

Working with Executive Search An Insider's View

Doug Lester
Lauder '94

- Senior Associate at Isaacson, Miller
- Top 20 firm – exclusive focus placing senior leaders in mission-driven organizations
- Director to C-level and Board positions
- Clients included:
 - University of Pennsylvania
 - The Wharton School
 - The Curtis Institute
 - The Institute for Advanced Study
 - The Clinton Foundation
 - The Chicago Symphony Orchestra

Search Experience

Executive Search and Your Career

- Recruiters are gatekeepers
- Can play a pivotal role in a career
- It's a long game about relationships, and building trust and confidence

✓ **Become “a friend of the firm”**

The Business of Search

There are two types of search firms:

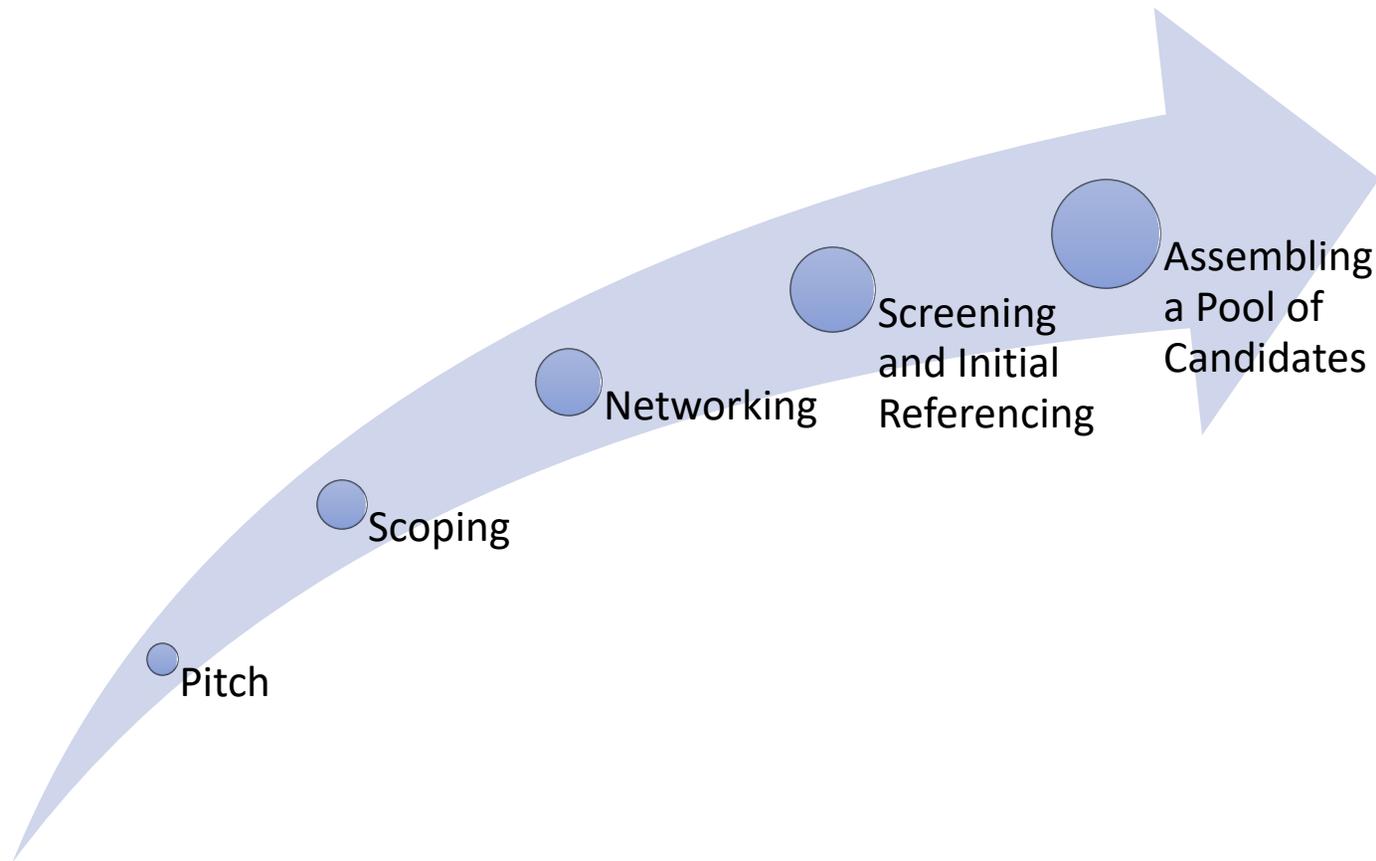
- **Retained**
- Contingency

✓ **Know who you're talking to**

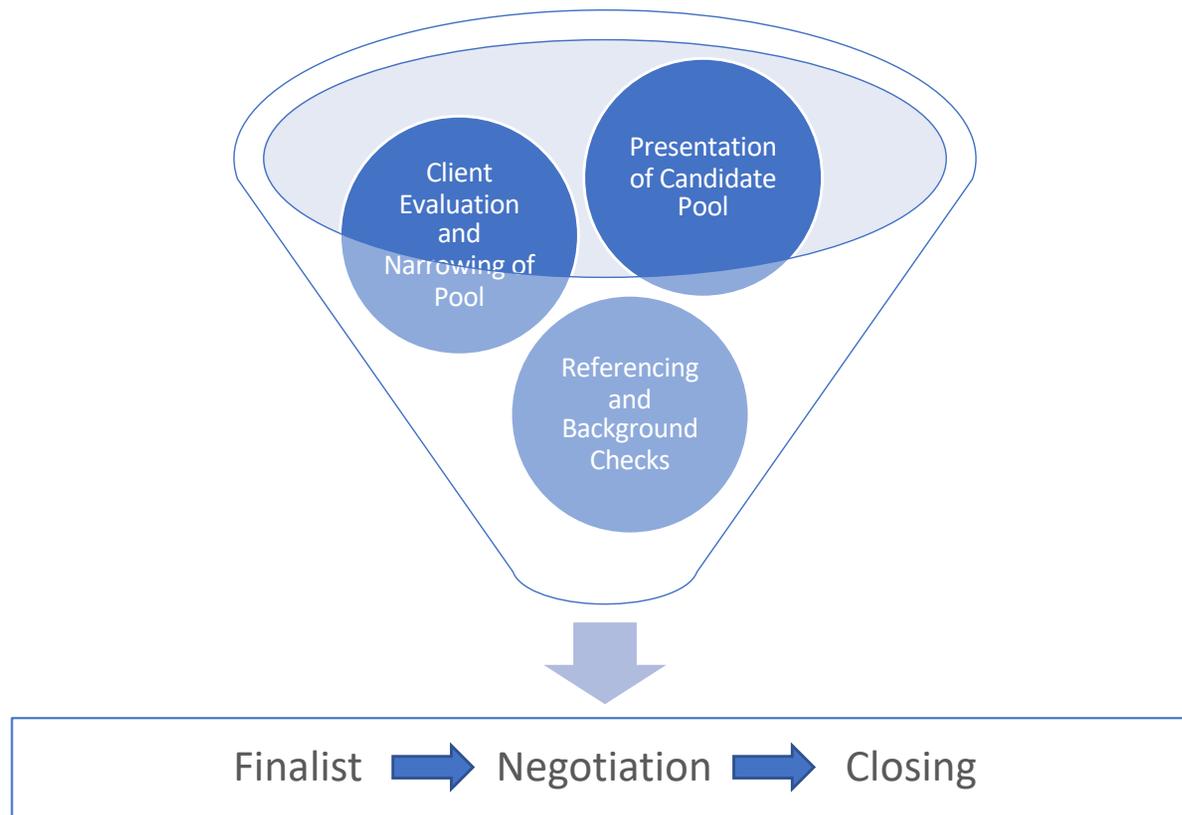
The Business of Search

- The candidate is not the client
 - Retained recruiters fill the roles they have
 - They're risk averse and dread a "do-over"
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- ✓ **Have realistic expectations – recruiters aren't career counselors**
 - ✓ **"Non-traditional" candidates are at a significant disadvantage**

The Stages of a Search



The Stages of a Search



When you're networking, find:

- ✓ **The right people**
- ✓ **At the right firms**
- ✓ **In the right practice areas**

for your role, industry and geography

Get
on the
Radar
Screen

Recruiters and clients want “a catch”

- Has overcome similar challenges in a similar environment
 - Enjoys a solid reputation
 - Doesn't need to change jobs, but might for the right opportunity
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- ✓ **Create a career arc that supports your aspirations**
 - ✓ **Maintain your network, remain visible**
 - ✓ **Get introduced or referred – don't reach out directly**

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- Be responsive and polite, even if the recruiter is relatively junior
- Be thoughtful and offer suggestions
- Determine if you're a source or potential candidate
- Gauge your chances if interested
- Make an informed decision
- Help the recruiter understand if your comp expectations **overlap**

When a Search Firm Calls

If You're a Candidate

- Do the work and be responsive
- Be patient and understanding of delays
- Remain engaged and appropriately enthusiastic, but don't get carried away
- Build a relationship for the future
- Do your own referencing – **look and listen for “code”**
- Know your value, focus on the long money, and work collaboratively to close the deal



Questions? Need advice?

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