

Improving Your Bottom Line Results

Lambda-Technologies, LLC
Product & Business Development



Anthony J. Van Gilder

Experience delivers results. Here are some thoughts on the process of hiring leadership.

How can we help you improve your bottom line results?

Call 216-403-3073 so we can discuss.

Regards,

Solutions Provided:

Restructure & Focus
Marketing/Sales department.

New Product / Service
Development

Operations Management
corrective action.

Management

Contractor For:

Business unit size up to \$150-
Million in sales

Custom / Niche Markets with
Technical Product / Services

Aerospace, Industrial,

From the thoughts and ideas file

Wrong Leader, Right Leader

My Italian Grandmother had one of those sayings you hear, but do not realize the importance until growing older: "The fish stinks from the head."

What she meant, at least in today's' terms; if the leadership is bad, then the organization will suffer. There are reams of papers, articles, and books on how to be a leader, but few on selecting a leader.

Boards of Directors, Chairmen, Presidents would like to have a fool proof automatic instrument to detect, select, and predict leadership performance so there could be machine precision in selecting the "Right Leader."

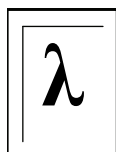
Truth be known, there is no DNA test for leadership. The existing "instruments" used to detect Extrovert/Introvert, Staff/Line, Thinking/Feeling, DISC, etc., are at best a tool. They will provide a snap shot of a candidates core behavior or personality, but they are not the ultimate selection tool.

Where the "instruments" miss is not predicting how the leader will react under fire. We can't predict the weather so it not unreasonable to say we cannot predict leadership performance when everything hits the fan. Our best indicators for selecting a leader come from an assessment of what is in the resume and what is learned from interviews and reference checks. Even then, the conclusion from all of this examination will be only an indicator of potential success.

So how do we select leaders with the "right fit" from a long list of candidates. There is no short cut to the hiring process although some may believe so. Here is a road map to the pick axe and shovel work.

- 1) The process starts with a tight concise description of what 3 to 5 business, experience, and technical skills are a "must have" for the position. This is where most bad leadership selections begin. Without having a clear idea of what is needed the process fails coming out of the gate; like the carpenter—measure twice, cut once—this is a necessary step
- 2) Whether you use a "headhunter" or internal process to attract leadership candidates, wading through initial responses in your search for the "must haves" will take a long time. You can use some of the "tools" once the initial phone screening is complete, all the while remembering the tools will not assure success.
- 3) Talk, Talk, Talk. Meet with the leadership candidate at least 3 times in different venues; office, production floor, baseball game, dinner, breakfast, etc. Have the candidate bring along the significant other and talk with them. Talk to the references even though they will obviously be biased. Do the driving, criminal, and credit checks before making the final offer.

Will this process prevent the organization from smelling like a fish and stinking from the head. Maybe, maybe not. Just remember, there is no substitute in the selection process for preparation or evaluation.



Lambda-Technologies, LLC

7197 E. Firelands • Hudson, OH 44236-2448 USA
Phone: +1 330.656.1073 • Cell: +1 216.403.3073
Email: vangilder@lambda-technologies.com • Fax: +1 330.656.1073