

# Case Study: Uncovering Leadership

Recently, a cable technology company set out to find an experienced technical expert and leader who could manage, lead, and inspire from within their organization, as well as take on a more expansive and influential role in the industry-at-large. Finding such niche and top-level technical executive talent was outside the scope of the company's typical hiring process, thus the company engaged with TD Madison & Associates (TDM). TDM specializes in recruiting senior level technical talent and ensuring the right fit for the opportunity at hand.

To kick things off, both the company and TDM outlined the specific requirements for the position, including skill set, culture, and company objectives. It was further articulated that the individual selected needed to have an extensive technology background to successfully and strategically lead the organization to attain committed goals and objectives while simultaneously managing the technical operational budget and resources. Finding a candidate with the ideal background and expertise would be key, but it was not the be-all-end-all. Just as important was the need to find someone who would complement the team's synergy, fit the organization's cultural environment, and have the ability to inspire others both inside and outside the company.

After thoroughly outlining and agreeing to the expectations for the new position, TDM developed a comprehensive job perspective by outlining key duties, responsibilities, and necessary personality traits. The team then developed a customized search strategy, harvesting a list of individuals whom possessed the qualifications at hand within the necessitated geographic location. Personal reach was then made to each individual on the list to learn more, explore mutual level of interest, and assess experience and career goals.



TDM evaluated each candidate's logical background of industry experiences that could support the position. Relying on Behavior-Based Interviewing (BBI) and the company's 7 Point Leadership Model, TDM assessed each candidate to measure their performance and predict how well they would fit the position. BBI was also used when interviewing references. TDM narrowed the search by contrasting resume factors with how the candidate would fit and contribute to the company. To help sell the company at this stage, TDM also produced an in-depth branded communication package including job specifications, location insight, and more.

After arriving at a very small subset of candidates for consideration, multiple members of the TDM team independently interviewed and met with each candidate face-to-face – spending on average over 17 hours with each. From there, candidates were then asked to meet with and make a specified presentation to the hiring company's search team of three individuals. Relying on the presentation's success, the search committee's input, and the TDM team's findings, recommendations were made for which candidate would best fit the position.

This comprehensive and vigorous methodology for uncovering leadership was beneficial to the client as they were able to select a candidate not solely based on pure interviewing skills and resume credentials, but also by their actions, personality, and ability to perform. Leveraging TDM for such a project enabled them to focus on expanding their company's technology vision rather than spending its resources on advertising, sifting through numerous underqualified candidates' resumes, and interviewing. Furthermore they were able to rely on TDM's expertise and 97% success rating to achieve optimal placement.