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*Our belief is that you can achieve a more rewarding career, a more productive organization and a more satisfying life.*

**February 2018**

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**Understanding Executive Recruitment.**

**Paths Forward:**

**CAREER BEST SELLER**

**Tired of boring meetings??**

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**Understanding Executive Recruitment.**

This month we're going to try something a little different. As you know LifeMap frequently focuses on career management issues. I have found that one of the least understood aspects of the employment world is the important role played by executive recruiters. It's as if some people believe there are some magical hypnotic techniques that would allow them to access a recruiter's brain and force the unlocking of a secret drawer packed with all the best job opportunities in the known world. I know this sounds ridiculous but that's how some people behave.

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There are some unscrupulous career counselors, career coaches, college career officers and outplacement consultants (a minority to be sure) who charge good money to job seekers hoping to attract a recruiter's attention via

to job seekers hoping to attract a recruiter's attention via mass mailings. All of these ubiquitously reference detailed "research" indicating the perfect fit between the recruiter's practice area and the job candidate's career goal. I'm here to tell you that any recruiter that has been in the business since before last Tuesday immediately recognizes these as chaff and they are immediately sent to the trash (physically or electronically). This is a waste of your time and money.

In all of my career books I have written about the do's and don'ts of working with recruiters. Some of this seems to have stuck but some of it has not because I still get the same questions over and over so I'm trying a different approach. To help you better understand the role of the executive recruiter in the employment world I sought out one of the most highly regarded executive recruiters in the industry.

Charley Polachi has a 40-year reputation for excellence as an executive recruiter. He is founder of Polachi Access Executive Search - a founding member of Access Search Partners, the number one global technology search partnership with offices in the US, Canada, Europe, Australia, Singapore, Hong Kong and Japan. Because, I am proud to say, Charley has been my friend and colleague for more than 30 years he agreed to sit down with me and really pull the curtain back for you regarding how the executive recruiter world works. Charley does this knowing it may generate a flow of inappropriate and unusable material into his offices. But hopefully you will not waste his time or yours by taking this valuable information to heart.

## Paths Forward:

**Dr. P:** Welcome to LifeMap, Charley. Thanks for doing this. To start with who are your clients and what types of positions do you search to fill?

**CP:** We conduct retained executive searches for key executive leaders - board members, CEOs, and his/her direct reports at the "C" level for clients in the technology, private equity and venture capital fields.

**Dr. P:** What have been the most notable changes you've seen over your extensive career as an executive recruiter?

**CP:** There are a few things I should note. 1. There is an incredible amount of information available on the Internet about companies and people. Clients have talent acquisition teams using all available tools to check out candidates. (i.e. Facebook, Instagram, etc). Candidates need to be mindful of this and manage their profile on the web.  
2. This information flows two ways. No savvy candidate should go into an interview uninformed, cold, or unprepared. Utilize your contacts through sources such as LinkedIn for up to date information.  
3. The business world spins faster than ever. Speed is everything; we frequently hear "We need good people - fast."  
4. Here is a modern conundrum. Inclusion and diversity is mandatory on every search. Yet we observe that age discrimination is real. Confusing I know, but this is the world

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I see.

**Dr. P:** Earlier I noted your firm's niche. What about your personal practice? Is it focused in one area, a couple of areas, or spread over diverse areas?

**CP:** My practice is predominantly with technology vendors - companies that build, deliver and support technology in B2B, B2C or B2B2C situations. I recruit CEOs and their direct reports most frequently in sales, marketing, finance, engineering, customer success, human resources - but all with prior experience in the tech ecosystem. I help clients address their pain; they either have too many opportunities or not enough. I look for executives who can address my clients' pain. All executives earn over \$200k salaries with incentive compensation and equity participation.

**Dr. P:** What is the most effective way for professionals either looking for or available for a new opportunity to get on an executive search consultant's radar?

**CP:** Be a thought leader in your field. If you lead conferences (not just attend), deliver seminars/ webinars, if you publish I will find you! Here's a useful phrase to remember: associate/affiliate/circulate!

**Dr. P:** What are the most common mistakes that you see job hunters make especially in regard to working with a search consultant?

**CP:** I am driven by "demand" (my clients) and executives looking for their next gig represent "supply". It's rare that someone's "availability " maps into my current search engagements. I am always glad to know about someone's background and job search if it matches my practice but I can't possibly respond to every unsolicited resume I get. Executives need to understand I work for client companies not for them. I can't help someone get their next job - especially if their experience doesn't fit my practice. I am often shocked at the lack of research on the part of executives looking for work who contact me but have no idea what my practice areas are. Getting a next job is a bit like sales - executives need to identify the need, qualify the channel (recruiter), do their homework and work at managing their job search.

**Dr P:** Is being out of work at the moment a barrier to being considered a potential candidate for an active search?

**CP:** Historically yes but in the last 5 years with the rate of change/consolidation in the tech ecosystem it's no longer an issue provided there are references in place and the reason for being a "free agent" are legitimate and unblemished.

**Dr. P:** What are your top three suggestions to job candidates to improve their interviewing / job hunting skills?

**CP:** 1. Practice/practice/practice - when you see a golf pro sink a 30-foot putt for money or a dancer execute a perfect leap there were 10,000 practice putts and leaps before the event. Practice interviewing, work with a coach, get a

event. Practice interviewing- work with a coach, get a critique. Listen to the feedback - are you credible, do you know your stuff, how do you handle the sticky stuff?  
2. Research everything - companies, people you are meeting, people who know people, people who used to work there. Knowledge is power.  
3. Do an annual career audit with a trusted advisor/friend/spouse/partner - not your boss. How are you doing with your career development? What skills do you lack? What skills do you need to improve? Are you up to date/current? What pain do you address for what type of employer? Do you know the top 5 companies you want to work for?

**Dr. P:** Thank you, Charley Polachi, for your time and sharing this powerful, focused and practical knowledge. I know it will be of great value to the folks who are motivated to take charge of their careers.

**LifeMap** (sm) is about accessing the best resources to help you manage all aspects of your life and career.

### CAREER BEST SELLER

For the past 30 years I've surveyed successful job hunters and captured their proven shortcuts, insider knowledge and time-saving / stress-reducing tips.

My new book [Don't Wear Flip-Flops to Your Interview](#) is packed with strategies and techniques that are practical, market-proven, and easy to use. Added to this powerful mix, are the hard-won lessons from the personal experiences of thousands of professionals who have succeeded in the job changing game. It is not necessary for you to struggle to rediscover and reinvent the job hunting process. Here you will find the keys to a more productive, shorter and less stressful job search.



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**LifeMap** (sm) is about empowering you to bring the best

ideas and practices to your workplace.

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**Sincerely,**

Dr. Paul

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