

Specify | Source | Evaluate | Profile | Engage | Onboard

### **Recruiting Top Talent**

Experience + Industry Knowledge + Methodology + Discipline = GREAT TALENT!

www.gditalent.com

Revised: March 22, 2023

A GDI Talent Acquisition Practice - Business Development Presentation

### Finding Top Talent In the Manufacturing & Distribution Industries



Leadership, management and technical staff requirements continually evolve, but the need for high-performing talent remains constant. Recruiting top-talent into any manufacturing or distribution company requires a rigorous methodology. It begins with a <a href="mailto:thorough-understanding">thorough understanding</a> of the position and continues through a detailed vetting and structured evaluation process that determines each Candidate's real abilities and real potential to succeed.

Using proven assessment and evaluation processes, GDI's Talent Acquisition Practice specializes in matching the best Candidates with each position we are engaged to fill. We have 40+ years of relationships with high-performing manufacturing and distribution industry talent, giving us unparalleled capabilities to fill almost any management and technical position within these industries. Our clients value our deep industry expertise, valuable insights, rigorous Candidate evaluation methodologies and commitment to the success of both clients and Candidates.



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#### A Totally Different Kind of Talent Acquisition Company

- Disciplined methodology-driven talent identification & acquisition process.
- Proprietary processes backed by substantial research. Methods developed from research-proven outcomes.
- **Proven talent acquisition methodologies, tools & instruments.**
- The right mix of high-tech & high-touch.
- **Focus only on the manufacturing & distribution industries... its what we know!**
- 40+ years of manufacturing & distribution industries contacts.
- **■** Huge domain knowledge.
- **■** Fast, but without compromising quality.

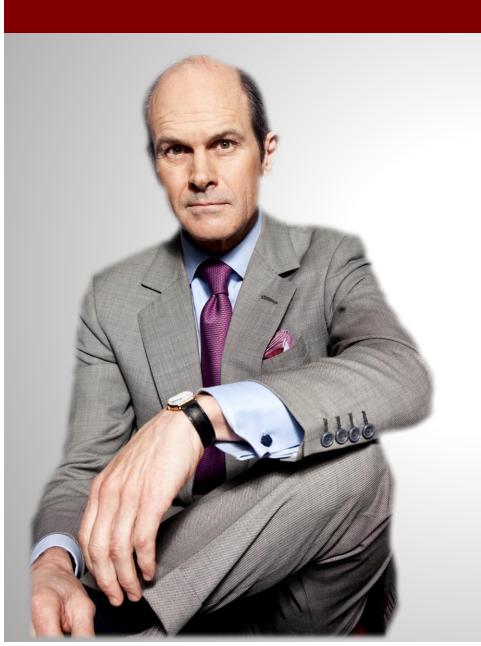
#### What Makes GDI Retained Talent Acquisition Different?

- 1. Our deep & thorough research in Candidate competencies & personal qualities.
- 2. Our 40-year, deep & broad manufacturing & distribution industries knowledge.
- 3. Our robust talent acquisition methodology, including our Superior Talent Competency Model<sup>sm</sup> & evaluation instruments.
- 4. Our extensive contacts in the manufacturing & distribution industries, developed over 38 years.
- 5. Well-known consultant at the helm (Alan Dunn) supported by dedicated talent acquisition leaders & staff.
- 6. The dignified way that we treat ALL Candidates, both during & after talent acquisition activities.
- 7. The way we deliver to clients our Superior Talent Acquisition Report<sup>sm</sup> & in most searches, more than one viable Candidate.
- 8. Our ability to complete difficult executive, managerial & technical searches in <100 days.

- Research Based
- Knowledge
- Methodology
- Contacts
- Seasoned Professionals
- Dignified
- Results
- Fast

# Critical Difference How GDI Views Talent Acquisition

#### Talent Acquisition Is Leadership's #1 Responsibility!



"For virtually every company, the scarce resource today is human ability. That's why companies are under unprecedented pressure to make sure that every employee is as highly developed as possible - and no one knows what the limits of development are...

... understanding where extraordinary performance comes from would be valuable at any time. Now it is crucial!"

**Geoff Colvin, Senior Editor-at-Large, FORTUNE** 

#### **Costs of a Bad Hiring Decision**



- Loss of 12 months to discover AND conclude the new employee is a misfit.
- 3 to 6 months to find a suitable replacement.
- 6 months to get a "first sense" of the replacement employee's probability of success.

#### Hiring the WRONG Employee....

21 to 24 months of lost time, lost productivity & lost leadership

How Much are You Willing To Gamble on Antiquated Recruiting Techniques?

### Forget Everything You Have Ever Known About Talent Acquisition!



#### **Job Success Is NOT Just About:**

- Experience
- Education
- Intelligence
- Memory
- Inborn Abilities

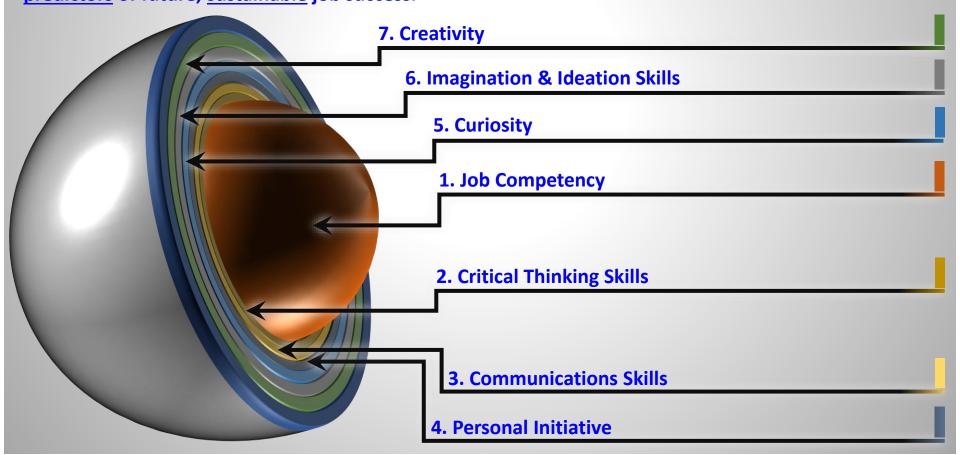
#### **Talent Acquisition Success Is NOT Just About:**

- Sourcing Candidates
- Who You Know
- Numbers

Constructively & thoroughly evaluating Candidates' technical & behavioral attributes is now the most important element of the recruiting process.

#### **SEVEN Human Characteristics Drive MOST Executive Success**

With 40 years of manufacturing and distribution industries experience, and over eight years of deliberate research into the field of talent acquisition in the manufacturing and distribution industries; we have identified 18 *critical* professional competencies and personal qualities that every great candidate should possess. All EIGHTEEN professional competencies and personal qualities that we have identified are essential. However, we have discovered that the first SEVEN are the strongest predictors of future, sustainable job success.



### Why Managers, Leaders & Critical Support Staff Fail in Manufacturing & Distribution Companies

Priority	Characteristic	* % Loses Job Because
1	<b>Deficient in Job Competency</b>	53% to 74%
2	<b>Deficient in Critical Thinking Skills</b>	69% to 91%
3	<b>Deficient in Communication Skills</b>	84% to 96%
4	<b>Deficient in Personal Initiative</b>	85% to 97%
5	<b>Deficient in Curiosity</b>	90% to 98%
6	Deficient in Imagination	92% to 98%
7	<b>Deficient in Creativity</b>	96% to 99%

<sup>\*</sup> GDI analysis of 602 manufacturing & distribution organizations in 2009, 2010, 2014 & 2021. Values are cumulative.

"One view is that the right competencies get you from hopeless to adequate. The right qualities get you from adequate to excellent."

Graham O'Connell, Head of Organizational Learning, UK School of National Government

### Research Instructs Us About Why So Many "Misfits" Get Hired

### **SIX Reasons Why Corporate Talent Acquisition Processes Often Fails**

- 1. Fundamental failure to define talent acquisition as a core competency that demands investments of time, effort & capital.
- 2. Failure to thoroughly define the job.
- 3. Failure to effectively identify & compare each Candidates' competencies & personal qualities.
- 4. "Check box" recruiting... Failure to plan, organize & execute interviews appropriately. Inappropriate focus on recruiting efficiency over outcomes.
- 5. Delegating interviewing activities to poorly trained & inexperienced personnel.
- 6. Failure to objectively check references & fully profile the Candidate.

### SIX Reasons Why Interviewers Make Poor Hiring Recommendations

- 1. Loss Aversion... manifests as fear of "losing" the Candidate.
- 2. Incorrect Commitment... to an inappropriate view of the job and/or the Candidate.
- 3. Value Attribution... imbuing the Candidate with qualities based on "perceived value" rather than factual data.
- 4. Diagnostic Bias... interviewer's blindness to evidence that suggests the Candidate is a poor choice.
- 5. Authenticity Dilemma... inability to distinguish a Candidate's real self from their invented persona.
- 6. Disposition Confusion... failure to identify the Candidate's natural disposition.

### Research Has Also Shown Us a New Way To Recruit Top Talent



- Job competencies are the largest determinant of success.
- Experience is a poor determinant for most of today's jobs.
- Candidates who "deliberately practice" are >3X more likely to succeed.
- Job performance & success is mostly the result of disproportionate capabilities in just SEVEN characteristics.
- Structured interviews are SIX TIMES more likely to properly profile a Candidate than unstructured interviews.
- Superior talent acquisition requires substantially MORE time than >90% of internal recruiters spend, & substantially more time than >80% of external recruiters spend.
- Technology can both help & hinder the recruiting process.

# Critical Difference How GDI's Talent Acquisition Practice Executes a Talent Search

#### We Evaluate Up To 18 Competencies & Personal Qualities

1. Job Competency 2. Critical Thinking Skills **Communication Skills** 4. Personal Initiative 5. Curiosity 6. Imagination

8. Decision Making Skills

7. Creativity

9. Judgment

- **Ambition** 10.
- **Enthusiasm** 11.
- **Team Spirit** 12.
- Collegiality 13.
- Integrity 14.
- Courage
- **Tenacity** 16.
- 17. Discipline
- Confidence 18.

Each serious Candidate must be evaluated against a standard of expectations in each of these 18 categories of competencies (yellow) & personal qualities (blue).

#### We Also Evaluate Up To 13 Leadership Indicators

- 1. Emotional Intelligence
- 2. Inspiration & Motivation
- 3. Work-Life Balance
- 4. People Development
- 5. Conflict Management
- 6. Derailment Management
- 7. Fast Learning
- 8. Innovation
- 9. Self-Reliance
- 10. Passion & Engagement
- 11. Collaboration
- 12. Deliberate Practice
- 13. Change Management



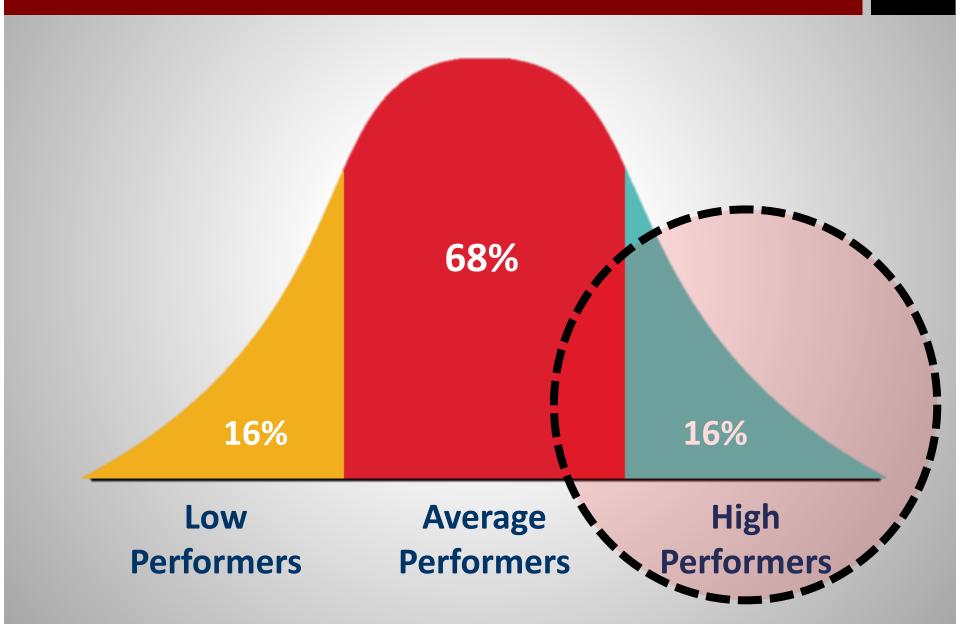
Each of these is measured from composites of several competencies & personal qualities

### We Value Candidates Who Have Disproportionately High Levels of:

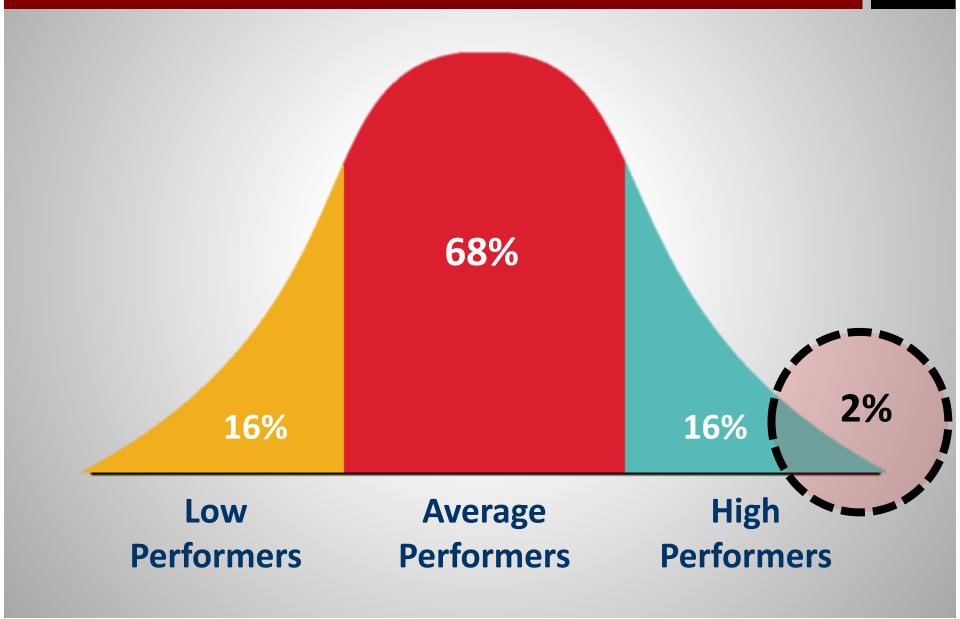


- Job competency.
- Critical thinking skills.
- Proven communications skills.
- Self-initiative.
- Self-learning capabilities.
- Domain curiosity, imagination & creativity.

### All Talent Acquisition Firms Search at the "Right-Side" of the Bell Curve



#### We Look For Talent at the "FAR Right-Side" of the Bell Curve!



#### **GDI's 6-Step Talent Acquisition Process**

#### **Research-Supported Talent Acquisition Process Inputs**

- **■** Client Job Description
- Industry Research
- GDI Superior Talent Competency Model<sup>sm</sup>
- Client & Recruiter Collaboration

- GDI's Contacts
- Client Provided Contacts
- Social Media Sources
- Job Board Sources
- "Old Fashioned" Recruiting Research
- GDI Candidate Screening Methodology<sup>sm</sup>

Phase	Interview / Assessment	Modality
1	Lifestyle Compatibility Interview	Video-Based Interview
2a	Job Competency Screening	Online
2b	Job Competency Interview	Video-Based Interview
3	Communication Skills Assessment	Case Study & Video-Based Interview
4a	Behavioral Assessment	Online
4b	Organizational & Behavioral Interview	Video-Based Interview
5	Social Interview	In-Person with GDI Professional
6	Client Structured Interview	In-Person with Client Team

#### Step 1... Specify

Collaborate with client to create an in-depth job competency model that precisely describes the core job competencies & personal qualities a Candidate needs to possess to be successful in the position.

#### Step 2... Source

Identify & engage with the best prospective Candidates based on the collaboratively developed job competency model.

#### Step 3... Evaluate

Utilizing research-backed sequential interviewing instruments & reference mining processes, we evaluate & down-select Candidates until the best job Candidates remain.

Agreed GDI Superior Talent Competency Model<sup>sm</sup> that describes 24 elements of qualifications including success facts, first year goals, minimal qualifications, compensation, etc.

**Down-select viable Candidates** 

- Up to THREE viable candidates who meet the client's needs as validated on he GDI Superior Talent Competency Model<sup>sm</sup>
- Draft GDI Superior Talent Evaluation Report<sup>sm</sup>

#### **Talent Acquisition Process Outputs**

#### **GDI's 6-Step Talent Acquisition Process**

#### **Research-Supported Talent Acquisition Process Inputs**

- GDI Background Check Instrument<sup>sm</sup>
- GDI Reference Check Instrument<sup>sm</sup>
- **■** Credential Checking
- Social Media Screening

- GDI Superior Talent Acquisition Report<sup>sm</sup>
- Template GDI Talent Engagement Agreement<sup>sm</sup>
- Client & Candidate Negotiations Assistance

- Superior Talent Acquisition Report<sup>sm</sup>
- GDI Superior Talent Competency Model<sup>sm</sup>
- Client Provided Onboarding Information
- GDI Fast-Start Onboarding Methodology<sup>sm</sup>
- "The First 90 Days," by Michael D. Watkins

#### Step 4... Profile

Going beyond interviewing & evaluating, fully profile the final Candidates & finalize the Candidate profile book. Review book contents with client.

#### Step 5... Engage

Working with client & Candidate, assist in the formal engagement & hiring processes. Includes assistance in developing a win-win compensation & position agreement between the Candidate & the company.

#### Step 6... Onboard

Accelerate the onboarding process, utilizing GDI's unique onboarding processes, book & coaching processes.

- Final GDI Superior Talent Evaluation Report<sup>sm</sup>
- **GDI Talent Comparator**<sup>sm</sup>

- Client offer letter
- Candidate acceptance

- GDI Fast-Start Onboarding Booksm
- GDI Pre-Start Coaching Sessions
- GDI Placement Development Plan<sup>sm</sup>
- First 90-Days Strategies & Coaching

#### **Talent Acquisition Process Outputs**

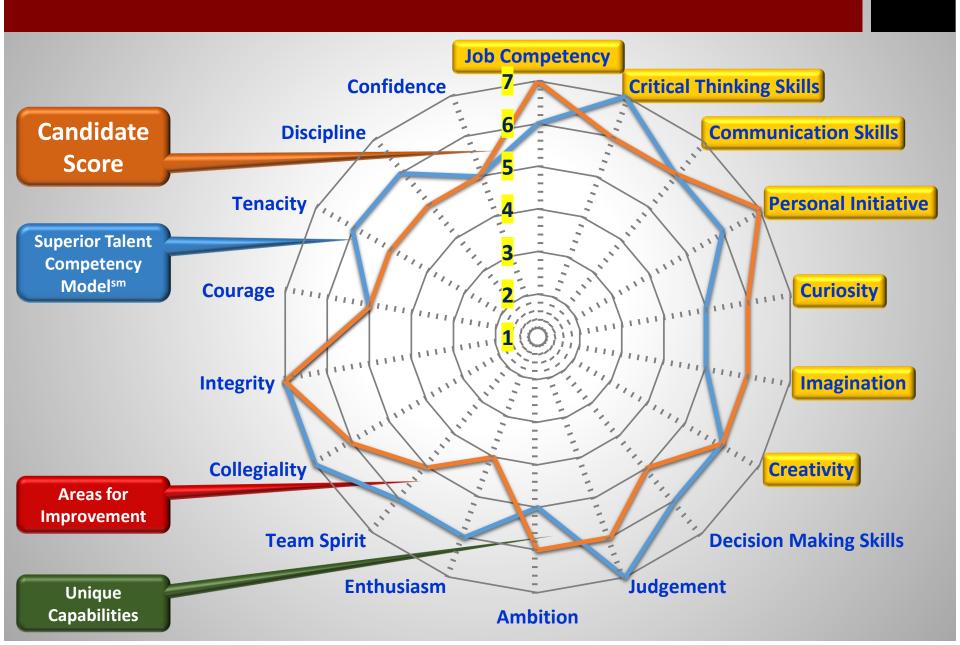
### Candidates Progress Thru NINE Evaluation "Gates" The Recruiting Process Can End After Any Gate



### Experience + Industry Knowledge + Methodology + Discipline Our "Toolbox"

Recruiting Phase	Methodologies, Tools & Instruments							
Define Requirements	■ GDI Superior Talent Competency Modelsm							
Source Candidates	<ul> <li>GDI Sourcing Methods</li> <li>GDI Candidate Screening Methodology<sup>sm</sup></li> </ul>							
Screen & Evaluate Candidates	<ul> <li>GDI Lifestyle Compatibility Interview Instrument<sup>sm</sup></li> <li>GDI Job Competency Screening Instrument<sup>sm</sup></li> <li>GDI Job Competency Interview Instrument<sup>sm</sup></li> <li>GDI Communications Skills Assessment Instrument<sup>sm</sup></li> <li>External Independent Behavioral Assessment</li> <li>GDI Organizational &amp; Behavioral Interview Instrument<sup>sm</sup></li> <li>Integrated Reference Mining</li> <li>GDI Social Interview Methodology<sup>sm</sup></li> <li>Structured Client Interview Methodologies &amp; Training</li> </ul>							
Profile Candidates	<ul> <li>GDI Talent &amp; Leadership Comparators<sup>sm</sup></li> <li>GDI Background &amp; Credential Check Instruments<sup>sm</sup></li> <li>GDI Reference Check Instrument<sup>sm</sup></li> <li>GDI Superior Talent Acquisition Report<sup>sm</sup> (STAR)</li> </ul>							
Select & Engage Candidates	■ GDI Talent Engagement Agreement <sup>sm</sup> - Template							
Onboard Candidates Post-Engagement Follow-up	<ul> <li>GDI Fast-Start Onboarding Methodology<sup>sm</sup></li> <li>GDI Fast-Start Onboarding Book<sup>sm</sup></li> <li>GDI Pre-Start Coaching Sessions</li> <li>GDI Placement Development Plan<sup>sm</sup></li> </ul>							

#### **GDI Talent Comparator**<sup>sm</sup>



#### **Our Talent Acquisition Process is Highly Disciplined**

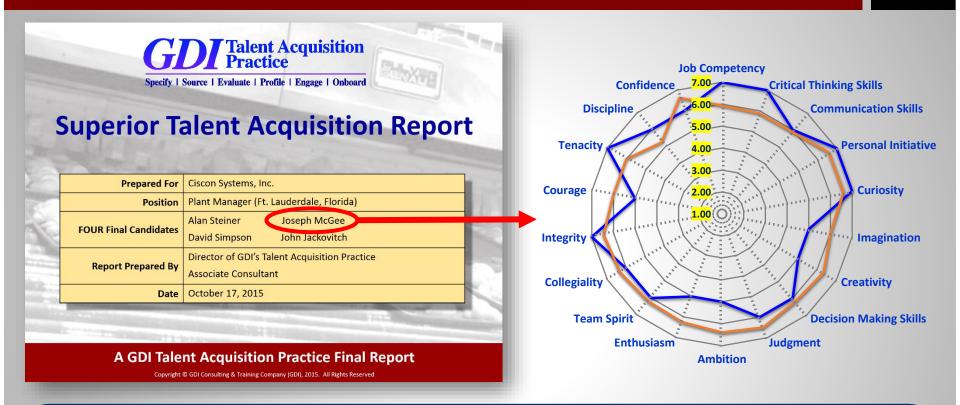
	Weeks																			
										9	10	) 1	14	Comments						
Initial Client Meeting					ÍÌ								Talent Acquisition Contract signed.							
Industry Research	ch l					П												Look at similar "processes" & not just companies.		
GDI Superior Talent Competency Model <sup>sm</sup> Collaboration			П											Tailor GDI's model to meet client's needs.						
Source Candidates Using Numerous Methods				Onge	oing a	activity												Job boards, internal contacts, relationships, research, etc.		
Screen Candidates to Evaluate	Ongoing activity		y											Screen Candidates against competency model.						
Down-Selection of Candidates																			Milestone	
Prepare Selected Candidates for the Evaluation Process																			Provide Candidates with process description & competency model.	
Phase-1 Lifestyle Compatibility Interviews																			First real evaluation of initially qualified Candidates.	
External References Mining							Ong	Ingoing activity											Constantly "grab" reference check opportunities.	
Down-Selection of Candidates																			Milestone	
Disclosure of Down-Selected Candidates to Client																			Does anyone at client know these candidates?	
Phase-2a Job Competency Screening (Under NDA)																			On-line basic job competency assessments	
Down-Selection of Candidates (& Sharing of Results with Candidates)																			Milestone	
Phase-2b Job Competency Interviews																			Detailed & extensive structured job competency interviews	
Down-Selection of Candidates (& Sharing of Results with Candidates)																			Milestone	
Phase-3 Communications Skills Assessments																			Candidates complete this using GDI guidelines.	
Down-Selection of Candidates (& Sharing of Results with Candidates)																			Milestone	
Phase-4a Behavioral Assessments																			A scientific look at personality, vocational interests and derailment.	
Down-Selection of Candidates (& Sharing of Results with Candidates)																			Milestone	
Phase-4b Organizational & Behavioral Interviews																			To expand upon findings from the Behavioral Assessment	
Down-Selection of Candidates (& Sharing of Results with Candidates)																			Milestone	
Phase-5 Social Interviews																			GDI professionals meet with Candidates in a social setting.	
Reference, Credentials & Background Checking on Down-Selected Candidates																			Use mined references and references submitted by the Candidate.	
Final GDI Down-Selection of Candidates																			Milestone	
Complete Superior Talent Acquisition Report <sup>sm</sup> (STAR)																			Report is completed by GDI.	
1st Video Conference with Client to Do a High-Level Review of the STAR																			Review ONLY the executive summary section.	
Client's "Soak-Time" to Study STAR																			Client has a few days to study the entire detailed evaluation.	
2nd Video Conference with Client to Final-Review STAR																			Review report with client and answer all questions.	
Prepare Final Candidates for Structured Client Interviews																			Video conference with candidates to prepare them for interviews.	
Prepare Client Interviewers for Structured Client Interviews																			Assist client to structure their interviews. Provide GDI guidelines.	
Phase-6 Structured Client Interviews																			Clients conduct structured interviews of each Candidate.	
Debrief & Client Down-Selection to Final Candidate																			Milestone	
Selected Candidate Preliminary Acceptance			Client activity. GDI assistance available if necessary.																	
Negotiate Employment Agreement																	Client activity. GDI assistance available if necessary.			
Client & Candidate Sign Employment Agreement														Milestone						
Client Drug & Alcohol Testing (Optional)																Contract activity.				
Pre-Start Coaching Session - Review Recruiting Results With Candidate																			Video conference to review all evaluation findings with Candidate.	
Build Fast-Start On-Boarding Process																			Optional activity with GDI.	
Comprehensive Coaching Session with Client																			Optional activity with GDI.	
Create & Present New Employee Development Plan														Optional activity with GDI.						

### Warning... At First Glance, GDI's Talent Acquisition Process May Seem Like an Overkill

- "There is a <u>lot</u> to this process."
- "The process requires candidates to invest too much time."
- "How can GDI accomplish everything in the talent acquisition process in less than 90 days?"
- "Why can't GDI just give us 3 great resumes and let us interview the way we want to interview?"
- "There is nothing GDI does that 2 or 3 instinctual interviews wouldn't do!"
- "You don't really expect someone of my background to go through all of this, do you?"



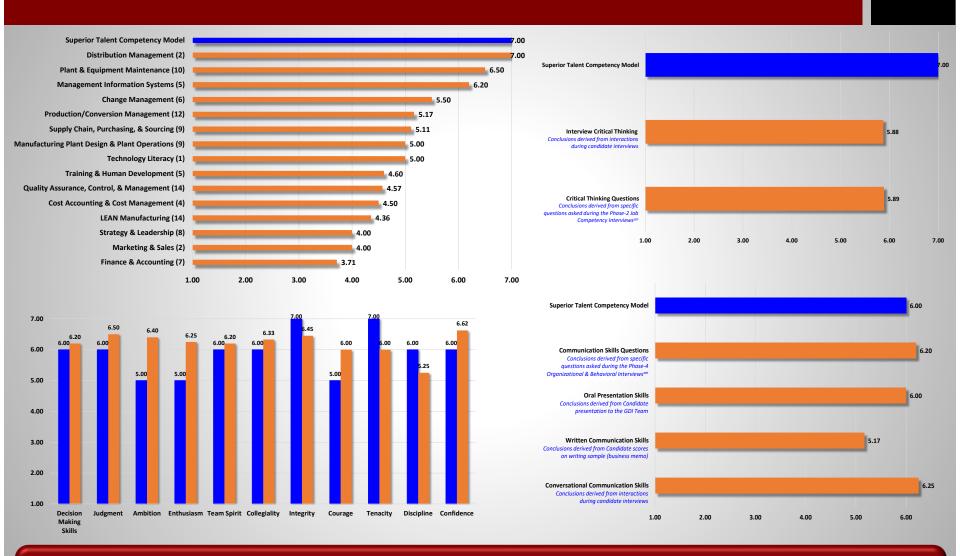
#### Important Deliverable... The "STAR" Report



Our Client receives a comprehensive Superior Talent Acquisition Report<sup>sm</sup> (STAR) profiling each Candidate, including detailed Candidate comparisons.

All final Candidates receive a detailed briefing of their strengths & areas for improvement, derived from the various interviews. We believe this will assist each Candidate to improve their performance.

#### **STAR Contains SUBSTANTIAL Information About Candidates**



Over 30 analytic illustrations describing individual candidates. Candidate-to-Candidate and industry benchmark comparisons are included.

#### STAR Also Provide Employers With Initial Employee Development Recommendations

	Competency Distributions											
Knowledge Zones Determined To Be Relevant To the Positon	Too Little Knowledge for This Position	Superficial Knowledge	Knowledge Adequate for This Position	Knowledge Highly Supportive to This Position								
To be Relevant to the Fositon	Needs SERIOUS Development	Needs Substantial & Deep Development	Needs Some Additional Development	Can Be Used To Mentor Others								
Enterprise Knowledge												
Manufacturing Plant Management												
End-to-End Global Supply Chain												
Sourcing & Procurement Management												
Production Management												
Material Flow & Handling												
Information Technology												
LEAN Manufacturing												
Quality Management												

### GDI Talent Acquisition Process Typical Leadership Search... More Than 400 Hours of Work!

Phase	Methodology	Number of	_	sted Man-H er Candidat		Total In	n-Hours			
		Candidates	GDI	Client	Candidate	GDI	Client	Candidate		
Phase-0a	Superior Talent Competency Model <sup>sm</sup> Collaboration	N/A	0.00	N/A	0.00	12.00	4.00	0.00		
Phase-0b	Candidates Screened (estimate)	150	0.33	0.00	0.50	49.50	0.00	75.00		
Phase-1	Life-Style Compatibility Interviews	24	1.25	0.00	1.00	30.00	0.00	24.00		
Phase-2a	Job Competency Screening	10	2.25	0.00	2.00	22.50	0.00	20.00		
Phase-2b	Job Competency Interviews	7	2.25	0.00	2.00	15.75	0.00	14.00		
Phase-3	Communications Skills Assessments	5	2.00	0.00	3.50	10.00	0.00	17.50		
Phase-4a	Behavioral Assessments	5	1.00	0.00	1.00	5.00	0.00	5.00		
Phase-4b	Organization & Behavioral Interviews	4	2.50	0.00	2.00	10.00	0.00	8.00		
Phase-5	Social Interviews (includes travel time )	4	10.00	0.00	4.00	40.00	0.00	16.00		
Phase-6	Client Structured Interviews	3	0.00	5.00	4.00	0.00	15.00	12.00		
	Background, Credentials & Reference Checks	3	8.00	0.00	0.00	24.00	0.00	0.00		
	Client Internal Selection Process	3	0.50	1.00	0.00	1.50	3.00	0.00		
	Interview Tool Customization					8.00				
	General Coordination, Logistics & Administration					36.00	10.00	10.00		
		Total H	ours Inve	ested In S	Search =	264.25	32.00	201.50		
Total Hours Invested In Search by ALL Parties =										

## Critical Difference How GDI Evaluates Candidates

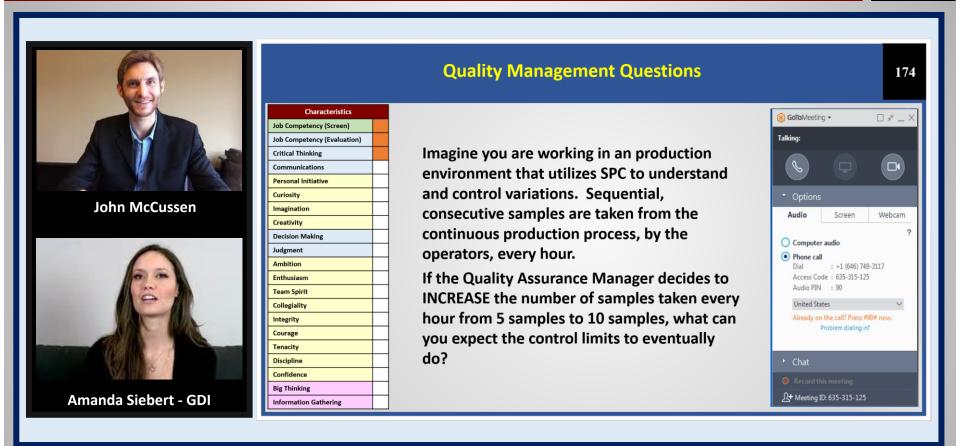
### **Everything Begins With a Collaboratively Developed**Superior Talent Competency Model<sup>sm</sup>

- 1. Position Title, Pay Grade & Last Revision Date
- 2. Reporting & Interface Relationships
- 3. General "Theme" of This Position
- 4. Known "Knowledge Base"
- 5. Known Responsibilities
- **6.** <u>Known</u> Accountabilities (where the buck stops!)
- 7. Known "Eligibilities" (to remain in this position)
- 8. Known Limitations
- 9. Information & Data Used By Others That This Position Is Accountable For
- 10. Leadership Responsibilities
- 11. "Behavioral Catalysis" Expectations
- 12. Corporate Culture This Position Lives In
- 13. Required Minimum Qualifications
- **14.** Desired Additional Qualifications
- 15. We Know The Person In This Function Is Successful If...
- 16. Necessary Competencies & Personal Qualities
- 17. Compensation Rationale
- 18. First Year Goals
- 19. Probable Career Path From This Position
- 20. Employer's Commitments to the New Employee
- 21. Initial Resume Screening Discriminators & Cues
- 22. Ongoing Education & Training Requirements For The Selected Candidate
- 23. Specific "Unique Capabilities" The Candidate Could Bring To This Function
- 24. Organization Transition Plan

24 Discrete Elements of a GDI Superior Talent Competency Model<sup>sm</sup>



#### We Make Interviewing Technology Both Personal & Efficient



Early interviews use our proprietary video-based interviewing platform that brings the Interviewer and the Candidate face-to-face.

### GDI's <u>Lifestyle Compatibility</u> Interview Instrument<sup>sm</sup> 15 Categories of Questions to Select From

Select only the categories of questions that a specific job needs to address

Over 450 predesigned over the choose from the

**Resume Clarification Questions Past Jobs Lifestyle Requirements Compensation Requirements Intentions & Desires Relevant Experience & Background Preliminary Job Competency Screen Personal Initiative Screen Curiosity Screen Imagination Screen Creativity Screen Technology Literacy Screen Decision Making & Judgement Screen** Job Satisfaction **General Information Gathering** 

### GDI's <u>Job Competency</u> Interview Instrument<sup>sm</sup> 32 Categories of Questions to Select From

Select only the categories of questions that a specific job needs to address

**Enterprise Questions Plant & Equipment Maintenance Manufacturing Plant Management** Manufacturing / Industrial Engineering **End-to-End Supply Chain Management Information Technology Sourcing & Procurement Management Quality Management** ing & Scheduling **Cost Accounting Inventory Management Economics, Finance & Accounting Production Management Human Resource Management Material Flow & Handling Management & Leadership Warehousing Management** Strategy **Distribution Management Functional Interfaces Transportation / Logistics Management** LEAN **Project Management Change Management** Sales & Operations Planning (S&OP) Marketing, Sales & Brand Management Health, Environmental & Safety (HES) **Product Data Management Performance Management Facilities & Work Design Product Development Corporate Governance** 

Over 1,700 predesigned

& vetted questions to

choose from

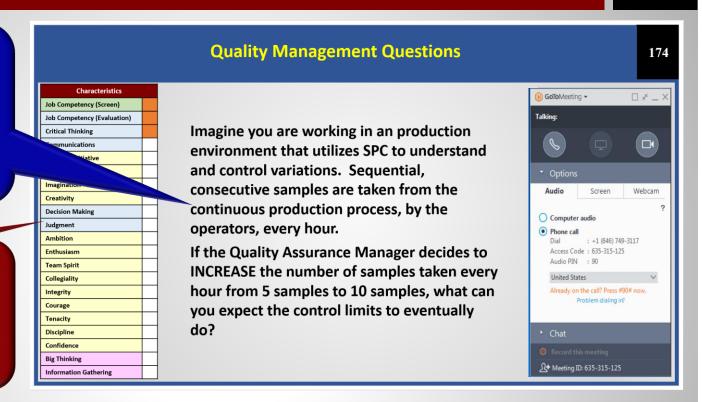
### GDI's Organizational & Behavioral Assessment Instrument<sup>sm</sup> 16 Categories of Questions to Select From

**Conflict Management** Select only the **People Development** categories of questions that a Work-Life Balance specific job needs to **Inspiration & Motivation** address **Emotional Intelligence Decision Making Judgment Ambition Enthusiasm** Over 475 predesigned **Team Spirit** & vetted questions to **Collegiality** Integrity choose from Courage **Tenacity Discipline** Confidence

#### **How We Evaluate Responses to Each Question**

1. We evaluate the Candidate's answer to this question...

2. in the context of these desired insights...



- 1. Correctness of Answer
- 2. Expressed Logic
- 3. "Efficiency" of Answer

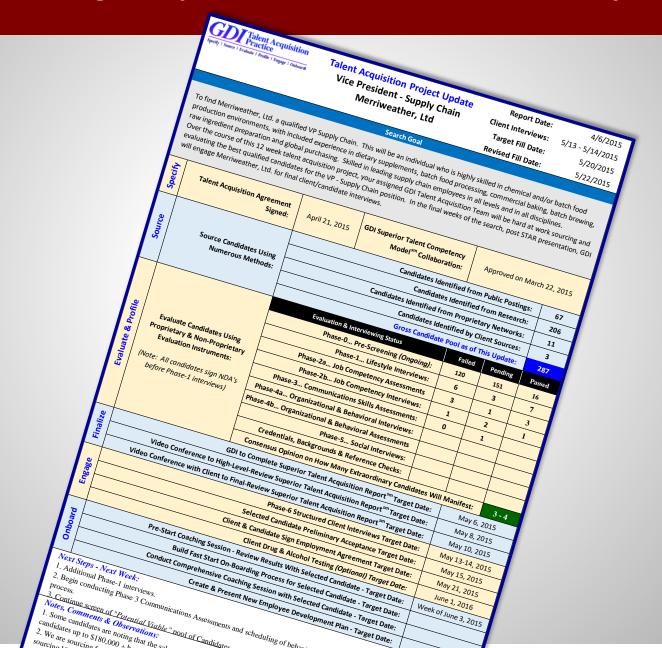
3. and score in THREE dimensions.

# **Each Question Is Scored in THREE Dimensions**

- 1. Correctness of Answer
- 2. Expressed Logic
- 3. "Efficiency" of Answer

		Candida	te Nam	ie	Robe								
		Client Name			Robert J. Carlson								
		Position Interviewer			MacKenzie Chocolate Producers, Ltd.								
					Vice President, Operations  Chris Rios, Associate Consultant  Date Int.								
				_	1113	NOS, A	Associate	e Consul	tant	Dato True			
	Que	Sco Question Answ			g Scal	:>>>	1 no answer	2	3	Date Interviewed March 26, 2015			
			Cormone		er Scoring  Logic Efficience		unswer	low	slightly	neutral moderate 6 7			
	8	3	6	7			Interviewer's Comments  OEE = >75%						
	$\vdash$	+	$\rightarrow$			4	right am understa	Pount of	words to a	Really good logic used the nswer- Really appears to ne logic-			
	9	9 7		6		/	Never ha		ccs and th	e logic.			
	10	+	+		+	t	he logic.	ht a bit . Good:	and came u	n I told him what it stands for, IP with the logic· Expounded on			
	10	5		7	6	E <sub>1</sub>	fficiency ath erro	= 96.40	%· Slightly	wrong answer- Probably a			
I	11	7											
L		7		6	7	Ut. Wol	ilization rds to d	= 55%.	Correct an	iswer· Again, right amount of the answer·			
ı	12	5						escribe th	e way to t	swer· Again, right amount of the answer·			
L			6	5	7	Pro	ductivity h error:	= Wrong	answer bu	at right logic· Probably a sill			
	13			+		Stru				Probably a sill			
		2	3		2	Wand	1991ed wit dered arc	th the di	fference be	tween PM-1 and PM-2.			
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# We Provide Digital Updates to Our Client EVERY Friday



# ALL Candidates Sign A Non-Disclosure / Non-Interference Agreement (ND/NIA) Before Interviewing

GDI has invested heavily in its Talent Acquisition Practice and all the tools necessary to source and evaluate the best talent. You agree to not disclose any element of GDI's proprietary talent acquisition process to any person and/or company without written permission from GDI Consulting & Training Company. You further agree to NOT directly contact our client, or in anyway interfere with our search efforts, without our permission.

Also, during the course of your interviewing processes, we will share with you information that may be confidential and proprietary to our client. You agree to not disclose any client-related information to any person and/or company without written position from our client.

Joseph Schumpeter

January 2, 2017

**Candidate Signature** 

Date

GDI recognizes that information you provide to us during this talent acquisition process is also confidential. We agree to not disclose any of the information you provide to us, to any individual or company, except as is necessary to successfully perform talent acquisition activities.

Clart Dunn

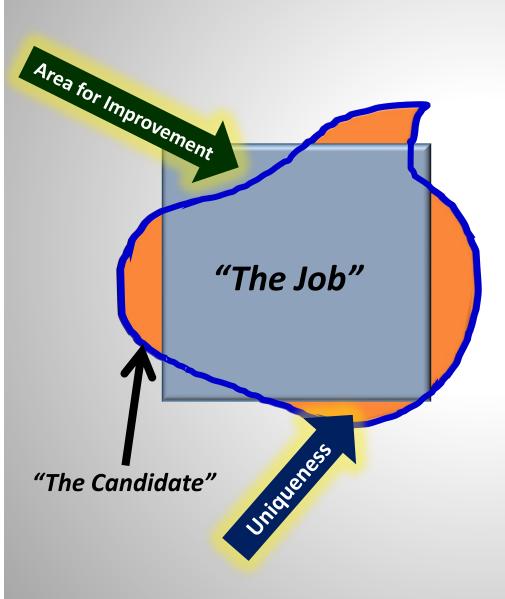
**January 1, 2017** 

Alan G. Dunn, President, GDI Consulting & Training Company

Date



#### **Our Work Doesn't End at Placement**



- Provide a "fast-start" onboarding capability.
- Evaluate placement's ongoing learning needs & provide suggestions.
- Provide coaching to the placed employee as well as to management.
- Identify employment problems before they pass the point-ofno-solution.
- Follow-up at periodic intervals to assess efficacy of our methodology & Candidate's performance.

# **Scheduled Post-Hiring Follow-Up**



Coaching sessions occur at the start of months 4, 8, and 12. This is in addition to the onboarding meeting we conduct in the first month of the candidate's employment. This first meeting is typically a detailed discussion of the candidate's strengths and areas for improvement discovered by our Talent Acquisition Professionals and Hogan Assessment Systems professionals.

Topics addressed in these follow-up coaching sessions include:

- Progress towards agreed-upon first year goals
- Follow-up on development plan
- Onboarding & assimilation into company
- **■** Coaching on assimilation issues

All coaching sessions are executed via our web-enabled video platform

# **Pricing, Terms & Conditions** and Guarantee

# **Professional Fees, Terms & Conditions**

- 35% of projected first-year expected <u>total</u> compensation.
- \$7,500 with contract signing to start. This compensates GDI for collaborative development & fine-tuning of the Superior Talent Competency Model<sup>sm</sup>. This fee is credited to the 35% talent acquisition fee.
- Reimbursable expenses for minimal travel & external testing.
- We work on an exclusive project basis. We understand that our client may have some Candidates pre-identified. All Candidates should be routed to us for screening & evaluation, along with the Candidates that we source. Client agrees during the project period to not engage with any other talent acquisition organization.
- Client agrees that if any candidate we present is hired within 1-year of our introduction, the full 35% of first year projected total compensation will be paid to GDI.
- Onboarding consultation & post-employment coaching is priced separately.



Specify | Source | Evaluate | Profile | Engage | Onboard

For companies that want to utilize our research, methods & tools; and build an internal talent acquisition capability, we can license our methodologies & instruments. We can also provide extensive training to in-company recruiting professionals as necessary.

Call or write for more information:

crios@gdiconsult.com

(951) 736-1281

www.gditalent.com

# A la Carte Pricing Alternative

Some clients prefer to execute their own talent acquisition process. We can assist in certain evaluation & assessment activities on an *a la carte* basis.

Development of Superior Talent Competency Modelsm	Conduct Phase- 2a Job Competency Screening	Conduct Phase- 2b Job Competency Interview	Conduct Phase-3 Communications Skills Assessment & Interview	Conduct Phase- 4a Behavioral Assessment	Conduct Phase- 4b Organizational & Behavioral Interview
\$7,500 per talent competency model	\$2,200 per assessment	\$4,000 per interview	\$2,500 per assessment & interview combination	\$2,900 per assessment	\$3,500 per interview

When assisting a client in an *a la carte* arrangement, we DO NOT provide a guarantee on the selected Candidate's performance.

If any GDI placement is terminated for poor performance within 1-year of the new employee's start date, GDI's Retained Talent Acquisition Practice will redo the search at \$0 professional fees. Only reimbursable expenses will be invoiced for a redo.

**Guaranteed!** 

# **GDI Talent Acquisition Practice**

- Vision
- Mission
- Beliefs
- Values

# **GDI Talent Acquisition Practice Vision & Mission**

# Vision

To be the world leader in talent acquisition for the manufacturing and distribution industries

# Mission

To be a trusted and essential talent acquisition partner for our clients and candidates

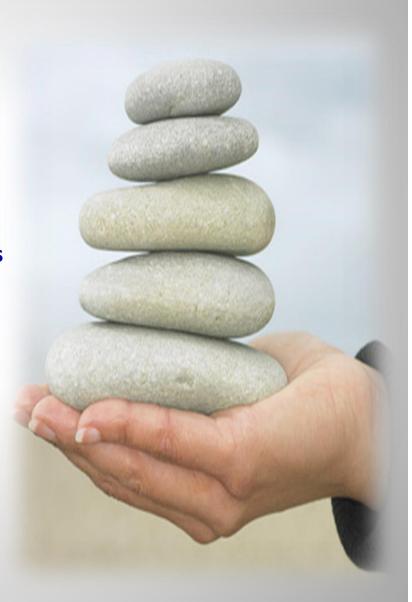
# GDI Talent Acquisition Practice **Belief System**

- 1. We believe people are the most valuable "asset" in any enterprise.
- 2. We believe in the value of the individual. The right individual in any organization can make a substantial difference, at any level.
- 3. We believe our talent acquisition practice must always bring value to both Candidate & hiring company. A job placement must be "right" for both the Candidate & the company.
- 4. We believe most companies have <u>not</u> invested appropriately in recruiting methods & generally do not possess internal capabilities to execute talent acquisition excellently.
- 5. We believe talent acquisition should be approached with methodology & not just instinct. Interviews should be structured & fact-based. Comparative Candidate information should be developed from the interviews.
- 6. We believe in manufacturing as a societal valuecreator. Manufacturing is at the very core of any affluent society.

- 7. We believe effective talent acquisition requires close client/recruiter collaboration in the development of a job & company-specific competency model.
- 8. We believe job competency is a disproportionate determinate of job success & that all job success begins with a high level of competency.
- 9. We believe a talent acquisition process must be executed with the highest levels of mutual respect & dignity.
- 10. We believe every serious Candidate is a potential future client and/or Candidate in another company.
- 11. We believe we have an obligation to provide every Phase-3 (and beyond) rejected Candidate with an honest appraisal, an improvement path & some level of value-adding coaching.
- 12. We believe the way we execute talent acquisition is not for every company. It is only appealing to companies that value true "talent acquisition" over traditional "head-hunting."

# **GDI Talent Acquisition Practice Values System**

- 1. We value evidence-based talent acquisition.
- 2. We value deep, well constructed competency models, uniquely configured for each recruiting opportunity.
- 3. We value framework-centric methodology in recruiting.
- 4. We value structured & well-prepared interviews that concentrate on evidence of skills, capabilities & accomplishments.
- 5. We value independent Candidate references that only proactive & diligent reference-mining can deliver.
- 6. We value analysis of the whole person & the uniqueness's in any Candidate.
- 7. We value dignity & respect, especially with job seekers.
- 8. We value honest, critical & frank feedback to Candidates.



# **Final Thought**

Hiring top performers is serious business for serious people.

Failing to allocate the required time, capital, resources and methodologies to this most-important of all leadership responsibilities is a failure of the highest order.



When mediocre talent is recruited and/or retained, enterprise mediocrity is not far behind.

# **Interest In Our Client Doesn't End With Talent Acquisition**



We can bring numerous professional services to our manufacturing & distribution clients... all focused on making people more successful.

# **GDI Consulting & Training Company**



**GDI Consulting & Training (GDI) provides practical solutions to complex business and managerial problems in manufacturing and related industries.** Our firm has successfully assisted clients around the world for more than 35 years, having performed more than 175 projects in over 110 companies in 22 countries. GDI applies specialized and common sense solutions... *not overly-intellectualized approaches...* to numerous types of challenging client problems in manufacturing and distribution industries, including:

- Factory & distribution center layout & design
- **Factory & distribution information systems implementation**
- Cost management systems
- Quality management systems design & implementations
- Core business process re-engineering
- Information systems data integrity & reliability improvements
- **Enterprise performance metrics & compensation systems**
- Organization design & improvement
- Business strategy formulation
- Complex problem solving

www.gdiconsult.com

# **GDI Supplier Assessment Practice**



GDI's Comprehensive Supplier Assessment Practice utilizes a structured fact-based methodology that clinically assesses the performance of your company's significant materials Suppliers by quantifying up to 19 categories of risks that may directly impact your company's performance.





- Fact-Based, Proven & Tested Methodology
- Execute in 3 Weeks With Up To 3 Trained Assessors
- Execute Any Where In the World
- Quantifies 19 Specific Areas of Risk
- Results in Terms & Condition Mandates
- Provides an Improvement Path For the Supplier
- Modeled AfterOperational Due-DiligenceFrom the M&A World

www.gdisupply.com

# **GDI Talent Acquisition Practice**

Leadership, management and technical staff requirements continually evolve, but the need for high-performing talent remains constant. Recruiting top-talent into any manufacturing or distribution company requires a rigorous methodology. It begins with a <a href="mailto:thorough-understanding">thorough understanding</a> of the position and continues through a detailed vetting and structured evaluation process that determines each Candidate's real abilities and real potential to succeed.

Using proven assessment and evaluation processes, GDI's Talent Acquisition Practice specializes in matching the best Candidates with each position we are engaged to fill. We have 35 years of relationships with high-performing manufacturing and distribution industry talent, giving us unparalleled capabilities to fill almost any management and technical position within these industries. Our clients value our deep industry expertise, valuable insights, rigorous Candidate evaluation methodologies and commitment to the success of both clients and Candidates.



#### **GDI Owner & Investor Services Practice**



www.gdiinvest.com

Working in concert with other GDI practices, GDI's Owner & Investor Services Practice focuses on THREE specific disciplines:

Governance	Assisting public and private manufacturing and distribution companies to establish, strengthen and reconfigure Boards of Directors and various Board committees. We also sit on Boards of Directors, always bringing strong operational and economic perspectives to the governance process.
Operational Due-Diligence	Normally working for an acquirer, we often execute comprehensive operational analyses prior and post acquisition. Many of our operational due-diligence assignments have resulted in significant changes in the acquisition scope, price and terms.
Valuation Enhancement	Helping clients to understand <u>precisely</u> how to increase enterprise valuation by defining specific ways to generate more cash from a company's suite of gross assets is what we do best.

We have completed numerous projects for private equity investors, individual investors, business owners, corporations and activist shareholders.

#### **Manufacturing Executive Institute**

The Manufacturing Executive Institute (MEI) is a training and publishing organization dedicated to bringing relevant knowledge to individuals who are interested in making dramatic performance improvements in their manufacturing and distribution companies.

MEI delivers knowledge to these communities in THREE distinct ways:

- **Training Workshops...** includes venue-based workshops, e-learning programs and hybrid training programs. All can be modified to speak to specific environments, and scheduled to minimize impact on business operations.
- **Publications...** includes books, white-papers, archived e-learning programs & other information of interest to the manufacturing and distribution communities. Also includes access to the "MEI Bookstore" containing all of the most important manufacturing & distribution industry books for sale.
- Manufacturing & Distribution Focused Research... MEI conducts and supports ongoing research to extend the body-of-knowledge in various manufacturing and distribution disciplines. These research projects result in valuable reports and presentations that are routinely shared with these communities.

To learn more about the Manufacturing Executive Institute, it's mission and additional programs, call (951) 736-1281 or visit us on the web at **www.mfgexecutive.com**.













Specify | Source | Evaluate | Profile | Engage | Onboard

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