How We Work

Every client is unique. So is every search. But there is one constant. *Collaboration.*

In today's increasingly complex and fast-moving business environment we still find that the most successful searches are built upon an open and collaborative partnership with our clients—beginning with our first input meeting and continuing through the course of the search and beyond. While each search is unique, the search “process” we use is based on a consulting model we developed and have fine-tuned as we have evolved. Typically the process includes:

- Initial input/data gathering meetings
- The development or refinement of a position description
- Off-limits determination
- Development of a search strategy
- Primary and secondary research
- Candidate identification and interviewing
- Face-to-face presentation of benchmark candidates
- Candidate/client interviews
- Fine-tuning the search, as warranted
- Assistance in negotiating the job offer/compensation package
- Candidate referencing.
- To highlight:

INPUT MEETINGS – In these sessions we meet with individuals on the client team with whom the successful candidate will most frequently interact: the hiring executive, business partners she or he will support, and, in some cases, the successful candidate’s direct reports.

Among our objectives here are to obtain a 360-degree understanding of our client’s business and organizational goals, develop a sense of corporate culture, identify potential communications strategy-organizational success linkages, and discuss key internal and external communications challenges and opportunities. We also review client expectations for the position and the incumbent, and identify quantifiable incumbent success criteria. Finally, we determine a working timetable for the various search "deliverables," discuss issues that might affect them, and identify any "off-limits" issues.

SEARCH STRATEGY – A a comprehensive search strategy, tailored to the individual needs of each client, is at the core of every engagement we conduct. Here we combine the best elements of traditional primary and secondary research with social media outreach. This effort is supported by WCA's extensive database of communications professionals, a broad network of industry contacts, and the "intellectual capital" and the ability to "think beyond the Position Description" developed in more than 25 years in communications search.

STATUS REPORTS - We provide our clients with weekly status updates. In these, we review progress of the search for the week past, discuss issues that could affect the progress of the search, and set objectives for the week to come. We encourage 24/7 client participation.

POSITION DESCRIPTION - With information from these meetings, we develop a comprehensive "working" Position Description. This might be based on a document developed by our client or—particularly if the position is a new one—we may create it from scratch. The Position Description is reviewed and approved by every client-side individual involved in the search and is finalized as a recruiting document as we move into the marketplace.

CANDIDATE PRESENTATION - As a target, we present a slate of "benchmark" candidates within twenty to thirty business days from beginning an engagement. These are individuals who we have interviewed in person or via videoconference and who, based on the Position Description and our own knowledge of the industry, are qualified to succeed in the position. If possible we make candidate presentations in person and, in addition to the candidate's resume, include a comprehensive biographical profile that expands on unique candidate attributes that are relevant to the Position Description.

We always discuss this important "deliverable" at input meetings and in matters of particular urgency, we can modify the search process to shorten "time to presentation."

CANDIDATE INTERVIEWS AND FEEDBACK - We work directly as liaison between clients and candidates with clients to schedule interviews and provide timely and substantive feedback to each party.

COMPENSATION NEGOTIATION - We collaborate with clients to develop and negotiate the offer for the successful candidate, based on a thorough analysis of the current compensation package and candidate expectations. This assures a smooth transition from candidate to "incumbent."

CANDIDATE REFERENCING - At the candidate referencing stage we typically speak with individuals to whom the candidate has reported, former direct reports, and peers with whom the candidate has interacted. Using client feedback as a guide, our goal here is to develop a 360-degree understanding of how the candidate interacts in a variety of work environments and how that might translate to success in the client organization.