

# Executive Search

Case Study

## Vice President/ Head, Technology

For a Tech-enabled co-living platform

Technology Practice

## Background

Our client is a fast-growing organization which provides technology-driven living experience to working professionals as well as students in a couple of countries in the Asia region. They have received a higher than average Series A funding round a couple of years back and since then have not looked back.

## What was the exact ask/ role specification

The client was looking to bring onboard a Vice President/ Head of Technology who will be responsible for leading the product engineering charter for the organization. Their existing outsourced technology development model had to be revised, and a world class technology team built internally. The relevant candidate will need to be entrepreneurial in nature and bring in deep experience in building complex backend systems and community applications. This role would report into the Co-Founder/ CEO and lead the Technology function.

## The process

This role was the first senior leadership hire that the client would be making and hence they needed a candidate who not just had the requisite tech skills but had the right personality attributes which would make the person impactful in the organization. PeopleAsset started by working closely with the Co-Founder/ CEO and assisted in drawing out the technical skills required (which was easy) and then moving on to decipher the right set of personality traits/ attributes for a leadership candidate to be successful in the organization. We drew a detailed position specification document which called this out with as much clarity as possible.

Post buy-in from the client, we set forth in creating a universe of potential target organizations especially from among the internet-based competitor organizations and other internet organizations which had a significantly higher quality of technology candidates who still had an entrepreneurial mindset. We presented the first longlist of 10 candidates who primarily were based out of Delhi, Gurgaon or Noida. Basis a quick feedback from the client, we zeroed in on 8 profiles and performed a detailed evaluation. The evaluation was primarily behavioural interview focused – this was to understand if the candidates exhibited actual on-the-ground behaviour which reflected an entrepreneurial spirit, ability to think on the feet, a high level of outcome orientation and doing what it takes to get the job done.

We presented 4 profiles and one among them was chosen to be offered. We helped the client with the detailed reference checks. The chosen candidate had a top tier engineering college background and brought more than 14 years of deep technology experience. In his current organization, he was responsible for building a core product of his current organization which had a high level of success and had spent close to a decade in that organization growing through the ranks.

## PeopleAsset differentiator

- The ability to understand the ask of the client beyond tech skills was critical for this mandate and our deep engagement with the Co-Founder enabled us to zero in on the cultural attributes (some unsaid as well), that were critical for the right candidate.
- The evaluation process dug deep to seek examples of behaviour/ leadership style(s) throughout candidates' careers that pointed towards a certain personality type.
- The ability to pitch a relatively unheard-of organization and related opportunity to high quality leadership candidates required the ability to position the opportunity appropriately, sell well and hard to generate interest.