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# Chapter 1

## Briefcase

### *The Reverse Commute*

Fairfield County, CT, is a hedge fund hotbed. Long a bedroom community for New York commuters, it's now home to some 40% of the world's hedge funds. This contributes to a "reverse commute" so significant that Metro-North Railroad, the area's primary commuter train line, reports that in 2006, fewer than half of its passengers were rush-hour commuters to New York.

What are the talent implications when an industry nexus relocates? Keith Macomber, a Partner in the Financial Services Practice at CTPartners, says, "The highest-level professionals will move to the job, but there will be a diminished talent pool for other positions."

One tactic? Bridgewater Associates, one of the world's largest hedge funds, provides bus service from New York to its Westport offices. Not surprisingly, it's closer to a "rock star" bus than mass transit.

### *Continuity Planning*

With risk management an imperative for global corporations, CTPartners Vice Chairman Pete Metzger discussed security and leadership strategies.

Q What types of crises do companies need to be prepared for and why?

Pete Metzger Possible risks include terrorist attacks, natural disasters, attempted cyber-attacks, and electronic "hacks." Pre- 9/11, security was largely a matter of "gates and guards" and controlling access to facilities. Today, in an environment of random, amorphous threats, good threat analyses and preventative measures are requirements.

Q How can planning ahead help?

Pete Metzger Research suggests that companies with good continuity programs recover shareholder value 12-15 times more quickly than those without such a plan. These figures substantiate the importance of sound planning and well-rehearsed recovery strategies.

Q What are the elements of a successful continuity plan?

Pete Metzger Well, the obvious first element is to simply have a program and prepare the leadership team to carry it out. Regular and relevant training is also a critical component. It is no longer sufficient to be reactive. Proactive plans that are able to be simply executed are key.

### *Creating the Right Board Mix*

For corporations embracing convergence-oriented growth strategies, boards that possess the right balance of business expertise and global experience can provide an invaluable edge. Yet, a recent CTPartners analysis of 20 major convergence companies revealed significant differences in board composition between U.S. and European corporations.

Functional Background of Board Members:

US Technology Expertise 32%

European Technology Expertise 5%

US Telecom Expertise 17%

European Telecom Expertise 25%

International Representation:

US Companies 11%

European Companies 33%

## Chapter 2

### 360 | What's Diversity Recruitment Without Retention?

**The Management Challenge:** As corporations increasingly commit to the imperative of creating diverse management and leadership teams, they must find ways to improve retention strategies, or risk losing their most promising up-and-comers. Three global executives offer their perspectives on this pressing issue.

*Tundé Johnson, former Senior Vice President, Chief Compliance and Legal Officer, Adecco Group in Glattbrugg, Switzerland*

"Various problems develop when companies lose sight of the individuals who are working for them. Unless people constantly draw attention to what they have accomplished and how 'great' they are, the organization easily may overlook their effectiveness. Sometimes managers give employees mixed messages, conveying that promotional opportunities will develop for them at a later time, and then that doesn't happen. Often, it's only when people threaten to leave a company that real notice is paid to them, and it may be too late.

To me, the solution must start with strategic HR. The human resources department must facilitate continuous assessment and feedback to individuals, with the objective of helping them develop realistic expectations about career growth and how to achieve it.

Many corporations don't do a very good job of communication. It's not just about helping people map out their expectations and career development plans, as important as that is. Companies also need to help employees understand the mission, and 'social' as well as economic priorities. When these elements are well articulated, they help improve retention because they pull teams together."

*Brendan Burnett-Stohner, Vice Chairman, Head of Inclusion Practice, CTPartners in New York*

"Retention is a big problem, of course. But for many corporations, there's another, underlying problem. That is, they just do not have a sufficiently diverse population at all levels of their organizations, which is what they need to build upon in order to achieve successful retention.

That means that they must improve recruitment strategies as well. Companies need to do a better job of 'seeding' high-quality, diverse talent into the corporation at all levels, from entry through executive. While that's happening, corporations should be working aggressively to retain desirable employees by moving them around to positions that will broaden their expertise and experience while exposing them to different, significant opportunities. As part of that effort, corporations should assign them appropriate mentors who are important within the organization.

There's one more point to emphasize: These are strategies that make sense with every promising employee. After all, men and women who represent the diversity of the global marketplace aren't looking for anything different from any other person. Savvy retention strategies succeed with everyone."

*Jean-Claude Le Grand, Global Director for Strategic Recruitment and Diversity, L'Oréal Group in Paris*

"Retention is an intense issue, due to the boom of the economy. It is not simply an issue that relates to diverse executives alone. However, for successful global corporations, it is important to have a good balance of ethnicity, gender, religious backgrounds, and so forth, so that our organizations can reflect the psyche of the people who are our customers. Every corporation must struggle to retain employees who help provide that balance while performing their jobs well.

As we struggle with this challenge, some things seem to me to be apparent. Within a company, people want to be treated equally. That's not the same as 'equality,' because, of course, we are not all the same person. We do not perform the same way and do not deliver the same value to our organizations. But companies need to provide people with equal treatment, which includes respect, transparency, feedback, and the opportunities for career development, as appropriate.

It's also the case, I believe, that people more and more want a good balance between their personal and professional lives. I think that this is true of many young people, as well as many older people. By responding to that desire, companies can improve retention."

# Chapter 3

## Profile | Michael Dell

### *I Like Our Odds.*

DELL'S LEGENDARY FOUNDER STEPS BACK INTO THE CEO ROLE WITH A NEW STRATEGIC PLAN AND REVAMPED LEADERSHIP TEAM.

Earlier this year, Dell, Inc. Chairman Michael S. Dell resumed leadership of the computer giant that he founded in 1984 from his dorm room at the University of Texas. Former U.S. Senator Samuel A. Nunn, Jr., Presiding Director of Dell's board, commented about Mr. Dell's return as Chief Executive: "The board believes that Michael's vision and leadership are critical to building Dell's leadership in the technology industry for the long term." Recently, Mr. Dell discussed his strategic plans and vision for Dell with the PQR team. Following, some highlights of the dialogue:

PQR

After a three-year hiatus, you're once again serving as Dell's CEO. Please begin by telling us what you hope - and intend - to accomplish.

Michael Dell

Dell's Board of Directors requested that I assume the role of CEO in addition to my duties as Chairman. I'm excited to be back and take on the challenge. This is one of the most exciting periods in the technology industry, and I've been very close to it for a long time. Yet, despite all the changes we are grappling with, for me personally, the situation feels very comfortable. I feel the same level of energy and have the same desire to show the world what we are made of that I had back in 1984, and I sense the same enthusiasm among our employees.

My goal could not be more simple: I want our customers to have the best possible experience with their technology and with us. And, I want Dell to be the technology leader for the long term.

PQR

Since your return as CEO, you have talked about Dell's potential to "execute better," while also doing a better job of developing "hidden assets." How will this translate into a game plan?

Michael Dell

I've tried to be very open about this. Currently, we're reviewing key areas of the business and focusing on projects that provide more value to customers, while eliminating marginal activities that have bogged us down to where we could not deliver the kind of experience they expect.

The first move I made as CEO was to simplify our management structure, which has already improved our speed of decision-making and brought the concerns of our customers closer to us. We've also hired several new top executives to lead many strategic areas of our global business, including Mike Cannon heading global operations, Ron Garriques to form a new global consumer organization, and Steve Schuckenbrock to lead our global services organization. Everybody is thrilled that we have been able to attract this level of talent and industry experience to Dell.

What hasn't changed is our direct relationship with customers. Interacting with 3 million customers each day is a competitive asset. It will always remain our focus.

PQR

For any CEO, there's a need to set and stay focused on the short- and longer-term priorities, an especially tough challenge for publicly traded companies that are in the spotlight. How are you prioritizing your goals in your new role?

Michael Dell

When your focus is on the customers who buy and use your products, setting priorities is easy. Mixing short- and long-term priorities is just a part of our business. We are listening to the customer every day - online, over the phone, and on our company blogs - where they help us set priorities on shortterm issues.

But we also have a world-class management team that is taking a deep look at every aspect of the way we operate, from emerging markets to the quality of our manufacturing. We are very comfortable balancing both these short- and long-term management issues.

PQR

You spent three years as the Chairman, but not the CEO, of Dell. How do you expect this to inform your approach to the chief executive's job this time around?

Michael Dell

While I always remained close to the business, my years as Chairman permitted me to take a deeper look at a number of global issues. The last few years I had an opportunity to spend more time helping children throughout the world on issues ranging from public education to health care via the Michael & Susan Dell Foundation.

The good news is that my wife does a terrific job running the foundation, so I am very confident I can focus on my new role as CEO.

PQR

What's it like coming back?

Michael Dell

When you believe in your business and enjoy the interactions with your customers, coming back to lead the company is an energizing experience. That said, turning around a company is about learning to make the right changes. It takes time, intense focus, and some patience. I am encouraging our teams to take more risk, spend more time understanding our customers' environments, and be bold in thinking about opportunities. We'll then run with the ideas that work well, and we'll be sure not to make the same mistakes twice.

PQR

Is it too soon to talk about your strategic focus and the ways that the company will aim to translate this into performance results?

Michael Dell

The touchstone of our strategy remains the needs of the customer. Our entire top executive team is always assessing our strategy by asking ourselves how we can respond better to what our customers want. As for

my own role, I told our employees that we don't have all of the answers yet. I'm not the kind of guy that says, "Here's a deck with all of the answers, now we're done."

I don't believe that is ever the case.

Part of our strategy assessment, however, includes finding new ways to learn from the people who buy our products. We have 3 million customers we have contact with daily. We had 430 million visitors to Dell.com just last quarter. We also just launched [www.IdeaStorm.com](http://www.IdeaStorm.com). It's a new online community where customers offer us ideas and the community votes on what is important. I can tell you that I send these ideas around the company on a regular basis. We take them seriously. At Dell, we like to say that the customer is walking the hallways every day. And, the answers are often right around the corner.

PQR

Customer-centricity seems to be at the heart of your mission.

Michael Dell

We are at our best when we are listening to our customers. When you work with 90% of the Fortune 500, you have a great opportunity to listen, learn, and innovate from some of the smartest customers in the world. When I match this up with our very talented team within Dell, it becomes clear that a key aspect of my job is to ensure our teams stay close to our customer and to eliminate any bureaucracy that gets in our way. From there, we let the ideas take off.

PQR

You've launched a global recycling program. Your computers are in movies. This all reminds us of how effective Dell has been throughout the years in marketing its brand and image. How will the "new and improved" Dell be marketed to the outside world?

Michael Dell

Our recycling program is a perfect example of Dell listening to customers and then figuring out how we can partner together to make a difference for our planet. We also introduced a program recently that allows our customers to buy a tree when they purchase a system to offset the carbon equivalent of the electricity they will use over the life of the system. It's called "Plant a Tree for Me" and it will go global in the next month or so.

More broadly, we are finding ways to reach out to the millions of people coming online for the first time from Brazil, Russia, India, China, Eastern Europe, and other markets. These are new markets with different types of consumers. They have different demands and budgets. Our plan is to provide them with unique products specifically designed for them.

PQR

Can you give us an example?

Michael Dell

We just launched a new desktop computer in China. It is different than anything we have done before. It's designed expressly for first-time PC buyers or novice PC users inside China. It is an amazing machine. It's just enough computer to get you online, do e-mail, use productivity applications, and listen to music.

But it starts around \$335 (USD) - so it's incredibly affordable. About a week before we announced this new computer in China, we became the first computer company to open a corporate blog in Chinese. We think this next generation of Chinese PC buyers will want to communicate their ideas to us directly. And we look forward to learning from them.

This is just the beginning. We're looking at other markets where products like this would make sense.

PQR

As a business leader, you've inspired many people around the globe. We're wondering, who inspired you?

Michael Dell

Mrs. Darby, my 7th grade teacher in Houston who had our school's first teletype machine. That really got my imagination going. And my parents, who were incredibly supportive when I ventured off the more traditional path to success.

PQR

Do you have any current mentors? Who do you try to mentor and how?

Michael Dell

My need now is for a sounding board and outside perspective. Our Board of Directors provides great counsel. I'm also fortunate to have many friends inside and outside of the business who fill this need for me. Within Dell, we have a fairly extensive leadership program to provide mentorship, 360s, and more for our team.

PQR

When it comes to leadership development and maintaining an entrepreneurial spirit, what words of advice would you offer to other companies?

Michael Dell

My advice to others is to always challenge your teams to improve. "Pleased but never satisfied" has been our mantra for more than 20 years. And this also applies to our company culture.

One of the ways I try to motivate the team is to set our goals very, very high. If you only set a goal of 10% improvement, then that's the most you'd likely ever achieve. If you shoot for 50% improvement, then teams are required to change the way they approach the problem and that's when we see our most innovative thinking.

PQR

Let's talk about innovation. What is your vision about where this market is moving and how companies will be able to respond?

Michael Dell

Consistently, customers tell us that they want to use their digital content around the home, and the PC is at the center. In fact, consumers under 40 say that the PC is their most important device, ahead of both the cell phone and the television.

In order for this to catch on, we need a few things to happen. One is that broadband access needs to be greatly accelerated. In fact, I recently challenged the telecommunications industry at the Consumer Electronics Association's annual meeting to accelerate the deployment of fiber into the home. And, of course, industry needs to make it easy for all of these products, all this digital content, to work together throughout the home.

PQR

No conversation with you would be complete without a quick discussion of the Michael & Susan Dell Foundation. What can you share with us about its evolving goals and collaborations?

Michael Dell

Our partnerships with local nonprofits, NGOs [nongovernmental organizations], governments, and other foundations are successful because they understand the unique needs of their geographic areas better than anyone else.

We support programs and initiatives that have measurable objectives and show a significant potential to positively impact underserved children around the world. Going forward, we will continue our collaborative approach and focus on measurable outcomes.

I am always very aware that a company like Dell can also make a tremendous impact by providing access to technology and by helping to protect our environment.

PQR

With so many demands on you, we're wondering how you personally "recharge"? Are there certain things that you try to do each day?

Michael Dell

Talk to a customer, go to [www.IdeaStorm.com](http://www.IdeaStorm.com) and learn what's on our customers' minds, encourage one of our teams to take a risk beyond where they may have normally gone, and learn something new. And get out and exercise. It's a great way to prepare for the day ahead.

PQR

You accomplished some incredible things as a young person - among them, the launching of a company at age 19 and, in 1992, being the youngest CEO to ever have his company make the Fortune 500. Some might say that your youth made you fearless, but others might counter that age has brought you experience.

When thinking about yourself as a CEO, as well as the challenges Dell faces today, which is more valuable, and why?

Michael Dell

I can tell you that at the age of 42, nothing has changed. I'm just as hungry and energized by the opportunities in front of us as I was then.

The difference is that I have 23 years of experience and about \$13 billion in capital, so I like our odds for the years ahead.

# Chapter 4

## MOMENTUM | CAREER INSIGHTS FROM FIVE TOP GLOBAL EXECUTIVES

*Nikesh Arora, London-based Vice President, European Operations, Google*

"It's dangerous to think about the Internet as distinct from your business. It is the world's largest information, communication, transaction, and distribution network. Every company must understand this medium. From a leadership perspective, Google presents fantastic opportunities. We must constantly question ourselves to see what we need to accomplish at this rapid phase of growth. We concentrate very hard on creating products that our users want, and then we can adapt them to local markets. With Google Maps, for instance, this means that we include biking routes in the Netherlands, but not in the U.S., where these are not as relevant. In the Arabic region, where the thinking is right to left, we cannot simply use a mirror image of our pages."

*Helen Greiner, Co-founder and Chairman of the Board, iRobot in Burlington, MA*

"I always was pretty sure I'd start a company because my dad had done so. I've wanted to make robots since I was 11. So taking this leap was the obvious thing for me to do.

But how does one learn to create and help lead a business? Playing chess with my dad since I was 5 probably had the biggest impact on my career as an entrepreneur. I also played on the high school chess team. I learned about planning and strategic decisions and how to create outcomes. These are essential skills."

*Colin Angle, Co-founder and Chief Executive Officer, iRobot in Burlington, MA*

"I can't say I always knew I would become an entrepreneur, but when people met me, they'd say, 'You're going to start a company.'"

I always did my own thing and gravitated toward leadership positions in sports, including working as a wilderness guide and serving as captain of the high school wrestling team. Those were intense experiences with a lot of responsibility and adversity. I had to figure out how to motivate people, share a vision, and forge a way through whatever we faced at the time."

*Marc Litzler, Paris-based Deputy Chief Executive Officer, Calyon; Co-founder, Galerie Malaquais*

"After a recent merger, we had to integrate client-oriented sales people with money-oriented traders. To help, we issued a back-to-basics plan. I have found that usually the simpler the rule, the better. We designed bonus schemes for small globally-based teams. We told the teams, 'Go ahead. Do it your own way. Make money and you will get paid.' And it worked.

What is the most valuable asset for a manager? To me, it is courage: courage to fail, courage to tell the truth, and the courage to delegate."

*Sanjay Gupta, Charlotte, NC-based Senior Vice President, e-Commerce and ATM Executive, Bank of America*

"I've made a number of risky career moves, and they've paid off. When I was at FedEx, I applied for a new job that was at a lower grade and pay, but felt it would round out my marketing skills. I ended up getting multiple promotions, resulting in me running U.S. Acquisition Marketing.

When Bank of America recruited me, that move was risky too, because I had no banking background. It has turned out to be the best thing I could have done because the corporation is very open to external thinking. This move has far exceeded my expectations."

*Robin Washington, Chief Financial Officer, Hyperion Solutions in Santa Clara, CA*

"I try to hire a diverse group of people who are smarter than me. There may be some creative tension, but I like that. I set expectations that 'we're all only as good as the team,' and compensation is based on team performance. This kind of approach makes everyone better.

I have a little plaque that says: 'Imagine what you could do if you knew you wouldn't fail.' That reminds me and my team, if you don't try new things, you never know what you can achieve. You must be

analytical, of course, but if you only focus on the obstacles, inevitably you'll fail."

# Chapter 5

## Management | CONTEMPLATING CONVERGENCE

### *CUTTING-EDGE STRATEGIES FROM C-SUITE EXECUTIVES AND INDUSTRY EXPERTS*

Within the global economy, few trends are exerting more influence than convergence in creating corporate opportunities, redefining business models, and fueling transformation at an extraordinary pace.

Best described as the blending of once-separate business products, and even industries, convergence is a take-no-prisoners trend that holds out the promise of tremendous reward to companies, albeit without time-tested blueprints. Think about technology companies grappling with the marketing or creation of media content delivered via their products, or medical equipment companies requiring pharmaceutical expertise in order to develop drug-coated devices.

It may be intimidating, but it is irresistible. Indeed, for a growing roster of business sectors as different as life sciences, finance, media, and professional services, convergence is fundamentally changing the competitive landscape, regardless of a company's size, region, or stage of maturity.

Convergence raises essential questions for corporate leaders. What are the management implications for companies whose industries are or soon will be experiencing convergence? Are there strategic imperatives that senior executives and corporate boards must address if they hope to successfully respond to this accelerating trend? And what leadership skills and business backgrounds best will equip corporations to thrive in a converging global marketplace?

"This is an exciting business era. You could generalize and say, 'convergence means change,' but that wouldn't begin to describe the nature of the challenges and opportunities that are developing for many global corporations," emphasizes Buster Houchins, a Columbia, MD-

based Vice Chairman at CTPartners and Head of the Life Sciences & Healthcare Practice.

"We're talking about massive change. The most successful leaders will be true visionaries capable of building new teams, cultures, and ways of evolving - quickly."

### **Understanding Convergence**

At Bristol-Myers Squibb, Anthony C. Hooper, President of New York-based U.S. Pharmaceuticals, has been part of a leadership team that has brought an impressive number of specialized products to market, including medications targeted at cancer, depression, arthritis, cardiovascular disease, and HIV.

"It's stunning, the speed with which technology and knowledge is now transferred around the world," he notes. "For an industry like ours, the old process of doing things sequentially is no longer effective. Essential activities happen on a 24/7 basis, in multiple regions around the world. New kinds of business relationships are forming, often between different types of companies. These life sciences companies must move multiple activities along on a parallel basis as rapidly as possible while still maintaining the highest quality standards."

During far-reaching conversations with more than a dozen C-Suite executives, industry experts, and leading search professionals, two factors - technology development and information dissemination - were frequently cited as the key drivers behind the accelerating convergence trend. Case in point: The cell phone, which creates new and still unimagined possibilities, whether being used by teenagers to download entertainment content or medical professionals to share patient records, not to mention investors, gamers, retailers, and others.

"Wherever the business world is converging, the common thread or point of nexus is TMT: technology, media, and telecommunications. This is what is rapidly and relentlessly changing the ways companies must do business," comments Umesh Ramakrishnan, a Cleveland-based Vice Chairman at CTPartners and Head of the firm's TMT Practice.

What does this mean for a financial services corporation, for example, whose growth model requires moving into new product areas, and substantially ramping up its customer and asset base, while still driving

down costs? "Under the hood of that company, it will look a lot like a technology corporation, and the leadership team will need to understand that reality," says Mr. Ramakrishnan.

Other global business experts agree. "We see this in Europe and elsewhere, in every industry that is impacted by convergence," comments Sylvain Dhenin, Managing Partner of the Geneva and Paris offices of CTPartners. "Technological developments, especially those relating to information technology, are helping corporations better serve their customers."

Indeed, this customer-centric orientation is at the core of convergence. "Our company is operating in a market that is still emerging, and our goal is nothing less than to redefine our category," says Carl Liebert III, Chief Executive Officer of 24 Hour Fitness Worldwide, based in San Ramon, CA. The private equity-owned, global fitness center chain provides expertise for the weight-loss television show *The Biggest Loser*, a collaboration that is just one example of its partnership strategy. "Spanning fitness, wellness, corporate partnerships, and media, as we do, requires that our team be aligned and focused."

He adds, "We're obsessed with creating a better experience for our members. As we strive to accomplish this, I'm drawing heavily on my previous business experience at Home Depot, Circuit City, and GE to manage this process carefully and effectively."

Convergence strategies depend upon powerful and focused leadership. "Corporations need visionary leaders who possess the courage of their convictions and the ability to effect real change," comments Helga Long, Managing Partner at CTPartners in New York. "They also must be adaptable, as a converging marketplace is unpredictable."

### **Strategic and Leadership Imperatives**

For all those companies squarely focused on convergence-related strategies and opportunities, many more are struggling to understand what's happening within their industries - and what it means for them.

"The biggest challenge today is that with everything moving so quickly, many boards are simply playing catch-up most of the time. Many directors may not even understand what convergence is: They hear it, they say it, but it is just a buzzword on everyone's lips,"

emphasizes Kathryn Yap, CTPartners' Managing Partner Asia Pacific TMT. "When directors or even the CEO 'don't know what they don't know,' they have a problem assembling the right team to address their converging marketplace," she adds.

The first management imperative, therefore, for many corporations is getting past the buzz. "When executives and directors speak about convergence matters, everyone needs to understand what's being discussed, the purpose of convergence, and how this ties into the organization's strategic objectives," notes Gary Klein, a New York-based Partner in the TMT Practice of CTPartners. "There has to be a top- and a bottom-line reason for the corporation to move into a convergence mode. Convergence must be part of the corporation's very fiber or it won't succeed."

Once there is an organizational understanding of the convergence strategy, corporate leaders must create follow-through. Fritz Demopoulos, CEO and co-founder of Qunar.com, a Beijing-based travel search engine, points out that "in our ever-globalizing, changing, and converging business environment, sometimes the best strategy, method, or way of doing things may appear counter-intuitive. Consensual management is excellent," he notes, "but sometimes we need to be dictator-visionaries to make sure we achieve those counter-intuitive, albeit in hindsight brilliant, strategies."

Rapidly shifting global dynamics create other leadership imperatives as well. Bertrand C. Liang, MD, MBA, and Vice Chairman of Paramount BioSciences in San Diego, a drug development firm and life sciences merchant bank, comments that "in yesterday's world, CEOs needed the ability to lead, to listen, to communicate, to understand the brand, to be the face of the organization in every way - to possess all that we classically think of as the skill set for a chief executive. Now, there is a whole host of understanding that's profoundly important as well. I like to say that corporate leaders need to be able to work at the 'margins' as well as the basic areas of their functional expertise."

Dr. Liang continues, "I used to pride myself on the fact that I could understand a variety of different fields, including sophisticated levels of medicine, molecular and cellular biology, on both the scientific and the business sides. Frankly, for those of us who hire CEOs within our sector, we look for people who have familiarity with this and much more."

Regardless of the sector, convergence strategies tend to be global in scope, making international experience vital for corporate leaders. "The time when a large corporation like ours would value executives with experience in just one sector or one geographical area is more or less over," says Jean-Manuel Bullukian, President of Global Business Lines IT, Engineering & Technical for Adecco Group, based in Glattbrugg, Switzerland. "We seek breadth of experience in different sectors and global regions. Such exposure increases a person's ability to develop the top and bottom line, most especially during a period of rapid business change."

### **Talent Solutions**

At Medtronic, it's no surprise that the incoming Chief Operating Officer combines blue-chip global credentials with firsthand convergence experience. Michael DeMane, currently a Tolochenaz, Switzerland-based Senior Vice President and President of Europe, Emerging Markets, and Canada, was, as he puts it, "very involved in getting one of the first drug-device combinations approved, with a product in the recombinant engineered protein area."

Of course, with a converged product, even the regulatory approval process holds talent implications. A product approved and categorized as a drug requires one marketing strategy; a product categorized as a device requires another. "And the regulatory category for a product will vary from country to country," says Mr. DeMane. "So now you have a bifurcated marketing approach, and value marketeers that have knowledge of both pathways."

Building a convergence-savvy talent pool is, indeed, a corporate necessity. Yet, as Dimitri Tsamados, a Singapore-based Principal of CTPartners, points out, "No one is born a 'converged' person - executives become this by virtue of their career choices and experiences. However, more people are gaining this experience, sometimes even in multiple convergence companies."

The need for individuals with diverse capabilities spans many industries. Within financial services, Paul Aldrich, a London-based Partner at CTPartners, says, for example, "Origination and distribution professionals need to develop a broad toolkit of technical expertise, pushing

themselves to become fluid across a number of asset classes such as equity, private debt, public debt, and structured financing. Few banks want to hire client-facing professionals who are limited athletes."

Although the demand for convergence talent is growing, only a select handful of executives currently fit the profile. "First of all, corporations need someone who is not risk-averse, someone willing to leave the security blanket of what he or she knows, which eliminates 50% of people," says Mr. Ramakrishnan, CTPartners Vice Chairman. "People must be adaptable, which wipes out another 30% or so. And then, global experience is essential."

"Factoring all that in, a company is left with maybe 10% of the candidate population. Only the truly elite can successfully fill these positions. That's why," Mr. Ramakrishnan concludes, "corporations need to partner with the right executive search firm. Recruiters must have global experience in multiple convergence markets, as well as an in-depth understanding of these positions and the necessary experience, if they are to solve this difficult talent equation."

# Chapter 6

## Q&A Roundtable

### *Benchmarking Builds Human Resources Excellence*

Benchmarking, long familiar as a performance gauge in the investment world, is gaining prominence across the corporate world as a talent management tool. PQR recently spoke with Dan Barr and Bill Feehan, New York-based Partners at CTPartners and Co-Heads of the Human Resources Practice, about the benchmarking process and how it benefits both a corporate team and individual career development.

Q What does a company hope to achieve when it engages in human resources benchmarking?

Bill Feehan

There are several purposes for benchmarking. One, plain and simple, is to gather information and take a measurement of the relative strength of your human capital in relation to the best available. Another purpose is to provide information to individuals about experiences they may want to add to their careers, to maximize their potential to be high impact players.

Dan Barr

When a company benchmarks, management is saying, "We want to see how we stack up versus the best in class, and we want to try to close the gaps."

Q How does benchmarking work? How are the standards established?

Dan Barr

When we are engaged to benchmark, we first build the standards. We select a half-dozen people in each job position from around the globe

whom we view as world-class incumbents at their firms. We focus on their job assignment history, speed of progression, and so forth, and then create a composite experience and knowledge set for each role. That becomes the standard.

Bill Feehan

Then, during employee interviews, which will each run a couple of hours, we explore the person's work history and knowledge base. The individual describes, in detail, his or her workplace successes, as well as failures and ongoing challenges.

It's important to note that we do not talk with bosses or peers. It's not a review of a person's current job performance. Rather, it's an assessment of capabilities, his or her strengths, weaknesses, and areas for improvement.

Q How are the results utilized for individual career development?

Dan Barr

First of all, benchmarking can identify "A" players who have been playing behind "B" players and receiving little recognition. That person might be told, "You are doing great, but let's consider how your career is tracking against the best in the world." Most people would welcome that guidance.

Bill Feehan

We suggest that individuals draft their own development plans, including opportunities for external training, coaching, 360 feedback, and job rotation. In the past, employees were expected to be passive. This is collaborative: Here are the gaps, and here's how we're going to close the gaps.

Q Does benchmarking have an impact upon recruitment or retention for a firm?

Bill Feehan

I think it has an enormously positive effect upon a company's ability to attract talent. The best people want to be affiliated with the best organizations. Systems that are known as very selective and that treat their human capital as the most important thing, those organizations tend to get

the best people. Any organization that benchmarks its human capital is making a statement that has important recruitment value.

Dan Barr

I couldn't agree more. Benchmarking also helps identify and retain superior employees. "A" players have options. If they are dissatisfied with their career path, they will take their show on the road and work for a competitor. "C" players have few options. They are just trying to get to the finish line before anyone realizes they are illqualified. Without accurate assessment, you lose your good people, keep your average people, and become an average company that no one wants to work for. It's a wicked cycle.

Companies that proactively manage individual careers become desirable employers. At some companies, you can feel unrecognized. After five years, you may have taken three lateral steps that were intended to benefit you, but you realize now that they did not. Other companies work with employees to make sure their careers are progressing properly, that they are having the experiences that world-class people have. That means such companies have a joint stake in your career success.

Bill Feehan

People want to play for a winner, in a system that's well-regarded and interested in them. Benchmarking moves a company in the right direction on all of those fronts.

## **UPDATE | NEW & NOTEWORTHY DEVELOPMENTS AT THE PERFORMANCE - DRIVEN SEARCH FIRM**

### *Global Insurance Team*

CTPartners recently announced the formation of a team dedicated to global insurance. Spearheading the team will be Matthew Andrews, a Partner based in London, along with Pagan Van, Managing Partner of the CTPartners Hong Kong office, and Peter Reed, a New York-based Partner.

The newly formed team will capitalize on the considerable insurance industry talent already resident among the firm's worldwide network of top-quality Professionals. Anchored within the executive search firm's highly regarded Financial Services Practice, the dedicated global insurance team will leverage a knowledge base that is both broad and deep. With strong backgrounds serving the insurance sector, this new team will ensure maximum access and performance results for CTPartners' valued clients as well as for global executive candidates.

### *Asian Expansion*

As a significant element in CTPartners' ongoing global expansion, the search firm simultaneously opened offices in Hong Kong and Singapore earlier this year.

We know from our clients how critical the Asia Pacific region is to their ongoing and future growth activities," notes CTPartners CEO Brian Sullivan. "This expansion reflects our commitment to serving corporations on a worldwide basis with coverage that now spans all major industry sectors throughout the U.S., Europe, Latin America, Asia, and the Middle East."

Kathryn Yap, a search professional with more than a dozen years of experience in Asia Pacific, is based in Singapore, and will serve as Managing Partner of Asia Pacific TMT. Pagan Van, whose executive recruitment expertise in the region includes the professional services and insurance industry sectors, was named Managing Partner of the Hong Kong office.

The expansion into AsiaPac is in keeping with CTPartners' commitment to offer global corporations an alternative to the search industry's traditional oligopoly. "In Hong Kong, Singapore, and elsewhere, we will partner with our clients to identify high-quality executives who can deliver strategic growth," says Mr. Sullivan. He emphasizes, "We will accomplish this while maintaining our firm's commitment to its global metrics, providing performance, quality and results within an accountable and transparent framework."

### *Welcome & Kudos*

Expanding on a global basis, CTPartners has welcomed more than 40 new Partners and Principals during the period from January 1, 2006 through April 15, 2007. PQR proudly presents the newest and recently promoted members of the team.

Alexandra Alberti, Principal in Technology, Media & Telecom, Paris

Paul Aldrich, Partner in Financial Services, London

Kristen Alexander, Principal in Life Sciences & Healthcare, New York

Ben Anderson, Partner in Technology, Media & Telecom, Menlo Park

Matthew Andrews, Partner in Financial Services, Insurance Specialisation, London

Henry Behforooz, Partner in Financial Services, London

Chris Berger, Principal in Human Resources, New York

Grace Borrelli, Managing Partner in European Technology, Media & Telecom, London

Barry Bregman, Partner in Financial Services, New York

James Bright, Principal in Financial Services, London

David Burton, Managing Partner in European Professional Services, London

Chris Coe, Managing Partner in European Life Sciences & Healthcare, London

Mike DeSimone, Partner in Professional Services, Washington, D.C.

Sylvain Dhenin, Managing Partner in Professional Services, Geneva and Paris

Jim DiFilippo, Partner in Retail, New York

Bill Domann, Partner in Life Sciences & Healthcare, Menlo Park

Bill Epifanio, Partner in Financial Services, New York

Marc Gasperino,\* Principal in Technology, Media & Telecom, New York

Deb Germaine, Partner in Technology, Media & Telecom, Boston

Rebecca Glasman,\* Principal in Financial Services, New York

Doug Hanslip, Partner in Financial Services, Chicago

Mike Kelly, Managing Partner in Board Services, New York

Aidan Kennedy, Partner in Financial Services, London

Gary Klein, Partner in Technology, Media & Telecom, New York

Linda Klemme, Partner in Financial Services, London

Alain Leclerc, Partner in Life Sciences & Healthcare, Paris

Geoffrey Loree,\* Principal in Professional Services, Cleveland

Greg Lovas,\* Principal in Life Sciences, Columbia

Gordon Mackey,\* Principal in Technology, Media & Telecom, Boston

Florence Magne, Partner in Professional Services, Paris

Joe McCabe, Vice Chairman in Financial Services, Boston

Martin Mendelsohn, \* Partner in Professional Services, Washington, D.C.

Martin Noakes, Partner in Technology, Media & Telecom, London

Ron Porter, Partner in Financial Services, New York

Peter Reed, Partner in Financial Services, Insurance Specialisation, New York

Daniel Soh, Principal in Technology, Media & Telecom, Singapore

Florence Soulé de Lafont, Partner in Financial Services, Paris

Pagan Van, Managing Partner in Professional Services-Financial Services,

Insurance Specialisation, Hong Kong

John Westropp, \* Partner in Professional Services, Cleveland

Steve Winings, Partner in Technology, Media & Telecom, Washington, D.C.

Kathryn Yap, Managing Partner in Asia Pacific Technology, Media & Telecom, Singapore

*\* promoted during this timeframe*

## Giving Back

### *Execs Team Up to Help Job Applicants ... Suit Up For Success*

Nine years ago, New York attorney Joi Gordon saw a television news report about a start-up nonprofit named Dress for Success, which collected new or slightly used suits to distribute to low-income women trying to enter the workforce.

Ms. Gordon, who wore a suit to the courtroom daily, found herself imagining what it would feel like to go on a job interview without the appropriate attire. "I knew immediately that I wanted to get involved," she says.

Starting out as a volunteer, Ms. Gordon eventually became CEO. Under her leadership, the corporate sponsorship for Dress for Success has significantly increased. Now, half of the organization's inventory comes from corporate donations. Next, she explains, "I want to go beyond the closet and offer services that will help women stay employed." With 86 offices worldwide, the organization and its volunteers conduct suit drives in addition to offering career-building seminars, resume writing workshops, and mock interviews.

Enter CTPartners. In March, coinciding with Women's History Month, the firm launched a company-wide effort to collect suits. Office managers in nine locations across the U.S. and Europe collected new or gently used suits from colleagues as well as their spouses, friends, and relatives.

"Pairing up with Dress for Success just makes sense," says Adam Cohn, a CTPartners Boston-based Marketing Manager. "There's real synergy. We're in the search business, and our collaboration shows that we understand the full spectrum of job hunters, from the beginning Dress for Success client to the high-level talent that we place. This is a wonderful way for our employees to reach out and make a humanitarian effort."

There's global synergy as well. "Dress for Success is unique in Europe," says Jenni Prior, CTPartners' U.K. Marketing Manager. "There's nothing quite like it. As a result, we had an overwhelming response in London and Paris. Our colleagues were very generous and they rallied strong support from their families and friends."

Indeed, for global companies such as CTPartners, working with non-profits whose operations are also worldwide in scope can be especially productive. Mr. Cohn explains, "It's increasingly important for businesses that operate globally to be competitive, embrace diversity, and fully utilize their talent. Dress for Success provides us another way to accomplish these goals."

That kind of energy excites Joi Gordon. "Word of mouth from our corporate partners is extremely valuable," she says. "CTPartners works with the brightest people out there. It's a fabulous collaboration."

*Do You Want to Get Involved? Contact Dress for Success  
[www.dressforsuccess.org](http://www.dressforsuccess.org)*

# Chapter 9

## To Lead | Brian M. Sullivan

### *The CEO's Role in Successful Transitions*

It's a challenge for any chief executive to lead a global corporation through the continuous change and improvement upon which successful corporate growth depends.

This leadership challenge is especially pronounced when an organization seeks to carry out a significant, redefining transition. At such a time, the CEO must clearly articulate and communicate his or her strategic vision, both inside the corporation and to the outside world.

This occurred recently when Christian & Timbers changed its name to CTPartners. A name change might seem risky to some, but we were convinced that this was an important, next-stage evolution for our firm. The executive team shared the sense that the timing was right for a new name. After all, during the past several years, we have achieved transformational global growth on what we consider to be the most solid of business foundations.

The marketplace has responded enthusiastically to our commitment to provide the highest levels of performance, quality and results within a transparent and accountable framework - a first ever in the executive search industry. A successful corporate transition depends on clear communications from the chief executive on down. So we emphasized one powerful message to our employees, clients, and other key constituents: Our new name represents our global network of 300 top-quality professionals so much more powerfully than the names of any one or two individuals. We needed a name that reflects this new identity, as well as our philosophy of partnering with our valued clients and executive candidates alike.

It was very important to me, as a CEO, to communicate this positive vision. But during a time of change, business leaders also must address

what I call the "negative" vision - in other words, all the things that the company's transition does not mean.

In our case, that meant reiterating that, despite our new name, nothing was changing about our core values of partnering with clients and with candidates, our corporate priorities, or our strategic business model. At CTPartners, we will continue to run counter to our competitors, whom we view as mostly American firms that have international capabilities. CTPartners is a global firm that respects and embraces local customs and conditions. In addition, we will continue our efforts to raise the bar for our industry and deliver value to our clients by disclosing important measures, including our metrics of placement rate, days to placement, and executive stick rates.

There's one more point worth emphasizing. When a chief executive is leading his or her organization through a significant transition, challenges and issues may present themselves in unexpected ways. It's essential to listen, respond, and be flexible; after all, communication is a two-way street. However, it is the organization's core values that are the glue that holds it all together.

## **From the same author on Feedbacks**

*PQR - Fall 2007 (2007)*

A timely and insightful business magazine published by CTPartners.

For its worldwide readership of corporate leaders and up-and-coming executives, PQR covers the globe, reporting on major business trends, talent management strategies, fascinating business personalities, and need-to-know developments impacting executive recruitment, retention, and human capital.

*PQR - Spring 2008 (2008)*

A timely and insightful business magazine published by CTPartners.

For its worldwide readership of corporate leaders and up-and-coming executives, PQR covers the globe, reporting on major business trends, talent management strategies, fascinating business personalities, and need-to-know developments impacting executive recruitment, retention, and human capital.

*PQR - Winter 2008 (2009)*

A timely and insightful business magazine published by CTPartners.

For its worldwide readership of corporate leaders and up-and-coming executives, PQR covers the globe, reporting on major business trends, talent management strategies, fascinating business personalities, and need-to-know developments impacting executive recruitment, retention, and human capital.



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