



Recruitment

ceo and senior management





Integrated Recruitment Role of the CEO

Adopting sound recruitment practices means you are guaranteeing that your organisation will hire the right CEO or senior manager. Innovative senior managers are absolutely necessary to deal with an environment that is volatile, uncertain, complex and ambiguous.

Consider these startling facts;

- Hiring an innovative CEO or manager will have significantly more profitable impact on your organisation.
- Hiring the wrong CEO will cost your organisation significant dollars through missed opportunities, leadership vacuums and zero strategy execution.
- Hiring the wrong CEO will drive talented people away from your organisation.
- Top performing organisations bring the same level of rigour to people-decisions that they do to financial and other key decisions.

As the professional manager of your organisation, the CEO is responsible for leading the development and execution of your strategy. Your CEO is ultimately responsible for all day-to-day management decisions and for implementing your long and short term plans.

Your CEO acts as a direct liaison between the board and management of the organisation and communicates to the board on behalf of management. Your CEO attracts, motivates and retains a suitably qualified team of managers and staff, and may also represent your organisation within the industry and community.

Selection Criteria

Integrated Governance does not look for people who may have had 1-year's experience 20 times over. We look for talented and remarkable people that have continually grown organisations, achieved remarkable results and developed their career beyond industry standards.

Some of our standard criteria includes:

- Strategic thinking and planning skills
- Visionary leader in a complex environment
- Strong work ethic
- Avoids financial jeopardy and sound financial understanding
- Collaboratively works with diverse groups
- Leadership style that develops, coaches and empowers
- Results focused approach
- Drives accountability and effective performance
- Ability to interpret financial and statistical data.

Independent Recruitment

Employing the wrong CEO can have a significant detrimental effect on achieving your organisation's vision, values and objectives. Recruiting is quite difficult and time-consuming requiring industry experience, skills in understanding leadership and psychology and significant industry networks. Most boards may not have the requisite skills or time to effectively recruit the ideal CEO for their organisation, so they outsource the process to an independent third-party, such as Integrated Governance.

1300 76 22 38

01

Application

Whether people are invited to apply for a position or the net is cast to the open market, there needs to be quality documentation to respond to.

We start with the strategic plan, the board's priorities and the preferred leadership style. An application form is created that tests for fit. Through the application process we look for the following:

Alignment

- With the strategic plan and the board's priorities.
- Leadership types.

Check

- Literacy, articulation, numeracy, reporting and the ability to interpret instructions.

Detect

- Remarkable candidates.
- Talent.
- We read applicants résumés carefully.

Fast

- Short list delivered quickly.
- Board members do not have to sit and read résumés.

02

Interview

Our interview process is one of the toughest in the industry.

To make it to an interview, candidates have to prove their past. During interview, candidates have to prove their future. Questions are asked on leadership, vision, knowledge application and organisational fit.

Interview Materials

Interview questions are specifically designed for each organisation and interview sheets are provided for panel members. Panel members are briefed on each candidate and provided with interview sheets. These are structured so that the panel can compare one candidate's response with another's and panel members know what they are listening for to ensure confidence in their determination.

Candidate Interview Pack

Candidates are provided with and Interview Pack which provides information and testing material. The interview pack usually contains:

- Pre-interview questions to prepare
- Example financial spreadsheet
- Constitution
- Annual reports
- Other information that will assist the candidate prepare.

03

References

Our reference checks are not designed to provide evidence that our preferred candidate is still our preferred candidate. Our reference check is another level of testing and crucial to the final selection.

Profile Search

- Web
- Telephone
- Résumé matches with LinkedIn profile.
- Social media sites such as Facebook.
- Online and verbal reputation

For example, perhaps a candidate's cover letter reads flawlessly, but a distinct lack of grammatical knowledge is displayed on their online profile.

360 Degree References

If you want a great leader, then ask people what it was to be led by your candidate!

We check references from subordinates, peers, same-level colleagues as well as previous employers.

04

Selection

Once the board are happy with the final decision, we can organise the Employment Contract through either your club solicitor or our preferred supplier. We provide the position description and KPIs for use in the contract schedules.

Integrated Governance then informs unsuccessful candidates who made it to interview by telephone. All other candidates are informed via email.

We can provide induction and training to the successful candidate and a formal probation evaluation.

Integrated Governance Framework



The strategic plan is the central component in the Integrated Governance framework. The strategic plan has a direct link to board policy, which controls strategic implementation and monitoring, and becomes a key responsibility in the CEO's position description. The right CEO has the ability to deliver your strategy you created on behalf of your members.

1300 76 22 38



How can Integrated Governance help?

As part of our advice and support for registered clubs, sporting groups, associations and other membership-based organisations, we have been building up a wealth of research, data and analysis on why some organisations are performing better than others and how organisations can maximise their potential.

We have found that success often comes down to the quality of governance. The quality of governance is largely dependent on the board and CEO's willingness and capability to adapt to a complex and changing legal, political, economic and social environment.

Shayne Leslie, Principal Consultant, has been researching and developing Integrated Governance's successful governance method since 2007. Your organisation can benefit from our assistance in improving your board's governance and strategic thinking that is specific to your unique goals and place in the community.

If you would like to discuss any of the issues raised in this paper or would like to know more about how your organisation can benefit, please contact either Shayne Leslie or Nick Chettle.

INTEGRATED GOVERNANCE

Gosford, NSW, 2250

1300 76 22 38

integrated@integratedgovernance.com.au

www.integratedgovernance.com.au

Shayne Leslie

Principal Consultant

B.Mus, B. Busi Mgt/Psy, Grad-Dip VET, M.Mus, CIVGov, CIVTAE

0412 241 773

shayne@integratedgovernance.com.au

Nick Chettle

Director of Commercial Relationships

B.Sci, Adv.Dip Project Mgt

0403 868 338

nick@integratedgovernance.com.au

Our Services

Understand

- Accredited governance training
- Mandatory director training
- Board evaluation
- CEO evaluation
- DiSC Leadership workshops

Strategy

- Research
- Vision and values
- Objectives and strategies
- Reporting frameworks
- Board succession planning
- Pre-selection director training

Control

- Board policy
- Policy training and frameworks
- Decision making and risk training
- CEO recruitment
- CEO position description

Manage

- Business planning
- Marketing strategy
- Organisational design
- Staff Policy
- Senior management recruitment

Other services

- Presentations at conferences, meetings and events
- Specialist research projects
- Qualified educator
- Market research
- Social media

