# *K.M.Trust & Partners*

T h e   E x e c u t i v e   S e a r c h   C o m p a n y

**iic Partners**
Executive Search Worldwide

# Values Driven Recruitment & Leadership

Radu Manolescu, www.kmtrust.com

**SUMMARY**

- **Teaser**
- **Few Statistics**
- **Examples from companies & institutions**
- **Leadership**
- **What to do different**

*INSEAD ; ENRON*

*respect, integrity, communication & excellence.*

*A big part of today's problems is an **increasing tolerance of unethical behavior!***

iic Partners
Executive Search Worldwide

## SOME STATISTICS

- *"3/4 of college seniors believe that the difference between right and wrong is "relative."*

- *a recent survey reports that 82 % of CEOs admit to cheating at golf.*

- *more than 50% of all resumes contain lies*

- *23 % of senior candidates for president, vice-president or board-of-director positions don't tell the truth, etc.*

*…we're surrounded by this kind of behavior.*

*…a company's problems begin when unethical people are hired and promoted because interviewers miss key clues in the interview process"*  Source: http://www.interviewedge.com/allarticles.cfm

- *Examples from your businesses*

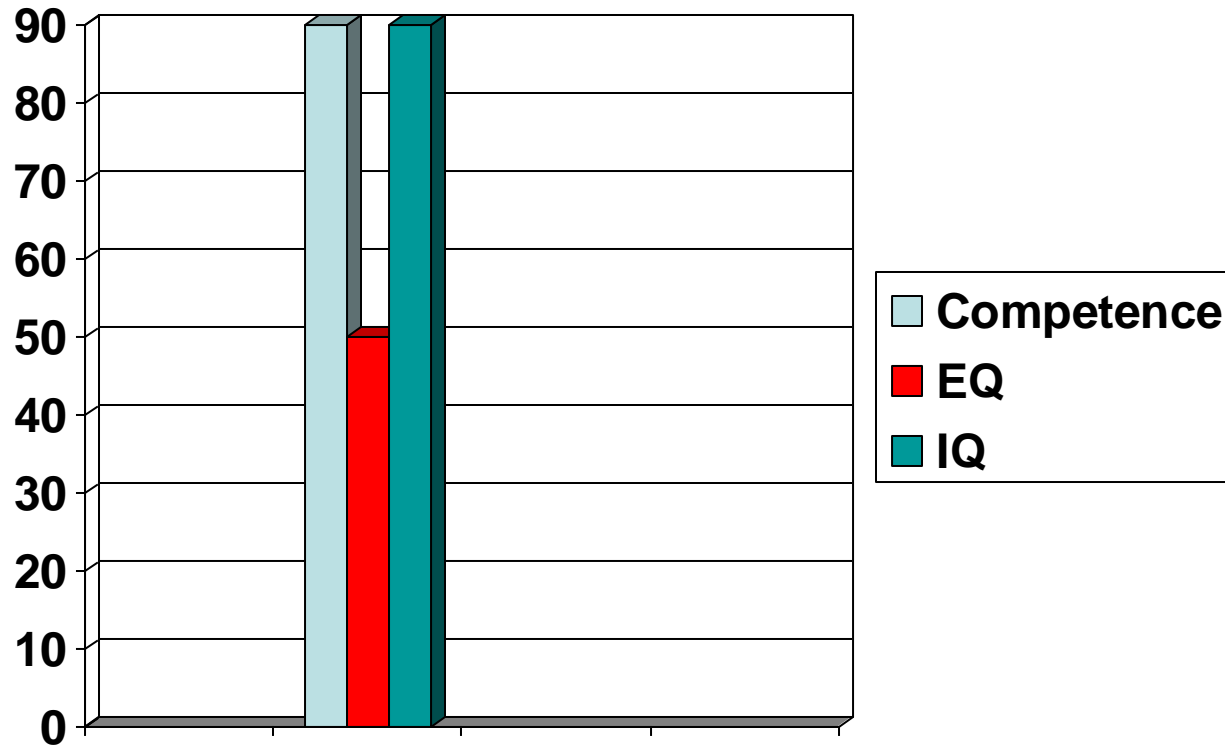- ***How serious are values taking into consideration?***

**OUR CLIENT'S EXPERIENCE depends on our PEOPLE BEHAVIOUR**
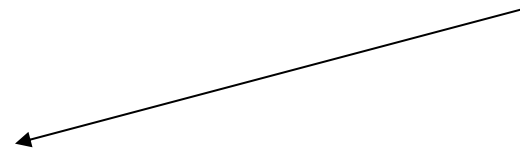
**Genes & Environment:**

Personality, Attitude, **Values**, Education, Competences, etc.

# Conventional leadership

Competence + Professional Will + Rigor + (Passion) + **"I-Centrism"**

- More close to a genius with a lot of helpers.
- I centric and thinking that restructuring and layoffs are the primary strategy for improving performance

*Sources: Radu Manolescu, Jim Collins – Good to Great*

Long term sustainability leadership or L5
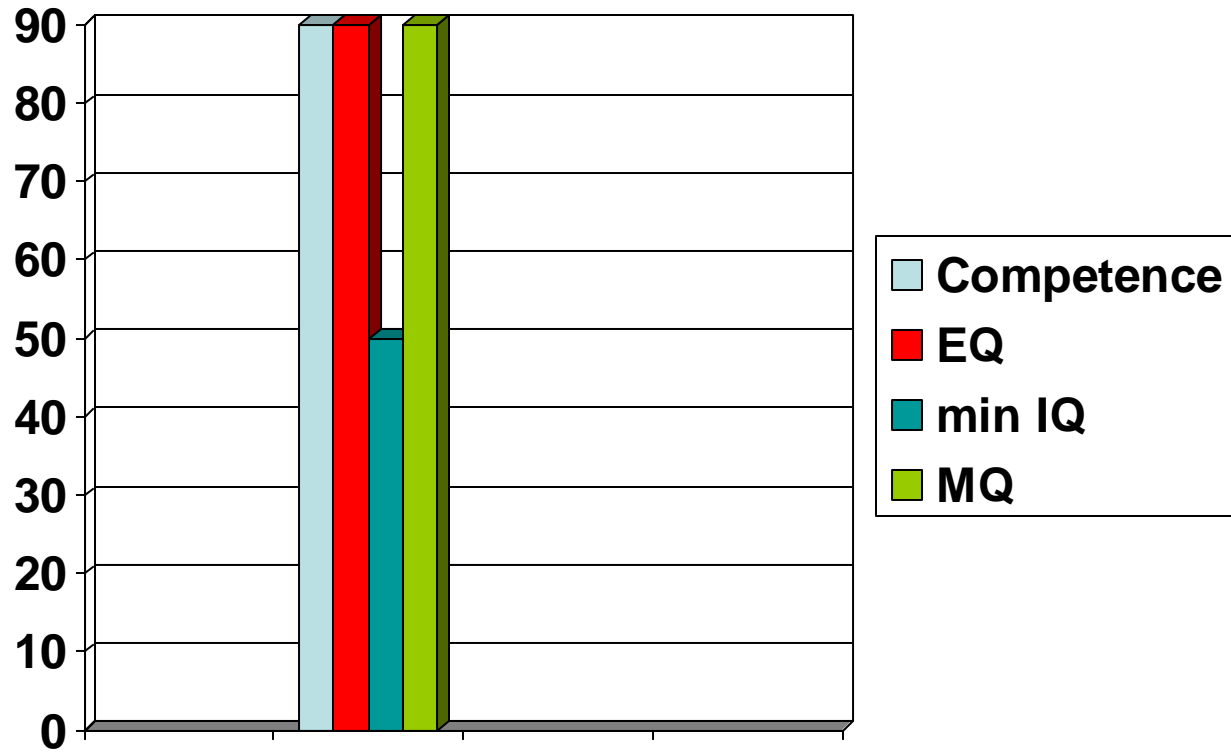
# Long term sustainability leadership

Competence + Professional Will + Rigor + Passion+ **VALUES + EQ – "I-Centrism"**

- – Empowering
- – Humble
- – Passionate
- – Caring
- – Ambition for the institution and not for themselves
- – Credit people and luck for their successes
- – high focus on long term sustained results no matter how difficult, successors focus,
- – high standards
- – Changing the wrong people fast
- – Create a culture where the truth is spoken and heard
- – Non bureaucratical, etc.
  *Sources: Radu Manolescu, Jim Collins – Good to Great*

# FACTS/CONTEXT

• HQ high pressure on immediate results

• Long term results - very often ignored vs. short term pressure

• CEOs/GMs  - limited decision power (much more than before)

• High mortgage rates + very few job openings encourage risk avoidance in decisions at lower levels/ Safer and not necessarily quality oriented decisions preferred

• Non performers simulating hard work to secure their jobs

• Hiring freeze

• Budgets cut off, etc.

iic Partners
Executive Search Worldwide

# WHAT SHOULD WE PROBABLY DO DIFFERENT?

•**Look internally first:**

– Identify the **talents** (self motivated, passionate, continuous improvement focused, disciplined, etc).…**with the right values and attitude**

– **Assess** them and **place** them in the right job

– **Expose** them to the biggest challenges the businesses faces

– **Empower, train and coach** them

– **Key performers** (non talents) equal focus

– **Plan succession** for each key role

– Minimize risk through an **external opinion** (references, assessment, etc)

•And…**make sure you don't demotivate** them and **train your managers to properly assess the values when recruiting**!

**HOW?**

*DEFINE AND MEASURE YOUR VALUES*

*TRAIN ALL YOUR KEY PEOPLE IN ASSESSING THEM RIGHT*

*APPLY THEM AS MANDATORY FILTER AT ALL RECRUITMENTS, NO EXCEPTION!*

# In real life….

*If no support from GM and/or functional head at HQ…look for better*

*HR is, most of the time, the gatekeeper of the wrongdoing or morality in a company so act as per your importance of your role*

*"Money cannot buy the right behavior. With them, you can get the right people though and keep them there." – Jim Collins*

# Thank you!