

# Proposal for Executive Search

*Galveston Island Convention and Visitors Bureau*

January 18, 2019





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## Proposal for Executive Search

### *Galveston Island Convention and Visitors Bureau*

## INTRODUCTION

Thank you for the opportunity to submit a Proposal for Executive Search Services to help Galveston Island Convention and Visitors Bureau (GICVB) find a new Executive Leader. We respect the much-needed work of the organization and your integral role in developing and sustaining the Galveston tourism industry. Our intention is to address your questions as thoroughly as possible to aid in this important decision-making process. Our goal with this proposal is to create a better understanding of who we are, what we do and begin the process of building a rewarding relationship for working together.

We offer a creative, customized, and mission-aligned approach to the executive search, selection and hiring process. We start by going “beyond the job description” to understand the current situation, internal and external environments, mission, goals, established culture, and vision for what is possible. From there, we can better understand what it will take for your new Executive Leader to be successful. We create a plan to reach out within your ecosystem and work with stakeholders. We become brand ambassadors and deeply invested in your success.

Our goal is to hit the ground running to find and recruit your new Executive Leader. In addition, we act as advisors and advocates for the organization throughout the process. We are active thought partners and hope to add value to your organization throughout the experience.

We are dedicated to helping you FLOURISH.

Sincerely,

*Cookie McIntyre*

Cookie McIntyre, Founder and CEO

*Rosemary Gantz*

Rosemary Gantz, Partner

## PROPOSAL

We will use our REACH Executive Search Process but customized to meet your specific situation and needs. Outlined below is our approach in response to your request with our current understanding of your needs. Once engaged, we will work to learn more in partnership with you.

Here are some of the things we will do to help make sure our search is successful:

- We will conduct a complete needs analysis to assess your requirements for the position and search
- Always have frequent transparent communication and regularly scheduled meetings with you so we are working together as a team
- Develop recruiting material to attract the right kind of person for the role
- Develop a plan to source from the right places that match the profile you need
- Conduct competency-based interviewing, 360 references, and behavioral assessments
- Set up the interview process and help with the materials needed
- Manage all the logistics so the process runs smoothly for everyone involved
- Run a positive candidate management program so that people are informed, respected, engaged and feel good about the whole experience
- Prepare or help to prepare the offer package and hiring materials
- Run the background check, verification and/or drug screening processes



## OVERVIEW

Our firm provides board facilitation and advisory services, recruits executive leaders, their leadership teams, and consults with organizations to improve their executive recruitment process from the development of the “future state” vision for the role, pipelining talent for anticipated change to onboarding and coaching programs to increase long term retention and success. We help our client’s get better...we help others flourish.

OUR FOCUS is on mission driven and nonprofit organizations, working every day to do good work for those who do good. We have helped organizations of all sizes and thousands of candidates over our history.

## WHO WE ARE

**Founded in Columbus, Ohio 1990...evolving every day for 29 years.**

We are a team of people aligned around six common values:

- ⦿ We Work Hard
- ⦿ We Work From The Heart
- ⦿ We Keep Promises
- ⦿ We Take Ownership
- ⦿ We Are In It To Win It
- ⦿ We Work Together As A Team

### Company Mission:

*Create connections that flourish with every search we complete.*

### Boutique Experience - Process Driven - Trusted Partner

**We are a boutique firm.** We often say, “small but mighty” and roll up our sleeves, work together and move fluidly between all phases of the search. Every single assignment is important.

**Client and candidate feedback** tell us that we are making a difference in the experiences of those with whom we work. When you succeed, we all flourish.

**The Conscious Capitalism** movement has been a driver of our firm’s direction as our principles are closely aligned.

**We have a contemporary approach** to process and talent, as well as genuine curiosity and passion for learning.

**We have helped** organizations of all sizes not only fill key leadership roles, but also to refine their needs pre-search, build talent pipelines and build out new teams.

**We do this by learning** about the history, environment, and situational dynamics – not only about the role today, but also about the system, organization and needs of tomorrow.

**We are process driven**, agile, and responsive. We use the classic concepts of lean six sigma as our framework while learning your needs and culture to build a strong partnership.

**We engage stakeholders** in the process to listen to their input, gain their support, further solidify relationships, assist in change management and transition for the ultimate new hire. Our stakeholder engagement process is comprehensive and a clear differentiator of our work in the marketplace.



## MCINTYRE LEADERSHIP

### Cookie McIntyre – FOUNDER AND CEO

Cookie founded McIntyre Executive Search in Columbus in 1990 through her passion for maximizing the potential in people. Cookie was named in Business First's '20 People to Know in HR' as well as a 'Businesswoman on the Move'. She has received accolades from the Columbus Dispatch as a 'Woman Making a Difference', and she is a recipient of the NAWBO (National Association of Women Business Owners) Visionary Award. She is a founding member of the Columbus chapters of the Entrepreneurs' Organization as well as the Women Presidents' Organization; is an active member of the International Women's Forum; and is a Membership Committee member of the newly formed Conscious Capitalist Columbus Chapter. Cookie loves to travel the world in search of new ideas, local cuisines, great golf courses, interesting conversations, and different perspectives on the human condition.



*To grow or develop in a healthy or vigorous way, especially as the result of a particularly favorable environment.*

### Rosemary Gantz - PARTNER

Rosemary leads the Executive Search team and runs operations from our San Antonio, TX office. She's been with the firm since 2008, leading more than 250 executive search assignments. Prior to joining McIntyre, she led recruiting or talent management for three Fortune 40 corporations including Microsoft and The Home Depot where she built strategy, process and recruiting programs to hire thousands. She is a military veteran and award-winning recruiter with deep commitment to mission-driven work. She was named "Person of the Year" in Erie, Pennsylvania for her work as Co-Founder of Emmaus Grove, an urban farm that grows and freely distributes organic produce to the homeless and those in need in the city and is active on the Board of Advisors. She actively mentors military veterans and is involved in social causes to relieve hunger and poverty.



*"Working with McIntyre was an outstanding experience. Their professionals are focused, thoughtful and very smart. They answered every question about the CEO position and made sure I connected with in-depth discussions with members of the search committee. McIntyre's preparation and materials were A+. They also understood all aspects of the organization and provided tremendous insights about the opportunities and challenges. I would certainly use them for searches and recommend McIntyre to others."*

**- John Barker, President & CEO, Ohio Restaurant Association**





## Some of Our Key Differentiators

- Proven experience finding leaders who are behaviorally aligned with mission
- Process-driven, using lean six sigma as our guiding framework
- Know-how to create a winning value proposition in an increasingly competitive market
- Strong, fearless, and “borderless” sourcing skills
- Resourceful and able to leverage our team by working together
- Better track-record of success and retention than our competition

## OUR SEARCH WORK

Over our nearly 30-year history, we have successfully conducted many unique and challenging Search engagements around the country in a variety of industries. Now focused on nonprofit and mission-driven organizations, we have further aligned our process and sourcing with the unique needs of this sector. As a boutique firm, we provide a high level of client interaction and service, conducting an average of only 25-30 search assignments each year. We have gained insight through these experiences and apply this learning to each subsequent engagement.

We have recruited leaders like your Executive role for local, regional, and national clients in a variety of industry segments including: education, human services, sports, healthcare, workforce development and trade associations. The post-hire retention rate of these hires exceeds the search industry’s retention average.

Our search assignments often involve working with nonprofit boards and search committees, and we are adept at working with these diverse and busy groups of leaders. These engagements require well-planned communications and thoughtfully facilitated workout sessions. We pioneered a successful approach to finding culturally aligned talent by leveraging a stakeholder-driven communications process. Additionally, this approach helps to increase followers, strengthen brand, and contribute to overall mission success. We believe the search process itself can be a transformational experience for everyone involved, adding value beyond the hiring of a new leader.

## OUR PROCESS & APPROACH

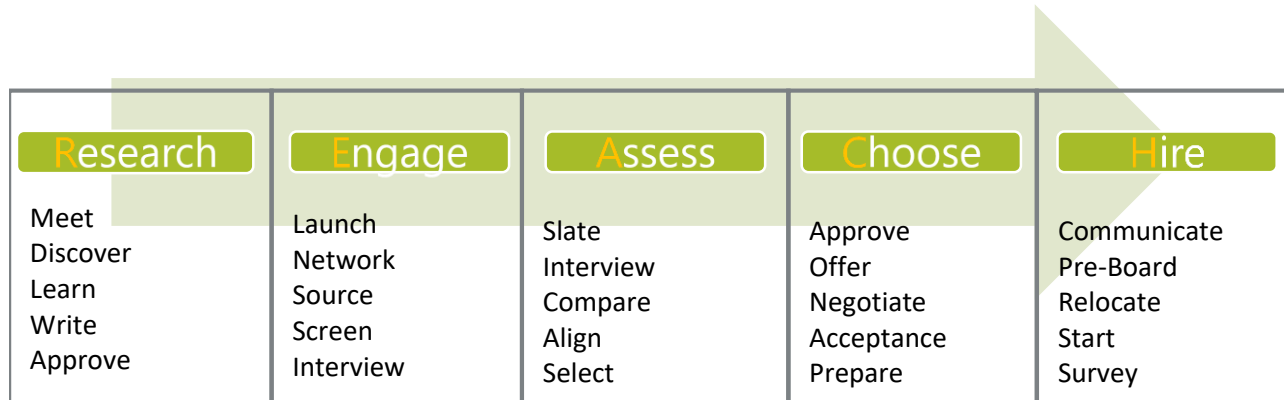
We began the work of integrating the six-sigma process into our organization ten years ago. We saw the need to improve long term results in the search industry, as well as respond to the need to create a path for more reliable outcomes for our clients. We surveyed our candidates and clients, collected industry data, and studied our results. We focused on classic problem definitions and root cause analysis, uncovered choke points and the most important reasons for failure. The result was a stakeholder-centric and outcome-driven approach to executive search with the right amount of rigor and discipline to bring consistent success to every assignment.

As our firm evolved, we further aligned with the principles of Conscious Capitalism which include authentic and open leadership, stakeholder orientation, actions driven by values and working with a higher purpose that goes beyond making money. We want to provide a real and lasting value to everyone with whom we work. Our embrace of these resulted in the shift of our mission to focus on nonprofit and mission-driven organizations. *Do good work for those who do good.*

This is why we are here today. This is why we want to do this search for you.

## REACH Executive Search Process

We have a staged approach to search called REACH which stands for: Research, Engage, Assess, Choose, Hire...



### Research

- Establish roles & relationships
- Customize process
- Develop role description
- Create position Storyboard
- Create Search Strategy
- Build Timeline
- Gain alignment with all stakeholders

### Engage

- Kick off the search
- Run stakeholder communication plan
- Source targeted talent
- Compare and contrast top prospects
- Interview and assess
- Conduct formal assessment if needed
- Conduct initial references and screening
- Finalize the Slate (short list of finalists)

### Assess

- Present Slate to client
- Client conducts 2-4 interview rounds
- Conduct other assessments
- Conduct references
- Candidate conducts tours if needed
- Client determines top finalists

### Choose

- Client makes final hire decision
- Client finalizes Offer
- McIntyre delivers verbal & formal Offer
- Candidate negotiations, if needed
- Candidate accepts Offer
- Background check conducted
- Update and implement next phase of stakeholder communications plan
- Review and finalize pre-boarding, onboarding, and transition plan

### Hire

- Conduct pre-boarding plan
- Connect HR partner & new hire
- Initiate relocation process
- Prepare office/systems/materials
- New hire starts
- Conduct engagement survey
- Implement post-hire phase of stakeholder communication plan
- Schedule post-hire communications



## Defining Elements of Our Approach

- **Meet Before We Start**  
Get to know you, the organization, and the culture directly to better understand the need.
- **Develop the Story of Your Role**  
Bring the role to life by thoroughly understanding the history of the role, situation requiring this hire and emerging needs to align the skills and experiences of candidates.
- **Develop the Sourcing Strategy & Executive Plan**  
Create the right plan – a talent sourcing strategy – that we all agree is the best way to find the kind of leader we need. We also build a timeline with milestones for accountability to make sure we stay on track and plan together.
- **Recruiting**  
Launch a coordinated plan that helps market, identify, and attract the high-quality talent pool of candidates. Our approach generally reduces cycle time, improves collaboration, and enhances your brand during the process.

From a sourcing perspective, we see possibilities and opportunities in nontraditional places. We look for and see talent matches that are often overlooked or dismissed by others. We know that the right fit is not always about titles of the past but rather about applying experience in new ways in the future. We promote fresh thinking and bring new perspective to every Search.

As a woman-owned business that employs Certified Diversity Recruiters (CDRs), we are prepared to deliver candidate slates with a diverse pool of leaders. On average, more than 60% of candidates presented to our clients in the past five years have represented diversity for our clients. We discuss and explore diversity in a straightforward way with every client both for the benefit of our client and the candidates.

- **Assessment**  
We work with a number of specific assessment tools, depending on the needs of each individual search. We embrace formal assessment in the selection process and recognize that interviewing alone, especially if inexperienced or untrained, is the least effective way to make a hiring choice.

As part of this search, we offer a behavioral assessment for candidates on the final slate. We have found strong alignment with RightPath for its ability to predict natural behavior. This aligns with our process of creating “behavior maps” for each search, and we have found that a tool that predicts behavior can be helpful in the interviewing process.

**RightPath** – Online self-assessment and industry leading tool in the discernment of hard-wired behavior, developed by Jerry Mabe to bring powerful insight into how an individual will behave when actually on the job. We create a search specific behavior map and leverage Jerry and RightPath identify alignment. For more information, go to [www.rightpath.com/](http://www.rightpath.com/).

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*“You are one of the most organized and proactive search firms I have worked with .... and I have a long list.”*

- **Suzanne Sutter**, Interim CEO, Make-A-Wish Foundation







## SALARY REQUIREMENTS

We will review salary requirements at the start of the search as part of our REACH process. We will collect and share information during the recruiting process that will help align the market to our plan. We will always address compensation from the beginning with each potential candidate. It is important to know not just what the individual is currently making...but also what it will take for them to leave their current situation for a new opportunity. These answers can often be different. We address the topic early and often as sometimes perspectives can evolve during the process. We work to help ensure there are no surprises at the time of offer.

Our process is fully transparent and supported by regular and calendared status reports that illustrate our work, to include the identification of prospects and funnel metrics to provide insight to the work.

## TIMELINE

Time to complete the search process can vary based on many factors. The first half of the process, once the search is launched, is governed by both the efforts of the search firm and the current state of the marketplace. This includes the time of the year, economic environment, and attractiveness of the opportunity. The second half of the process is governed primarily by the client interview process itself as well as candidate schedules. We have found that we can help shorten the process by doing a few things:

- Thorough investigation up front – ensuring that we completely understand the situation prior to launching the search
- Gain early agreement on the strategic approach to sourcing talent
- Escalate early and often if unexpected issues arise
- Communicate frequently, and at a minimum according to plan
- Calendar events and assignment milestones in advance
- Anticipate risks and roadblocks and mitigate them quickly

Our process-driven approach does an excellent job of addressing all of these elements. Open communication and collaboration are the keys to the kind of partnership that gets these results.

Research	Engage	Assess	Choose	Hire
Meet Discover Learn Write Approve	Launch Network Source Screen Interview	Slate Interview Compare Align Select	Approve Offer Negotiate Acceptance Prepare	Communicate Pre-Board Start Survey
Jan '19	Feb - Mar '19	Mar - Apr '19	Apr '19	Apr - May '19

## FEES, EXPENSES & GUARANTEE

Our fee for this search engagement is 30%. We are offering 10% reduction to our standard fee of 33% to help assist in your mission. The fee is calculated upon the total first year cash compensation anticipated for the new Executive Leader. This typically includes: base salary, bonus or incentive at the targeted percentage or amount, sign-on bonus, and any other cash compensation which is part of the formal offer.



Our fees are billed in three retainers, divided equally into three consecutive monthly invoices.

We typically start the billing cycle with the date of the contract approval with payment terms of NET 30.

We ask to be reimbursed for out of pocket expenses incurred. These typically include travel, formal assessments, and social media postings, and we gain approval prior to incurring.

### **Guarantee**

We guarantee our work. We will conduct a replacement search, free of charge other than compensation and expense adjustments, if the newly hired Executive leaves or you release them within the first 6 months of employment. We only ask for the search to be started within 30 days of this departure so that our initial work is referenceable in the new search to save time for everyone.



*"I first experienced McIntyre as a candidate for my current position as CEO with Goodwill Columbus to succeed a well-respected incumbent who led our agency for more than 30 years. I was gratified and honored to be selected by the board among a slate of accomplished and capable candidates McIntyre recommended – that was more than 12 years ago! During my tenure, we have partnered with McIntyre to fill leadership positions in operations, retail, finance, marketing and more. In addition, they have brought us great value by identifying new additions to our Board of Directors! McIntyre is a valued partner, who has invested in the mission and people serving our organization – they really do care."*

- **Margie Pizzuti**, President & CEO, Goodwill Columbus





## REPRESENTATIVE CLIENTS





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*"I am so grateful for everything that your firm did to make the search organized, thoughtful, easy, and successful, and I am thrilled with our selection and all of the personal touches your team has added to ensure ongoing success.*

*Excellent attentiveness to client and to candidates, strong grasp of client needs, and candidate fit, very transparent around process and challenges, candid feedback to all concerned, great respect for confidentiality, trustworthy, very adaptable and receptive to feedback, encouraging yet realistic."*

- Lisa Stafford, Board President, United Way



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***"Together We Flourish***

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