



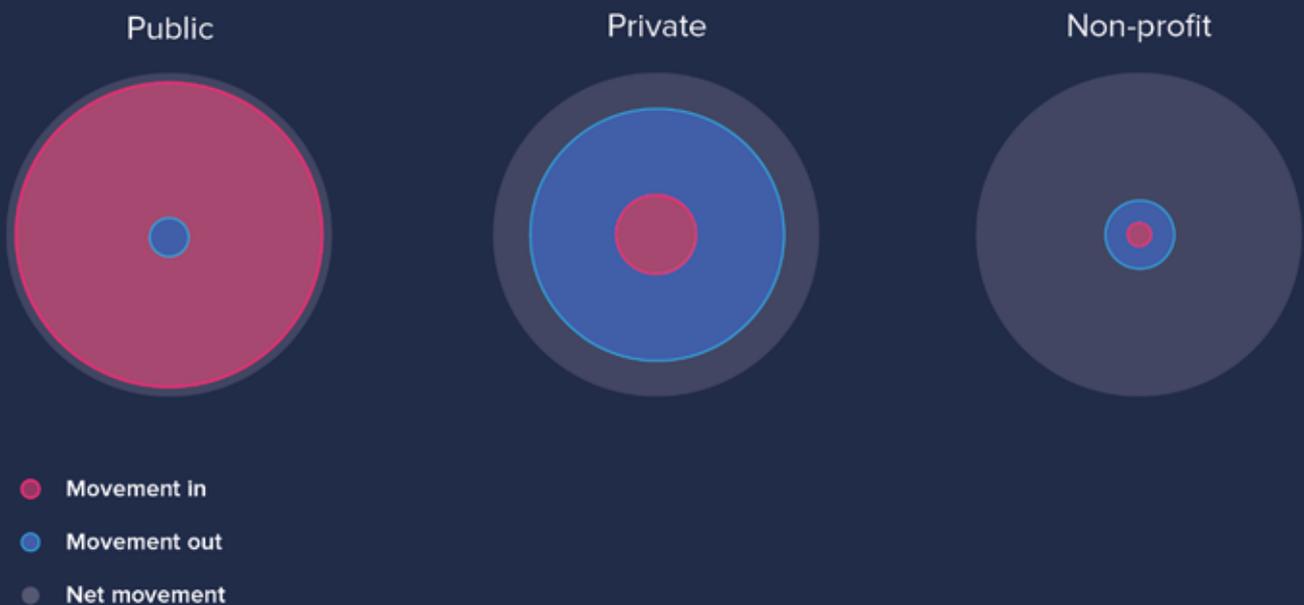
## Moving Candidates Across Sectors

Perrett Laver is a global executive search firm finding exceptional leaders within higher education and research, global development, sustainability and the non-profit sectors, industry research and development, health and social care, schools and education organisations and arts, culture and sports.

Working across seven Practice Groups, our passion is in supporting organisations that have a positive and transformative impact in society.



Our methodology ensures that we identify, engage and secure candidates from across industry verticals.



# Moving Candidates Across Sectors

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# Who We Are and How We Think

Advising both public and private sector clients, Perrett Laver connects the most influential organisations with the most dynamic leaders. Our philosophy of search without borders applies as much to industry verticals as it does to geography. As boundaries between sectors become increasingly porous, we realise the importance of defining and assessing the kind of leadership that can transition sectors effectively.



Often we find that the challenge in making successful appointments across sectors is equally shared between finding and attracting candidates who will consider such a move but also in making shrewd judgements as to the true suitability and readiness for candidates to move into mission-driven sectors.

We test for an authenticity of values that has been exercised previously and not espoused for an interview process. We look for flexibility and adaptability, a low-ego need that creates accessible personalities and inclusive decision-making processes. Our interviews also seek to assess other factors, including candidates' valuing of diversity, ability to succeed in tight budgetary conditions, talent attraction, retention and development strategies, appetite for innovation, and capacity to build and work through partnerships.

Some of the highest impact appointments we have advised on have been where candidates have transitioned into a new sector but we are not naïve to, nor do we underestimate, the challenge of making such a transition effectively.

We thus believe that our deep knowledge of the sectors in which we operate provides us the ability to not simply present our candidates' relevant achievements but also to give a sophisticated assessment of their capacity to lead successfully in a new sector.

# A Different Approach to Search

Search is no longer a sector-specific activity; organisations are seeking new models of candidate to address rapidly evolving leadership challenges and agendas. Perrett Laver has significant experience of leading highly successful cross-sectoral appointments across all the sectors in which we work. We are expertly positioned to provide exceptional support to clients who are seeking commercially experienced candidates and individuals whose experience has been formed in a parallel sector.

Perrett Laver provides a methodology, research intensity and reach which is unparalleled within the executive search industry. We seek to bring extensive networks, insight and the ability to call upon leading figures to recommend highly-rated individuals.

Qualitative and person-specific, this information serves as a starting point which is supplemented by our fresh, original and comprehensive research. Our ability to advocate with depth, breadth, intelligence and sensitivity is crucial in ensuring candidates engaging with a new sector understand thoroughly the context and challenges this presents. This is at the heart of what Perrett

Laver offers. We do not merely possess a database of people wishing to move sideways – within any given search we identify the skills required by our client and then look creatively and exhaustively for individuals wherever they may be found.



Access to information is no longer a hurdle for executive search. The free flow of information means that it is the identification of appropriate skills and cross-sector transferability which is of paramount importance to the success of appointments between sectors. Three key things distinguish Perrett Laver in its identification of candidates:

- We conduct in-depth briefing sessions with clients which allows us to analyse and ‘un-pick’ the desired skill-sets and experiences clients are seeking in potential candidates. This allows us to distinguish and stratify the appetite for candidates from other sectors rather than rely on the generic requests such as ‘identify people from the commercial sector’;
- For each search we create a comprehensive and thought-through research strategy established in close consultation with clients and informed by the deep experience of our consulting team;
- We analyse potential candidate pools taking into account candidates’ likely experiences and abilities as well as potential questions and reservations. We enter every interaction equipped to make the best possible first impression ensuring our approaches yield a higher percentage of candidates.

# Cross-Sectoral as Standard



Boundaries between sectors have become more porous in an increasingly globalised and digitalised world. Our executive search campaigns naturally look beyond our clients' sectors, digging deep into corporations and governmental organisations. Simply put, a cross-sectoral approach to executive search comes as standard with Perrett Laver. Our clients have come to expect this approach and it is integral to every search we undertake.

#### We do this by:

- Providing a search service which is more powerful than merely a database of people wanting to move sideways;
- Identifying the skills our clients are seeking and then looking creatively and exhaustively;
- Taking a shrewd approach; distinguishing individuals who would be both interested in cross-sectoral moves and who have the ability to transfer their skills across sectors and cultures;
- Working closely with our candidates to ensure we interrogate the motivation behind moves; ensuring that people transitioning should not misread that they are moving to a 'slower' or 'anachronistic' environment;
- Deploying our thorough methodology, dedicated research capacity, honest advocacy and extensive qualitative database, separating us from other search firms.



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# Identify, Engage, Secure

Perrett Laver's three-fold strategy for sourcing outstanding leaders from any sector.



# Identify

As one of the market leading executive search firms, Perrett Laver brings extensive networks, insight and the ability to call upon leading figures to recommend highly-rated individuals.

It is our view that more often than not it is exciting, thoughtful and exhaustive research strategy which yields the most compelling fields of candidates able to meet the complex sector challenges. This, of course, is the very foundation of proper executive search: that we find people.

A research-based executive search campaign enables your advisors to advocate both for the role and the organisation on your behalf, to identify not just obvious candidates, but also creative and diverse options, and to ensure that all the most appropriate individuals and environments are proactively investigated and targeted.

Perrett Laver follows an exhaustive research strategy, aimed at covering organisations, individuals and networks that intersect with our client's requirements but which will also yield candidates widely from across the private, public and third sectors.

Perrett Laver brings extensive networks, insight and the ability to call upon leading figures to recommend highly-rated individuals. This qualitative and person-specific information serves as a starting point but is supplemented by our fresh, original and comprehensive research.

It is common that appointment panels are interested in exploring different models of candidates. By building up a large and varied candidate field, Perrett Laver can present an assortment of experienced individuals for the panel to consider without having to be constrained by restrictive or arbitrary selection criteria.

# Engage

Perrett Laver gains the attention of the high-calibre individuals identified through nuanced and well informed advocacy combined with subtle persistence.

The strongest candidates for a particular position are rarely aware of the opportunity since they are unlikely to be seeking new employment. Even when they become aware, they will have a variety of professional and personal questions and concerns which are best addressed by multiple conversations with a trusted intermediary.

The very fact of being personally approached and of speaking with a professional third-party can be decisive in prompting a candidate to engage with a particular appointment process.

The resource and professional experience we bring, with the majority of our researchers coming from the sectors in which we operate, ensures that without exception the proactive head-hunting exercise we lead results in strong candidates who would otherwise not have engaged with the appointment showing a willingness to explore it seriously and positively.

This engagement deepens as Perrett Laver, having undertaken in-depth briefings, provides potential candidates with an accurate,

comprehensive, candid, responsive and compelling presentation of the client organisation and the position in question. Our initial interviews of potential candidates not only give us the opportunity to measure and assess each candidate against the person specification but also gives them a chance to find out more about the role informally, become excited about the opportunity and further their knowledge of your organisation.

Multiple conversations with these individuals enable a relationship to develop in which candidates' concerns and questions can be addressed with attentiveness and precision.

# Secure

The assessment and securing of an individual is an extremely complicated matter and often requires close attention to numerous questions of detail. A thorough, flexible, but stretching, candidate-friendly assessment process must be put in place, often complex logistical challenges must be met, detailed contractual negotiation must be concluded and alongside all of these, the developing relationship with the individual must be sensitively handled.

Perrett Laver undertakes first-round interviews with longlisted candidates. This allows our clients to interact with a greater number of candidates. We go beyond a purely quantitative assessment of candidates' past experience and qualifications to establish a more textured understanding of their strengths, weaknesses, values-drivers and understanding of the spheres of influence within the sector.

Our minds are focused as much on seeking to identify outstanding potential as they are on ensuring an appropriate fit with the nuances of the specification. We also explore salary expectations and location issues that may jeopardise an appointment at the final stage.

Once the shortlist has been identified, we work extensively with our clients to arrange the logistics for all the interviews, informal meetings and assessments, ensuring that they are fair, robust and competitive.

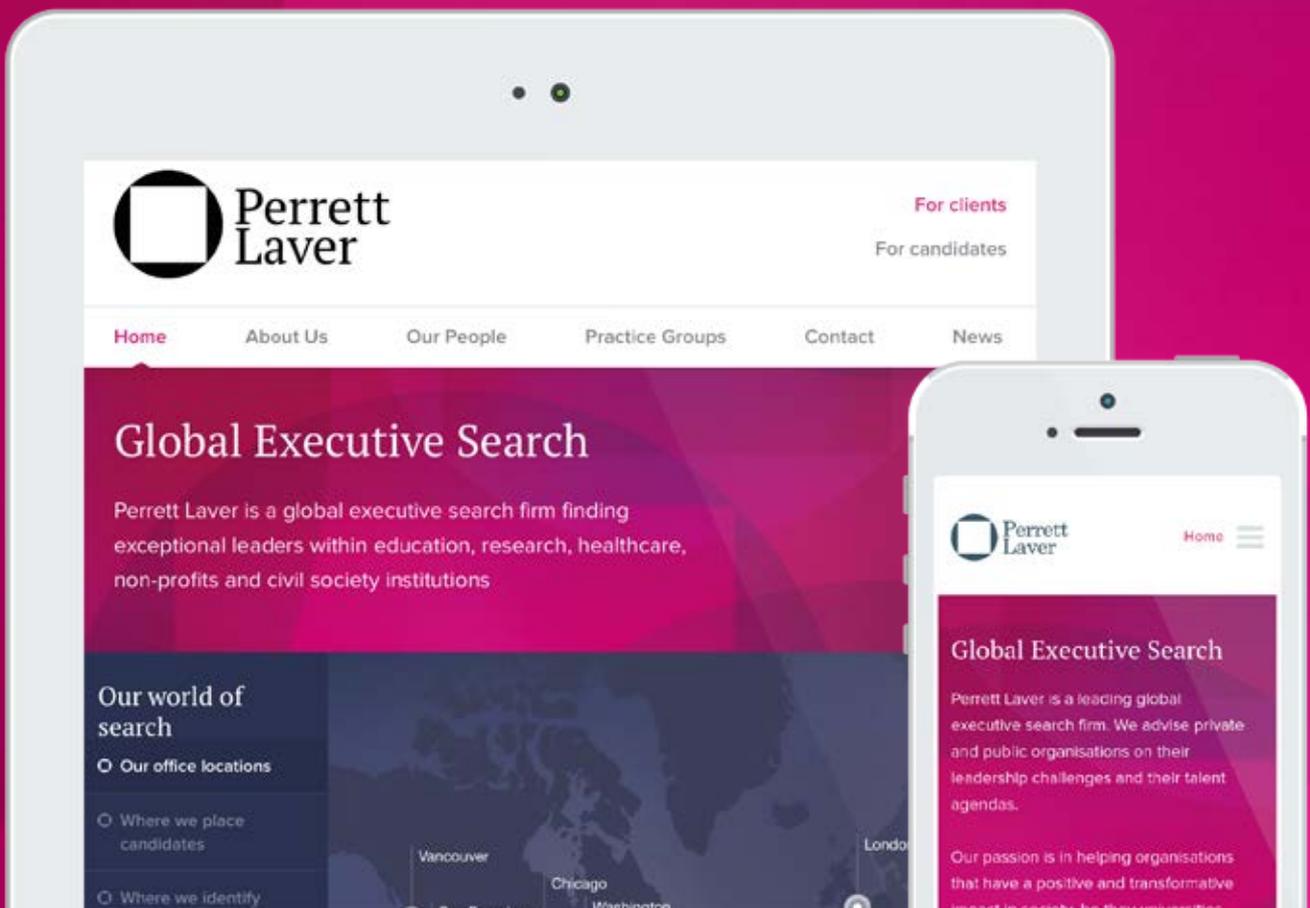
We also remain fully involved in the contract negotiation stage, to ensure that this is conducted with sensitivity and the required level of detail.

# Our Invitation

As one of the leading global executive search firms, Perrett Laver has a depth of relevant experience, a powerful search methodology, rich sector knowledge, and a values-based commitment to the sectors we serve, which has enabled us to provide outstanding professional service to our clients.

We would be delighted to discuss ways in which we can support your organisation in its quest to identify, engage and secure the leaders of tomorrow.

[www.perrettlaver.com](http://www.perrettlaver.com)

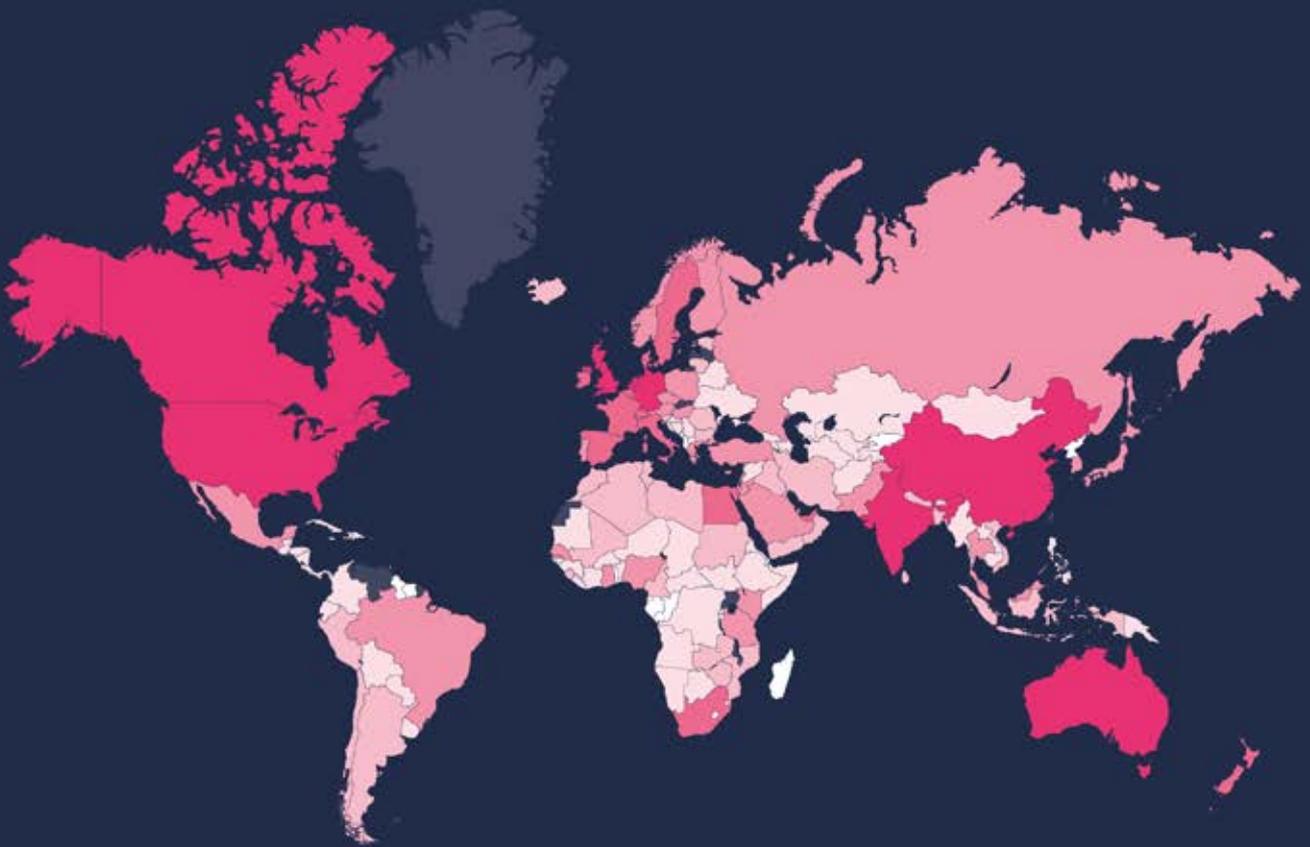


## Exceptional Global Reach

With Perrett Laver, global comes as standard. Our search philosophy ensures we provide your organisation with a 'window on the world', we will ensure that we map the relevant 'universe' on an exhaustive basis.

### Global Spread of Identified Candidates

Density of Identified Candidates - ●●●●●●●●●● +



#### Transformational Success Rate

**95%** of our searches are successfully appointed and we guarantee to continue our search until an appointment is made.



#### Partnership

We value partnerships with our clients. In the last year **88%** of our work has been for returning clients, globally, across all of our sectors.



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