



# The Search Process

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## The Search Process

### Where do we begin...

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Information and communication are absolutely critical to carrying out search successfully, and we are careful to start as we mean to continue by spending time right at the beginning in determining the results needed and the best way of getting them. As well as technical skills we need to learn about culture, potential for development, peers and stakeholders, influencers, long term and short term wins and myriad other subtleties that will create a picture of the perfect fit. It's also important to understand areas that can be compromised; much as we'd like to (and aim to) deliver perfection every time, often both parties need to flex their expectations to be realistic.

### What happens next?

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How we approach the market depends on what comes out of the briefing process. Of course we'll look at the competitor market, but just moving people around their sector doesn't always bring in the fresh thinking and new methodologies that can be a crucial part of developing a business. We know who does what and how, and we can tap into a wealth of knowledge from our network on transferable skills that might surprise you. We'll talk this through with you so that you know exactly what we're doing, and why, when we start contacting people about you.

*"You'll know exactly what we're doing, and why, when we start contacting people about you"*

The brief that goes out to selected members of our network is carefully constructed to reflect an individual assignment – tone of voice, areas of focus, key deliverables and depth of information all matter in terms of perception. Having a really great briefing document is a central part of making sure that everyone understands what's needed for success, and is a fundamental part of constructing the best possible shortlists.

The length of a shortlist will depend on many factors, but typically comprises 3-5 people. This means that usually upwards of 40 people have been contacted about the role. That we treat people well means that everyone goes away feeling good about the process and our partners.

### What about advertising?

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In some circumstances a well-targetted advertising campaign can add real value - attracting a wider pool of talent in a very short time frame, for instance, or creating some market coverage for our partners. We know when it works and when it doesn't, and we won't recommend advertising for our own gain.

## Bringing you together

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Managing the first meeting between you can be make or break. We prepare everyone as much as possible – where should you probe further, what sort of person are you, how should you focus your questions – and will make absolutely sure that everyone is where they are supposed to be. Afterwards we'll keep talking to you so that no-one is kept wondering what's happening, and so that when you're ready to make your move there are no surprises.

## The Aftermath

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The last part can be tough. It's an emotional process – resignations, disappointment, expectation and excitement. We're here to help at every step. Between us we have managed this process hundreds of times, and there aren't many situations we haven't come across already. We don't disappear as soon as the paperwork is signed. We know that communication and trust are the keys to a smooth transition, and you can rely on us to get you working together happily.