



SAMPLE CANDIDATE WRITE-UP

SEARCH: President

SUMMARY OF EXPERIENCE

Over the last 10 years, I have had profit and loss responsibility for three companies and one division. Two organizations were less than \$40 million in sales, and two were in the \$200 million range. All were in need of infrastructure, process, management systems, cultural change and personnel with different skills and attitudes:

- *[Company A]* was effectively two different scenarios. The United States subsidiary was a startup with no infrastructure, and the European subsidiaries were turnarounds. A corporate infrastructure was established in the United States. A matrix organization was chosen with functional lines of responsibility to insure standardization and geographical lines to satisfy local country requirements for legal entities. All policy and procedures were written and standardized worldwide.
- *[Company A]* and *[Company B]* were classic reengineering efforts. I administered the formation of cross functional groups to evaluate and re-map all processes. The instruction was to eliminate any step that did not add customer value. At *[Company A]* and *[Company B]*, I had to build new executive and management teams from scratch.
- *[Company C]* required the implementation of standard processes and management systems for a worldwide organization of over 500 people with large operations in many countries.

The results were increased profitability and customer satisfaction in every case.

SUMMARY OF APPROACH

The basic approach is to put together an implementation plan to support the strategic growth plan. Day to day tactical decisions will be measured against the strategic objectives. In a fast growing organization, there should be little tolerance for implementation of expedient processes and systems, which have to be replaced on the fly.

My approach to building a team would be the same as used in the past. The first task is to evaluate the skill, experience and culture of the existing organization and its ability to achieve the strategic objectives. New members will be chosen to complement the capabilities of the existing team. I believe that success is best gained by organizations with emphases on continuous improvement, measurement, and accountability; therefore, I seek individuals who thrive in that environment. I also believe that people work primarily for a chance to contribute and a sense of accomplishment. I strive to build organizations that adhere to a set of norms, which include the following:

- Customer focus (internal and external customers)

- Team objectives with personal accountability
- Open communications
- Employee empowerment based on clearly communicated objectives
- Treatment of all with dignity and respect

CANDIDATE'S RESPONSE TO THE POSITION'S PERFORMANCE OBJECTIVES:

1. **Systems:** Implement systems for purchasing, manufacturing, logistics, and company automation.

Prior Experience: Implementation of management systems is most effective when the functional areas, such as purchasing, manufacturing, and logistics, are treated as interdependent activities rather than as separate non-dependent functions. Organize the functions along the natural business flow. Starting and ending with the customer ensures that the procedures for the individual functions do not set up conflicting measurements and objectives.

I have been involved in the implementation of two automation systems. The first, in the early 1990s, was an MRP-II system, which addressed the financial and manufacturing functions only. The second, in the late 1990s, was a complete ERP system addressing the total business. In a fast growing, high-volume business, a complete ERP implementation, including sales and support, is required to maintain growth and competitiveness.

In addition, management systems and processes should be in place early to drive the selection of the computerized system. Selecting the computerized system and allowing it to drive the process usually results in a mismatch with the company's needs.

Approach: My approach would be to form a cross-functional team to develop a specification for a computerized system. This team reports periodically to a steering committee consisting of top management. Depending on the skill of the team members and the engagement of a consulting firm during definition, selection and implementation will be required. The implementation must have a high priority in order to be fully completed.

2. **Technical Development:** Ensure that the technical development team achieves continuous improvement and new product development.

Prior Experience: All of my experience has been in highly competitive industries where technological advances reduce product life cycles. Therefore, product development/ improvement has been a high priority. In the past, I have been successful in building highly effective, motivated technical teams.

Approach: My approach to product improvement / product development is consistent with my basic philosophy of customer focus and continuous improvement. Product definition and product line strategies will be based on the evaluation of core competence, expressed customer needs, competitive analysis, and "what if" scenarios. All decisions reflect the customer requirements, projected "street prices," and market introduction windows. All development teams will be cross-functional in nature. Development programs are planned, tracked with program management tools, and reported on regularly. Meeting functional specifications and cost and delivery requirements are part of the measurement parameters for technical managers and teams.

3. **Human Resources:** Establish the Human Resources function, hire an HR Manager, and ensure that critical organizational development functions are in place.

Prior Experience: Since *[Company]* was essentially a startup, I hired a HR director, and together we developed all policies, procedures, and benefits programs.

[Company A] was an organization of over 600 people and posted sales of \$185 million when I arrived. The HR function was in place and highly developed. The HR department head was a direct report at the VP level. I had an opportunity to work daily with a large, professional team that supported personnel in many field locations. The recruitment function, position descriptions, organizational analysis, etc. were excellent.

The training department at *[Company B]* was responsible for all training curriculum for the entire corporation, which recorded \$700 million of sales. As such, its human resource function was large and highly developed. The company employed a number of personnel experts with education degrees to develop curriculum and train employees. All new employees received at least one day of training / orientation. The product line was large and sophisticated; therefore, training for sales, support and service personnel was complex and highly developed.

Approach: The HR department needs to be assembled by a professional who has managed the function for a large organization. Because of the numerous state and federal compliance issues, many HR professionals approach the job from a compliance standpoint. Their departments tend not to be user friendly. I will seek a professional who knows the compliance issues, but who is firmly committed to the idea that the employees are the customers. Like all functions, the HR function will be required to identify and measure their critical processes cycle and measure employee satisfaction.

4. **Acquisition Integration:** When the company expands through acquisition, the COO must smoothly integrate the acquired entity into the company's operations.

Prior Experience: The acquisition and integration of organizations and technology has been a major part of my responsibility for most of the last ten years.

At *[Company A]* I was placed in charge of two subsidiaries. Each subsidiary had at one time been a "cash cow" for the corporation, but failed to capitalize on its market position by introducing new product lines. One subsidiary sold CAD/CAM software products, and the other sold systems for printed circuit boards and pre-press mask making. I successfully integrated the organizations and the technologies into new product lines. During the transition, the corporation purchased a small technology company and integrated that technology as well.

At *[Company B]*, I successfully integrated eight companies following an acquisition. There were manufacturing facilities in the US, UK and Sweden, and distribution companies in Europe and Asia.

At [Company, my main task was to build a cohesive global division following the acquisition of two large competitors. The resulting \$240 million division had over 500 people in 7 countries. Fewer than 200 were in the US.

Additionally, I have been involved in a number of due diligence efforts as a purchaser and as a seller.

Approach: The acquisition and integration effort will be initiated through a meeting of the relevant cross-functional managers to plan the effort. Emphases will be placed on reviewing corporate vision, core competence, market image, competitive analysis, needs analysis and product strategies. From there, suitable targets and integration plans will be developed.

5. **Financial Management:** Control costs and maximize profits.

Prior Experience: My general management experience has included many periods of crisis management. I have been successful in operating below budget in most cases and have always improved the bottom line.

Approach: Being a great believer in measurements, I will place emphases on the financial reporting function. In addition to the normal monthly financials, there will be tracking and reporting on management analysis and process improvement statistics across the board. I also believe that financial functions should also be included in and report on their continuous improvement programs.

6. **Administration:** Oversee general company operations, including office management, facilities management, company staff meetings, etc.

Prior Experience: I have successfully managed large international organizations with over 500 employees and 200,000 square feet of facilities. This included both weekly staff meetings and quarterly town hall meetings, which insured communication with all staff.

Approach: I believe in weekly staff meetings where upper management can discuss all critical issues. Such staff meetings must be focused around the company's strategy and major challenges. I also recommend keeping action item lists to organize and prioritize company operations.