

A Getting the right man at the top

One of our global clients was recruiting into an executive position which required both technical and managerial ability and well as unique leadership qualities required in a multicultural workforce. As an additional challenge they were having to recruit outside of their country and needed somebody who could adapt quickly to cultural change. deWinton-Williams Consulting first worked with senior executives to define the exact qualities they required and, importantly, the qualities they did not want. We also profiled the executives to ensure we understood the dynamics of the group and could better assess the 'fit' of the candidates. Working in co-operation with the company's Selection Agency we profiled short listed candidates to ascertain their leadership style, flexibility, people skills, management skills and also their negative reactions under stress and change. From the profiles we were able to brief the interview team and create highly focussed questions for each candidate which ensured that the interviews got to the heart of candidates rather than skim the surface of their career.

The profiling and interviews were effective in identifying factors and issue which the interview team could not see through CVs. Indeed the favourite candidate was found to have a style which was potentially dangerous to the dynamics of the executive team. The successful candidate was not the one predicted through review of CVs. However, the client reported 3 months after selection that this candidate 'fits in as though he was always here and has made a significant contribution to our business already'.