right Leader for Your Company

**Ensure their success with on-boarding support and follow up.**