

Step 1: Identification

Identify what talent is out there and ensure I have the right job description.

Step 2: Selection

Determine whether to look broader and outside my industry.



Know I have hired an asset not a liability for the company.

Offer the best candidate the right position.

Step 4: Reflection

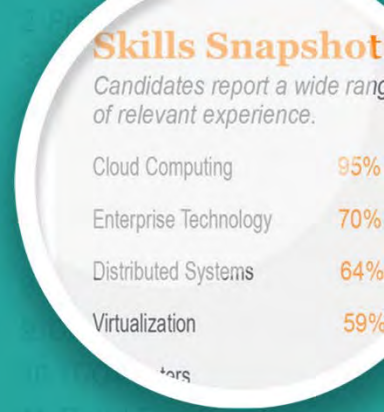
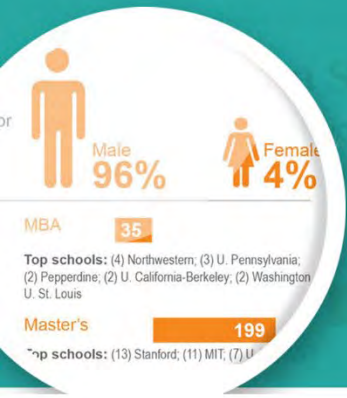
Step 3: Hiring

Gain Insider Access to Hiring Intel

The Redmond Reports™ – talent intelligence for hiring an asset, not a liability.

Redmond Reports™ – reveal untapped talent assets beyond industry and job title. Access in-depth market analysis, world-class talent intelligence and actionable intel and insights to change how you identify and capture new talent.





Redmond Reports™ Review, Reveal, Recognize



Insights that embolden leaders to move from the unknown to the known

Our Redmond Reports™ are where we pivot search into game-changing human capital results. As we move further into the Digital Age, we're gaining more and more access to data that we can use to shape our businesses and our worlds.



Data is unrealized potential

Data by itself is of little use without the thoughtful analysis to turn it into knowledge. As experts in dealing with high-potential talent, we're able to apply our insights in recognizing potential to data analysis to change the trajectory of search. It's the analysis found in the Redmond Reports™ that gives individual data sets their power.



The 3 types of Redmond Reports™

The Redmond Review™

This represents the most in-depth industry research available on the market, tailored to your specific search engagement.

The Redmond Roadmap™

The company profile that incorporates strategic positioning, industry language and competitive intelligence.

The Redmond Read™

The story on the competitive advantage of each qualified candidate relative to the competitive analytics. These candidate profiles go much deeper than work experience to measure capacity for thought leadership.



Search and real-time market intelligence continue to converge.

Ultimately, the story of the Redmond Reports™ is the story of the convergence of search and real-time market intelligence. At Redmond Research, we believe the success and quality of a search is dependent on the quality of market intelligence at our disposal. It's a natural progression for Redmond to share the deep search expertise and market intelligence we have accumulated over the course of 30 years in the form of these reports. This is the application of knowledge. **These are Redmond Reports™.**



The search starts here

Setting the stage for flawless execution.

Innovation. Execution. Technician. 21st century business runs on elevated mindsets, not skill sets. The rapid pace of business in this age makes individuals with higher-order conceptual skills invaluable. These mindsets fall into one of the following three categories. Which of the three core mindsets do you need?



INNOVATORS

Driving energy is focused on designing the future. They envision, invent, inspire, “sell,” and agitate as needed to introduce the fresh ideas, behaviors, and results your organization needs to achieve and maintain a competitive edge.



EXECUTORS

Leadership talents are expressed in organizing others, surmounting challenges, and adapting course as needed to bring the vision to life and make it actually happen in line with your organization’s changing needs and goals.



TECHNICIANS

Demonstrate the exceptional levels of specific knowledge, technical proficiency, skill, quality, *art and innovation* within highly specialized fields of expertise necessary to create high-value intellectual property for your organization.



The Redmond Review™ provides a personalized, detailed and clear vision of your talent landscape propelling your organization forward to outperform the competition through strategic hiring. The Review relies on our proven research methodology and process to study trends, perform data forensics, critically assess industry climate, and study market dynamics to inform clients of talent opportunities and practices while motivating business leaders for organizational change. The Redmond Review is an invaluable tool for Senior Human Resource Leaders responsible for benchmarking best talent practices across the organization in: Diversity, Organizational Development, Talent Management, Executive Development, Workforce Planning, Talent Acquisition or University Recruiting.

Through the Redmond Review™ leverage world-class intelligence by ...

- Examining candidate mind sets.
- Accessing key statistics including number of candidates, diversity, education and geographic distribution.
- Identifying companies, from any industry, to target for talent sourcing.

With the Redmond Review™, accelerate your lead in the market by:

- Accessing competitive intelligence to gain insights on how other companies are structured and where they are sourcing various types of new talent.
- Gaining contextual insights for your new position.
- Anticipating and addressing potential search obstacles.

Exclusive insights into high-performing talent: Over the course of an engagement, Redmond routinely examines more than 1000 profiles. Those meeting our exacting standards provide the data used in the Review.



The Redmond Roadmap™ is the story of your opportunity. It incorporates strategic positioning, industry language and competitive intelligence, serving as the backbone for all branding efforts disseminated across a global pool of passive talent. The Roadmap serves to ensure stakeholder alignment and confidence in the overall direction of the search; that the opportunity will be communicated to the marketplace, in a clear, compelling and concise manner in order to guarantee an optimal first impression. It sets the stage for flawless execution.



Redmond Roadmap™

Position
 What are the best sums up
 role(s) you're trying
 to fill?
 What will Redmond
 share with qualified
 business leaders?

We heard or inferred...

This is a high-profile **confidential search** reporting into a President once removed from the CEO. This role could be a successor to the existing leader.
 Our client is a "global" market leader in the IT/OT solutions arena. They compete in an industry dominated by several main players with niche players providing IT solutions mainly. Understanding how to compete and win business in an industry on the digital transformation journey driven by incremental/creative organic growth strategies coupled with making recommendations on strategic acquisitions is critical.
 This demands a leader capable of speaking the language of next generation technology – the convergence of OT and IT. Someone who can show international customers in diverse industries and with unique business models how they can fundamentally transform/re-imagine their enterprising platform economy.
 by 5+ year period. On the business hubs headed finding the

Realities of this opportunity:

– heels of this, they re-organized by Product Leaders who carry market, targets and end result tremendous dynamic for evolution a position of greater stability stabilized and is now on an
 You will oversee and bring of a senior executive to a high performing team lead end-to-end account across the globe via a
 This leader will create rationale, roadmap reach across globe and have autonomy owner without h
 What this means
 'Exercising Inf business lead a cohesive 'stripping out working kn
 You will fo portfolio opportu who u team. patier direc Som bus T

Redmond Roadmap™



We asked about... **We heard or inferred...**

The Position
 What is the desired personality profile?

- Strategic Executor- able to see into the business more broadly speaking 'connecting the dots' and share gleaned insights while executing on a plan – i.e., someone who can manage relationships all the way thru.
- Runs an organization with an entrepreneurial "business owner" mindset.
- Enterprising- broad experiences judging/evaluating commercial business opportunities and enjoys making the tough choices.
- The RIGHT Energy – a sense of urgency and a pro-active, "can do approach". Thrive on accountability.
- Collaborative Nature- comfortable engaging in highly collaborative efforts (to include frequent touch points) to drive business results
- Strong emotional intelligence. Diplomatic counselor. A team building approach that values transparency, clarity, accountability and learning from failure. Ability to motivate teams to superior performance
- Decisive but encourages opposing perspectives.
- Able to set ambitious "realistic" goals tied to growth orientation. Knows how to filter the stress that comes from growth in a positive manner. They are capable of diffusing situations.
- Data Analytics Driven- finds trends/anomalies that are at the root to successfully driving the business forward.
- Highly resourceful – Can "navigate" an ambiguous, matrixed organizational structure
- Sets high expectations – doesn't wander from them; consistency, communicates well, highly accountable.
- A tendency towards curiosity 'seeking to understand' vs mandating direction
- Cultural Awareness / Sensitivity- Able to rub people the right way. "It's all in your approach – it's not what you say, but how you say it".
- Ability to "roll up their sleeves" and contribute to the process -- not just guide it...
- Highly analytical – always seeking to understand the business more deeply and drive constructive conversation about opportunities not considered previously.

Target Mindsets

Upon which mindset would you like Redmond to focus this Search?

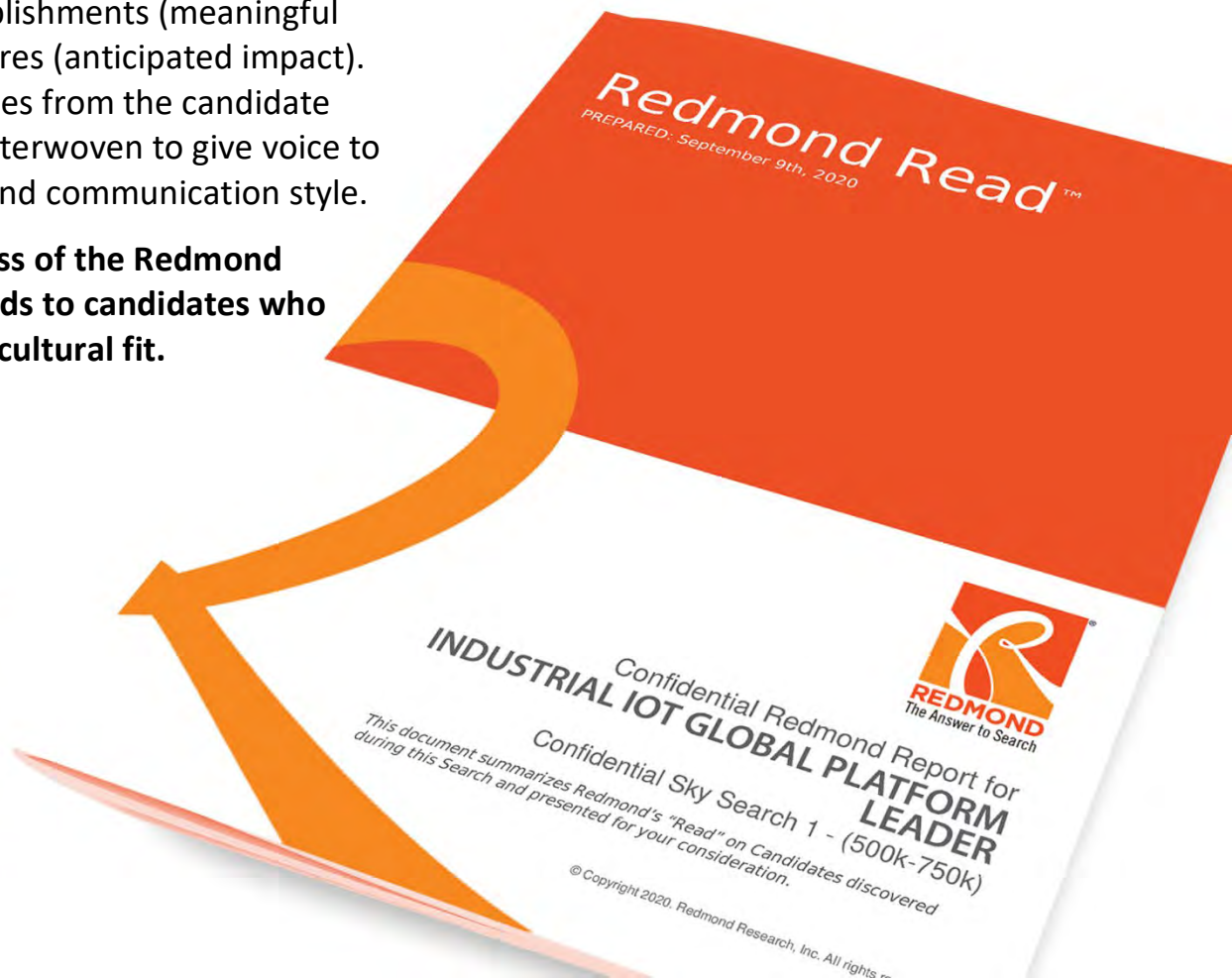
This is a highly progressive initiative that calls for a **skilled leader** with an "innovation" (agitating to introduce fresh ideas, behaviors) and "execution" Mindset. The most critical is an Execution Mindset followed VERY closely by an Innovation Mindset.

What does this tell you?

The Redmond Read™ is the story on the competitive advantage of each qualified candidate relative to competitive analytics. Using a narrative form to illustrate each person's developmental pathway, their core values, aspirations, talents and the contributions that could resonate with the client's core needs and interests are brought to light. Each story, told with contextual reference in the language of the industry, covers a spectrum of facts (education / career path), of accomplishments (meaningful impact) and desires (anticipated impact). In addition, quotes from the candidate interviews are interwoven to give voice to their character and communication style.

The thoroughness of the Redmond Read™ often leads to candidates who are up to a 99% cultural fit.

Review.
Reveal.
Recognize.



KASH the Redmond Research way. Individual strengths or assets are typically defined as areas of KASH: **Knowledge, Attributes, Skills and Habits**. Typical job descriptions identify the required traits in these categories as well. In a standard search, knowledge and skills are named in the job description, while desired attributes and habits tend to be amorphous (“I’ll know it when I see it”). In the Redmond model, KASH is defined differently and all four elements are intentionally described and then “individually” rated against peers in the search.

Confidential Redmond Report for

Redmond Read™

Industrial IOT Global Platform Leader
[Back to Candidates](#)

HIGHLY RECOMMENDED

Redmond Rationale
 Top 5 Talent. Pierre's mind has that extra second gear. He is thinking at multiple levels about business all the time. **Best Descriptors:** Articulate, focused, calm, thoughtful. Tri-athlete.

1 Average to Exceptional 10

Knowledge- Lead from front, unify leaders, max bus value/opts

Attitude- Bus Owner, Strategic Executor, Decisive, Collaborative

Skills- Influence w/out Authority, Cross pollinate ideas, VOC

Habits (MS/MBA, Upward Mobility, Leadership Programs)

Innovator Executor Technician

Heard or inferred
 “I loved the way you described ‘Renegades’ and their impact on the status quo, which requires consistent effort. This is what drives me. I am one of a select group of leaders who have lead transformation internally as we have headed on this **Digital transformation journey**.”

Transparently, I have had roles with/without P/L. I know the difference. I can say, the more freedom I have, the more fun I have.” My current role is focused on transformation with channel partners in Europe with an emphasis on how they touch our customers.

While my current role focuses mainly on Europe, **I have also overseen global P/L responsibilities in previous roles for Korea, Japan, China**. I believe businesses must run with a global mindset today. I say this intentionally as I’ve had to break thru US centric thinking within my current organization. I believe that business success is dictated by effective collaboration with all cultures. They define us. I thrive in situation that demand as much. It’s about understanding and bridging other perspectives that drive new possibilities. Case in point, engaging with the German economy is more about facts and spreadsheets, while Japan is all about quality and bringing customers along carefully in small steps and building trust.

How does Pierre think about the driving the business? First off, I understand the need to sell ideas internally and I’ve succeeded in this area. From a company perspective, it’s equally important to be prepared to adapt to change in a global environment – to adjust to new directions. A key aspect of this is seeing in to the future/identifying trends in the market on what is coming. I am a firm believer in preparation and response to unknowns- thinking about where things could go wrong and where there might be unique market possibilities to jump on by changing faster than the market/competition. The question is: how nimble/agile is your client? While flexibility of an organization to respond to customers navigating DIGITAL transformation has always been essential, it’s more critical today. No one is perfect, but a companies’ abilities to respond do have a propensity toward one or the other end of the spectrum. There must be a

[RedmondResearch.com](#) | [About Us](#) | [Industry Passions](#)

B Iot Global Conglomerate
Dejardin, Pierre (General Manager Buildings Europe)

Compensation
 Range: \$625,000-\$675,000 US dollars

Best way to reach
 +41 xx xxx xx xx | pierre@rr.com



Strengths by Definition

- **Knowledge**

Leadership experience / expertise particularly as applied to innovation & change management.

- **Attributes (Attitude)**

Values (beliefs and behaviors) that underpin character. Used in the identification of company cultural fit.

- **Skills**

General areas of experience and expertise.

- **Habits (In the habit of....)**

The bigger picture of career trajectory – core motivations as revealed by an individual’s track record / patterns and trends.

Downloadable Resume Included



We asked one simple question

This is the answer that followed.

We would be happy to put you in contact with companies who have experienced our difference first-hand upon your request.

"I prefer a firm who is thorough; whom I can partner with. You guys are business guys, not search guys.

What you do is listen quite well to the real needs of the search. JD's simply don't accomplish what is most important, which of course, is usually not reflected in a JD. You've done your research. You understand what is happening in the space and know what questions are most important to ask. You don't waste my time.

You find the hidden talent that is undercover. Those leaders that make things happen. Those strong #2's who should be taking the reigns if not for #1's in their way. Those hungry for innovation; those with a DNA for leading transformation and the humility to lead organizations effectively.

You know the candidates well; you ask the right questions. Every candidate is thoroughly reviewed and assessed. An extensive profile is presented around cultural fit, behavior and core competencies. You check all the boxes ahead of schedule, and if there are any obstacles, you're prepared to address them right away. You know the answers versus the all too familiar: "let me get back to you on that."

You've moved the needle on search.

Global HR Leader – Industrial IOT Global Platform Leader

