

Bienvenue | Welcome

Wired to Scale

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Marc Giguère

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Marc serves as a Partner in the Private Equity Practice, based in the firm's Montreal office. He is also a member of the Commercial Growth Practice Group. Marc uses his expertise to assist and guide organizations through periods of transformation, allowing his clients and their teams to achieve the highest levels of performance to emerge even stronger in a rapidly changing environment.

An innovative leader, Marc has an extensive background highlighted by senior executive roles in organizational growth, value creation, digital transformation, revenue generation, operations and business development for major organizations in technology, communications, media and entertainment. Working closely with CEOs, investors, executives and corporate directors, Marc helps clients achieve their ambitious vision of creating successful businesses by building high-performing management teams that help create value and drive growth.

A seasoned specialist in executive search and talent management, Marc acted as a Partner for a global Executive Search and Leadership Consulting firm and as a Senior Strategy Consultant for leaders in the technology, venture capital, and private equity industries. He has over 25 years of experience in senior executives' management roles and is an expert in digital and organizational transformation and revenue generation strategy.

Graduated from Université Laval with a bachelor's degree in communications and marketing, highly involved in his community, Marc is currently a member of the Board of Directors of the Douglas Mental Health University Institute Foundation.

DHR Global - A Culture of Collaboration



50+
Offices

22
Countries

We Believe in Future Ready Leaders

With our integrated talent solutions, we help clients identify, hire and coach leaders who drive change and lead through complexity.

DHR Executive Search

- CEO and C-Suite leaders Board Members
- Executive Level Staff and Business VPs

DHR Leadership Consulting

- Board Evaluation
- Diversity, Equity & Inclusion
- Executive Assessment
- Executive Coaching
- High Potential Identification
- Onboarding
- Succession Planning
- Team Effectiveness

Talent Drives Growth

In today's competitive and evolving business environment, having the right people in the right roles **is crucial for achieving growth and success.**



The Connection Between Portfolio Talent & Value Creation

The quality of portfolio company management is the most-cited reason for deal success and second-most-cited reason for deal failure.

What are the main sources of deal success for recent exits you have had?

71% Caliber of management team

When exits were not as successful, what were the reasons?

64% Management team lacks requisite skills

Source: www.bain.com/insights/talent-decisions-global-private-equity-report-2021/

Note: Respondents could select up to three answers
Source: Bain/Hunt Scanlon survey of PE professionals, October/November 2020 (n=122)

Meet Your Hosts



Marc Giguère

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Montreal

DHR Executive
Search



Keith Giarman

**Managing Partner,
Global Private Equity**

San Francisco

DHR Executive Search



Christine Greybe

President

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DHR Leadership Consulting



Justin Menkes

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Keith Giarman serves as Managing Partner of the Private Equity Practice, based out of the San Francisco and New York offices. He is also a member of the firm's North American Executive Committee driving overall strategy for the organization.

Keith led the launch and successful expansion of the Private Equity Practice over the past 10 years. Under his leadership, the practice manages approximately 100 board, C-level and senior search assignments per year working with management teams and top-tier investors. He is also a core member of the Board & CEO and CFO practice groups.

Prior to joining DHR, Keith built the CEO practice for one of the premiere boutique executive recruiting firms in Silicon Valley serving the venture capital community. Previously he worked extensively with VC and PE investors, most recently as President and CEO of Clarus Systems. He was also Vice President of Sales, Service and Marketing at Citizens Communications. He was one of five executives on the senior leadership team responsible for 800 employees, \$1 billion in revenue and \$200 million in operating income.

Keith earned his Bachelor of Arts at UC San Diego and his Master of Business Administration from Harvard Business School. He serves as the Chairman of the Board at Mission Dolores Academy. He is the former Vice Chairman of the HBS Association of Northern California, former Trustee for Schools of the Sacred Heart in San Francisco, former Trustee and President of the Alumni Association at the Hopkins School in New Haven, Conn. and former Chairman of the Western Region Board of Jumpstart based in Boston, Mass.



Christine Greybe

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President of DHR Leadership Consulting, Christine leads a global team of experts who help organizations identify and develop executives who are ready to take on high-stakes, high-pressure and high-complexity decisions. As an executive search consultant, she helps public and private companies recruit leaders across the C-suite and board and for key functional roles.

Christine joined DHR in 2004 as the Managing Director of Asia-Pacific and has held roles of increasing corporate responsibility, including as a member of the board of directors, President and Head of Global. Her services include assessment and coaching, succession planning, team effectiveness, onboarding and DE&I.

During a key period of growth for the firm, Christine led the expansion of DHR's brand globally, opening offices in Australia, China, Dubai, Hong Kong, India, Korea, Japan, Taiwan, Thailand and Singapore, and supported growth into Europe and LATAM. More recently, she has been a part of the acquisition team providing strategic direction for international operations.

Christine has been quoted in business media including Bloomberg TV, CCTV, China Business News, CNBC Asia, Nikkei Financial Daily, Reuters, Shanghai Business Review and The Wall Street Journal. She was born in South Africa and has a Diploma of Higher Education from Rhodes University. She is fluent in English and Afrikaans and resides between South Africa and Los Angeles with her husband.

Wired to Scale Today's Agenda

PART 1

Leadership Agility: In Practice



PART 2

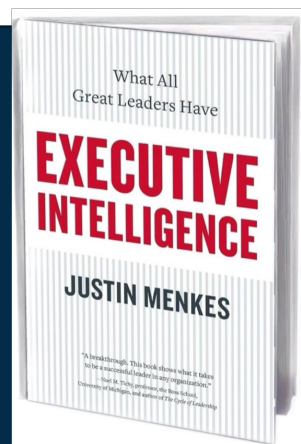
Leadership Agility: In Action



Today's Expert Presenter

Justin Menkes, Ph.D.

- 20+ years of leadership consulting experience
- Deep expertise in assessing senior leaders in service of business performance and value creation for both private equity and public company clients
- Thought leader and published author in the assessment and advisory space
- Graduated with honors from Haverford College; M.A. in psychology from the University of Pennsylvania
- Ph.D. in organizational behavior from Claremont Graduate University, studied under the late Peter Drucker



Justin is the author of the Wall Street Journal bestseller *Executive Intelligence*, which explains what traits make for highly successful leaders—and a detailed explanation of how to identify potential standout performers. Drawing on his background in psychology and bolstered by interviews with accomplished CEOs, Justin paints the portrait of the ideal executive.



When the heat is on to scale...

How do you know if an executive will perform if they have never done the job before?

We Are All Making Assumptions



Diversity

Gender, Nationality,
Culture, Religion

Artificial Intelligence

We are teaching machines
to think like humans.

You can't run a business **based on assumptions.**

Let's Take a Poll

**How are you
assessing
candidates
today?**

**Gut
Feeling**

**Feedback
from Network**

**Personality
Tests**

**IQ
Tests**

We Are All Making Assumptions

'Elon Musk's Twitter Takeover' marks a chaotic year since the billionaire made X his spot

Review by [Brian Lowry](#), CNN
2 minute read · Published 10:19 AM EDT, Tue October 10, 2023
f t e



Credit Suisse chief executive resigns after turbulent two years

Thomas Gottstein steps down in latest high-level departure and will be replaced by Ulrich Körner



Peloton's New C.E.O. on the Tough Road Ahead

Barry McCarthy replaced the floundering company's founder as chief executive this month. In an interview with DealBook, Mr. McCarthy discussed what he plans to do differently.

Share full article



There is a cost to making the wrong hire.



What if you had a tool **that could predict future performance?**



Which Would be More Effective in Evaluating True Aptitude?





Leadership Agility is someone's ability to scale to a bigger job as an organization grows.

Leadership Agility: **Predict Future Performance**



Using a case study approach, assess the underlying aptitudes that executives need to excel:

Leadership Agility

Analytic Intelligence

When accomplishing tasks **uses skilled judgment** as a guide to thought and action.

Social Intelligence

Recognizes the **different perspectives of individuals** in complex interpersonal situations.

Emotional Intelligence

Values constructive criticism by using it to improve **personal thoughts and actions**.

Leadership Agility: The Next Generation of Assessment

Comprehensive insights about an executive's future performance require multiple inputs.



Source: Schmidt et al, 1998; Salgado et al, 2002

Leadership Agility: **Measure Executive Aptitude**



**Demonstrating specific aptitudes
rather than merely talking about them.**

- ✓ **Highly structured dialog about business situations and scenarios**
- ✓ **Real-time, verbal format**
- ✓ **Approximately 1.5 hours**
- ✓ **Results quantified by comparing to global database**
- ✓ **Used globally with managers and executives**
- ✓ **Scenarios created from real life business dilemmas**



Case Studies: Assessing Leadership Agility

Case Study 1: **Analytic Intelligence**



Reframing **the problem.**

Case Study 2: **Analytic Intelligence**



VS



Reframing **the problem.**

A woman with short dark hair and glasses, wearing a patterned top, stands and presents to a group of three people. She is holding a blue pen and gesturing with her hands. The group consists of a man with glasses and a beard, a woman with long dark hair, and a man with short dark hair, all looking towards the presenter. They are in a modern office with large windows overlooking a city. A laptop and a pen holder are visible on a table in the foreground.

Case Studies: Let's Test YOUR Leadership Agility

Case Study 3: Emotional Intelligence



What would **you** do?

Case Study 3 Cont.: Emotional Intelligence

But someone else provides **a better solution** to the problem...



How would **you** react?

Case Study 4: **Analytic Intelligence**



Your Role:

You're the president of a new solar panel company based in Silicon Valley.

Background:

Your company's competitive advantage is its new power cell technology where electricity is absorbed and stored at 2x the rate of your competitors creating substantial savings on power bills. The first equipment is arriving at customers' homes in less than 2 weeks.

Problem:

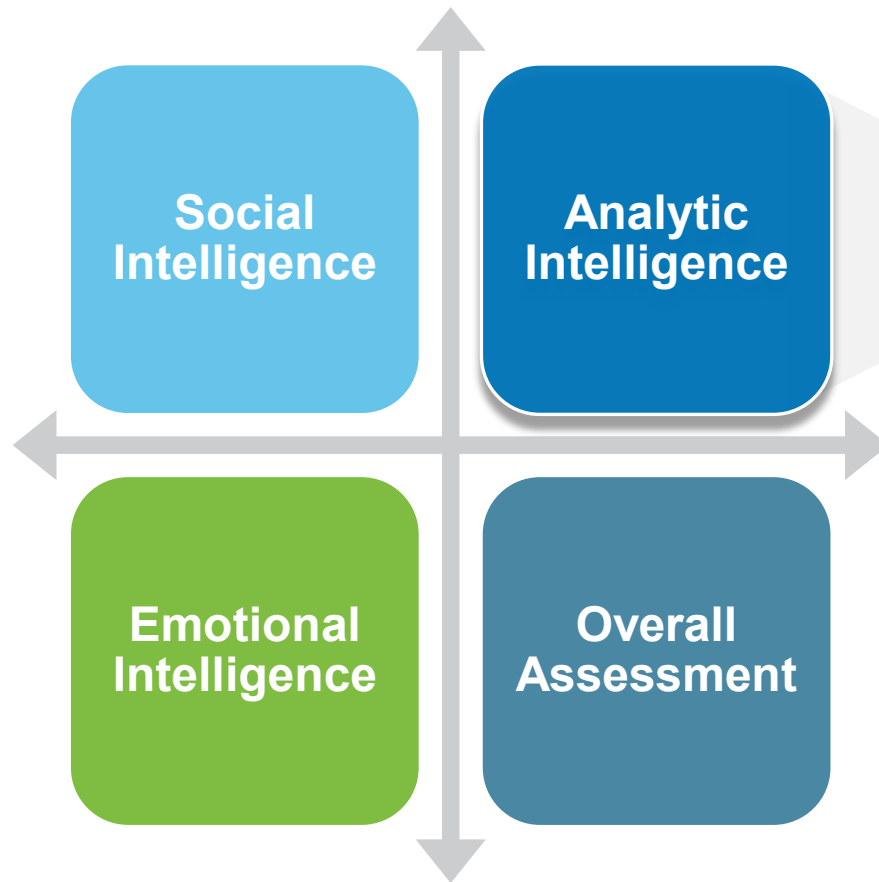
US Deputy of Commerce representing American trade interests calls you to say, "I have received information that your China-based manufacturer has been producing your unique cell generation technology for a competitor."

Case Studies: **What's the Link?**

How does this link back to leadership and business?

How self-aware is a leader to keep emotions in check and **apply an analytical approach to a problem.**

Case Studies: Interview Results



Executive Benchmark Scale:
Below | Meets | Exceeds

“

Report Sample Statement on **Analytic Intelligence**

Meera possesses a **high level of talent for nearly all significant areas of executive decision-making.** She has good common sense and dependable general business analysis skills, usually allowing her to accomplish tasks in an effective manner.

She is somewhat **limited in her ability to think creatively.**

Proven to be Predictive of Performance

**Leadership Agility
provides a direct
correlation to
executive
performance.**



Developed with **in-depth interviews and performance data** that reveal how to best predict whether an individual **possesses essential traits** that make leaders successful.



The **proven case study approach and methodology** provide an analysis that is predictive of **future executive performance.**

Importance of Deep Assessment

Enhanced
Performance

Successful
Hires

Faster
Growth

Objective
Data

What would **the impact on your business be?**

Leadership Agility: Online Simulation



Case Study #1

You are President and CEO of a Swedish construction company that for over a century has been one of the most reputable in the world, particularly well known for its safety record. However, lately your company has been in the news for several injuries to American workers. These have all occurred during the construction of the largest project for which your Company has ever been engaged- a new subway tunnel for Manhattan. These incidents have put your project behind schedule, triggering financial penalties and causing delays to the contractual payment schedule. The New York City press, known as amongst the most aggressive in the world, has been highly critical of the city awarding the contract to a foreign based company, calling for a project rebid that solicits only domestic suppliers. Several of their recent headlines have read: "Hire an American company that cares about American lives!"

This multibillion dollar project, but its scale has required penalties for delays. We are now in a bind. This morning, your CFO has filed for divorce, and he has further vilified your company to save the company from being well known as being a failure. Please respond to each of the following questions and explain your reasoning.

Case Study #2

You are President of a new solar panel company based in Silicon Valley that makes equipment that allows homes to produce their own roof-top electricity. Your company's central competitive advantage is a new power cell technology that allows electricity to be absorbed and stored at twice the rate of your competitors, resulting in substantially larger savings to power bills. Your first equipment is due to arrive at customers' homes in less than two weeks.

You arrive at your office this morning and receive a call from the US Deputy of Commerce representing American trade interests- he tells you he has received information that your China based manufacturer has been producing your unique cell generation technology for a competitor. You must decide whether or not to switch manufacturers.

Please consider the following:

Case Study #3

You are the President and CEO of a US apparel company called Ripplys and your team has been preparing frantically for the holiday shopping season. For the first time since the severe supply chain problems caused by the pandemic, anxieties about bankruptcy had been replaced by excitement about the company's prospects. This is all thanks to "Nobu", a new stretchable jean pant that is being called the hottest item of the season. Orders for Nobu have been remarkable and your whole team has been working long hours to ensure enough jeans will hit the shelves during its launch four days from now. This morning only minutes after you arrive in your office you hear a knock and see Roy, your chief operating officer, and David, your head of supply chain come into your office. Roy says, "I just got a call- our supplier of Nobu, Thrift Manufacturing in Vietnam was just implicated in a massive child labor scandal." You must decide whether or not to switch your supplier and miss your Nobu holiday release.

This is all you know at this point. Please consider the following:

READY FOR QUESTIONS >

SUMMARY RESULTS

65 Analytic Intelligence	87 Social Intelligence	58 Emotional Intelligence
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CASE STUDY #1 CASE STUDY #2 **CASE STUDY #3** CASE STUDY #4

CASE STUDY #3

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ANSWER #1
See Question
[ADD NOTES](#) [ADD SCORE](#)

ANSWER #2
See Question
[ADD NOTES](#) [ADD SCORE](#)

ANSWER #3
See Question
[ADD NOTES](#) [ADD SCORE](#)

Questions?



Does your leadership **have what it takes to drive growth?**

Wired to Scale

Part 2

PART 1

Leadership Agility: In Practice



PART 2

Leadership Agility: In Action





Art & Science Choosing the Right CEO

Putting Theory **Into Action**

Your Role:

You're a board member for a rapidly scaling company that is recognized as one of the fastest-growing private and innovative companies in the US.

Background:

The company grew from inception to \$1 billion in revenue from 2018-2023. They have a unique tech platform that facilitates recruitment, credentialing, and payment for nurses and other clinicians focused on various healthcare institutions in a rapid staffing model.

The revenue line is dropping precipitously with demand for part-time nurses slackening after Covid. There has been a recent reduction in force (RIF) to right-size cost structure. It's time to reset and implement a new growth strategy.

Problem:

Founder – CEO has been removed. Another Founder has assumed the Interim CEO role. Both were clinicians prior to the start-up and growth of the business.

Other key staff hired include the CFO and General Counsel (who also has a hand in operations).

The head of sales and technology seems capable.

The decision was made by the new equity investors to bring in a new CEO – and work to align the Board.



The Path to a Successful Hire
Know where you are going.

Who Would **You Choose?**

Candidate #1: COO with no healthcare or staffing industry experience

CEO of a smaller entity and now COO for a B2C platform/marketplace in an unrelated industry.

Progressive roles in Silicon Valley with an understanding of different business models.

Track record as a “fix-it” professional driving financial results with improved product/platform thinking.

Decent track record liquidity/exit. No stellar exit. Will need to relocate to Phoenix.

Strong leadership skills focused on talent acquisition/staff professional development (several have moved into C-level roles).

Over-indexed EQ References point to a collaborative style.

Metric-oriented with a track record of holding his team accountable for delivery.

Who Would **You Choose?**

Candidate #2: Deep industry experience and current interim CEO

Wants the role. One of the original founders. 20 years in the healthcare industry in clinician roles and 5 at the current company.

Intimate understanding of customer requirements and industry dynamics. Good in a commercial role dealing with customers.

Architected the current technology stack, working with CTO to include integrated functionality required by the market.

Strong support from certain Board members who believe HC / staffing experience is critical.

Openly engaging regarding the CEO search. Seems to collaborate, but has signaled he will leave if he does not get the CEO position.

No CEO or C-level experience in tech company prior to roles in the current company.

Who Would You Choose?

Candidate #3: Seasoned CEO with some healthcare industry experience

CEO for two software / SaaS companies, one with a fairly profitable exit. Mixed success in the second.

Solid industry experience. Knows healthcare and hospital buying patterns and sales motion.

Some experience with staffing systems, but deeper in other IT arenas.

CTO / head of IT in a healthcare company before CEO role. Has been a buyer of tech.

References report that he is smart but tends to move methodically, especially when it comes to addressing talent issues.

Resistant to share stories of failure or development areas. Lacks either self-awareness or willingness to communicate transparently.

Who Would You Choose?

Candidate #1

COO with no
healthcare or staffing
industry experience

Candidate #2

Deep industry
experience and
current interim CEO

Candidate #3

Seasoned CEO with
some healthcare
industry experience



Candidate #1: COO with no healthcare or staffing industry experience

CEO of a smaller entity and now COO for a B2C platform/marketplace in an unrelated industry.

Progressive roles in Silicon Valley with an understanding of different business models.

Track record as a “fix-it” professional driving financial results with improved product/platform thinking.

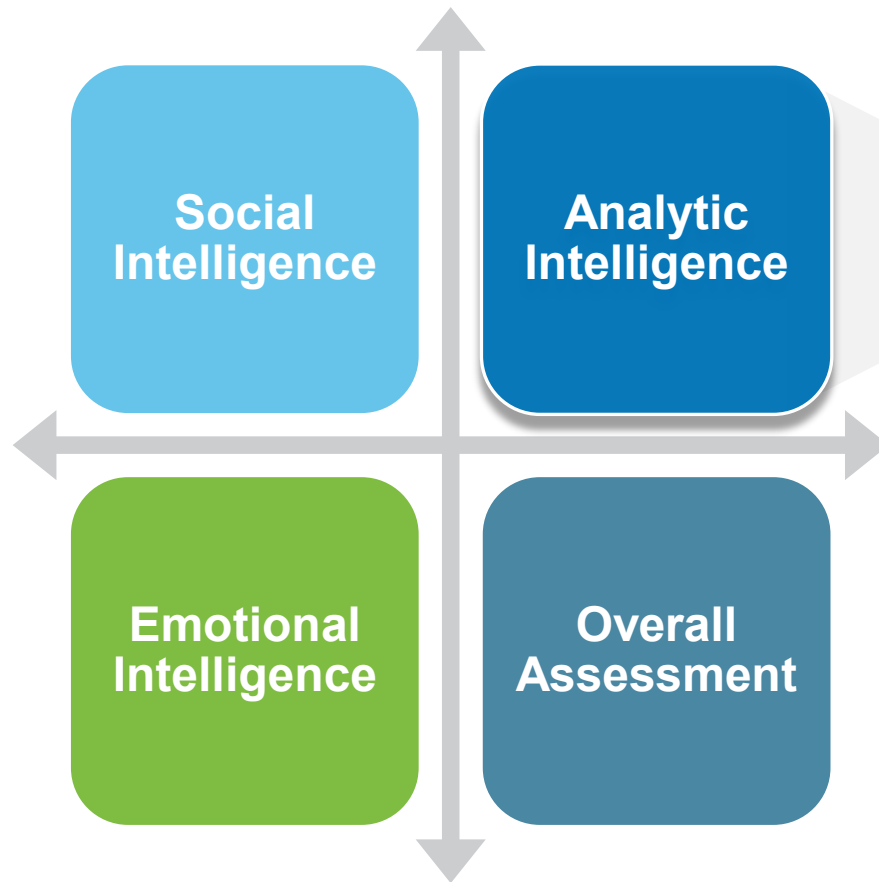
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Strong leadership skills focused on talent acquisition/staff professional development (several have moved into C-level roles).

Over-indexed EQ References point to a collaborative style.

Metric-oriented with a track record of holding his team accountable for delivery.

Case Studies: Candidate #1 Interview Results



Executive Benchmark Scale:
Below | Meets | Exceeds

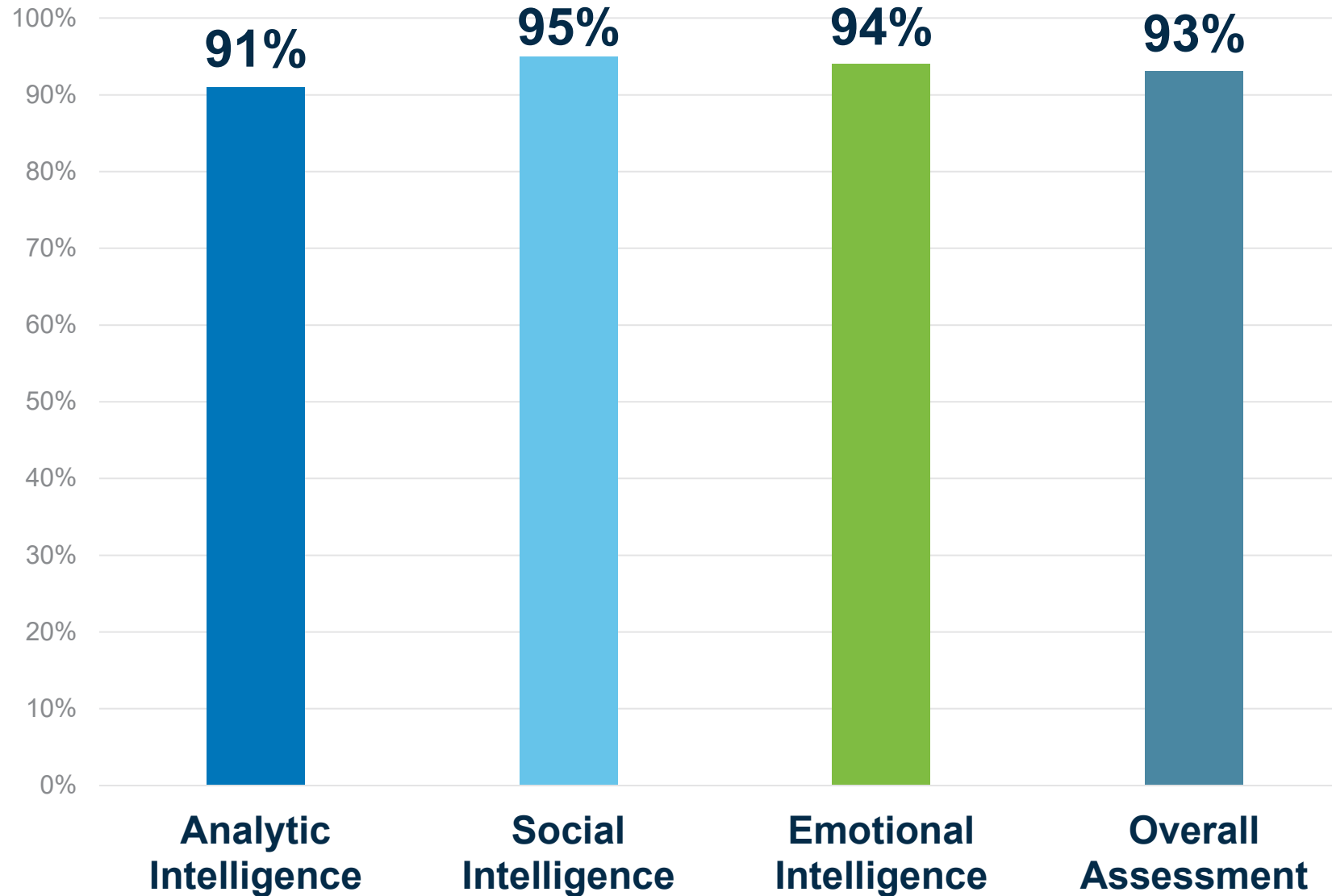
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Report Sample Statement on **Analytic Intelligence**

Jeff is exceptional in all three areas of leadership agility. **His analytic intelligence significantly exceeds the executive norm.** Jeff is exceptional in his ability to accomplish business tasks and is particularly clear in explaining to others what's needed in order to achieve key objectives. His linear style of thinking makes him very easy to follow.

Jeff can also think outside the box when creative problem-solving is required.

Case Studies: **Candidate #1** Interview Results





Leadership Agility Results (Case Study Interview)

Overall Aptitude Summary

1%=below standard; 100%=best-in-class



75th Percentile (this score exceeds executive norms)

Social Intelligence

Effectively recognizes the different perspectives of participants in complex interpersonal interactions. awareness to achieve desired outcomes. Accurately identifies the likely consequences of his/her response. Demonstrates skilled judgment in selecting the "best" response.

1%=below standard; 100%=best-in-class



79th Percentile (this score significantly exceeds executive norms)

Jeff possesses exceptional social awareness and political savvy, recognizing the likely consequences of his actions in complex interpersonal and highly politicized situations. This awareness allows him to consistently choose effective means to achieve desirable outcomes within the organization.

He demonstrates awareness of the biases of others and an understanding of the environment present in complex interpersonal exchanges. This helps him to minimize negative interactions and to identify the underlying agendas and political motives of others. As a result, he handles interpersonal and politicized situations with skill.

Analytic Intelligence

Uses skilled judgment as a guide to thought and action in the accomplishment of tasks. Accurately identifies and adeptly analyzes relevant information, and chooses the most effective path to achieving goals. Develops and anticipates likely obstacles, and applies creative problem solving to achieve desired outcomes.

1%=below standard; 100%=best-in-class



84th Percentile (this score significantly exceeds executive norms)

Jeff demonstrates outstanding ability to break down business tasks, identify critical components, and determine the best path to achieving goals.

He has tremendous insight regarding where the business needs to go and how best to achieve those goals. His vision is extremely clear when communicating this vision to others.

He demonstrates a practical approach to problem solving, allowing him to accurately assess the credibility, source, and relevance of data.

His linear, straightforward thought process makes him an exceptional guide to others.

Emotional Intelligence

Incorporates new information to fully explore and comprehend issues. Identifies strengths and weaknesses of previously held positions. Demonstrates flexibility by correctly adjusting stance in recognition of new information. Values constructive criticism by using it to improve personal thoughts and actions. When appropriate, defends and maintains previously articulated positions.

1%=below standard; 100%=best-in-class



78th Percentile (this score is above executive norms)

Jeff demonstrates a rare ability to self-evaluate and adjust his positions when confronted with contrary arguments.

Jeff accurately and fully comprehends the substantive arguments of others, is quick to see their superior points, and he readily identifies the strengths and weaknesses of his initial ideas. He is unusual in the objectivity with which he willingly recognizes mistakes and adjusts his thinking and course of action. As a result, Jeff's high ego maturity helps him to openly welcome the good ideas of others and pursue consistent improvements to his own performance.

Leadership Agility: **Lessons Learned**



**Tech platform and marketplace position
increased valuation & exit potential**

- ✓ Domain expertise can be important, but the reverse is also true
- ✓ The transformational exercise ahead requires “business model” alignment
- ✓ Assessment across all key dimensions is important
- ✓ Exceptional EQ was required to manage board & founder dynamics
- ✓ Required metrics-orientation with ability to create short-term stability
- ✓ Required proven track record of analysing and galvanizing the strategy growth path

Wrapping it Up

McKinsey research shows that, in many organizations, **20% to 30% of critical roles aren't filled by the most appropriate people.**

The highest performers in a role are **800% more productive than average performers** in the same role.

McKinsey, "The State of Organizations 2023: Ten Shifts Transforming Organizations."



Leadership Agility is key to growing and scaling a business in a changing environment.



Merci de vous être joints à nous aujourd'hui!



Marc



Keith



Christine



Justin

About DHR Global

For more than 30 years, DHR Global has been a leading, privately held provider of talent solutions with offices in the Americas, Asia, Europe and the Middle East.

DHR's renowned consultants specialize in all industries and functions in order to provide unparalleled senior-level executive search and talent advisory services tailored to the unique qualities and specifications of our select client base. The firm's emerging leader search services are delivered through Jobplex, a DHR company.

DHR is an Inc. Best Workplaces winner and recognized on Forbes list of America's Best Executive Recruiting Firms. For more information, visit dhrglobal.com.

