

INTRODUCING NETWORK NEWS

Welcome to M. Wood Company's inaugural issue of . This newsletter has been developed

members. *Network News* contain information on upcoming events, case studies and articles addressing as a CIO. We hope you enjoy our publication.

RECRUITING TECHNIQUES

By John Trakselis

*"Failure to prepare is preparing to fail"—
John Wooden, Hall of Fame basketball coach
at UCLA*

F has specialized in a consultative approach thorough assessment and analysis of the process ever begins. Through our for recruiting the best candidate. This best

for any business or industry.

Identify an owner. Any business process that does not have an owner is doomed to

of recruiting is hiring an individual who will be a good fit for your corporate culture, is highly qualified, self-motivated and results-oriented. As the owner, there are three factors to keep in mind *Who you hire is based upon whom you see. Who you*

by how well you plan.

Plan the search

of action. Action requires goals. To achieve your goals, rely on well thought-out strategies and tactics. You should begin by asking yourself the following questions:

organization in order to achieve these goals? What skills are present in my current team? Which skills are needed? How can I best approach filling this position?

determination of the deliverables are also required. You must understand how the position interacts internally with the existing staff and cross-functional areas of

skills to quickly assess an environment, identify your true business needs and, in some cases, help you "rethink" the requirements of the position. This evaluation

company.

THIS ISSUE



FEATURE ARTICLE

- Recruiting Techniques



CASE STUDY

- Change Management



MARK YOUR CALENDAR

- Roundtable
Session: March 6



ASK MWC?

- CIO Credentials



Mark Your Calendar!

M. Wood Company will be hosting the first MWC NETWORK roundtable breakfast session **Friday, March 6, 1998** at the Union League Club in Chicago. This roundtable session will be held from 8:00am – 10:00am and will focus on **STAFF RETENTION -- HOW DO WE KEEP OUR PEOPLE HAPPY?**

You will be receiving an invitation and agenda in the upcoming weeks. Please contact Katie Koeller at 312/368.0633 if you have any special requests or questions.



Web Site - Coming Soon

The wheels have been put into motion for M. Wood Company's web site. We are in the early stages of development and expect to be on-line soon!

Our home page will include up to the minute information regarding M. Wood Company's services, industry expertise, best practices, open positions, related articles and case studies. With a click of a button, M. Wood Company will be at your fingertips!

If you have any suggestions or recommendations to include in our web site which would help leverage your success, please contact Katie Koeller.

CASE STUDY - Change Management

Addressed by: John Poracky -- Partner

INDUSTRY PROFILE: Retail Services - \$1B retailer with over 5,000 US outlets

POSITION: Vice President / Chief Information Officer

BUSINESS ISSUE: The Information Technology function had not developed a strategic vision of its role in the business; nor had it demonstrated the ability to leverage technology to increase productivity and performance in the organization.

ISSUES TO BE ADDRESSED: After review, three issues were identified:

1. Current CIO did not possess strategic planning skills required to push innovation and develop an IT strategic plan.
2. The CIO's experience was purely technological and lacked general business expertise. This issue, combined with the lack of IT involvement in the overall business planning process, disempowered both the position and the IT organization.
3. The CIO reported to an Executive Vice President of one of the business units. This alignment diminished the CIO's ability to plan and prioritize for the entire company and biased his application of technology.

RECOMMENDATIONS:

- Reconstitute the CIO position as a direct report to the President/CEO and rewrite the job responsibilities to reflect the new requirements of the position.
- Replace the current executive with an experienced CIO who has demonstrated strategic planning skills and has leveraged technology into different divisions. This candidate must possess a strong business background and the management capability to work effectively, as a peer, with senior management.

PROJECT ACTION:

M. Wood Company, utilizing our consultative approach, implemented the above recommendations by:

- Challenging the client's thought process to provide judgement on their business, culture, strategic initiatives and organizational processes. This process included meeting with the position's direct reports, peers, and senior management to define a mutual understanding of the experience, personality and background needed to function successfully.
- Educating senior management on the expanded role of a CIO.
- Establishing the CIO position on a "level playing field" with other senior executives.
- Formulating a job description and responsibilities for the CIO position; including the first year deliverables.

SUMMARY:

M. Wood Company carefully prepared the successful candidate to meet his new responsibilities by reviewing the major stumbling blocks to his predecessor's success and other information gained about the company in the search process.

As we hope you were able to see in this scenario, the role of a CIO today is more strategic than in the past. In order for the IT organization to be considered a strategic part of the company, you must position yourself as a visionary who places the IT organization in-line with the company's business goals and objectives.



RECRUITING TECHNIQUES

Continued from FRONT COVER

Establish a recruiting team. Assemble a team who will help you refine and execute your plan. By having a team, you can consult with specific members in evaluating the candidate. We suggest incorporating team members from different organizational levels and departments to ensure the candidate you select will fit your company culture.

Prepare a written job search specification. This document is a collaboration of the information collected during the planning and assessment. Your specification should anticipate the initial questions from a potential candidate. Being able to provide this information will help attract the right individuals and sell the position.

Your specification should include the following information:

- Explain your company—what it has achieved and where it is going.
- Define the position and its role in helping the company achieve its vision and mission.
- Outline the specific tasks, activities, expectations and first year deliverables associated with this position.
- Clarify your position's desired experience and academic requirements.

Interview qualified candidates. After you have navigated through the planning, analysis and evaluation process, it is now time for the candidate to meet with members of your recruiting team. Prior to your discussions, it is important to prepare for the meeting. Preparation will leverage your success in identifying and selecting the right individual. Our experience has shown that "little things" make a strong impression about you and your company. M. Wood Company suggests the following:

Preparation

- Assign responsibilities to your team. Each interviewer should be prepared to address and evaluate different capabilities of the candidate (i.e. business background, cultural fit, decision making skills, accomplishments, track record, etc.).
- Have your team familiarize themselves with the resume and other related information. Following these steps will help you formulate questions and discussion points for the meeting.

Interview

- Set the tone for the interview by putting the candidate at ease. The best interviews are open, free-flowing conversations allowing maximum knowledge transfer.
- Sell the candidate on why they should want to work for your company.
- Be sure to obtain an idea of personality fit, affability, communication and leadership skills, responsiveness to questions or concerns, and intellectual capacity. Evaluate not only by skills, but talent -- is the candidate a team player? Is he/she coachable?
- Give the candidate the opportunity to ask questions.
- Address any personal concerns the candidate might have (i.e. relocation, compensation, finding his or her spouse a position, special educational needs of children, elderly care issues for parents, loss of current or deferred compensation at his or her present employer, etc.).

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ASK MWC?

Q. What are the most important credentials for a CIO in 1998 as compared to 1988?

A. In 1988, the CIO needed to:

- Manage a difficult and rapidly changing set of technologies.
- Be an excellent manager of managers.
- Be able to deliver big projects on-time and on-budget.
- Be able to attract and retain good staff.
- Have a good working relationship with your boss.

In 1998, all of the above skill sets are needed PLUS:

- Be able to partner effectively with senior management/important customers.
- Be able to tie the IT investments/plans to the business plans.
- Be able to handle a very high level of uncertainty in terms of the business and IT.
- Be a strong thought leader and relationship builder.
- Have measurable experience in change leadership.

If you would like to submit a question to be answered in ASK MWC, please write or email to:

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Chicago, IL 60602
koeller@mwoodco.com***



We would like to welcome the following senior IT executives to the MWC NETWORK. If you would like to contact NETWORK members, please contact Katie Koeller at 312/368.0633.

Ken Jankowski, CIO
NovaCare Employee Services
Norristown, PA

Tomi Hubert, CIO
Crain Communications
Detroit, MI

David Padgitt, Director IT
Grosvenor Capital Management
Chicago, IL



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Please forward any comments or suggestions to Katie Koeller, editor at: koeller@mwoodco.com.

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Etiquette

- Conduct proper hand-offs. Excuse yourself after you are satisfied your meeting is completed. Make sure the next interviewer is ready to meet with the candidate. If not, find a quiet location where you can place the candidate until the next interviewer is ready. You should also pass along any open issues or questions so the next interviewer can address them.


Formalize the offer. After the interviews are completed, you should consult with your team to rank the candidates. Did the interview confirm or diminish interest? Have you validated the “little things” when, if unattended, could be deal breakers. They could include: title, reporting relationship, fringe benefits and resources (internal and external).

At M. Wood Company, we have developed and tested a consultative approach to recruiting. It has proven to be a successful process in filling hundreds of positions from senior executives to middle management across all industries. The model provides clients with new insight into their business as well as a significant positive impact on the company's performance and productivity.

When you are faced with a recruiting assignment, ask yourself:

- Do I have the resources internally to search and attract qualified candidates?
- Will our internal resources have the capability to search for and contact personnel at our competitors or even other corporations that have personnel with the skill sets necessary to handle our needs?
- Should I be tying up internal manpower to perform this function or should it be out-sourced?

It is important to remember the risks involved in an inadequately filled or open position. It can result in millions of lost dollars from delayed time to market, applying the wrong technology, poor customer service, lost opportunities, reduced staff morale, and more. To stay competitive in today's market, key positions must be filled quickly and correctly.

A business cannot afford the risks of a vacant position or a position filled with an individual unable or unwilling to meet tomorrow's requirements. M. Wood Company can quickly assess a business environment and identify a company's underlying business needs. We can help you leverage the success of your business by anticipating organizational issues and developing comprehensive solutions. If we can be of assistance, please contact us. 

John Trakselis, a Principal at M. Wood Company, brings strong functional expertise and over 30 years of management and consulting experience to the executive search process.