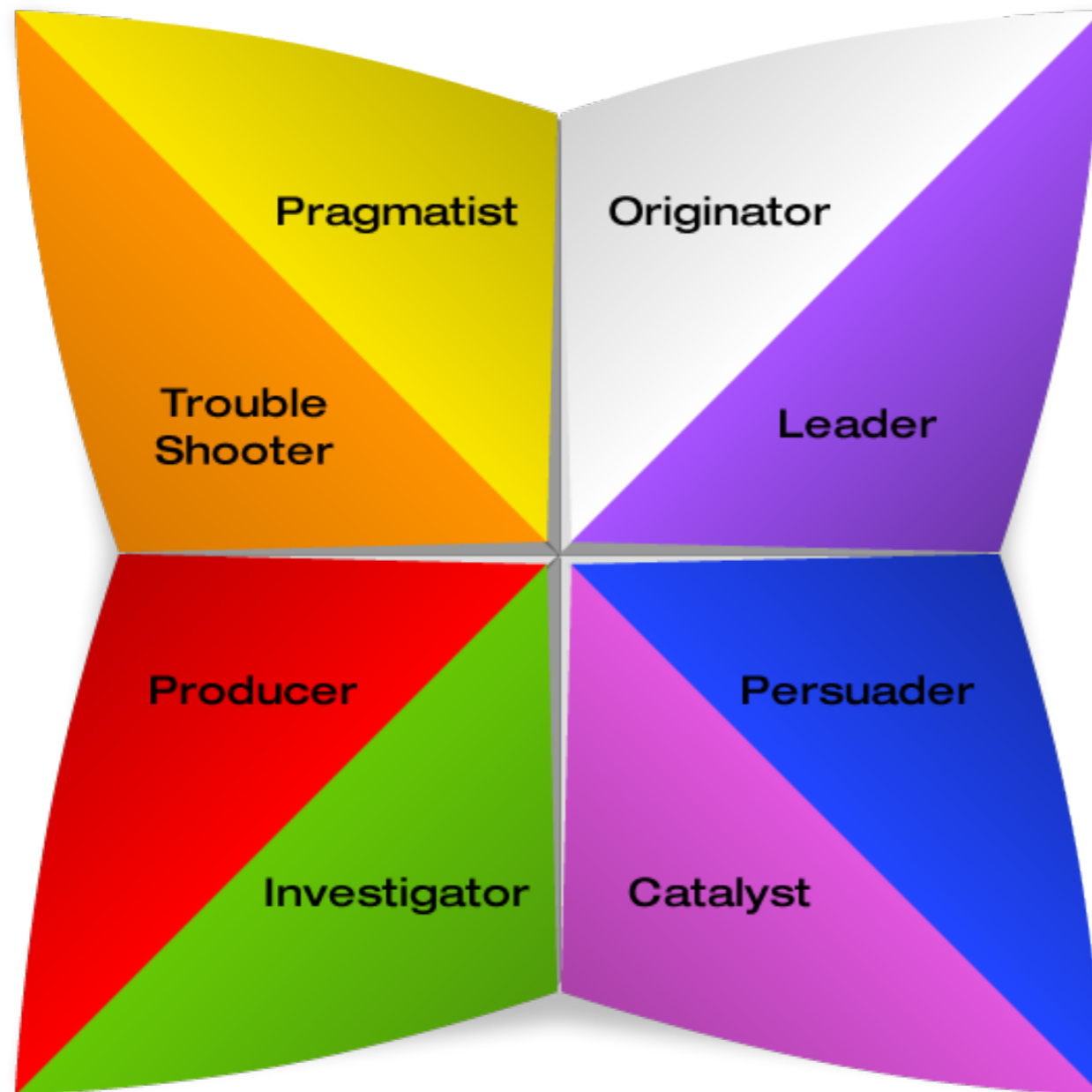


Recruiting an International CFO

Case Study



Summary

The role of International CFO had become available at a global organisation following the promotion of the current job holder to Global CFO. A recruitment assessment took place, in partnership with Business Psychologists Thompson Dunn Ltd., to find a suitable replacement. The Decision Profile played a critical role in the assessment and selection process.

Recruitment Case Study

Using the Decision Profile as a recruitment tool



A Global Organisation was seeking to recruit an International Chief Financial Officer



The organisation was seeking a strategic, transformational leader who could innovate and create a future-focused finance function



The Decision Profile was used by psychologists at Thompson Dunn Ltd. to assess the candidates and inform the selection decision



The candidate's Catalyst Decision Profile, in combination with outstanding reasoning skills and career resumé, proved to be the key to a very successful hire





Having put the financial reporting processes and systems into sound order and helped the CEO grow the International Division considerably, the organisation's previous International CFO was promoted. The need was to recruit an innovative, dynamic new CFO to help the division pursue its strategy of growth by acquisition and integrate newly acquired companies into the existing entity.

A transformational leader was required to support regional managing directors and financial directors in their analysis and purchase of appropriate companies.

The acquisitions were to be in growth areas such as China and the Far East, Latin America and Eastern Europe. Culturally diverse geographies with different economic cycles, linguistic challenges and different geographical/cultural norms, which would need to be understood and valued. A team player with considerable M&A experience was required who would be able to provide financial leadership and advice on a range of business decisions including operations, business development, strategy and M&A as the business went through a period of significant and ambitious growth.

Critical thinking would be necessary to evaluate the financial impact of business decisions already taken. Equally the role required the incumbent to give financial insight and perspective on existing and potential new business opportunities. The role required the incumbent to build a strong trust based working relationship with the group CFO, his team and broader leadership group of the organisation. Effectively the person would be a trusted representative as well as adviser on International business and finance issues. A tall order, but not impossible. Why the Decision Profile in order to select the appropriate candidate?



How this person could handle change, diversity and build an effective team across disparate geographical locations, seemed an appropriate lens through which to discuss his/her decision-making capabilities. How decisive did the person need to be and what might any pitfalls (or red lights) look like? How would he/she fit with the existing leadership team and offer any potential points of difference or complementarity?

The Decision Profile was administered online as part of this recruitment process, along with ability tests measuring the highest level of competence - particularly with numerical and strategic thinking. An ability to communicate clearly and concisely to non-English mother tongue speakers was also essential. The candidate produced an exceptional set of critical reasoning results, which gave reassurance regarding his strengths and the ability to deal at the highest level organisationally. Personality and thinking preferences were also assessed as part of this comprehensive recruitment process.

What about his decision-making, an essential tool in any assessment battery? The candidate who was appointed provided the following results on the Decision Profile.

Catalyst – Higher Risk, Higher Luck, Lower Decisiveness.

Did this mean he could not or would not make decisions? No – The candidate was a risk seeker who moderated his approach to taking too high a risk by adopting a relatively cautious, controlled and analytical approach to his decision-making.

Able to be rational and very intuitive, he tended to opt for a logical approach in spite of his exceptional level of Abstract Reasoning capability. He could learn to trust and incorporate his intuition more, which would in turn facilitate speedier decision-making.

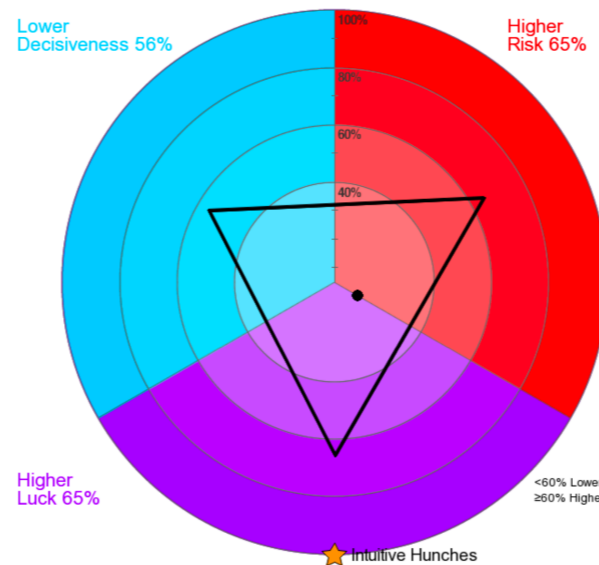


Fig1. Recruited Catalyst Profile

However, the candidate, as with many other catalysts, was highly adaptable, embraced change and enjoyed exploring different and new experiences. He wanted to probe strategic ideas by asking why? Clever and challenging, he looked for original and visionary solutions to difficult problems. He was happy to keep his options open and allow new information to inform his decision making.

Whilst this could potentially slow down the decision-making process, it meant that (as a Catalyst) he would not be rigid in his response to new information. His self-description when discussing his Decision Profile was “I like a decision – but am adaptable”, which seemed wholly accurate. A development point when appointed to the role was that he could further develop his self-confidence in his decision-making by understanding that his exceptional level of ability, combined with his high level of intuition, could help him pursue his objectives with more optimism and make speedier decisions when appropriate and necessary.

The candidate having been appointed successfully carried out the role for 3 years and was then appointed to a CFO global position. Catalysts are good at moving situations on and enjoy new challenges and variety. They tend to be agents of change.

Pat Thompson
Managing Director
Decision Profile Ltd.

“I'm optimistic we can move the idea forward”