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THE QUARTER OF CHANGE

The 4th quarter is when the yearlong numbers become real and leadership becomes accountable. It is the quarter that has the most expense cuts and reductions in employment. 4th quarter is when annual planning is completed, leadership is measured, and talent deployment is strategized for the upcoming year. It is the quarter for decisions to ensure the next year will meet or exceed expectations. The pressure on leadership is increasing (recent turnover statistic was 32.3%, the highest in several years). Some of this is due to retirements and job changes, but the majority is forced resignations due to inability to meet expectations and move the company forward successfully in this competitive global economy.

Not everyone is a natural leader and the lure to increase visibility, gain power, and be rewarded is enticing and a confidence builder. The most common reasons why leaders fail are: (1) become self-serving and do not support their team; (2) will not delegate tasks to develop learning (become stressed out with work overload and create turnover of staff); (3) stop directing people forward; (4) become too political or arrogant; (5) become resistant to change and cannot adapt their style to a new environment (more reactive than proactive); and/or (6) do not communicate well with external and internal stakeholders.

The **challenge for most organizations is how do you go about finding the right leader for the right job at the right time?** This requires planning and setting realistic expectations. First step is to define the search criteria. Sounds simple; however, B & B has found that 70+% of all exempt searches are altered from initial scope because hiring authorities are too inwardly focused and subconsciously not aligned with the goals of the role and the needs of the

business. B & B partners with clients to create a complete and detailed description of core responsibilities, definition of opportunities to contribute, reporting structure, resources, client/candidate expectations, hard and soft skill requirements, and compensation. Before starting the search we want to make sure all parties have strategically evaluated the search and defined the interview process. The second step is to determine specific examples of workplace behavior and experiences that candidates should possess.

B & B partners with clients to define and assess the technical and soft skills, knowledge, and business experience required for hiring talent. B & B will assist in creating a search scorecard to align all the decision makers, ensure the evaluation and selection process, and facilitate hiring to secure the right talent.

Ten Recently Completed Searches

VP Technology, Global Metalworking Industry
Senior Sales Manager, Nutritional Products Distributor
Accounting Supervisor, Global Specialty Chemical Manufacturer
Trade Marketing Director, Consumer Products Distributor
Business Systems Analyst, PE-funded Medical Products Leader
CFO, Consumer Products Wholesaler
Quality Director, Aerospace Products Manufacturer
General Manager, Metal Stamping Industry
Senior Accountant, Regional CPA Firm
VP Human Resources, Capital Equipment Industry


Job opportunities

Employers



- 53% of employees do not feel recognized for their achievements at work?
- A shark is the only fish that can blink with both eyes?
- Most employees prefer to receive monthly performance commentary?
- The average person's left hand does 56% of the typing?
- 50.4% of employees do not feel that they will be in their same role a year from now?
- Democratic Republic of the Congo is the poorest country in the world?
- 57% of employees are not motivated by their employer's mission?

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