

The Pinnacle Message

When a senior leader in your organization leaves for another opportunity, how do you know when to engage the services of an executive recruiter and when to conduct a search on your own? And if you do opt for outside services, what kind of firm is best?

In this issue of *Pinnacle Advantage*, we offer distinctions between large and small firms, versus when a DIY (do it yourself) approach is more appropriate. Choosing the proper resources will yield the best results for your search.

Also in this issue, I'd like to share with you some alarming research findings about leadership succession planning — or lack of it — that we recently uncovered. Non-profit organizations with leaders in place for more than 10 years may prevent chaos in the years ahead.

We'd love to hear your thoughts about this issue and welcome a dialogue. Until then, happy spring.

Priscilla Rosenwald,
Founder & Principal

Leadership Recruiting: Size Matters

Not every executive search firm is the right fit for every search. Knowing what your organization needs is the first step to determining what resources to engage.

A very big difference exists, for example, between large and small firms. The advantage a large firm offers is access to an extensive and nationwide database. So, if you're clear about the position you need to fill or you seek specific expertise, a large firm may be right.

However, if you are unclear about the best course strategically for your search, you may benefit from the value a smaller firm offers. Leadership Recruiters' principal, Priscilla Rosenwald, for example, has an extensive management and organizational dynamics background, and with her focus on non-profit organizations, she understands the particular leadership issues of the non-profit world, paramount among them being the importance of strategic planning.

"Conducting an organizational assessment, something large firms rarely do," said Rosenwald, "helps an organization better understand its current and future leadership challenges. I strongly urge my clients to engage in this strategic approach to growing their organizations. That way, when we engage in a search, we're recruiting based on a real picture and not just wishes."

In order to create the right fit for the long term, Leadership Recruiters ties recruiting objectives as well as performance expectations into organizational strategic objectives. She works closely with her clients during all stages of the recruiting process, including once the new staff member begins, to integrate these strategic decisions and ensure a good fit.

"I help the organization prepare for the arrival and acceptance of the new leader," Rosenwald continued. "I stay involved with that client for the first six months of the hire's engagement to support his or her acculturation."

Large firms often times don't value the type of consulting services a firm like Leadership Recruiters offers nor do they have the expertise to offer it. Rosenwald, however, believes it is imperative for an organizational change. This distinction, along with personalized service, is what makes comparing large and small recruiting firms like comparing apples to oranges.

To learn more about Leadership Recruiters expertise and range of services, please visit our web site at leadrecruit.com. Take the short self-assessment on page 2 to find out if you'd benefit from a discussion with Priscilla Rosenwald.



ASSESSMENT ADVANTAGE: Are External Recruiting Services Appropriate for Your Organization?

Our organization has dedicated internal recruitment resources and expertise devoted to managing the growth of our staff. Yes No

We have a process in-house to assess leadership competencies at all levels of the organization. Yes No

Our organization has engaged in a strategic planning initiative within the last two years and understands its organizational challenges and opportunities. Yes No

As the chief executive of our organization, I have a strategic partnership with our board leadership. Yes No

Our organization has a process for determining a cultural fit and likelihood of talent retention. Yes No

If you answered “no” to any of these questions, call Priscilla Rosenwald at 484/572-0101 to learn more about where you may be missing a leadership opportunity.

About TransitionWorks

Leadership Recruiters has formed an affiliation with two consulting firms to launch “TransitionWorks,” a service to help long-time leaders transition and leave their organizations poised for growth and continued evolution.

Joining Rosenwald in this affiliation are:

- Lesley Mallow Wendell, President of Philadelphia-based Rosewood Consulting Group, which provides customized consulting and training to help organizations and individuals increase their effectiveness in today’s workplace; and
- Barbara Krasne and Judith Plows, Co-Founders of New York-based KrasnePlows, link finance, program, and mission to build stronger organizations.

For more information on the TransitionWorks team, visit <http://leadrecruit.com/partners.htm>.

Success With Succession?

This winter, Leadership Recruiters and its TransitionWorks partners conducted focus groups to learn more about how non-profit leaders are considering their transitions out of the organizations that they may have founded and/or have led for 10 or more years and what these considerations might mean for their organizations’ futures.

Here is a snapshot of the initial findings:

- Because the roles for these long-term executive directors have evolved over time, no one in these organizations wants the positions.
- Leaders know that succession planning requires an organizational assessment and redefinition of their roles as chief executive. Because these positions evolved and adapted to internal and external circumstances, these roles would require three people to replace. Redefinition of the roles, therefore, would make them more attractive.
- No one is conducting formal succession planning. Executive directors in positions for 10-20 years are thinking about it, but they’re not acting on it.
- These leaders welcomed the opportunity to share their concerns with peers and talk about their options moving forward.

If you’d like a full report of the findings of this study, please email us at prose@leadrecruit.com.



LEADERSHIP RECRUITERS

Founded by Priscilla Rosenwald, **Leadership Recruiters** is an executive search firm, providing strategic staffing and leadership development for socially responsible organizations. With over 20 years experience in management, organizational consulting, and executive hiring within the non-profit and corporate sectors, Leadership Recruiters promotes organizational effectiveness through talent management.

**Priscilla Rosenwald, Principal
Leadership Recruiters**

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