

The FORESIGHT™ Process

Facilitating matches that work and last requires a partnership and commitment by client stakeholders to engage in a comprehensive process proven substantially more effective than the traditional recruitment model. The following is a summary of the steps in the Allen Austin search process.

- 1. FORESIGHT™ Needs Analysis & Cultural Assessment:** Make no assumptions. This step is a well- defined discovery process that sets the stage for a successful search. The output will flow into the search spec, roadmap and assessments that will clarify company culture, values, mission, valued behaviors, political environment, leadership attributes, management abilities, interpersonal skills, specific performance expectations, and other critical success factors.
- 2. Develop Search Strategy (Road Map):** Comprehensive search strategy developed in concert with the client; we keep key stakeholders and board updated throughout the entire process. Typically, we are targeting individuals who are obvious candidates, as well as those who are second in command, as well as providers and consultants to the space, in order to adequately map the space, and bring the best possible talent to the table.
- 3. Develop Opportunity Positioning:** Establish a clear and compelling statement. Why successful, high performing A Players would consider a change. There must be a story to tell and a compelling argument that would cause a reasonable human being to make the move we are suggesting. This is a part of the Search Specification and integral to good telephone, email, and face to face marketing of the opportunity by the Allen Austin Partners and referral sources.
- 4. Develop Company Positioning (Employment Branding):** We recognize that all organizations have an employment brand. As a part of the Search Specification, the Company positioning should include the most salient and current elements of the Company's story, mission, and objectives, as well as why the Company is a great place to work.
- 5. Develop Position Description:** As a part of the Search Specification, the position or job description is the least complicated part of the process. This information is all you usually read - a necessity for sure – but this description alone is inadequate as a comprehensive search specification.
- 6. Develop Performance Expectations:** Focus on the doing, not just the having. Defining success, and a focus on four or five key deliverables complete with specifics and timetables can do wonders to narrow the laser when zeroing in on the very best candidates for your specific leadership role. This is included in the Search Speciation.
- 7. Develop Location Positioning:** Paint a compelling yet realistic picture of the city. Moving a family to a new city can be tricky. Dispel preconceived notions. A chamber of commerce view of the city will many times make all the difference. This is also a part of the Search Specification.
- 8. Tailor FORESIGHT™ 4Cs Candidate Assessment:** The 4Cs is a proprietary assessment designed and customized to assess FIT in and for a specific client, opportunity, culture and set of performance

expectations. At this point, we tailor, or customize the 4Cs to assess candidates against the specific cultural, strategic, and tactical performance expectations of our client.

- 9. Tailor FORESIGHT™ 360° Reference Assessment:** The Allen Austin FORESIGHT™ 360° Reference Assessments are always conducted in advance of candidate presentations. They have been carefully designed to screen out B and C players and reveal each finalist A player's strengths and weaknesses against 56 competencies we know to be critical to success, before they are presented to you. We speak candidly to two superiors, two peers and two subordinates for 25 minutes each on average. These audits are not conducted as a formality or afterthought, but rather as a critically important part of discovery to fine tune the elements of fit; and to provide our client with a meaningful management tool. Six references at different levels allow us to see patterns in a candidate's propensities, strengths, and weaknesses. Clients see names, titles, and relationship information of references as well as full reference disclosure. Output is not tied directly to individual contributors.
- 10. Secure Client's Approval of Search Spec, Roadmap, Communications Schedule, 4Cs, Reference Assessments and Timeline.**
- 11. Candidate Sourcing:** We know how to dig deep. We conduct fresh, original, and targeted research for each assignment we undertake including in-depth direct sourcing of target companies, as well as organizational charts/mapping of competitive entities. This is an out of the ordinary approach to sourcing fresh candidates. Not depending on a Rolodex or database and missing potential prospects is our hallmark.
- 12. Cast the Widest Possible Net:** Utilize the full resources of the firm to cast the widest possible net for you. Allen Austin partners work together and aid wherever possible on each and every search. When our clients retain one of our consultants, they employ the total network capability of the firm as well as a comprehensive approach to sharing data, posting, electronic databases and job sites.
- 13. Initial Candidate Contact, Recruiting & Candidate Development:** We work the list in its entirety, uncovering and exploring every possible lead. At Allen Austin, our partners make all initial contacts and develop relationships with all candidates destined to make the final cut. We resist the temptation to delegate these critical phone calls to junior level consultants or researchers. Partner level execution makes a big difference.
- 14. Collection & Evaluation of Candidate Profiles:** Allen Austin proactively identifies and approaches individuals whose experience, credentials, skills, and accomplishments are appropriate for the position. We procure resumes and accumulate the largest possible pool before the evaluation process begins.
- 15. Screen for High Performing "A" Players –** When a candidate appears qualified and interested in our opportunity, we have a very direct conversation to set expectations and screen out B and C players, as well as those who might have disingenuous intentions. Each interested and qualified candidate is advised that they will go through a rigorous assessment process that will culminate with candidate arranged reference assessments and a thorough background check.
- 16. Administer FORESIGHT™ 4Cs Candidate Assessment:** This instrument is extremely effective in assessing a candidate's thinking and writing style, responsiveness, ability to lead in situations specific to the client, values, career objectives, strengths, and weaknesses. Universally valued by candidates and clients, it is a key element in ensuring alignment as well as acceptance of offers extended; it also causes candidates to self-select out of the process if they are not an ideal fit. Candidates view the exercise as worthwhile, often recommending it to friends and colleagues.

17. **Perform Psychometric Assessments (Optional):** As a Strategic Partner of Wiley (Profiles International), we provide a comprehensive array of assessment instruments that help companies use information as a competitive strategy. Wiley's assessment tools, evaluations and related products target all phases of employment, from selection and hiring to training, coaching and management performance. Wiley's assessments provide accurate, reliable data that helps employers achieve accurate job fit; helps managers lead, coach, and motivate effectively; and helps all employees direct their efforts to achieve greater productivity and profitability.
18. **Conduct Allen Austin FORESIGHT™ 360° Reference Audits:** The Allen Austin FORESIGHT™ 3600 Reference Audits are always conducted in advance of candidate presentations. We speak candidly to two superiors, two peers and two subordinates for 25 minutes each on average. These audits are not conducted as a formality or afterthought, but rather as a critically important part of discovery to fine tune the elements of fit; and to provide our client with a meaningful management tool. Six references at different levels allow us to see patterns in a candidate's propensities, strengths, and weaknesses. Clients see names, titles, and relationship information of references as well as full reference disclosure. Output is not tied directly to individual contributors.
19. **Face-to-face Interviews and Formulation of Finalists**
20. **Presentation of Finalist Candidate Presentation Packets:** Presentation packets typically contain fifty or more pages and are extremely comprehensive in nature. Clients see candidate profiles, executive summaries, comprehensive interview transcripts, candidate 4C self-assessment responses, global background checks and 3600 Reference Audits.
21. **Prepare Candidates, Clients, and Arrange Interview Logistics:** Allen Austin handles all logistics to ensure a smooth interview process. Each decision maker involved in the client interviews receives a full candidate presentation packet on each candidate in advance of the actual face-to-face.
22. **Order Comprehensive Background Checks:** Candidate background checks include criminal history in all fifty states, International if necessary, Full Credit Check as applicable depending on State, Social Security Check, Verification of employment dates, Educational Credentials and more. Background checks are conducted by Peregrine Solutions and average \$650 per candidate.
23. **Debrief Candidates & Clients Post Interview:** Upon completion of the interviewing process, we will work closely with you in developing the strategy of an offer for the selected candidate.
24. **Make & Secure Verbal Offer and Establish Start Date:** We typically make the offer and secure a verbal acceptance before a formal offer letter is delivered. We then assist in all logistic issues including the physical move and all other transition issues. We provide objective feedback on compensation package, arbitration/negotiation, and follow through to ensure a successful transition for the candidate
25. **Written Offer Goes Out Electronically and Via Hard Mail**
26. **Signed Offer Letter Is Transmitted Back Immediately**
27. **Review and Approve Candidate's Letter of Resignation**
28. **Candidate Resigns and Begins Work per agreed Start Date**
29. **Follow Up with Candidate At least Twice a Week Until Start Date**
30. **On-Boarding Assistance and Resources (both client and candidate resources)**
31. **Post Search Follow-Up with Successful Candidate and Client at Week One, Month 1, Month 3, and Quarterly for First Year. Annually Thereafter.**