



Executive Selection

The benefits of Executive Selection

Benefits to the Organization

- **Reduces costly hiring mistakes**
- **Increases objectivity in the hiring process**
- **Identifies talent in alignment with organization culture and strategy**
- **Improves retention for senior hires**
- **Knowledge of candidate speeds onboarding**

Why get help in making hiring decisions at the executive or key manager level?

Many companies make expensive hiring mistakes at the executive level. Research in the area of selection and hiring has shown that most in-company interviews produce relatively poor results in terms of predicting a candidate's later performance on the job. In fact, the ability to predict an executive's management abilities in such cases is little better than chance. Research from industry sources also indicate that 30-35% of all executives entering a new position fail and 40% are no longer in the position after 18 months.

Making mistakes in hiring for key positions is extremely costly. A poor hiring decision can cost as much as a million dollars or more considering search fees, relocation costs, signing bonus, and loss of team productivity, not to mention outplacement costs and legal fees. Industry experts cite replacement costs for an executive at roughly 150% of the departing executive's salary. Clearly, hiring the right person for a key management position can make a big difference in productivity and profit.

The Turknett Advantage

Turknett Leadership Group has extensive experience in executive selection, and works to validly and accurately assess a candidate's personal characteristics, social and communication style, decision-making ability, management and leadership capabilities, and to assess a candidate's fit with the position and the organizational culture. A comprehensive battery of tools is used, including tools that measure personality, values and character, judgment and reasoning, and potential executive derailment. One particularly useful selection instrument predicts future 360-degree feedback ratings based on personality data. Another assesses the candidate on research-based executive derailers that are unlikely to show up in an interview but that can cause failure once a candidate is in the position.

Assessment through testing is followed by structured behavioral interviews, in which individuals are evaluated on competencies related to the position. While no assessment methodology is fool-proof, our process can help you make a much more informed hiring decision. As an added value, the information we give you on your new hire can help ensure a faster transition and increase the likelihood of success.

Our Executive Selection Process

- **Job Analysis** to determine key competencies for the position
- **Leadership Evaluation**, which may include online assessments of personality, values and character, work styles, judgment and reasoning, and potential derailers
- **Structured Behavioral Interview** linked to the competencies of the position
- **Feedback** to the hiring manager, including suggested follow up interview questions for the internal selection team



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