

# Executive Search

Case Study

## Chief Human Resources Officer

For a publicly listed telecom analytics firm

Technology Practice

## Background

Our client is a global telecom analytics firm headquartered and listed in India. They are enabling a digital future for global Telco's. Founded in 1992, the client has spent over 25 years enabling 3/4th of the largest 50 CSPs globally to achieve a competitive advantage. By leveraging data gathered across networks, customers, and systems coupled with its domain knowledge and the capabilities of its core solutions, the client helps CSPs drive new business models, enhance customer experience, and optimize enterprises.

## What was the exact ask/ role specification

The client was looking to hire a CHRO who would be responsible for designing and finalizing the HR policies, contributing to business strategy, develop workforce plans and programs that align with the organizations overall strategic objectives, forecast talent needs and address the talent gaps, orchestrate learning skills and career development of the workforce, employee orientation, education, and training, management development, policies and procedures, compensation administration, benefits administration, organization development, and employee assistance.

This role would report to the CEO and work very closely with the Board of Directors and other CxOs. This role was based out of Bangalore. The client was keen to have gender diversity at the CxO level and therefore was particular about bringing in a female candidate for this role.

## The process

The client initiated the process by sharing a brief job description of the role, post which there were calls set up with the key stakeholders for this specific role. During these discussions, their expectations regarding the candidate fit were shared. We used this information to finetune the job description, make it more accurate, and ensure that it reflected the asks more clearly.

Post buy-in from the client on the job description, we went about identifying the suitable fit candidates. The first set of 2 candidates were presented to the client, and basis the feedback received, the search was finetuned to look for some specific capabilities in the candidates. Basis the refined search, we were able to identify four candidates that were a fit. Out of these four candidates, three were taken to subsequent rounds, and finally, the client zeroed in on two candidates as the potential hires.

We then administered Hogan personality assessment to both the shortlisted candidates. The CEO was debriefed on the outcomes of the reports. Basis which, both the candidates went in for another round of interviews to probe deeper on their style of working and cultural fitment. Post this, the hiring panel convened over a lengthy discussion, where we debriefed them on the Hogan assessment reports and helped them understand the nuances of the candidates' personalities and how they would play out in the context of the client. Basis this extensive discussion, the client zeroed in on one candidate they were ready to make an offer to.

PeopleAsset helped the client craft an attractive offer for the selected candidate, which she accepted in the first go itself.

The whole process from the time of initiation of the search to offer acceptance took just six weeks. The selected candidate brought more than 22 years of total experience in the HR domain.

## PeopleAsset differentiator

- Working closely with the client team to better understand the candidate fit (for all the interviewed candidates) and the client ask.
- Presenting candidates after their thorough evaluation and ensuring that they meet the criteria set.
- Hogan personality assessment for the final set of shortlisted candidates and the debrief – to ensure that the client understands the candidates' personality and how it will play out in their context.
- Focused candidate handholding during the entire phase of the offer acceptance - to - onboarding period to ensure that she was engaged with the organization deeply even before he onboarded.