

**A creative approach in order to successfully headhunt and place a GM in a start-up company operating in a niche sector  
*This project took place in 2007***

## **SITUATION**

The client was a multinational company operating in the engineering field in a niche sector, having only few competitors present in Romania. They wanted to find a GM for Romania, for their start-up. The person had to do the coordination and development at a national level. It was a new position, supposed to coordinate 5 people (existent) and hire others in the future.

### *Candidate profile required:*

Minimum 3 years of management experience in a similar role of coordination + 5 people, very good knowledge of the specific technical products in a competition company (at least 6 years experience) + direct sales experience, business analysis capabilities, strong business development abilities, proactive and dynamic attitude, strong decision abilities, results oriented, very good coordination skills, proficient in English.

### *Unfortunately candidates fitting exactly this profile were not found because of the following:*

- people in management positions were not motivated to change to a similar job;
- some people were interested but were asking much higher packages than the client's budget;
- some people were coordinating large teams and were not interested to coordinate a small team and in the future as well (our client was planning a smooth growth);
- people interested in management positions did not have a previous direct sales experience (they were doing more strategy and planning and less or none direct sales as desired by our client).

## **THE APPROACH OF PERSPECTIVE GROUP**

- It may happen sometimes that the local labor market does not provide us exactly the profiles that some clients might desire. This may happen for several reasons:
  - the Job Descriptions of the clients are not always adapted to the peculiarities of -the Romanian market, being thus standardized;
  - the company entering Romania (start-up) is operating in a niche sector not yet existing in Romania or not enough developed;
  - the package is not attractive enough to convince the desired candidates to make a change;
  - the company's brand is not attractive enough to convince the desired candidates to make a change;

- We advised the clients on the current labor market conditions, constraints and possibilities and proposed alternative solutions in order to successfully head-hunt the desired person.
- We have presented the exact situation along with several profiles selected from the management of the competing companies.
- At the same time we suggested alternative profiles:
  - People with very good experience in a middle management position, actively involved in sales, responsible of working with budgets and coordinating smaller teams (1-2 persons) but with good leadership abilities and development potential;
  - People who had the right attitude: highly ambitious and dynamic, motivated by a change in a higher position, able to take and argue decisions, having a broader view of a situation, eager to and confident in developing himself/herself and the business, results oriented, proactive;
  - All these selected candidates were assessed;
- Behavioral and situational interviews were performed with the head-hunted candidates, as well as working and behavioral style assessments.
- Reference check was performed as well – direct telephone questions based on specific, measurable and relevant criteria from people who were in the position to offer these references.

## THE RESULTS

- Even though the suggested candidates were covering in their experience only a part of the country, we selected them based on the good development potential; overall they matched successfully the level of required abilities and experience.
- One of the suggested candidates was successfully selected and employed by the client.
- This highly talented 29 years old candidate proved to be a quick learner and within only a few months of support from the development manager assigned, he soon managed to successfully coordinate the Romanian branch.
- He further developed his team and hired new people and during the past 2 years he constantly obtained positive results, being very appreciated by his foreign superiors.

