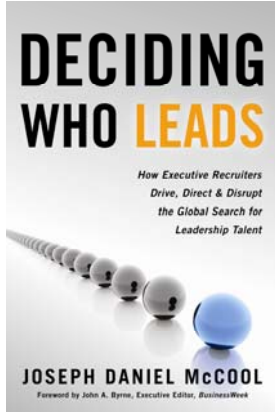




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Effective senior management recruiting is the lifeblood of organizational change... and an especially powerful engine for growth.

DECIDING WHO LEADS
How Executive Recruiters Drive, Direct, and Disrupt the Global Search for Leadership Talent

Joseph Daniel McCool

Davies-Black Publishing

Cloth, 240 pages, \$27.95
ISBN: 978-0-89106-246-2

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FOR IMMEDIATE RELEASE

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DECIDING WHO LEADS

New book pulls back the curtain to reveal the secret world of executive search consulting

With demands on leaders at all-time high and executive tenure at a record low, executive search consulting is positioned to gain unprecedented influence over who makes it to the leadership table and who doesn't. But little has been known about this powerful, invisible force that operates at the epicenter of the war for senior talent and global competitiveness. Until now.

The truth about the power, influence, and dysfunction that rules the stealth business of leadership is unveiled in *Deciding Who Leads: How Executive Recruiters Drive, Direct, and Disrupt the Global Search for Leadership Talent* (Davies-Black Publishing, 2008, \$27.95) by *BusinessWeek* contributor and online columnist Joseph Daniel McCool, whose book has already been recognized as "one of the 30 best business books of 2008" by Soundview Executive Book Summaries.

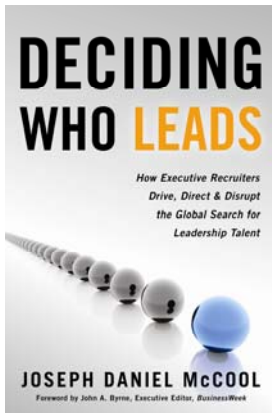
In the pages of his new book, McCool exposes how executive headhunters orchestrate the confidential process that ultimately leads to some of the most consequential decisions ever made by any business, large or small. They are decisions about hiring the senior executives who will mold the strategies that drive shareholder value, knit the fabric of workforce culture, and set the course that dictates the customer experience, the corporate brand, and financial performance.

Using his investigative journalist eye, McCool examines the recruitment practices and exploits of some of the country's leading businesses—from Avery Denison and the Campbell Soup Company to Disney—and offers an authoritative and compelling look at the new rules of engagement, identifies strategic priorities for hiring organizations, and offers tactical advice for making the most of executive leadership recruiting and management succession.

"Despite the growing body of knowledge on leadership and its role in driving organizational change and corporate profits, the business of executive search consulting remains widely overlooked," McCool says. "With a new war for executive talent challenging companies around the world as Baby Boomers begin to retire in large numbers, understanding the role of executive search consultants and their always influential but sometimes dysfunctional relationships with client hiring organizations is more important than ever before."

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3/12/2008



The truth is that executive search consultants have a serious image problem, and many of them don't even know it.

ABOUT JOSEPH DANIEL MCCOOL

Described by *BusinessWeek* as “the authority on headhunters” and by *Fast Company* as a leadership “recruiting expert,” Joseph Daniel McCool is an internationally recognized writer, speaker, and adviser on executive recruiting and corporate management succession best practices.

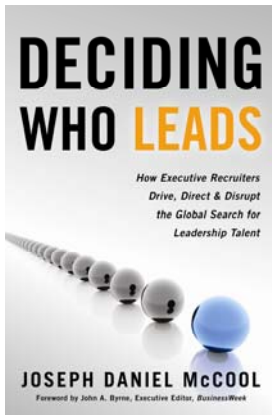
A contributor and online columnist for *BusinessWeek*, McCool also writes as senior contributing editor for *ExecuNet*, a leading executive business network, and as featured columnist for *Search-Consult*, “The International Executive Search Magazine.”



His perspectives on executive search consulting, corporate talent management, and management succession best practices have been cited in media worldwide, including the *Wall Street Journal*, the *Financial Times*, the *Economist*, and *Investor's Business Daily*. He has written on these and related topics for *Chief Learning Officer*, *European CEO*, *Healthcare Executive*, and *The Industry Standard*. McCool has also spoken at conferences exploring executive search and succession best practices on four continents.

McCool worked for eight years as editor of *Executive Recruiter News* and as a vice president with its publisher, Peterborough-based Kennedy Information, Inc., a subsidiary of the Bureau of National Affairs, Inc. (BNA). Previously, he worked full-time as a New Hampshire-based correspondent for media such as *The New York Times*, *New Hampshire Public Radio*, *United Press International*, *Boston Herald*, *The Union Leader & New Hampshire Sunday News*, *Woburn Advocate*, and *The Washington Times*. He has won awards for his reporting from both the New England Press Association and the Massachusetts Press Association.

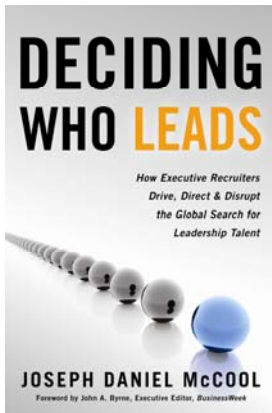
He holds a master's degree in organizational leadership from Gonzaga University and a bachelor's degree in business administration from Plymouth State College.



Executive search consultants shape the culture and performance trajectory of organizations as no other outside advisers to management can.

SUGGESTED INTERVIEW QUESTIONS

- What can you tell me about the influence executive recruiters have on corporate performance and career advancement?
- Are executive recruiters really major influencers of executive compensation?
- Why do you believe executive recruiters are a leading indicator of the health of companies and economies as a whole?
- Why do executive recruiters have such a maligned reputation? Is it really deserved?
- How has executive recruiters' influence on companies and careers changed in the 22 years since *The Headhunters* was written?
- How has your own opinion about executive recruiters evolved over the past 10 years?
- Why is it important that people understand how external agents like executive recruiters influence organizations?
- Can executive recruiters really influence the number of women and minority leaders in positions of corporate leadership?
- What can companies do to increase the effectiveness of their recruiting and retention policies?
- What can executives do to get themselves noticed by executive recruiters?



The victors in the war for executive recruitment, development, and retention will win in the global marketplace.

ASK BEFORE YOU HIRE

It is imperative to be an educated consumer when it comes to selecting and engaging search consultants. Researching a firm's experience, reputation, and capabilities as well as the individual consultant who'll actually be leading your next executive search assignment is a must. As a guideline, below are some key questions to ask.

Consultant Qualifications

- How long have you been an executive search consultant?
- How long has your firm been in business?
- How many other searches are you currently working on?
- Do you have a local office?
- How well are you known to the most exceptional candidates for this job?
- Why would they know you, your work, and your firm?
- What might they think about your brand?
- Will your work be supported by consultants in other offices?
- What kind of work did you do before you became a search consultant?
- How well do you know our company?
- Have you recruited for us before?
- What do you know about our industry and the markets we serve?
- How do top candidates for this position feel about our company's brand?
- How would you describe our organization to potential candidates?
- What do you know about the market and strategic challenges it now faces?

Consultant Process and Procedure

- Will you work with us to craft the position specification and mandate?
- How do you plan to approach this specific search assignment?
- How involved will you be in this search? Who else will be involved?
- What will you expect of me and my organization during the search?
- How and where do you expect to source candidates for this assignment?
- Will you hire a contract candidate researcher to supplement your research?
- Will you interview the internal candidates we have or will identify?
- What tools, special training, interview questions and techniques, resources, and assessment instruments do you typically employ to assess leadership candidates?
- How and how often will you report your progress on the search back to us?
- Will you verify educational credentials?
- How many references will you check on our final short-list candidates?

– more –

The direct costs of a bad executive hire account for only 20 percent of the total damage done to the organization's performance.

Other Critical Considerations

- Do you have any off-limits or client blockage issues that will restrict where you can source senior management talent for our company?
- For what other companies in our industry are you conducting searches?
- Does your firm provide coaching, outplacement, or career services to executive job seekers or any other individuals?
- What are you prepared to offer as a performance and placement guarantee?
- What percentage of the candidates you expect to introduce to our company do you already know or are already known to your firm? (In other words, will the firm conduct an original search, or will it merely be pulling names from its database?)
- What is your fee and how do you bill for expenses (both direct and indirect)?
- Do you cap your fees?
- Does your firm measure the quality of its search process? If so, how?
- How have your past successes and failures informed your approach to this search assignment?
- If we need to do a replacement search, what are your terms for doing that?
- How long do you expect the search to take?
- When will we meet the first candidates?
- How are multiple hires from the same assignment billed by your firm?
- Can you tell me how and how often you inform candidates who ultimately aren't offered a position that they were not selected?
- What kind of follow-up can we expect from you after we've extended a job offer and the candidate has accepted it?