

January 30, 2014

Dear Phil,

When we first met four years ago, I thought that hiring the right people was mostly a function of experience and luck. With luck being more influential. This was true in our company with sales people, managers and other professionals. Overall, I thought I was better than most in selecting the right people for both our company and for the job.

For me the most difficult hire was for brand new or original roles. It seems that when we decided to create a new position it was more difficult to find the right person with any degree of certainty. One of the reasons is that a new role almost always requires the capacity to “originate or substantially improve a capacity” in the organization. New roles are also challenging because the stakes are so high. Simply stated, if a new leader fails in a new job, the strategy the organization was trying to accomplish either fails or has a big setback.

Four years ago, I was in the position of creating a new role in our company that was urgently needed....a new Sr. VP of Product Development. We knew that we needed to bring in a new person to the company as we did not have the capability internally. Luckily, I shared the intention to create this new role with a valued client, John Benson. John understood the difficulty of bringing in a new executive to fill a brand new, high profile position. He suggested that I call you. I can still remember John saying he would never hire someone again without using the ProScan. He also said he would also not bring in a new executive without the help of Phil Olsen. And so we met.

When I first met you Phil, I felt immediately at ease with the process you presented to us. The first step in modeling the position was to clarify the role and you helped us do that through information gathering and candid discussions with those most knowledgeable of the position. With your help, we then completed a Job Dynamics Assessment (JDA) with a targeted group of people at Blanchard who would be working with and around this new Senior VP of Product Development. During this process you challenged us to get clear on the type of person we truly needed. Did we need someone with strong visionary DNA, or someone who would be strong on implementation and execution? Under your guidance, we realized that Blanchard was naturally attracted to and almost always hired executives who were strong on visionary attributes and weaker on the capacity to execute. At the end of the JDA discussion process, our group was in alignment on the fact that this position required someone with strong execution skills. The process also produced a job model, which reflected the DNA of the person we were looking for and we were able to use that model to screen and assess candidates against during the selection and interview process.

With your help, we gathered a bunch of the right kind of candidates. Candidates that had the right skill and experience sets and who also fit the profile we were looking for. As we narrowed our candidates down, we used the ProScan to profile each person and compare them against the job model. As we thought, no one hit the target perfectly. But, by using the job model and the candidates' actual ProScan results we were able to make an informed decision.

To make a long story short, our VP of Product Development just completed his third year of service. He has been a tremendous success in helping reshape our portfolio of products and services and has fit in well to our culture. He is exactly what we needed, a very strong and organized leader of product development who is also very creative, collaborative and future oriented.

Based on my first experience, I am now a believer in the ProScan and the expert guidance you bring to the hiring and selection process. Since our first engagement, you've helped us hire at least a dozen key people for Blanchard. Like John Benson, I would never hire someone again without using the ProScan to assess each candidate. I would also never originate a new role without the assistance and guidance of you, Phil.

Kind Regards,



Scott Blanchard