



# **SOLGM**

## **Aspiring CEOs**

# Board/Council Role In CEO Recruitment

## Overview

- Define attributes for the CEO
- Establish Selection Committee & agree the process
- Lead the process & ensure induction occurs
- Develop a performance agreement for the new CEO

# The Importance of Alignment

- Consider the life cycle of the organisation (relevant to public and private sectors)
  - Start up (e.g. Auckland City)
  - High Growth
  - Consolidation
  - Turnaround
  - Rejuvenation
- This will impact CEO profile for success
- Consider
  - Key organisational drivers
  - Strategic priorities

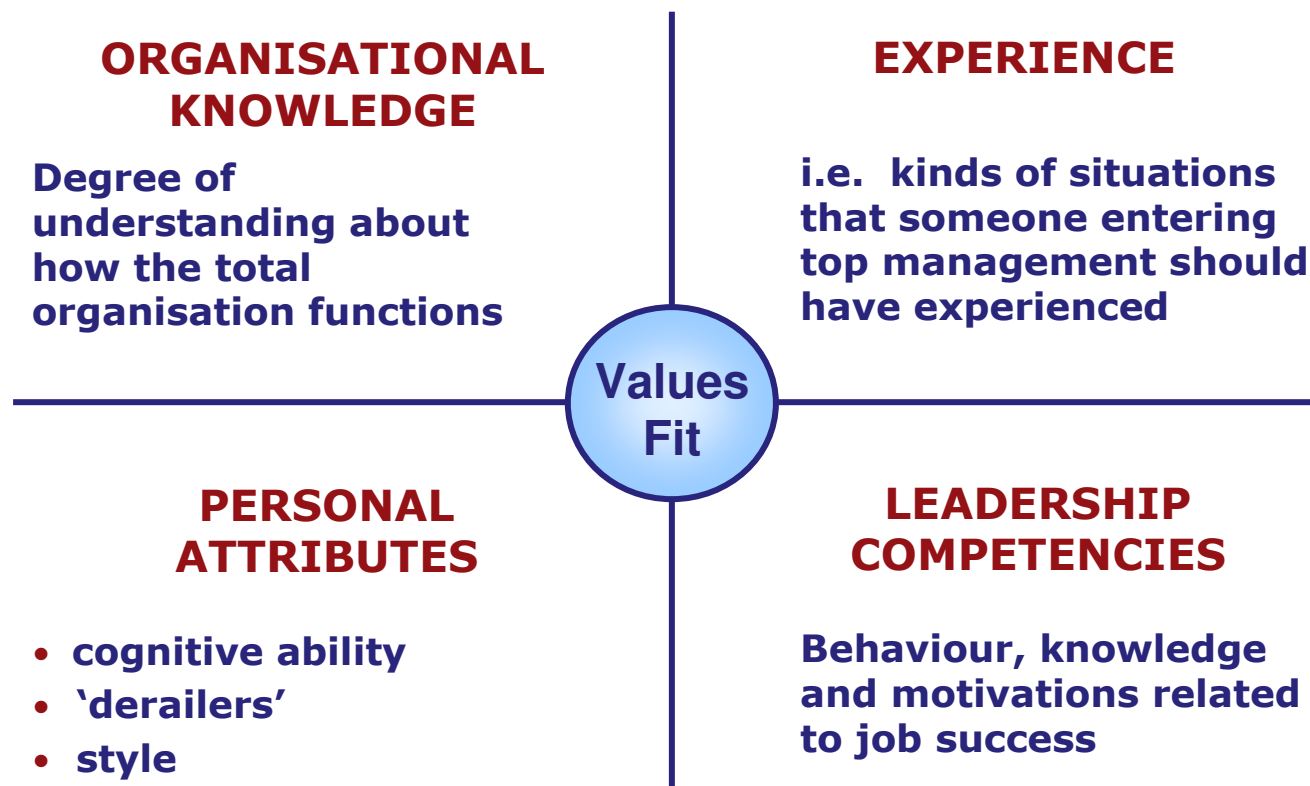
# 21<sup>st</sup> Century Effective Leaders – Some Common Threads

- Are masters at managing through ambiguity
- Inspire confidence and belief in the future
- Have a passion for results
- Are marked by unwavering integrity
- Set others up for success
- Have strong, rather than big egos
- Have the courage to make decisions

Source: © Development Dimensions International, Inc

# Defining and Aligning the Attributes

Role specific depth in four areas leads to success:



# Local Government Context

- CEO IEA's fixed term contract Local Govt Act 2002
- Stakes are high – probably one of the most important decisions Council will make
- Many Councillors will not have experience hiring CEO's
- Relationship between Mayor & CEO is key
- Public perception – political environment

# Background

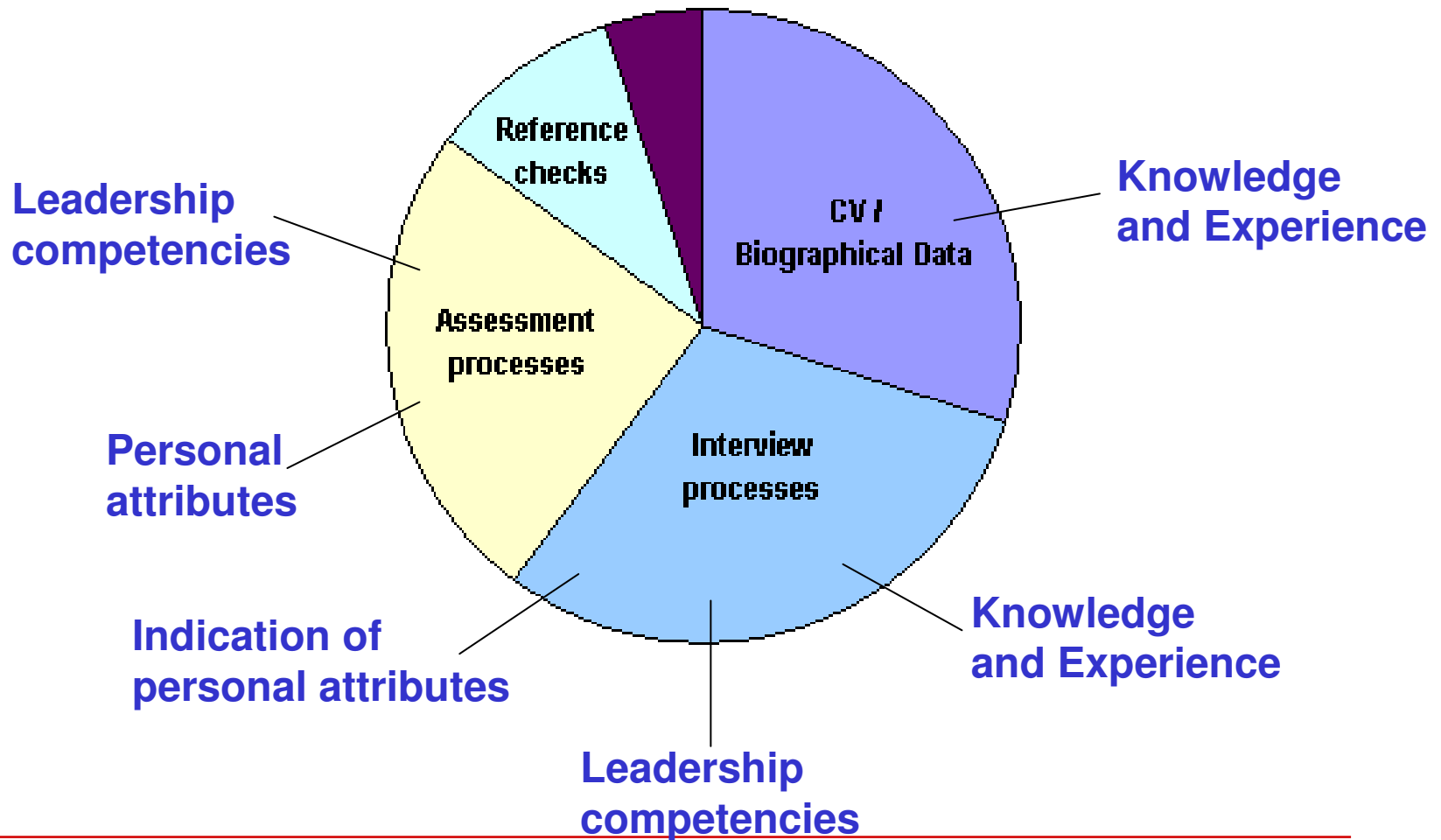
Sheffield will have:

- Reviewed city/district background
- Familiarised ourselves with local and national issues
- Met with Council to establish brief
- Understand the organisation life cycle stage
- Established likely priorities for incoming CEO
- Discussed position description
- Developed ideal person specification
- Agreed the recruitment process

# Recruitment – Building the Picture



# Recruitment – Sources of Information



# Before you apply

## Be strategic about your career

- Broadly think about the personal & professional implications
- Prepare, have a few generic questions up your sleeve, including likely priorities for incoming CEO
- Get ready to engage
- Pick up the phone, but remember the process starts the moment you contact us so make it work for you
- Establish the background to the vacancy
- Aside from the technical competencies what are the ideal person specifications
- Self assessment – is this the right opportunity at the right time for me?

# The application process

## **Be strategic about your approach** **Know the timelines**

- Review the City/District background
- Familiarise yourself with local and national issues that could be relevant to this appointment
- Understand the organisation life cycle stage
- Tidy up & customise your CV if necessary
- Align yourself with position description and person specification
- Write a compelling cover letter
- Be friendly, patient & professional

# Your CV

## Sharp, current, readable & convey breadth & depth of experience without being 'War & Peace'

- Dimensions of organisations you have worked for e.g. assets, revenues, staff numbers
- Accountabilities including leadership & people management
- Achievements
- Check your spelling & grammar
- Third person vs first person
- Photo's don't usually help - unless you are a model

# The Long List Interview

## **Before you get called for an interview it is likely that we will have:**

- Presented an applicant summary to the recruitment committee
- Established if any of the recruitment committee have previous knowledge of you
- Made our recommendations on suitable long list candidates and presented Cover letters and CV's of same
- Identified possible/likely best fit candidates from:
  - Our previous knowledge and engagement with you
  - Your cover letter and CV

# The Long List Interview (cont)

**We are your advocate so show us the evidence!!!**

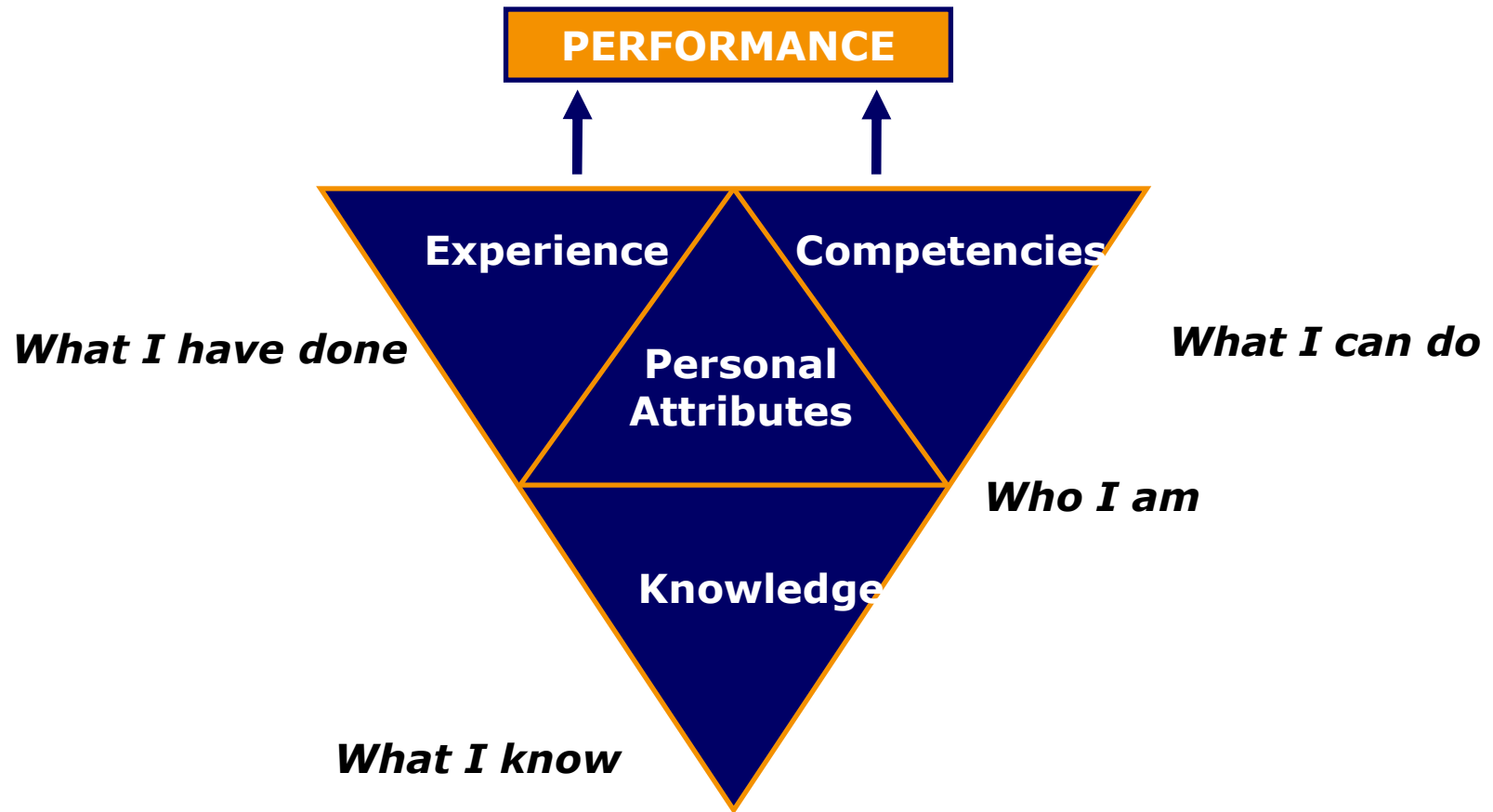
- Be prepared to tell us your career story
- Achievements, highlights, lowlights, what you have learned
- Have examples that you can weave into the conversation
- Align your skills and experience with the role where they are relevant
- Don't underestimate the value of lateral skills & experience
- Show that you are in touch with what the likely current & future issues will be
- Community, family, personal values & beliefs count
- Leave behind examples are often helpful
- Make it easy for us to SELL you

# Other things you should know

## Manage your career progression & development pathways

- Seek a range of experiences
- Be strategic about roles, location, size of organisation, how it is perceived beyond the local environment
- Breadth & depth of roles including strategic sideways move
- Secondment can be a good mechanism
- Ongoing professional development
- Be seen – network & build key relationships
- Put your hand up for leadership opportunities including special projects
- Foster a good, professional relationship with consultants – seek feedback and coaching

# It all adds up to: Your Success Profile



# Preparing for a Short List Selection Process

## **Remember each process is a mix of the person & the brief**

- Expect to have a few setbacks, don't take it personally
- Make sure you understand the interview format & timing
- Don't underestimate the value of preparation & planning
- Do your homework thoroughly on the City/District
- Try to 'walk in their shoes' to understand perspective
- Make an effort to understand the organisation
- Have 4-6 solid examples of your skills & experience that you can adapt to fit structured interview questions

# CEO Interview Format

**At short list phase it is common to involve the whole Council  
We encourage them to own the decision making process**

- Presentation – usually on a set topic
- Structured interview questions to cover technical and behavioural competencies led by Mayor
- Informal questions – have your own ready
- They will want to connect with you personally and professionally
- What will happen next
- Consultant's role

# Presentation

## **Really identify what is being looked for:**

- Presentation skills
- How you think, including on your feet
- Do you understand & relate to the local issues?
- Stick to the allotted time!
- Get help if you need it
- Handouts (optional) - help them to remember you after you have left the building

# Bringing the Evidence

## Making examples work for you

We are looking for **STAR's** & will have coached the Council

- **Situation**
- **Task**
- **Action**
- **Results**

and **Your** role in making it happen

i.e. did you lead or were you part of a team?

# Tips for a Successful Interview

- Personal appearance counts so dress as though you are already the CEO
- Be professional, respectful, friendly, approachable
- Be mindful and tolerant of diversity: social demographics, race, gender, culture, sexual orientation etc
- Good taste humour works – a laugh or two relaxes the room
- Convey depth and breadth concisely – don't waffle!
- Remember they want to get to know you and relate to you
- Evaluate your own performance
- Seek feedback on areas that you can improve

# Tips for Internal Applicants

- Bring your 'A' game
- Dress for Success – so that they see you in a new light, ideally as the CEO in waiting
- They think they know you warts and all so remind them of your successes and achievements for your community
- We are there to ensure that you are treated fairly and equitably
- No surprises - so let us know beforehand of any potential curve balls that maybe lobbed so we can provide balance & perspective (often behind the scenes)

