

Insert Content

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Example spec contents from DCRA Inc.

SEARCH NAVIGATOR-SPECIFICATION SURVEY

Position Title

_Leader [Supply Chain Transformation](#)__& Operations_____

Contact:_____

Company:___Mfgr or Distributor_____

Work

#:_____

Reports to:___C-Level Exec or is C-Level_____

Cell

#:_____

ORGANIZATION

1. Please describe your organization, market information and positioning, revenues, profits, projections, etc.?

[Make or have products made off shore and domestic distribution and value add \(including packaging through postponed manufacturing\)](#)

2. Strategies, goals, current and new developments in your company? How does this position/department fit into and contribute to the future of the company?

[This position is central to generating improved cashflow on selling product and or buying and reselling product. The ability to find and execute on unique supply chain and logistical advantage as they relate to cashflow is self funding and critical to long term competitiveness](#)

3. What is the reason for the opening? What problems are you trying to solve, or objectives to reach?

[Structural shift in logistics operations requires leadership to use these capabilities as unique strategic weapon on a cost center.](#)

POSITION

4. Position Title(s)? (Please forward position description)

[COO, VP Supply Chain, VP Material Management, VP Logistics, COO of subsidiary division using these concepts to later be rolled back to core business](#)

5. What is the organizational chart up and down? # Reports? Budget?

One of these positions reports to COO or CEO – Not to CFO but works closely with CFO to maximize cashflow

6. PERFORMANCE OBJECTIVES. What are the 3-5 most important things that must be accomplished, changes that must be implemented, and/or problems to be solved (deliverables) in the first 6-12 months to be considered successful. And, what will constitute SUPERIOR PERFORMANCE.
 - Increase inventory turns
 - Increase cashflow through new fulfillment channels
 - Add new product to sell and sell existing product with new lead times
 - Variable and fixed costs per UNIT reductions not total reductions... position should be all about increasing volume and velocity of sales

7. 1st projects? 90-180 day short-term accomplishments/process completions required to achieve above objectives?
 - Negotiate new terms with transport providers... low transport costs per unit with significant increase in visibility and communication
 - Structure Sales and Operations Planning process and supporting tools for mfg and or distribution operations
 - Work with major product designs to make more supply chain efficient
 - Etc.

8. What are the 4-5 most important functions –a day in the life of...(prioritized)?
 - Mentor and coach C-level execs to opportunities
 - Strong skills to manage exceptions in supply chain without large cost disruptions
 - Must have cashflow and financial training to communicate with CFO and GAAP accounting but not give into to financial “tricks”
 - Must have full operational knowledge of mfg, distribution, logistics operations and ability to communicate and drive change
 - Ability to defend programs in senior staff and board level meetings where appropriate

9. Are there special or extraordinary challenges associated with this position?
 - This individual must thrive on managing change using all tools (quantitative, education, testing, technology and must be able to allow old line departments to take credit)
 - Must not be intimidated by sales but able to work with Sales to hold sales accountable for inventory and working capital commitments vs. promises

10. Please list (and prioritize) the 5-6 most important skills / capabilities required in this position. Briefly describe how each would be used on the job.
 - Strong cashflow financial knowledge (not GAAP accounting but parameters that generate real cash) and terminology to support
 - Wide variety of operational experience (mfg, distribution, particularly transport and if relevant international transport, sales and operations)

- Strong communication but not “Harvard MBA type”... must have conviction to physics of challenge not “tell ‘em what they want to here”... boils down to credibility and believability
- Ability to manage technology not let technology manage. Negotiate around traditional tech promises (CIO, software firms etc.) and change usage to performance based. Strong Sales and operation planning background
- Measuring culture... “Measure it or cannot manage... if cannot measure find someway to measure so it can be managed”...Gallileo

11. What are possible backgrounds, and possible identifiable titles now? Minimum qualifications required for the job?

- True ops mgmt consulting (Mercer, Booz Allen, ATK type not Big 5)
- GE or other well rounded manufacturing and financial corporate training
- From proven operators of the new supply chain(Wal-mart, Dell, Nike, Juniper, etc.)

12. How much travel will be involved, and please describe a typical travel schedule
Should not be a constraint when needed... go to get job done but not a traveling job

13. Desired # of years experience, degree (required?), # years in management? What are the trade-offs?

Depends but these skills are not taught well in any school anywhere yet completely so look hard for a resource that has been mentored by well recognized resources

COMPENSATION

14. Compensation: base-range / bonus/ incentive / perques / profit share / stock options / sign bonus / max \$\$ / ideal? How sensitive is ‘compensation’ information, and how would you like this information presented (or not)?

Base

Bonus

Volume based sales incentives

15. What is relocation / expense policy for this position? \$0 / move only / keep whole/ RE expenses +/- purchase

depends

CULTURE / MANAGEMENT

16. Aside from qualifications, what are the 5-6 most important personal characteristics for this position? How might each influence performance? How will you evaluate these characteristics in a prospective employee?

Integrity

Ability to effectively communicate

Commitment to results

Ability to continue learning

Appreciates proper use of technology (does not need to be technologis)

17. What is your management style / philosophy? What is your background?

NA

18. How do you measure and evaluate your employees?

19. Please describe your company culture.

20. What types of people have not done well in this position / your company? What types have done well?

URGENCY

21. How will you sell this opportunity? Why would a person quit a good job to join you? What could be the potential next career steps / career growth path?

Enjoy the job, enjoy the people and a boss that for the right person will provide enough "rope" to either succeed or fail

22. Why is it important to hire this person now? On a scale of 1-10, please rate your urgency? Critical dates?

Market timing of opportunity to short to mentor and train internal resources

23. What's been done on the search so far? Have other candidates already surfaced, and have any offers been made so far? Are there internal +/- or external candidate possibilities? What are their backgrounds? How would they rate with these spec's? Generally, there is a senior exec that wants this job but is not qualified so either they are pushing to hire the person in a lower level position or to assimilate into the position and learn on the job. It is critical to eliminate this environment both before and during the search. Often it will require having the direct report meet all these qualified candidates first then have lower level staff meet so improper screening does not happen

24. What will be involved in the interview process? (# of interviews and agenda? Who will be involved in the decision? Timing? Ideal # candidates? When will an offer be made?)

Direct report

CFO

COO

VP customer service

VP planning

Etc.

25. What 5-6 questions could one ask to determine a person's capabilities for this role? Describe how you would use logistics and supply chain to significantly impact the

- balance sheet
- income statement
- competitive advantage vs. direct competition
- to grow new markets

26. Is there anything that could prevent you from an immediate hire? Is the position approved and budgeted?

27. Will you require a non-compete agreement be signed? Will you offer a contract/severance package of any sort?

ACTION PLAN

28. Target industries, organizations, competitors, specific candidates? Companies to Avoid? How handle non-compete agreements?

Best candidate will come from industries that have already shown proven success of these approaches (hi-tech, telecom, apparel, specialty retail, distribution, 4th party advanced lead logistics providers). Even if the hire is for a more staid firm such as chemicals, oil and gas, metals etc.... obviously must enjoy and understand the target industry this is why some "real" management consulting experience is probably required as it opens up the perspective on "what" is possible.

This position is ultimately centered in step function change through selling internally to most that it is incremental and truly doing everything to minimize the cultural impact to said change. Do not consider anyone who has not been through a full lifecycle of this change.... The person does not necessarily have had to lead the entire change but must have experienced the effort, pain and ultimate reward to lead not just follow. A follower will cave to greed, an over ally powerful position and/or be ultimately dissuaded by politics to keep a current culture in tact.

The individual will likely be more valuable if he or she can also bring outside "non employee" resources to help economically make that change where internal employees are rarely successful. No internal consulting...

Position is all about Programs with real value and project planning to manage change and momentum not purely expert noise without action