



Daubenspeck and Associates

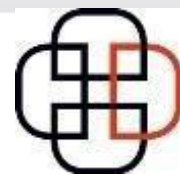


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The Value of Retained Executive Search

Daubenspeck and Associates
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Over the past several years, advances in the accessibility and use of information have caused employers to minimize the retained executive search industry's perceived value. We believe that this is due to employers' perceptions that recruiting is just about finding people. Finding people, or sourcing, is often the most straightforward aspect of the recruiting process. The proliferation of data gathering, management and manipulation fed by social media and products like LexisNexis as an example, have made it much easier. The difficulty in sourcing is looking beyond the conventional and understanding the essence of the position you are trying to fill, and knowing where to look for the individual you seek. While sourcing is the ability to identify the right prospect to contact, attraction is the ability to motivate a prospect to take your call. This marks the beginning of the value chain that an executive search consultant provides.

How does one build a relationship with a passive candidate that is not on the market? If a search is confidential in nature, how does one present the opportunity in a way that properly informs the candidate while also piquing their interest, but without disclosing the client? An executive search consultant has the answer to these questions, and brings the experience, expertise, and insight that enables them to develop relationships and attract passive candidates that would otherwise never consider an opportunity.

The consultant helps to attract the candidate by providing a level of service that reinforces and intensifies a candidate's interest, while educating them on the opportunity. This service includes shepherding the candidate through the process, providing regular and prompt updates, and being direct, empathetic, and communicative when it comes to client feedback. It is about thoroughly informing the candidate about both the attractive and challenging aspects associated with the opportunity, enabling them to take responsibility for their own decision. Having the difficult conversations that focus on the challenges of the opportunity affords time to look and resolve them prior to a candidate being on the job. The conversations set the stage for a consultant to better gauge if a candidate is genuinely interested in the opportunity, or if they are masking other motivations, such as securing higher compensation from their current employer. If these issues are not preemptively addressed, then both candidate and client may find themselves in a situation where expectations are not met and the relationship ends in a failure for all parties.

This level of transparency allows the candidate-consultant relationship to be built on a foundation of trust. This is integral to the ultimate hiring of the candidate, as the treatment they receive throughout the process will highly influence their opinion of the client and the opportunity over the course of the search. An executive search consultant acts as an extension of the client and an honest broker who

represents the client to the candidate—it is necessary for this representation to be professional, transparent, and informed.

A consultant provides considerable value during the offer process. At the point of making an offer, a consultant will be extremely influential because they are knowledgeable and objective about both client and candidate. They bring much needed market intelligence pertaining to the industry and the role. They will have the confidence of both parties and act as a trusted advisor in facilitating and negotiating a compelling offer that both candidate and client are comfortable with.

The stakes are high when it comes to the placement of individuals within an organization. If a match is positive, all involved are satisfied. If the placement does not go well, it is to varying degrees difficult on the employer, but it is disastrous for the individual. By enlisting the resources of a retained executive search consultant, a long and mutually satisfying relationship will occur.

About Daubenspeck and Associates

Daubenspeck and Associates is an international retained executive search firm. Based in Chicago and founded in 1982, Daubenspeck and Associates, Ltd. is a privately held corporation. Known for combining a global reach with a personal touch, Daubenspeck and Associates is an expert in executive search, cross-border appointments and culture match. A Top-40 Search Firm with executive leadership identified by Business-Week as one of the “150 Most Influential Headhunters in the World,” Daubenspeck and Associates is a member of the Association of Executive Search Consultants and the IMD International Search Group.