

SIZING UP TALENT IN A DEAL – THE NOVEL OR CLIFFS NOTES?

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Your team is presented with a brilliant idea for an acquisition. You research the market, validate the opportunity, justify the potential investment, and complete the initial due diligence.

Still there's one lingering problem: the current CEO isn't the right man for the job. You must now find that one critical individual with the elegance of imagination and operational savvy to make it all happen. You are going to need a new operator for this initiative, a proven leader.

FINDING THE RIGHT CONTENDER

As you set out to make the deal happen (and imagine your future success to be contingent upon this hire), you have several search options: your own network, referrals, consultants (search and other), job postings, and possibly a review of existing portfolio company executives.

You follow the expected path, interrogating databases and rolodexes, phoning contact after contact, defining needs with consultants, aligning needs with marketplace realities. Ultimately, you stand alert, staring wide-eyed at a short list of contenders, scoping out one or two hopefuls.

Time is currency in this transaction. You need intelligence on these contenders immediately — actionable personality profiles. As you set out to calibrate the top candidates, you now face a clear fork in the road.

Option 1:

You might turn right and pursue a rigorous, full blown candidate assessment process replete with many elements of thorough human capital

evaluation. This will consume countless man-hours. It involves reference interviewing, psychological testing, analysis of past experiences, exposure to a myriad of hypothetical cases, as well as many other process components unique to your group such as background checking.

You will also have to explore the dynamics of personality and cultural fit. And finally, when this is all over, there is still a real chance that the *product* will stand up and walk away.

Option 2:

You could just turn left and go with your gut. Of course your team will follow this up with a traditional approach which includes many of those steps from above – reference checks, testing, hypothetical cases, et al. However, you will execute this rapidly, and instinct will outweigh such findings.

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The most formidable corporations and advisory services firms in the world confront these decisions every day. While Option 2 might feel like the Cliffs Notes™ version of leadership selection, stripped of rich and substantive content, do not be fooled. Option 2 is a popular choice.

“While a board search might be a more abbreviated process, most assessment occurs during the deal” says

Matt Marcos, an executive director with Eureka Capital in New York City. He added, “The deal alone could take 30 to 90 or more days to consummate, and it's during that time that we're gaining comfort with management. . .learning through that process quite a bit about the management team.”

FORENSIC ANALYSIS

Top hiring and selection executives, both corporate and advisory, pride themselves in their ability to use forensic analysis of past experiences when examining transactions that require new talent. They are the pattern recognition experts in industry. Exposure to countless similar situations engenders their successful navigation through an assessment process that might take any less seasoned folks down dire straits.

You tend to gravitate toward your own proven methods. That is how many of us build our personal reputations as brilliant egalitarians, inspirational leaders, market change agents, effective autocrats, perfect head coaches. . .and of course, other less positive reputations such as stalwart or tyrant. If you are making critical executive selection decisions by moving to good feelings and simple score sheets, I urge you to at least consider a more substantial and disciplined approach that might involve additional quantitative and qualitative elements.

Matt commented, “For example, in one director search, we found a candidate who appeared to be great. . . appropriate experience, industry knowledge, track record. . .yet upon verification of the facts, we discovered the candidate served on an executive compensation committee currently

under scrutiny for questionable practices in the past.”

MULTIPLE PATHS

It isn't easy to imagine this process as a straightforward either/or situation. There is room for variation. You might layer investigations upon instinct, and move closer to a clear picture of competency. You might push for extensive group collaboration in the assessment process, and lean away from any one deal leader peddling influence in the final vote. You might cast a wider net and perform more initial benchmarking before moving toward an internalized and emotional evaluation.

There are alternatives. But aren't these options clearly pulling you in one of these two directions?

In my experience and the experiences of those individuals with whom I've discussed this subject, selection approach (and many elements of talent calibration) falls into one of two large buckets. Either it's extensive, and supported by substantial qualitative and quantitative information, or it's something else. Do keep in mind that that *something else* has worked countless times for some very reputable firms.

Rethink how you document and support landmark hiring decisions.

If you make it through hurdle one (the deal concept validation part of an acquisition analysis), and perhaps hurdle two (lining up the smart money), you might still have to go back in the future for more financing. This process might also leave you running up and down market seeking an opportunity to realize a liquidity event for impatient investors.

Wherever you go, you certainly won't want to draw blanks when others

ask questions of your recently installed leadership team that you simply can't answer. Imagine being one of the many high profile firms that didn't even validate the simple candidate background facts – past military honors, degrees, resignations, terminations, and accounting investigations. Nobody wants to endure that public relations nightmare.

This isn't an all out push away from the value of instinct. But in these days of reactive corporate governance, with increased levels of attentiveness from all stakeholders, it would serve one well to rethink how one documents and supports landmark-hiring decisions.

OPTIONS TO CONSIDER

In the evaluation process, consider this: who will answer for this hire and ultimately champion the individual? If there is one person leading the hiring campaign, then this backer must be well equipped to deliver substantive documentation – either written or verbal accounts of the evaluation process (written word is always preferable to the *oral history*).

In such a case, consider entering the world of third party consultants that specialize in everything from testing (think Myers-Brigg), background checking and reference auditing all the way to proprietary scoring and evaluation processes. (Many HR consulting practices offer such services, replete with their own interesting acronyms and deliverables.)

You will walk away with valuable and objective insight, coupled with extensive documentation – a human capital insurance policy of sorts. While the cost for such services varies widely, if you can't honestly say that the perceived material impact of the hire far outweighs such expenses, then perhaps you've got the wrong person.

It is not always enough to just feel right. And it is not enough to acquire the pedigree, and then parade him or her in front of the opportunity. Yes, you will be a suitor in the process. Yes, you

will likely have to push hard to get the star to succumb to your overtures. Yes, this will take time independent of deal

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velocity. However, you must choose wisely. You must be the most informed buyer or you risk the greatest business disaster and destruction of your individual (or firm) reputation and viability.

Please feel free to send any questions or comments related to this piece to contact@clew.us

David Carpe received his BFA from the George Washington University and his MBA, with a concentration in finance and entrepreneurship, from Babson College. Professionally, he has worked in research with Fidelity, served as a management consultant, acted as the founder and CEO of a venture backed software company, and most recently has been working with Clew, LLC serving some of the world's most formidable organizations through Clew's CI for Strategic HR and ClewRaRE™ services. He is a member of SCIP, MIT Enterprise Forum, Human Capital Institute and IRE and serves on the board of Conditor, LLC. David has spent the majority of his career involved, somehow, with research, analysis, consulting, and planning. Contact David at 781.674.CLEW (2539) or www.clew.us.



Only RUB 193.34/month. Dorian Gray (content of novel) study guide. STUDY. Flashcards.Â being involved in a play. In Chapter 9, Basil wants the portrait of Dorian to display it. According to Dorian, Sybil never told anyone else his really name and she never knew his last name. The only name for Dorian Gray that Sybil Vane told anyone about was ---. Prince Charming. In what room does Dorian hide the portrait? the old school room. What is the title of the yellow book, given to him by Lord Henry, which fascinates Dorian? (This title was given in class notes as well as in the novel information packet.) Against the Grain. Dorian compares the events in this "poisonous" yellow book to ---. Harry's new hedonism. The Talent Code book. Read 1,572 reviews from the world's largest community for readers. What is the secret of talent? How do we unlock it? In this groun...Â One of the most often-quoted facts regarding talent, which I first heard in Malcolm Gladwell's "Outliers", is that becoming an expert in a given field takes on average about 10,000 hours of deliberate practice. However, that term 'deliberate practice' can seem somewhat vague: what exactly is supposed to happen during those 10,000 hours? CliffsNotes has long promoted the fact that teachers and professors write its literary guides. But in interviews, Hillegass revealed that most of the work fell to graduate students. This was primarily a strategic move, since Hillegass didnâ€™t want to overburden his guides with scholarly details and asides. "Someone involved in 20 years of teaching Shakespeare often has too specialized a knowledge," he said in a 1983 interview.Â Summing up the legal intricacies of the case, Spy founder Kurt Anderson told the Chicago Tribune , "Weâ€™re not trying to start a competing line of study aids for lazy students." 11. the pass/fail grading revolution hurt sales. Between 1969 and 1975, sales of Cliffs Notes plummeted from 2.8 million per year to less than 1.8 million. The reason? Take notes everywhere, embrace Wikipedia wormholes and other handy tips.Â Hit up Wikipedia. "My advice is to use the 'random special' button on Wikipedia as a way to generate unusual ideas for fiction. When you press 'special random' it brings up a random â€" but curated â€" page from the hidden depths of Wikipedia. It might be a page about a grunge band from Vancouver or the World Alliance of Baptist Churches or perhaps Raimo Manninen, a Finnish alpine skier. Keep clicking 'special random' until you have two pages that interest you and then write a story that makes a connection between those pages.Â In your phone notes, in a lunch break, walking down the street. I never said those scraps of writing will be any good. (Although sometimes they are.) A brief description of the Trapped in a Webnovel as a Good-for-Nothing manga: After falling asleep while working overtime at work, I find myself having.Â Second rule to surviving as the trash of a fantasy novel. â€œGet strong enough to at least be able to protect yourself.â€ The third and last rule of surviving as the trash of a fantasy novel. â€œNever go anywhere near that prideful, crazy awakener.â€ But itâ€™s too late isnâ€™t it? Before I took control, the original owner of this body already messed it up for me. â€œCanâ€™t I use my money to kill the returner who has yet to get his power back? Am I going insane? Then who is going to kill the demon lord?â€ A modern survival story of Choi Yu sung who would rather live a comfortable life than become the strongest. Show more. MANGA DISCUSSION.