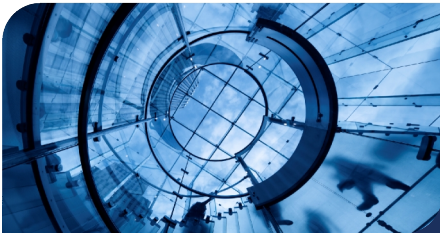


Best Practice Guide



Best Practice Guide

During COVID-19, our firm has continued to launch, lead, and successfully close several executive search engagements using the best practices provided below and on the following pages.

In fact, having deployed our first remote team member more than 20 years ago, our firm is uniquely positioned to support virtual recruiting and to adapt to the evolving needs relative to current and potential recruitment plans. As we have grown over the years, we have continued to invest in technology and training to fully support a remote workforce and still maintain our highly collaborative culture.

To remove uncertainty and assist our clients, we have built upon our well-established process in a variety of ways to ensure that our searches continue to unfold in an orderly fashion. We are nimble in our ability to support each client and every search in the most effective and efficient ways, while mitigating the risk of a new hire. We leave nothing to chance.

Here are our best practices we use to support the process:

VIDEO While virtual meetings are quickly becoming the norm, the use of video as a standard tool has been deeply embedded in our firm for years. We are collaborating with our clients to ensure that we maintain excellent service and leverage this technology throughout the process for client communication and candidate interactions.

**INITIAL SEARCH
START-UP & INTAKE** The early process is critically important to gathering information and insights, as well as building our relationship with you and becoming immersed in your culture. While in-person meetings are always best, it has become increasingly common for these stakeholder discussions to be conducted via phone or video. These conversations focus on understanding the primary success factors of the role and creating a vision that will attract candidates, which allows us to paint a compelling picture of the opportunity and future.

RESEARCH Unfolding behind the scenes is a robust and comprehensive research process, including online access through a variety of data collection services to help tailor a search strategy specific to your needs.

**DEVELOP
EXPERIENTIAL &
CULTURAL
COMPETENCIES** We have developed online survey tools to solicit insights and perspectives regarding culture, style, and experiential requirements, which ultimately drive invaluable conversations with the search committee, board, leadership team, and other stakeholders. This tool allows for deeper conversations with decision makers and ties directly to the Hogan Assessment, which is used to assist in candidate evaluation.

**HOST CANDIDATE
INTERVIEWS** We have the capability to host virtual interviews between candidates and clients, which allows you to focus on the interview and not the use of technology, creating a seamless experience for everyone.



CANDIDATE ASSESSMENTS Given the current reliance on video interaction, our deep experience in the use of assessments, coupled with our partnership with our sister organization, NuBrick Partners, offers additional insight and assurance of a candidate's values, motivations, decision making, preferences, and leadership style.

REFERENCES & BACKGROUND VERIFICATION When a process relies more on technology than personal interaction, thorough referencing and the verification of a candidate's background is paramount. We conduct extensive references on all final candidates to fully understand their skills, leadership philosophy, and cultural affinity, along with a comprehensive background screening to ensure clients are confident in their final candidate selection.

LEARN THE CULTURE OF OUR CLIENTS & THEIR COMMUNITIES By leveraging video interaction, we pair candidates with representatives of our client organization who are not typically part of the interview process. These interactions help candidates understand and experience your culture by sharing how the teams interact and reasons why others have joined your organization.

VIRTUAL COMMUNITY TOURS While it does not replace having a personal experience, we leverage available community resources to offer candidates the opportunity to "experience" your location. We take great care to provide information and connections to satisfy a variety of candidate needs – from housing to schools, places of worship to the arts and entertainment.