

FUNDAMENTALS at EXECUTIVE SEARCH – The Diamond Methodology (Search&Selection Process)

Diamond Methodology, founded by Data Expert, is the most effective way to on-board new leaders into organizations. This proven methodology has been developed throughout the years since 1995 while placing leaders into companies ranging from multinationals to start-ups. This proven methodology consists of four main parts, having smaller steps internally; “Diagnose, Implement, Place, Confirm” ...

Step 1 : DIAGNOSE

a. Strategy Build-Up

Our business is a different form of management consulting where we fulfill the strategies of our clients. Before heading directly to the assignment we discuss with our clients their strategy, what are the fundamentals for their business line and their internal culture, how they are planning to achieve these targets, what is the ideal organizational structure to achieve the targets while helping and challenging them related to their strategy.

b. Role Build-Up

In order to achieve the strategy the role build-up stage takes vital importance for the search. Whether it is a replacement or new role within the organization, we have a deep discussion with our client to understand how they design the role while understanding business-critical issues and essentials for the position. Next, we consult our client whether the position's competencies and roles responsibilities should be differentiated to meet the expected goals. Then our consultants qualify the behavioral characteristics that the best candidates will require to succeed in the role.

c. Design

Having clarified the key parameters of the ideal candidate, we design the key target industries and companies that will be targeted, how we are going to execute the search, which channels will be used, the roles and responsibilities of the executor, reporting frequency and general timelines related to search.

d. Documentation

Our consultants then comply a briefing document consisting position and candidate specification. The briefing document describes the company, background of the search, role, responsibilities, challenges and goals of the position. Additionally the ideal personal specifications are qualified in this document as well. Brief document is the basis for the search and this document is also submitted to the client as well.

Step 2 : IMPLEMENT

a. Identify

Having defined the key competencies, target industries and companies, profile of the ideal candidate, we comply a deep research with these criterias where markets and candidates are deeply searched in a systematic way through our research team. Not only scanning the market; our consultants put their own professional networks and their relationships into the search process in addition to our tremendous database of close to half-million executives, build-up close to two decades of experience. Our clients benefit from engaging more than a consultant into their project where our research team only focuses managing and updating our database and researches related to our assignments. This provides the ability to our consultants to only focus on attraction and assessment of potential candidates where the differentiation is created at a search.

b. Attract

The first cornerstone of a successful search is approaching candidates. This process is never delegated to researchers. Our consultants, having deep knowledge about the position as well as the industry facts presents the opportunity in a compelling way, underlining important facts about the position where additionally consults to candidates about their concerns for their personal career moves. Most candidates feel that, the consultants that they are talking to is their peers and values the advice and insights we provide. This methodology provides us a unique advantage when conducting a search, enabling us to attract best talent to our client organization. Additionally our ethical and respected relationship management approach with candidates strengthens the access to top talent in the market. Throughout the discussions, the client is kept

informed about their reputation in the market and how candidates are welcoming the opportunity, the advantages and the challenges of the position with the eye of senior executives.

c. Assess

The second cornerstone of a successful search is assessing potential candidates. Through the whole selection process our consultants seek how candidates have achieved their successes in their career, rather than personal and academic qualifications that enable them to do. Our competency-based interview model enables us to understand better individual's behavioral characteristics. This provides us the unique ability to judge candidates in an objective way where matching cultural fit besides the ability to perform at the required position. During our assessment process we also question candidates' motivations for the position as well as the interest level. This all rounded methodology enables our clients to gather information about all aspects of the candidates; personal capabilities, behavioral characteristics, motivations, adaptation into the organization and our future predictions...

d. Select

The best combination of candidates are being presented to the client for final interviews with reports of each candidate including our views of candidates. Before presenting each candidate, we continue to seek for additional informal information about candidates to enhance our knowledge and confirm our views on candidate's track record. Additionally before furnishing the shortlist we provide a detailed report of what we have done, the market details and the possible future challenges in the execution of the position both for the candidates and the client. Step 3 : PLACE

a. Shortlist

The ideal combination of candidates are shortlisted for the position. Our clients receive detailed reports about each selected candidate, their biography, personal skills, management competencies and our views about the candidates. Usually before arranging the interviews with the candidates for our client, we have a discussion about the project and explain in details why we think these candidates qualify for the position in question. While receiving confirmation from our client, we start furnishing our candidates for presentation. Not only arranging interviews, we provide details about the meeting to the candidates, whom will be present at the meeting, the scope and other important points for the meetings.

b. Present

Another differentiator about our company is we continue to consult to our clients during their selection at the meetings with candidates. Our consultants join in the meetings with our clients to direct them where necessary while observing the performance of the candidate once again. Since our business is a different form of management consulting we focus more on the advantages and challenges about the selection of the candidate; both in the eyes of employer and the employee. Until now, since 1995 whether establishing an organization from scratch or applying a transformational change or replacing a manager, it would be very unusual for us that the case of our client haven't been faced and solved. Thus not only being present during the selection process, we transfer this valuable know-how to our clients. Usually the first meetings takes place at our offices, where we name this day as "Presentation Day" and conduct interviews with the shortlist of candidates together with our client. This gives us to defend the confidentiality issue in a Professional way and enables our client to compare the candidates immediately.

c. Check

Selecting the possible qualifiers for the position, we move on with the official background checks for each candidate. Further validation is activated through our extensive background checking systematic. Each qualifiers' background is checked via 360 degree referencing in order to grasp details about the candidate from all perspectives. The reports and referees are shared with our client to provide the details and opinions about each referee.

d. Place

Another important point of a successful search is the closure point. While converting a possible fit into a placement, we consult our client about the possible package that should be offered, the contract conditions and targets related to each individual. Not only consulting to our clients, we also consult to our candidates about the challenges of the position, address their concerns about the assignment to minimize the barriers for placement. Also since relationship management is the cornerstone of a search, our respected relationship management approach enables us to understand

better about the concerns and discuss more freely and independently with the candidates. Additionally we support and consult each party during the negotiation process and ensure the closure for both sides.

Step 4 : CONFIRM

a. On-Board

Since we offer our clients a different form of management consulting, we believe that the signature of a contract is just the beginning point to achieve expected targets. In order to secure the success, we meet with the selected candidate and the client to underline once again the expectations from both sides, support building-up the business plan, implement time-lines for achievement and underline the upcoming challenges within the organization.

b. Integrate

While the candidate starts in his/her new position within our client organization, we support our candidate related to company culture, how to implement the business strategy, the market effect of his placement while assisting the orientation period of our client organization to integrate the new executive into the organization. We provide detailed information about Jobs and Organization, his/her scope and role, relationship and politics within the organization, the unwritten rules of the organization and the unique contribution expected.

c. Observe

The first six to twelve months is the most business critical timeline for the executive to perform the expected actions within the organization to direct the organization for success. Thus within this period we organize meetings with the placed candidate and client to understand and assess how the candidate is performing, what was achieved and how in parallel to agreed business plan, facts and figures about his performance, the points that need development and other behavioral characteristics.

d. Inform

While observing the candidate's success within our client organization we provide detailed reports about the outcomes of our placement. The report contains facts and figures of current and previous situation, challenges completed during the period and our candidates personal contribution to the client organization. This report is a proven document of how we drive business' forward.