

# Executive Search

Case Study

## Head of Legal

For a non-profit organization

Social Enterprise

## Background

Our client is a social enterprise dedicated to addressing human rights challenges faced by vulnerable populations. They have developed a groundbreaking systems solution that has successfully reduced injustice by over 80% in the most affected regions. Over the years, the organization has assembled an interdisciplinary team of community builders, prosecutors, aftercare specialists, and other experts to deliver this comprehensive solution.

## What was the exact ask/ role specification

Our client sought to bring on board a seasoned legal expert who has specialized knowledge of Indian law, particularly in human rights. The role was required to work in close collaboration with the leadership team to lead legal initiatives, advocate for policy reforms, and represent the organization in various forums.

The position would be based in Bangalore and report directly to the Head of India Operations, with a dotted line to the Global CEO.

## The process

The need for this role arose when the existing mid-level incumbent decided to step down. Given the organization's growth and the increasing complexity of its operations, the client recognized the need to hire a more senior and experienced legal professional. The mandate was confidential, with the organization's name to be disclosed only in the advanced stages of the recruitment process.

We began by engaging in a detailed discussion with the hiring manager to clearly outline the roles and responsibilities and define the ideal candidate profile. Based on this conversation, we created a formal job description, which was then shared with our client for feedback and approval.

Following this, we identified a target universe of organizations, including those with which our client had an active no-poach agreement. Additionally, we provided the hiring manager with an initial list of potential candidates. To maintain momentum, we established a weekly review cadence and gathered feedback on the first longlist of candidates.

From the shortlisted candidates, two were quick to express their interest within the first two weeks, and the interview process commenced promptly. Both candidates underwent multiple interview rounds over the next two weeks. Our client decided to extend an offer to one candidate, but during the final stages, she revealed compensation expectations that exceeded a 100% increase from her current salary. This was due to her significantly below-market compensation in her current role.

At this stage, the Global Head of HR intervened to negotiate a mutually agreeable compensation package. However, during discrete reference checks, it was discovered that the candidate had not provided accurate information regarding a previous role. As a result, the client decided not to proceed with her candidature.

We were instructed to restart the search. Within a week, we presented a new batch of three candidates. The interview process resumed and lasted for 20 days, culminating in the selection of another candidate. Drawing lessons from our past experience, we conducted discrete reference checks before any offer discussions began. The checks were successful, and after a detailed discussion with our client, the proposed offer was shared with the candidate. She accepted the offer immediately.

The candidate, who had a notice period of one month, was closely supported by PeopleAsset throughout the transition. Just a week before her start date, the client provided the necessary onboarding documentation and formalities, which were seamlessly completed.

The chosen candidate brought over 7 years of experience in the anti-human trafficking sector, with deep expertise in human rights issues. Her focus on system accountability, perpetrator liability, and survivor-centric laws aligned perfectly with the client's needs.

## PeopleAsset differentiator

- Compared to our typical client and their requirements, this role was non-standard for us. However, our focus on the right sourcing methodology and in-depth evaluations ensured the right candidates were identified, sourced, and presented.
- By quickly turning around with a new batch of candidates, we not only maintained momentum but also ensured that the setback of losing out on the first candidate didn't slow down the search process.
- The handholding process ensured that all the stakeholders were equally invested in keeping the candidate engaged and bringing her on board promptly.