

# RECRUITING - RETAINING & DERAILING

Observations & insights

Presented by

Bill Reffett, Gary Preston & John Brown



# *Today's Discussion*

- ⊕ Attracting exceptional talent
- ⊕ Keeping what you've found
- ⊕ Anticipating & preventing derailment
- ⊕ Increasing awareness

# *Winning in the talent game*

- ⊕ Know your target recruiting audience
- ⊕ Know what sets your company apart
- ⊕ Select a point person
- ⊕ Cast a wide net

# *Winning in the talent game*

- ⊕ Keep the process moving
- ⊕ Reference, Reference, Reference
- ⊕ **DON'T SETTLE FOR LESS !!**

# *The recruiting options to consider*

- ⊕ In-house, go with the talent I know
- ⊕ Advertise locally, use the internet
- ⊕ Hire a contingency search firm
- ⊕ Engage a retained search firm
- ⊕ The new breed "Retingency"

# *Retain, Retain, Retain*

- ⊕ Your company is only as good as your talent
- ⊕ The costs (soft and hard) are significant
- ⊕ When you have valuables, buy insurance

# *Retain, Retain, Retain*

- ⊕ Have a good value proposition
- ⊕ Be competitive
- ⊕ *"When you pay peanuts, you may end up with monkeys"*
- ⊕ Make rewards personal

# *Why do executives derail?*

## A QUICK SURVEY:

Rank the reasons listed from 1 to 6.

Give a "1" to the reason that you believe is the biggest reason that executives derail and rank number "6" as the reason you see as the last.

# *Trends - Current Findings*

⊕ 81% of 224  
mid-management to  
top executives see  
derailment at their  
level in their  
company.

⊕ 78% of top  
management have  
personally  
encountered the  
causes and dangers  
of derailment.

# *Trends - Current Findings*



- ⊕ 55% say problems with interpersonal relationships and 47% say an inability or unwillingness to change or adapt are the two main causes of derailment.

# *Trends - Current Findings*

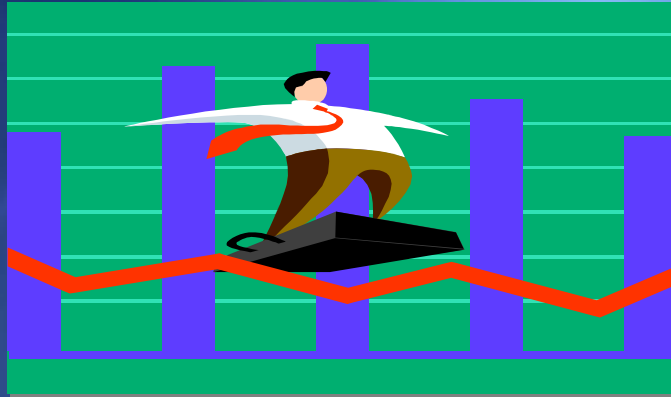


- ⊕ 61% report that externally-provided group workshops & seminars are the main means of trying to keep derailing executives on track and 46% provide them internally.

## *Trends - Current Findings*

- ⊕ 37% of respondents do nothing in dealing with weak performers.
- ⊕ 37% keep them in their current position but phase out their responsibility and influence, and 35% shift them to dead end jobs.

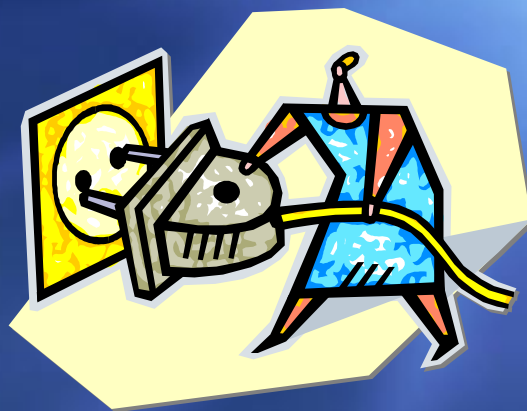
# *Trends - Current Findings*



- ⊕ 43% try to improve weak executive performance through training, mentoring, etc.
- ⊕ Only 10% quickly dismiss a weak performer.

Source: Center for Creative Leadership, 2003

*CEO Rankings  
of why executives derail*



#6

Overdependence.

# *CEO Rankings of why executives derail*



#5

Disagreements with higher management.

# *CEO Rankings of why executives derail*



#4

Difficulty in molding a staff.

*CEO Rankings  
of why executives derail*



#3

Lack of follow through.

*CEO Rankings  
of why executives derail*



Poor treatment of others.

#2

# *CEO Rankings of why executives derail*



#1

Difficulty in making strategic decisions.

## Additional Reading



- Bibliography available upon exit.

Questions or Comments?

Gary Preston

[gpreston@prestonreffett.com](mailto:gpreston@prestonreffett.com)

Bill Reffett

[wreffett@prestonreffett.com](mailto:wreffett@prestonreffett.com)

John Brown

[Jbrown@retail-iq.com](mailto:Jbrown@retail-iq.com)



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