Agenda

Evolution of the Employment Contract

Changing Methodologies of Recruitment/Assessment

Gold Standard Competencies

Case Studies

Strategies for Career Renaissance

Questions
Evolution of the Employment Contract

- Loyalty has given way to free agency
- Tenure suggests stagnation
- Expertise vulnerable to outsourcing
- Mobility rejected for identified home
- Training stripped as a function of cost
- Commitment now aligned to shareholders
- Benefits social contract shifted to government
Changing Methodologies of Recruitment/Assessment

- Global village
- Social media informed
- Company driven
- Continuous assessment (360, Psychometrics)
- Up/out
- Methodical culling of underperformers
The Hogan Challenge

**Excitable** - Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them. Result: seems to lack persistence.

**Skeptical** - Concerns being socially insightful, but cynical and overly sensitive to criticism. Result: seems to lack trust.

**Cautious** - Concerns being overly worried about being criticized. Result: seems resistant to change and reluctant to take chances.

**Reserved** - Concerns lacking interest in or awareness of the feelings of others. Result: seems to be a poor communicator.

**Leisurely** - Concerns being independent, ignoring others' requests, and becoming irritable if they persist. Result: seems stubborn, procrastinating, and uncooperative.

**Bold** - Concerns having inflated views of one's competency and worth. Result: seems unable to admit mistakes or learn from experience.

**Mischievous** - Concerns being charming, risk-taking, and excitement-seeking. Result: seems to have trouble maintaining commitments and learning from experience.

**Colorful** - Concerns being dramatic, engaging, and attention-seeking. Result: seems preoccupied with being noticed and may lack sustained focus.

**Imaginative** - Concerns thinking and acting in interesting, unusual, and even eccentric ways. Result: seems creative but possibly lacking in judgment.

**Diligent** - Concerns being conscientious, perfectionistic, and hard to please. Result: tends to disempower staff.

**Dutiful** - Concerns being eager to please and reluctant to act independently. Result: tends to be pleasant and agreeable, but reluctant to support subordinates.
# Leadership Signature™ Patterns

<table>
<thead>
<tr>
<th>Core Characteristics</th>
<th>Areas for Heightened Awareness</th>
<th>Paradox to Manage</th>
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<tbody>
<tr>
<td><strong>Collaborator</strong></td>
<td>Developing others, teambuilding, empathy, attracts talent</td>
<td>Setting direction, addressing conflict, organizational visibility</td>
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<td><strong>Composer</strong></td>
<td>Independence, creativity, problem solving, decisiveness, self-reliant</td>
<td>Team-building, establishing relationships, communication</td>
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<td><strong>Energizer</strong></td>
<td>Charismatic, inspiring, connects emotionally, provides meaning</td>
<td>Consider dissenting POVs, accepting variation, demonstrating patience, Tolerance for risk outside expertise,</td>
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<td><strong>Forecaster</strong></td>
<td>Depth and breadth of knowledge, anticipatory, conceptual thinking</td>
<td>Shifting perspectives once formed, translating vision, Change orientation, comfort with ambiguity, versatility</td>
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<td><strong>Harmonizer</strong></td>
<td>Creates positive, stable environments, reliable, diligent, spots inconsistencies</td>
<td>May promote the careers of others at the expense of their own, May need to be encouraged to act on their great ideas with more pace</td>
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<td><strong>Pilot</strong></td>
<td>Strategic vision, managing complexity, team-building, clear POV</td>
<td>Appreciating how things worked before, work-life balance, detail orientation, May resist the change that is often necessary for a stable future</td>
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<td><strong>Producer</strong></td>
<td>Execution and task-focused, linear thinking, structured, loyal to tradition</td>
<td>Agility, connecting emotionally, accepting of alternative methodologies, creativity, Drive for effective efficiency may inhibit creativity / innovation</td>
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<td><strong>Provider</strong></td>
<td>Intellectually confident, operates with conviction, driven to provide for others</td>
<td>Listening to others, flexibility, forging personal relationships, daily operations, Deep self-confidence provides a path but limits collaboration</td>
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The Rise of the Ninja Talent

- Ambitious
- High performing
- Networked
- Visible
- Benchmarked
- Fully compensated
Industry Lines are Blurring

- Pharmaceuticals
- Consulting Services
- Healthcare IT
- Tools and Diagnostics
- Healthcare Services
- Medical Device
- Venture Capital
- Insurance/Managed Care
- Healthcare
Most Valued Competencies

- Problem Solving
- General Management
- Innovation
- Strategic Acumen
- Selling
- Communication Skills
- Leadership
- Financial Skill

UCLA Anderson School of Management
Empowering a team’s performance by using a variety of techniques tailored to the situation and implemented/adjusted to optimize the desired output

Executives are verbal, pragmatic, focused
Innovation

- Demonstrated new thinking or approaches which are not apparent to others
- Advancement beyond the status quo
- Highly valued in knowledge workers or in technically complex businesses
Problem Solving

- Exhibits a problem resolution mindset, which accelerates forward movement of an enterprise
- Highly valued skill sought after in all levels of an organization
Selling

- Demonstrated ability to drive adoption. Usually, though not always, associated with revenue
- Market facing inclination blended with savviness, streets smarts and grit which advances an organizational agenda with internal/external customers
- Extrovert, charisma, verbal
Leadership

- Successfully directs the efficient use of people, materials and money
- Demands selling and communication skills combined with charisma and clarity of purpose
Communication Skills

- Ability to relay a compelling set of objectives to an audience to achieve agreement and enrollment. Messages delivered through writing, verbal presentations and distributed digital network.

- Among the most complex and desirable attribute; broad variance of personal attributes and manifestations but must have strong personal presence and verbal tendencies.
Strategic Acumen

- Clear ability to see a discrete path through a web of competing data and opinions; leads the enterprise to an optimal outcome
- Frequently discussed and perhaps even over-celebrated as a panacea
- Requires cognitive high function, street smarts and grit
- Logical and pragmatic
Financial Skills

- Understands the quantitative narrative of enterprise health. Views numbers as a key set of objective data that describes current state, opportunity or risks
- Demands cognitive high function with the ability to see, understand and report in a broadly understandable lexicon
- Broadly applicable yet often underemphasized outside of the finance function
- Quantitative and numerate
Case Studies
Multi-site healthcare company sought a CEO who could identify a profitable growth strategy, which included new sites and improved client acquisition. Needed to drive enterprise value for private equity owners.

Competencies:
A diagnostics instruments company sought its first CSO to bridge the gap between research clients and the internal product group as a means of choreographing solution selling and jumpstarting a competitive product pipeline.

**Case Study**
A Diagnostics Chief Scientific Officer

**Competencies:**
- Problem Solving
- Innovation
- Strategic Acumen
- Planning
- Communication Skills
- Leadership
- Selling
- Financial Skill
- General Management
A VC firm sought to enter a new vertical and needed a partner to educate them about market entry and opportunity to alleviate the assumption of substantial financial and reputational risk.

**Competencies:**

- Problem Solving
- Innovation
- General Management
- Strategic Acumen
- Leadership
- Selling
- Communication Skills
- Financial Skill
Large biotech sought a R&D executive to screen, triage and improve the yield of prospective compounds in cancer therapeutics.
Our client sought a successor to a long-tenured CFO who was a competent controller but did not lead from the function.

Competencies:
Renaissance Strategies

- Assessment – realistic view of the path to present
- Mentorship – Non merit based development
- Sponsorship – Merit based promotion
- Skill acquisition – Development of competencies, new experience.
- Sabbatical – Break with re-engagement
- Job change – New engagement
- Life change – Broad reset
Questions?

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